

NEWSLETTER | AUGUST 2015



# BOTSWANA INSTITUTE FOR DEVELOPMENT POLICY ANALYSIS

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[R to L] BIDPA Executive Director Dr Tebogo Seleka with Dr Gape Kaboyakgosi (Senior Research Fellow) and Mr Jan Seanego (Chief Librarian) at one of the stakeholder forums organised by BIDPA.

It is evident that 2015 is yet another eventful year for the Botswana Institute for Development Policy Analysis even as the Institute continues to pursue its vision of being a globally competitive policy research institute. This long term dream of the Institute is attainable as BIDPA ranks among the top think tanks on the continent. In the previous year the Global Go To Think Tank Index ranked BIDPA 5th in Sub-Saharan Africa and this is an important milestone depicting steady progress and growth of the Institute's research profile. There is no doubt that this achievement has boosted staff morale as the contribution of the Institute is recognised at the international level. We congratulate BIDPA Team on this achievement, we continue to make a mark on the policy research front even though we recognise that the Institute operates within some financial constraints. Thus over the years BIDPA has consolidated its position as a recognised think tank, and remains steadfast in delivering in its mandate which encompasses policy research and analysis; institutional capacity building; professional training; networking and public education; and dissemination and publication.

Since the beginning of the year BIDPA researchers have been preoccupied with both supply and demand driven projects, although the latter seems to take the upper edge. This notwithstanding, BIDPA remains focused on its strategy to maintain a healthy balance between supply and demand driven work. This strategy has paid dividends over the years and helped to keep the Institute afloat. BIDPA is also grateful to its stakeholders, particularly the Botswana Government and its agencies for which BIDPA does a lot work, and the fact that the

Government is the main financier of the Institute. Other important stakeholders include development partners such as the World Bank, Southern African Customs Union, African Capacity Building Foundation and the African Development Bank.

This year is a special one at BIDPA as the Institute arranged for an expedition to the Tuli Block on a team building mission involving all employees. Measuring by the experience and feedback during this event, great lessons have been learned and beautiful memories will remain engraved in the minds of many of the participants for many years to come. And in the final analysis BIDPA is the winner! Finally we hope that you will enjoy reading through this issue of the Newsletter. We believe that 2015 is a good year for BIDPA, its employees and stakeholders!

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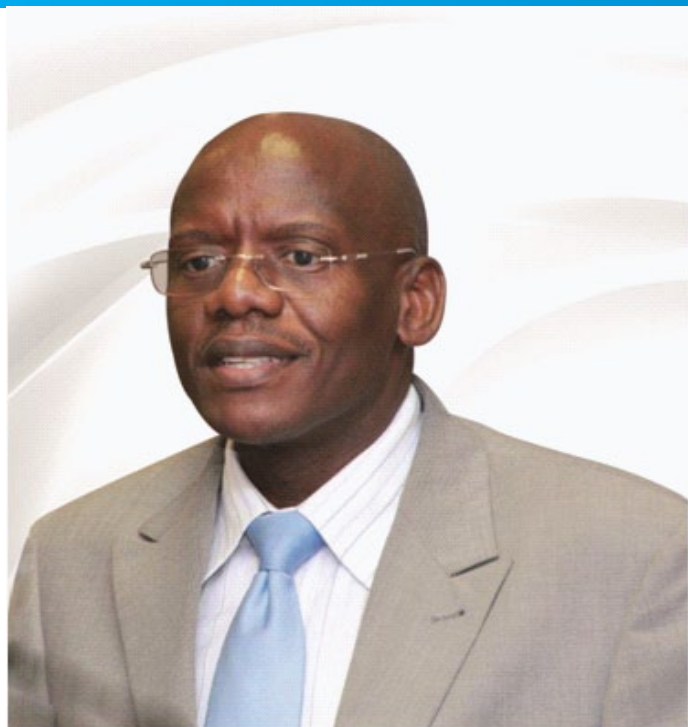
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# Dr Seleka Vice Chair of Policy Institutes Committee



*Dr Tebogo Seleka - BIDPA Executive Director*

**B**IDPA Executive Director, Dr Tebogo Seleka, was recently elected First Vice Chair of the Policy Institutes Committee (PIC) at the Committee's Fourth Consultative Forum held in Addis Ababa, Ethiopia. The PIC is a strategic knowledge network of the Africa

Capacity Building Foundation (ACBF) and brings under one umbrella all ACBF-supported think tanks and policy institutes across the continent. The Committee aims at creating a platform for mutual learning and exchange of information on Africa's policy development agenda, strategic research themes and the management of policy institutes such as BIDPA. The idea to create this Committee was born out of the acknowledgement, by policy institutes and international development partners, of the necessity to create a dynamic and renowned community of practitioners devoted to the economic development of Africa.

The Committee is currently headed by Dr Eugenia Kayitesi, Executive Director of IPAR (Rwanda), and meets twice a year in order to foster cooperation and effective knowledge creation, sharing and dissemination on policy development challenges faced by African countries. The BIDPA family congratulates Dr Seleka on this important milestone and notes with pride the recognition that BIDPA has earned in the eyes of the international community.

## BIDPA co-hosts Conference on Policies for Competitive Smallholder Livestock Production

**T**he Botswana Institute for Development Policy Analysis (BIDPA) and the International Livestock Research Centre (ILRI) recently co-hosted an international conference on "Policies for Competitive Smallholder Livestock Production". The conference was held during 4-6 March 2015, at Lansmore Hotel, Gaborone. The main objective of the conference was to provide an opportunity for African and international scientists and the broader stakeholder groups in the livestock production sector to discuss competitiveness in livestock production systems and improving the livelihoods of livestock farmers, especially smallholder farmers. The broad aim of the conference was to provide answers to various questions rotating around four thematic areas of: measures of competitiveness in smallholder livestock production and policy advocacy; market access and utilisation; the role of collective action in enhancing competitiveness of smallholder livestock farmers;

governments' role in the provision of livestock support services; and economics of animal health and trade in the competitiveness of smallholder livestock production systems. Participants at the conference included researchers, policy makers and development partners who work in the area of assessing competitiveness in agricultural food production and marketing. The conference was opened by the Acting Minister of Agriculture, Honourable Patrick Ralotsia who assured the delegates of the Botswana Government's commitment and dedication towards policies geared at improving the competitiveness of the agricultural sector, including the smallholder livestock farmers who constitute the majority of livestock farmers in the country. Honourable Ralotsia also acknowledged the Australian Government for sponsoring the conference, through the Australian Centre for International Agricultural Research (ACIAR). The conference was an outcome of the "Competitive

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Smallholder Livestock in Botswana” project which was being implemented by the International Livestock Research Institute (ILRI) in partnership with the Ministry of Agriculture, Botswana Institute for Development Policy Analysis (BIDPA), Botswana Meat Commission (BMC), Botswana College of Agriculture (BCA) and other local partners. The conference was also graced by the Chargé d'Affaires of the Australian High Commission based in Pretoria (South Africa), Mr Chris Munn.



Professor Patrick Malope presenting his paper at the conference

## BIDPA in Team Building Workshop



Some of the staff members during the vote of thanks session that marked the end of the workshop

**B**IDPA organized an Empowerment and Team Building workshop for all its employees during 18-19 June 2015, at the Oasis Lodge in the Tuli Block. By and large the workshop was an eye opener as it allowed staff a rare opportunity to introspect, interact, be inspired and discover their potential as individuals and also as a team. The broad aim of the workshop revolved around the following issues: personal empowerment; team work; relationship building; individual involvement and engagement; and effective communication. The workshop was facilitated by Ms Rolene-Anante Sher of New

Beginnings International and going by the response from staff members it was evident that the event was a new dawn to many who attended; a fresh beginning indeed!

Participants at this workshop showed a great deal of enthusiasm and appreciation of the course menu, including the activities that had been organized by the facilitator. According to the facilitator employees have a responsibility to uncover their own potential and take complete control of their own happiness.

It is equally important to understand the power of words and communication; the power of intention; and the need to discard limiting perceptions and beliefs. These are crucial prerequisites for a harmonious and productive work environment. There is no doubt that BIDPA employees came out of this exercise rejuvenated, refreshed, and with a renewed sense of commitment to the mandate of the Institution.

# BIDPA Projects' Highlights

**1. BOCRA Customer Satisfaction Survey –** The Botswana Communications Regulatory Authority, BOCRA, has engaged BIDPA to undertake a Client Satisfaction Survey. The survey seeks to assess the satisfaction levels of consumers of BOCRA regulated services, which in this case are Phone (Mobile and Fixed Line) Internet Services, Postal Services (both post office and courier services); and Broadcasting (both television and radio). The specific objectives of the survey are to: probe consumers' experience of the services provided by the operators; probe consumers' experience on contract terms and conditions; identify negative experiences during the survey and identify pointers for future developments to address them; and assess the extent of consumer participation in regulation and policy development.

**2. Develop A National Waste Policy, Implementation Plan And Monitoring And Evaluation Framework -** The Department of Waste Management and Pollution Control in the Ministry of Environment, Wildlife and Tourism has awarded BIDPA the task of coming up with Botswana's first Waste Management Policy. BIDPA is currently undertaking processes for producing the Situational Analysis report, which will review the laws, policies, institutions, and political economy of the sector such as the waste quantities, human, physical, material and other resources. The specific objectives of this project are to: undertake a holistic and in-depth review of the performance of the current waste management initiatives; study existing waste management and pollution control policies, legislations, strategies and plans in order to determine their level of convergence/divergence; determine the role of the public and private sectors in waste management and pollution control initiatives ; and develop a waste management policy accompanied by a robust implementable plan, and monitoring and evaluation framework.

**3. Competitiveness of Small Holder Livestock in Botswana -** The main objective of the study was to provide an opportunity for African and international scientists and the broader stakeholder groups in the livestock production sector to gauge competitiveness in livestock production systems and improving the livelihoods of livestock farmers, especially smallholder farmers with emphasis on Southern Africa. The study provided answers to various questions around the following thematic areas: measures of competitiveness

in smallholder livestock production and policy advocacy; market access and utilisation; the role of collective action in enhancing competitiveness of smallholder livestock farmers; governments' role in the provision of livestock support services; and economics of animal health and trade in the competitiveness of smallholder livestock production systems.

**4. Open Budget Index 2015 -** The Botswana Institute for Development Policy Analysis (BIDPA) conducted the Open Budget Survey 2015. The comprehensive survey was a collaborative effort done in 85 countries in conjunction with the International Budget Partnership (IBP), which is based in Washington, D.C., United States of America. The Open Budget Survey 2015 is about transparency, public participation and accountability in government budgets. It is aimed at analyzing, evaluating, and comparing public budget transparency in three specific dimensions; a) Whether central governments give the public access to budget information, b) Whether the public have opportunities to participate in the budget process and c) The ability of legislatures and auditors to hold their governments accountable. To easily measure the overall commitment of the 85 countries to transparency, and to allow for comparisons among countries, the IBP produced the Open Budget Index 2015 (OBI 2015) from the survey.

**5. Comprehensive African Agriculture Development Programme (CAADP) Stocktaking and Preparation of Agriculture Investment in Botswana -** BIDPA was tasked to undertake a study under the Comprehensive African Agriculture Development Programme (CAADP). This programme is an initiative by the Government of Botswana (GoB) to adopt the CAADP principles and guidelines in its development planning for the agricultural sector. The CAADP process complements the current planning process with the view to make agricultural development plans more meaningful and more effective in order to attain better results. The objectives of CAADP fit very well with Botswana's national agricultural policy objectives of reducing poverty and raising agricultural productivity and production. Over the years the agricultural sector has not performed as expected, with targets set for the sector in the successive national development plans (NDPs) not being met. It is primarily for this reason that GoB has decided to adopt the CAADP process in planning for the

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agricultural sector so as to improve the performance of the sector and thereby meet the targets set for the sector in the National Development Plans.

#### 6. Study to Review and Align Economic Policies, Strategies and Laws in Botswana -

This study reviewed economic policies, strategies and laws in Botswana together with institutions that implement them. The rationale of the review was to identify fragmentation, uncoordinated and overlapping mandates, inefficiencies and duplication found in these policies, strategies, laws and institutions. It provides recommendations to address these challenges. The review considered five functional areas; export development and promotion; investment promotion; productivity, standards and quality improvement; private sector development; and, entrepreneurship and business development. An institutional evaluation of selected agencies in Botswana was also conducted as part of the study.

#### 7. African Capacity Building Foundation (ACBF) 2014 Strategic Studies

The ACBF has commissioned research on Strategic Studies to contribute towards the identification of innovative strategies and capacity development priorities for addressing youth unemployment in Africa under the theme: Youth Unemployment in Africa: Capacity Building and Innovative Strategies. Under this theme, the Botswana Institute for Development Policy Analysis conducted a case study of selected Sub-Saharan African countries. This study, aims to assess the causes, impact and implications of youth unemployment among selected SSA countries - Botswana, South Africa, Namibia and Swaziland.

The paper profiles and characterises the status and nature of youth unemployment as well as identifies the challenges, implications and gaps to draw innovative ways to addressing youth unemployment among the SSA countries. Stakeholder and expert consultations with development partners, government, private sector and non-governmental organisations in addressing youth unemployment were carried out as part of this study. Success stories and best practices were also reviewed in order to inform strategies for addressing youth unemployment and refining policy approaches towards an inclusive, employment-creating and sustainable growth strategy on addressing the youth unemployment in the continent.

## BIDPA RETREAT IN PICT





2

BIDPA staff in group photo at the retreat



3

Some of staff members getting ready for a game drive



5

Time to relax around the fire



6

Raymond and David chatting with Rolene (facilitator)



8

BIDPA Team in a jubilant mood at the closing of the workshop



9

Staff members on the way to the retreat venue

# Dr Tabengwa Gets Promoted



*Dr Grace Tabengwa*

**D**r Grace Goitsemodimo Tabengwa was recently promoted to be Senior Research Fellow and Head in the Macroeconomics, Forecasting and Planning Unit. She holds a BA Economics, Master of Science Economics, University of Warwick, United Kingdom and a PhD Economics. She has over 17 years development policy analysis experience and has done extensive research in development policy analysis in Botswana, the Southern African region and among developing countries, human capital development, budget analysis, national planning, investment, competitiveness and diversification where she has published widely. She has published a number of papers on the role of human capital on growth among developing countries including Botswana, the determinants of non-mining private investment in Botswana, factors affecting Botswana's competitiveness, an assessment of the diversification

growth implications in Botswana, the role of health and education on growth among selected African countries as well as on macroeconomic convergence and regional integration in SADC.

Dr Tabengwa has led and coordinated a number of key national and regional policy projects while at BIDPA including the development of the Southern Africa Region Position Paper for the US-Africa Relations Summit of August 2014, the Country Policy and Institutional Assessment for Botswana which forms part of the Africa Capacity Development Flagship Report which has been published annually for the past four years by the ACBF. She has coordinated an evaluative study for Fast tracking the Implementation of Botswana Vision 2016, and the Economic Mapping Study for Botswana. She has led the publication of the BIDPA Briefings which provide quarterly economic reviews and has published the BIDPA Budget Briefing annually for a number of years in the Macroeconomics Unit.

She has played a key role in terms of contributions towards the national budget speech compilation and its analysis, national development plan development and currently serves in the NDP 11 Reference Group. She is a member of the Sectoral and Development and Linkages Committee for the Economic Diversification Drive and the National Doing Business Committee. Her leadership role and expertise is also reflected in her membership to national boards where she contributes to the realisation and overseeing of the implementation and translation of policy goals into results. This is the case of Dr Tabengwa Board Member of the Investment Advisory Board of the Botswana Public Officers Medical Aid Scheme (BPOMAS); Board Director of the Botswana Development Corporation (BDC) Subsidiary Company, Can Manufacturers Botswana; Board Director HRDC; and the Distinguished External Reference Group Member of Africa Community of Practice.



# BIDPA WELCOMES NEW MEMBERS OF STAFF



*Ms Thabile Samboma*

**M**s Thabile Samboma is currently employed as an Associate Researcher by the Botswana Institute for Development Policy Analysis under the Public Sector Reforms Unit. Ms Thabile Samboma holds a Masters degree in Public Administration (MPA), and Bachelor of Arts degree in Psychology and Sociology both from the University of Botswana. Her research interests revolve around Gender Development issues. Prior to joining BIDPA, Ms Samboma worked as a lecturer at ABM university college in the department of Human Resources.



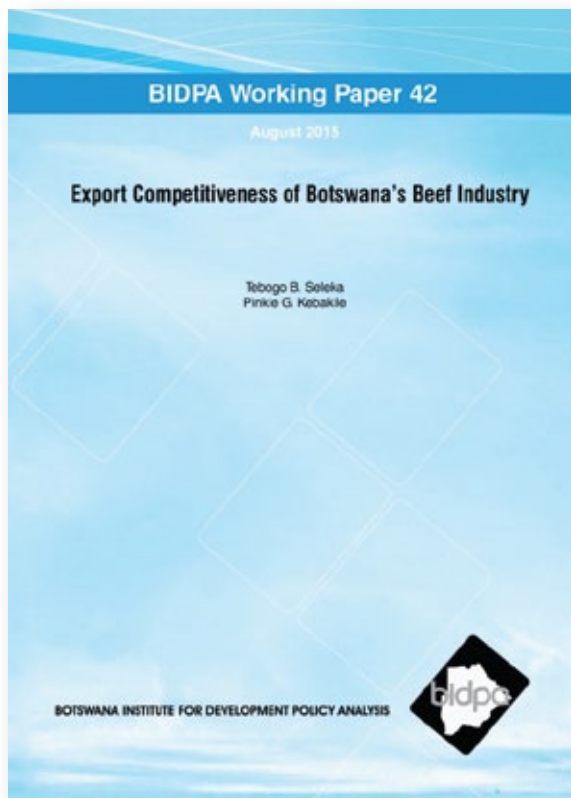
*Mr Marumo Omotoye*

**M**arumo Omotoye is an Associate Researcher in the Public Sector Reforms Unit at BIDPA. He obtained his Bachelors, Honours and Master's Degrees in Public Administration from the University of Pretoria. His research interests are in the areas of Public Policy, Governance, and Service Delivery. He published a research article entitled "Conceptualising Labour Turnover and Retention Management in the Senior Management Service" in the African Journal of Public Affairs. Prior to joining BIDPA, Mr Omotoye was a Consulting Assistant. In this respect he has been involved in a number of strategic projects such as: Consolidation and Repositioning of the South African Public Service; Development of a Communications Strategy for the Botswana Examinations Council; Development of the Botswana Fibre Networks (BOFINET) Strategy and Performance Management System; Development of a High Performance Culture Strategy for the Botswana Telecommunications Corporation Limited

# LATEST PUBLICATIONS

## Export Competitiveness of Botswana's Beef Industry

Tebogo Seleka and Pinkie Kebakile

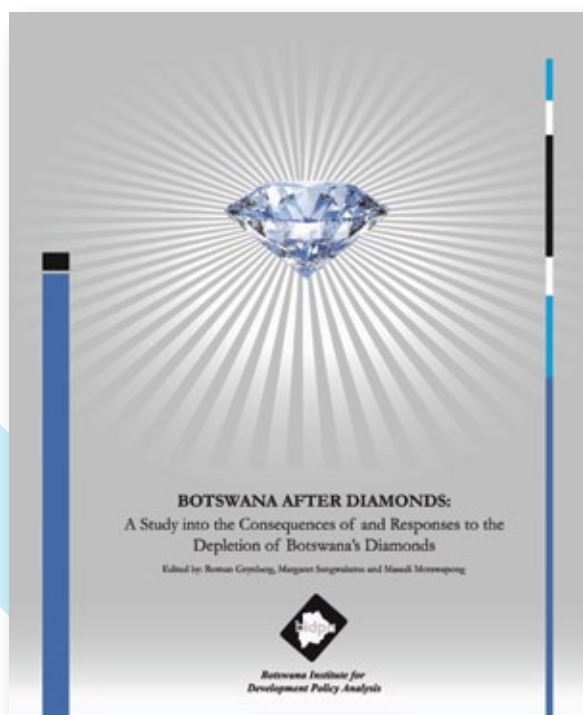


The paper investigates Botswana's beef export competitiveness using indices of Revealed Comparative Advantage (RCA) and data for the period 1961-2011. Results indicate that Botswana has been the most competitive SADC beef exporter, and that it has compared well with the leading world beef exporters. However, the country has recorded declining competitiveness since the mid 1970s. It is argued that, state trading export operations and non-reciprocal trade preferences with the EU have enhanced competitiveness through facilitating export market access. However, the single channel exportation arrangement, through a loss-making state trader, is a potential threat to beef export competitiveness. Further, recurrent outbreaks of cattle diseases and drought, and the rise in domestic demand for beef (coupled with stagnant domestic supply) have adversely impacted beef export competitiveness.

## Botswana After Diamonds:

### Institutions, Documentation and Progress to Date

Editors: Roman Grynberg, Margaret Sengwaketse and Masedi Motswapong



Following the 2008 Global Economic Crisis, and the impact that this had on the economy of Botswana, this book examines possible scenarios to the Botswana economy in the event that diamond production went into terminal decline. The book comes in three parts: Part I - Minerals, energy exports and revenue projections; Part II - Life after diamonds: the economy-wide consequences of declining diamond production in Botswana; and Part III - Export diversification: policies for export success in Botswana.





**BIDPA is a non-governmental research institute concentrating mainly on development policy analysis and capacity building. The main focus is Botswana. However, BIDPA may engage in regional work. Within its areas of concentration, BIDPA seeks to: conduct and promote research; monitor the performance of Botswana's economy; survey the management of public policy implementation as it relates to economic and social development; provide consultancy service and advice to government agencies and other clients; offer technical and/or financial assistance for the facilitation of policy analysis; disseminate and publish research and consultancy results; and assist in professional training and public education in matters pertaining to policy analysis. While the executive director is responsible for the day-to-day management of the institute, authority and responsibility for all activities of the institute lies with the board of trustees, which currently has the following members: Ms M. Machailo-Ellis (Chairperson) - BOCCIM; Mr O. Motshidisi - Bank of Botswana; Prof P. Makepe - University of Botswana; Mr K. Ndobano – Ministry of Finance and Development Planning; Ms C. Ramalefo; Mr P. Draper - South African Institute of International Affairs.**

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