

REPUBLIC OF BOTSWANA

Public Administration Country Profile

Division for Public Administration and Development Management (DPADM)

Department of Economic and Social Affairs (DESA)

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BOTSWANA

[Click here](#) for map of Africa



Source: [The World Factbook](#) - [Botswana](#)

Since gaining independence from Britain in 1966, the Republic of Botswana has been a parliamentary democracy under an elected president. The country has a long and unbroken democratic tradition and has held seven national elections since independence. On each occasion the Botswana Democratic Party (BDP) has been returned to power. Although there have always been a number of political parties, the opposition has been relatively weak and divided and has never succeeded in making a significant dent in the BDP's hold on political power.

The rapid spread of HIV/AIDS in Botswana has become a major threat to its economic and social development plans. The country is one of the most affected in the world, with levels of infection exceeding 30% of the 15-49 age group.

Source: [European Commission \(Development\)](#) - [Country Strategy Paper and Indicative Programme \(2002-2007\)](#)

Botswana experienced rapid economic growth of about 10 per cent per annum in the last two decades. However, the 1998 Demographic Survey estimated unemployment at 19.6 per cent of the labour force.

Source: [Social Summit +5 - Statement by the Assistant Minister of Local Government \(27 June 2000\)](#)

Government type

Parliamentary republic

Independence

30 September 1966 (from UK)

Constitution

March 1965, effective 30 September 1966; amended several times ([click here](#))

Legal system

Based on Roman-Dutch law and local customary law; judicial review limited to matters of interpretation; has not accepted compulsory International Court of Justice jurisdiction

Administrative divisions

9 districts and four town councils (Francistown, Gaborone, Lobatse, Selebi-Pikwe)

Source: [The World Factbook](#) - [Botswana](#)

1. General Information

1.1 People	Botswana	Namibia	South Africa	1
Population				a
Total estimated population (,000), 2003	1,785	1,987	45,026	
Female estimated population (,000), 2003	909	1,016	23,023	
Male estimated population (,000), 2003	876	971	22,003	
Sex ratio (males per 100 females), 2003	96	96	96	
Average annual rate of change of pop. (%), 2000-2005	0.85	1.42	0.59	
Youth and Elderly Population				b
Total population under age 15 (%), 2003	40	43	33	
Female population aged 60+ (%), 2003	5	6	7	
Male population aged 60+ (%), 2003	4	5	5	
Human Settlements				c
Urban population (%), 2001	49	31	58	
Rural population (%), 2001	51	69	42	
Urban average annual rate of change in pop. (%), '00-'05	1.39	3.32	2.09	
Rural average annual rate of change in pop/ (%), '00-'05	-0.31	0.94	-1.12	
Education				d
Total school life expectancy, 2000/2001	12.4	11.9 ⁱ	12.6	1
Female school life expectancy, 2000/2001	12.4	12.1 ⁱ	12.7	1
Male school life expectancy, 2000/2001	12.3	11.7 ⁱ	12.6	1
Female estimated adult (15+) illiteracy rate (%), 2000	20.2 ⁱⁱ	18.8 ⁱⁱ	15.4	2
Male estimated adult (15+) illiteracy rate (%), 2000	25.5 ⁱⁱ	17.2 ⁱⁱ	14	2
Employment				e
Unemployment rate (15+) (%), 2000	15.8 ⁱⁱⁱ	..	5.4 ^{iv}	1
Female adult (+15) economic activity rate (%), 1998	48	48 ^v	50 ^{vi}	2
Male adult (+15) economic activity rate (%), 1998	70	62 ^v	80 ^{vi}	2

Notes: ⁱ 1999/2000; ⁱⁱ 1991; ⁱⁱⁱ Age 12+, Year beginning in August of year indicated; ^{iv} Based on registered unemployment from employment office records, Whites, Coloured and Asians. Excluding Transkei, Bophuthatswana, Venda, Ciskei, Kwazulu, KaNgwane, Qwa Qwa, Gazankulu, Lebowa and KwaNdebele; ^v 1993-1994; ^{vi} 1991, Age 20+ years

1.2 Economy	Botswana	Namibia	South Africa	2
GDP				a
GDP total (millions US\$), 2002	5,188	2,793	104,235	
GDP per capita (US\$), 2002	3,030	1,532	2,392	
PPP GDP total (millions int. US\$), 2002	14,112	11,687 ⁱ	441,573 ⁱ	
PPP GDP per capita(int. US\$), 2002	8,243	6,411 ⁱ	10,132 ⁱ	
Sectors				b
Value added in agriculture (% of GDP), 2003	2.5	10.0	3.8	
Value added in industry (% of GDP), 2003	47.5	30.9	31.0	
Value added in services (% of GDP), 2003	50.0	59.1	65.2	
Miscellaneous				c
GDP implicit price deflator (annual % growth), 2003	4.4	11.0	5.9	
Private consumption (% of GDP), 2003	19.8	58.5	67.3	
Government consumption (% of GDP), 2003	36.1	27.8	13.8	

Notes: ⁱ Estimate is based on regression; other PPP figures extrapolated from the latest International Comparison Programme benchmark estimates

¹ [HUnited Nations Statistics DivisionH](#):

^a [HStatistics Division and Population Division of the UN SecretariatH](#); ^b [HStatistics Division and Population Division of the UN SecretariatH](#); ^c [HPopulation Division of the UN SecretariatH](#); ^{d1} [HUNESCOH](#); ^{d2} [HUNESCOH](#); ^{e1} [HILOH](#); ^{e2} [HILO/OECDH](#)

² [HWorld BankH](#) - [HData and StatisticsH](#):

^a [HQuick Reference TablesH](#); ^b [HData Profile TablesH](#); ^c [HCountry at a GlanceH](#)

1.3 Public Spending	Botswana	Namibia	South Africa	
Public expenditures				3
Education (% of GNP), 1985-1987	7.3	..	6.1	a
Education (% of GNP), 1995-1997	8.6	9.1	7.6	a
Health (% of GDP), 1990	1.7	3.7	3.1	
Health (% of GDP), 1998	2.5	3.3 ⁱ	3.3	
Military (% of GDP), 1990	4.1	5.7 ⁱⁱ	3.8	b
Military (% of GDP), 2000	3.7	3.3	1.5	b
Total debt service (% of GDP), 1990	2.8	
Total debt service (% of GDP), 2000	1.3	..	3.1	

Notes: ⁱ 1999; ⁱⁱ 1991

1.4 Public Sector Employment and Wages						
<i>Data from the latest year available</i>		Botswana 1991-1995	Botswana 1996-2000	Sub-Saharan Africa average ⁴ 1996-2000	Non- Francophone Africa average ⁴ 1996-2000	Middle income group average ⁴ 1996-2000
Employment						
Civilian Central Government ⁵	(,000)	48.0	53.4			
	(% pop.)	3.45	3.48	0.30	0.38	0.59
Sub-national Government ⁵	(,000)	15.0	16.6			
	(% pop.)	1.08	1.08	0.30	0.38	0.59
Education employees	(,000)	15.0	15.0			
	(% pop.)	1.11	0.94	0.62	0.78	1.20
Health employees	(,000)	3.0	3.0			
	(% pop.)	0.22	0.19	0.29	0.20	0.70
Police	(,000)	..	1.00			
	(% pop.)	..	0.06	0.07	..	0.30
Armed forces	(,000)	8.0	9.0			
	(% pop.)	0.55	0.57	0.26	0.31	0.46
SOE Employees	(,000)	..	13.8			
	(% pop.)	..	0.90	3.61
Total Public Employment	(,000)	..	111.8			
	(% pop.)	..	7.23	6.05
Wages						
Total Central gov't wage bill	(% of GDP)	10.9	9.0	6.1	6.9	8.5
Total Central gov't wage bill	(% of exp)	52.2	..	28.9	26.4	21.6
Average gov't wage	(,000 LCU)	18.771	24.256			
Real ave. gov't wage ('97 price)	(,000 LCU)	27.424	24.256			
Average gov't wage to per capita GDP ratio		2.6	2.0	4.8	2.8	4.2

Source: [World Bank](#) - [Public Sector Employment and Wages](#)

³ [HUNDPH](#) - [Human Development Report 2002](#)

^a Data refer to total public expenditure on education, including current and capital expenditures.

^b As a result of a number of limitations in the data, comparisons of military expenditure data over time and across countries should be made with caution. For detailed notes on the data see SIPRI (2001).

⁴ Averages for regions and sub regions are only generated if data is available for at least 35% of the countries in that region or sub region.

⁵ Excluding education, health and police – if available (view [HCountry Sources](#) for further explanations).

2. Legal Structure

Botswana is a unitary state and operates a written constitution with separation of powers between the executive, legislature and the judiciary. Section 47 of the Constitution vests the executive power of the country in the President.

Source: [Transparency International \(National Integrity Systems\)](#) - [Country Study Report: Botswana \(2001\)](#)

2.1 Legislative Branch

Bicameral Parliament consists of the House of Chiefs (a largely advisory 15-member body) and the National Assembly (47 seats, 40 members are directly elected by popular vote and 4 are appointed by the majority party; members serve five-year terms).⁶

women in parliament: 8 out of 47 seats: (17%).⁷

The supreme legislative authority in Botswana is the Parliament, consisting of the President and the National Assembly, and where tribal and customary matters are involved, Parliament is obliged to act in consultation with the House of Chiefs.

The President is a member of the National Assembly and has the power to address, summon or dissolve it at any time. The main functions of Parliament are, to: pass laws regulating the life of the nation; scrutinize government policy and administration, and monitor government activities.

Source: [Embassy of Botswana \(Japan\)](#) - [The Parliament](#)

The House of Chiefs is composed of fifteen (15) members as provided in the constitution as follows:

- Eight ex-official members who are the chiefs from eight tribes
- Four members are elected from amongst themselves from the four districts (North East, Chobe, Kgalagadi and Ghanzi). These are elected every five years or when a vacancy occurs.
- Three specially elected members are elected by both the ex-officio and the elected members in the House of Chiefs. Unlike the 12 members, the specially elected members should have proficiency in English as a requirement

The House of Chiefs has no legislative powers or veto powers but act as an advisory body to parliament and government but all bills affecting the following should go through the House of Chiefs before being discussed.

Source: [Government of Botswana](#) - [The Parliament](#)

The National Assembly is a representative body elected by universal adult suffrage and currently has 47 seats (40 of them contested, four for specially elected members, three for the President, Attorney General and Speaker). The Speaker presides over all the proceedings of the House, and is elected by the members. The Attorney General is the principal legal advisor to the House.

Source: [Embassy of Botswana \(Japan\)](#) - [The National Assembly](#)

⁶ Source of fact boxes if nothing else stated: [HThe World FactbookH](#) - [HBotswanaH](#)

⁷ [HInter-Parliamentary UnionH](#) - [HWomen in National ParliamentsH](#)

Fact box:

elections: National Assembly elections last held 16 October 1999 (next to be held October 2004)
election results: Percent of vote by party - BDP 54.3%, BNF 24.7%, other 21%; seats by party - BDP 33, BNF 6, other 1

2.2 Executive Branch

cabinet: Cabinet appointed by the president

elections: President elected by the National Assembly for a five-year term; election last held 16 October 1999 (next to be held October 2004); vice president appointed by the president

The President is the personification is the Head of the Executive, Commander-in Chief, and also an integral part of the Legislature. The president has the power to dissolve Parliament, select or dismiss the Vice President, Ministers, and has the prerogative of mercy.

The executive arm of government, headed by the President, comprises the body of ministers or Cabinet responsible for the administration of national affairs. The President acts on the advice of the Cabinet of Ministers selected by him from Members of Parliament. Therefore, all members of Cabinet are also members of the National Assembly. Cabinet Ministers, as Members of Parliament are normally bound by the ethic of collective responsibility. Although Ministers are responsible to the National Assembly, the President may appoint or dismiss Ministers without consulting the National Assembly or Cabinet.

Fact box:

chief of state and head of government:
President Festus MOGAE (since 1 April 1998) - percent of National Assembly vote - 54.3%; Vice President Seretse Ian KHAMA (since 13 July 1998)

Source: [Embassy of Botswana \(Japan\)](#) - [The Constitution and the Cabinet](#)

2.3 Judiciary Branch

High Court; Court of Appeal; Magistrates' Courts (one in each district).

Justice in Botswana is primarily administered by the Administration of Justice, comprising the Court of Appeal, the High Court, and the Magistrates' Courts. There are also Customary Courts (dikgotla) which deal with matters of indigenous nature and criminal and civil cases of limited extent. Appeals against the decisions of the Customary Courts are, however, taken to the Customary Court of Appeal, and if need be, from there to the High Court. The High Court is the pivot on which the administration of justice turns, and has unlimited jurisdiction to try all cases, civil and criminal, to exercise review powers over the administration of justice in all subordinate courts, while itself being subject to appeals against its decisions to the Court of Appeal for the country.

In the application of the law, the Constitution, which enshrines all the protection of life, liberty and property, is strictly followed. The courts, whose independence is guaranteed by the Constitution, are guided by the principle found in the Setswana phrase, "ga re lebe motho, re leba molato" which means that 'the law is applied without taking into account the status of the person being tried'.

Source: [Embassy of Botswana \(Japan\)](#) - [Administration of Justice](#)

2.4 Local Government

Local government is administered by nine district councils and five town councils. District commissioners have executive authority and are appointed by the central government and assisted by elected and nominated district councilors and district development committees.

Source: [U.S. Department of State](#) - [Botswana](#)

3. The State and Civil Society

3.1 Ombudsperson

The Office of the Ombudsman was established by the Ombudsman Act of 1995. On the 18th of December 1997, the President of Botswana appointed the first Ombudsman for Botswana Lethebe Maine, in consultation with the Leader of the Opposition in the National Assembly and in compliance with section 2(2) of the said Act.

Once appointed, the Ombudsman can only be removed for misconduct, the procedure for such removal being the same as that for High Court Judges. The period of appointment is four (4) years.

The office is an extra ministerial body; in that spirit, section 9(1) provides that in the discharge of his (her) functions, the Ombudsman shall not be under the control or direction of any other person on authority and that the Ombudsman 's proceedings shall not be questioned in any Court of Law.

The Ombudsman is mandated in terms of the Act to investigate complaints of injustice or maladministration in the Public Service, received from the public (including bodies corporate) and if such complaints are valid to make recommendations to the appropriate authority for compliance therewith. In the event of non-compliance the Ombudsman is obliged to make a Special Report to the National Assembly. The Ombudsman also has jurisdiction over human rights violations, as well as complaints from persons in both legal custody and those in hospitals.

Source: [Government of Botswana - Office of the Ombudsman](#)

3.2 NGOs

The Botswana Council of Non-Governmental Organisations ([BOCONGO](#)) is the national umbrella body for non-governmental organizations in Botswana. The Council was officially registered in May 1995.

The specific objectives of the Council include:

- To facilitate capacity building for local NGOs and CBOs and to ensure their full and effective participation in the development process at both national and international levels
- To facilitate networking amongst NGOs and CBOs, Government, the private sector, donor agencies and other development partners
- To facilitate a coordinated response by NGOs and CBOs on issues that require consensus building
- To play a leading role in policy advocacy and lobbying

Source: [Botswana Council of Non-Governmental Organisation \(BOCONGO\)](#)

3.3 Civil Society

Civil Society has not been very active in Botswana. There are a few, the Kalahari Conservation Society and women groups such as Emang Basadi and Metlhaetsile, that have made significant contribution to the change of government policies on the environment and gender issues, respectively. Ditswanelo has also been very active in

the areas of human rights and the fight against the death penalty. The Student Representative Council (SRC) at the University of Botswana has also challenged the Government on a number of issues. Trade Unions also active, but their role is limited by the fact that the government has been slow in granting full union rights in the country. Since 1997 the government has ratified a number of ILO Conventions , thus granting more freedom to unions.

Source: [Transparency International \(National Integrity Systems\) - Country Study Report: Botswana \(2001\)](#)

Civil society in Botswana is sometimes described as weak, but this perception does not take account of the tradition of consultation and participation embedded in the national consciousness. There are however not many NGOs in the normal sense, only one university and a trade union movement that has demonstrated only limited authority and effectiveness. This situation is gradually evolving. Recent years have seen legislative and practical developments that provide for a much increased participation of civil society in decision making and in the implementation of national policies.

Source: [European Commission \(Development\) - Country Strategy Paper and Indicative Programme \(2002-2007\)](#)

4. Civil Service

The Directorate of Public Service Management is responsible for: Public service administration and management; public service manpower planning, recruitment and development; Public service performance and productivity improvement, complement, grading and deployment.⁸

Source: [Government of Botswana - Public Service Management](#)

4.1 Legal basis

Public Service Act, 1998 (No. 13 of 1998)⁹

Government Gazette, Supplement A, 1998-09-04, No. 13, pp. A.61-A.76

Legislation on public service employment. Makes provision for administration of public service (Part II), appointments to the public service (Part III), termination of appointments and retirements (Part IV), duties of public officers (Part V), the establishment of commissions (Part VI), misconduct and unsatisfactory service (Part VII), offences and penalties (Part VIII), and some related matters.

Source: [International Labour Organization \(NATLEX\) - Botswana: Public and Civil Servants](#)

Public Service Regulations (S.I. No. 69 of 1998)

Government Gazette, Supplement C, 1998-09-04, No. 69, pp. C.251-C.261

Provides for the constitution and abolition of public offices (Part II), appointments and termination of appointments (Part III), discipline (Part IV), the establishment of a consultative machinery (Part V), and for some related matters.

Source: [International Labour Organization \(NATLEX\) - Botswana: Public and Civil Servants](#)

Government General Orders (No. 52.1.11 of 1996)

4.2 Appointment

There are four types of appointments to the Public Service: 1) Permanent and pensionable appointments, which forms the bulk of the employees; 2) contract appointments which covers expatriates and Permanent Secretaries; 3) appointments secured by the constitution like those of the judges, the Attorney General, the Auditor General, etc. and 4) non-pensionable appointments.¹⁰

The Constitution of Botswana relies upon the law to determine the person or persons holding the power to appoint public servants.¹¹

In Botswana, appointment is made by virtue of General Orders issued by the President. The procedures rely on internal promotion within the public service, or direct recruitment by advertisement proposed at a certain level or above. The Public Service (Amendment) Act, No. 14 of 2000, adds a new section 31(f), specifying that

⁸ The Vice President is also Minister for Presidential Affairs and Public Administration.

⁹ Amended with Public Service (Amendment) Act, No. 14 of 2000

¹⁰ All public employees under pensionable and non-pensionable terms are eligible to stay in service until the end of the official retirement age, which is sixty years.

¹¹ Other constitutions entrust the power to make appointments directly to the Executive.

nepotism or discriminatory treatment in appointments shall be misconduct, punishable by penalties.

Source: [International Labour Organization \(IFPDIAL\) - Comparative study of contents of civil service statutes \(2001\)](#)

Appointments and promotions are on merit, but there have been instances where abuses have been recorded. Aggrieved parties have the right to appeal and if not satisfied with the outcome, have not been hindered from going to the courts for relief. The courts have not hesitated to review such decisions where injustice has been identified.¹²

In order to improve efficiency the Government has now introduced Performance Management System (PMS) to ensure that the retention and promotion of staff within the public service is based on performance appraisal.

Source: [Transparency International \(National Integrity Systems\) - Country Study Report: Botswana \(2001\)](#)

4.3 Remuneration

The Botswana Public Service Act of 1998 is silent as to the details of salary, although section 38 (entitled "Miscellaneous") permits the President to make regulations for the better carrying out of the purposes and provisions of the Act.

A centralized body, the Salary Review Commission, envisages the setting of remuneration.

Source: [International Labour Organization \(IFPDIAL\) - Comparative study of contents of civil service statutes \(2001\)](#)

4.4 Training

Ministry of Education (MOE) and the Directorate of Public Service Management (DPSM) have the responsibilities for manpower development policy formulation and management. Ministry of Education is mainly responsible for pre-service education, while DPSM deals with in-service training for public officers.¹³

Budgetary provision is made by Parliament annually to finance education. Ministry of Education gets its allocation to finance primary, secondary and tertiary education. DPSM gets the allocation to cater for specific needs of the Public Service, while each ministry is allocated funds required to meet specific needs. Financial resources are allocated to each ministry annually to fund their training needs. Annual training plan is used to guide the administration of training funds in Ministries. Apart from academic and professional long-term training, government facilitates skill development through short courses. Due to shortage of funds to cater for the high demand for training by public officers, government encourages public officers to take up part-time and correspondence learning, and be reimbursed their money upon successful completion of their studies.

There are special public and private agencies that have been established to provide higher education. Among the public agencies are the Institute of Development Management, National Health Institutes, Botswana Institute of Administration and Commerce, Botswana College of Agriculture, the University of Botswana and the Roads Training Institute. There are also private agencies, which include Business School of Botswana, Ba Isago Institute for external placement of students among others.

Source: [CAFRAD - Questionnaire on National Public Administrations in Africa: Botswana \(3/2003\)](#)

Not available online

¹² Peloewetse vs. Permanent Secretary to the President and Others (unreported, Civil Appeal No 26/99).

¹³ See also: [HGovernment of BotswanaH](#) - [HPublic Service ManagementH](#)

The Botswana statute permits one year's leave on full pay and leave thereafter at half pay as long as the study leave is taken at an approved institution and applies only to a certain level of civil servant.

Source: [International Labour Organization \(IFPDIAL\) - Comparative study of contents of civil service statutes \(2001\)](#)

4.5 Discipline

The power to discipline public officers of the superior grade is exercisable by the Permanent Secretary to the President, and the power to discipline other public officers is, under section 6 of the Public Service Act of 1998, vested in the Director of Public Service Management (who is appointed by the President).

The General Orders prescribe that every public officer against whom disciplinary procedures are being taken shall be informed in writing and in reasonable detail of the facts alleged against him. Punishment ranges from reprimand to dismissal. Other forms of punishment include compulsory retirement, reduction in rank, reduction in salary, and warning.

Appeal exists under Regulation 25(3) to the Public Service Commission. Under section 111(2) of the Constitution of Botswana, the decision of the Public Service Commission is final.

Source: [International Labour Organization \(IFPDIAL\) - Comparative study of contents of civil service statutes \(2001\)](#)

4.6 Termination

In Botswana, it is the General Orders (No. 52.1.11 of 1996) that permit termination if the public officer is found guilty of an offence. Under the Public Service Act of 1998, section 14, if it appears to the Permanent Secretary that the appointment of a public officer serving on contract should be terminated (otherwise than by dismissal) in accordance with the provisions of the contract, the Permanent Secretary shall advise the officer in writing that the termination is under consideration and inform that officer of the right to make representations within 21 days.

Source: [International Labour Organization \(IFPDIAL\) - Comparative study of contents of civil service statutes \(2001\)](#)

4.7 Gender

The Constitution of Botswana has no provisions prohibiting discrimination on the ground of sex.¹⁴ On the other hand, the Botswana Public Service (Amendment) Act, No. 14 of 2000, adds a new section 31A classing sexual harassment of a public officer by a co-worker or by a supervisor as misconduct.

The regulations set out the provision of 12 weeks' maternity leave on full pay for female civil servants, with the proviso that this applies only for up to three confinements.

Source: [International Labour Organization \(IFPDIAL\) - Comparative study of contents of civil service statutes \(2001\)](#)

¹⁴ Nevertheless, the High Court declared the unconstitutionality of the 1984 Citizenship Act by interpreting the Constitution as prohibiting discrimination also on the basis of sex. [Unity Dow v. Attorney-General, Case No. Misc. A 124/90 (High Court, 1991)]

5. Ethics and Civil Service

5.1 Corruption

2003 CPI Score relates to perceptions of the degree of corruption as seen by business people and country analysts and ranges between 10 (highly clean) and 0 (highly corrupt).

Corruption Perceptions Index							
		2003 CPI Score	Surveys Used	Standard Deviation	High-Low Range	Number Inst.	90 percent confidence range
Rank	Country						
1	Highly clean	9.7	8	0.3	9.2 - 10.0	4	9.5 - 9.9
30	Botswana	5.7	6	0.9	4.7 - 7.3	5	5.2 - 6.3
133	Highly corrupt	1.3	8	0.7	0.3 - 2.2	6	0.9 - 1.7

Source: [Transparency International - Corruption Perceptions Index 2003](#)

Surveys Used: Refers to the number of surveys that were used to assess a country's performance. 17 surveys were used and at least 3 surveys were required for a country to be included in the CPI.

Standard Deviation: Indicates differences in the values of the sources. Values below 0.5 indicate agreement, values between 0.5 and c. 0.9 indicate some agreement, while values equal or larger than 1 indicate disagreement.

High-Low Range: Provides the highest and lowest values of the sources.

Number Institutions: Refers to the number of independent institutions that assessed a country's performance. Since some institutions provided more than one survey.

90 percent confidence range: Provides a range of possible values of the CPI score. With 5 percent probability the score is above this range and with another 5 percent it is below.

After the enactment of the Corruption and Economic Crime Act on 19th August 1994 the Directorate on Corruption and Economic Crime (DCEC) was established on 5th September 1994. The Act sets out its functions, prescribes the powers and duties of the Director, states the procedures to be followed in handling a suspect and specifies the offenses involving public officers, employees of public bodies, agents and those in the private sector.

The Director is formally and directly responsible to the President. In carrying out its work the DCEC functions under the Office of the President, but the decision to institute prosecutions is reserved for the Attorney General. If the Attorney General decides upon a prosecution, the matter is usually referred back to the Directorate to undertake the processes of court registration and mention before the courts. Actual prosecution is the responsibility of the Attorney General's Chambers, but Directorate officers, in their capacity as Public Prosecutors, assist the Attorney General in a considerable number of cases.

Source: [Government of Botswana - Directorate on Corruption and Economic Crime](#)

Since the inception of the Directorate on Corruption and Economic Crime (DCEC) none of the high level cases of corruption known from the early 1990's has emerged in a systematic manner. All the major cases of corruption have resulted in conviction.

Analysis of the data published by DCEC over the past six years (1994-2000) reveals that many of the cases of corruption and fraud which have been prosecuted by the Directorate have common characteristics...most of the acts of corruption or fraud were committed by very junior central or local Government officials such as accounts

clerks, vehicle examiners, district council technical staff, security guards, storekeepers, and school teachers.

Source: [Transparency International \(National Integrity Systems\)](#) - [Country Study Report: Botswana \(2001\)](#)

5.2 Ethics

The Botswana Civil Service utilizes the General Orders and Public Service Act as a guide to all civil servants on ethical issues. These instruments are cover human resource management issues including the ethical conduct of officers both at work and outside work.

Besides these instruments the Directorate on Corruption and Economic Crime (DCEC) is tasked with the responsibility of instilling ethical standards among the public officers in particular, and the wider public in general. Efforts are being made to promote ethical behaviour among the public officers through the promotion of anti-corruption practices. The Corruption Prevention Group of DCEC recently printed a booklet on "Ethical Conduct in the Workplace," which is a guide for public officers on how to deal with ethical issues.

Special institutions are entrusted with mechanisms for control and accountability. These are Public Accounts Committee, Office of the Auditor General, Parliament, Independent Electoral Commission, Ombudsman and the DCEC, among others.

Source: [CAFRAD](#) - Questionnaire on National Public Administrations in Africa: Botswana (3/2003)¹⁵

¹⁵ Not available online

6. e-Government

e-Government Readiness Index:

The index refers to the generic capacity or aptitude of the public sector to use ICT for encapsulating in public services and deploying to the public, high quality information (explicit knowledge) and effective communication tools that support human development.

The index is comprised of three sub-indices: Web Measure Index, Telecommunications Infrastructure Index and Human Capital Index.

Web Measure Index:

A scale based on progressively sophisticated web services present. Coverage and sophistication of state-provided e-service and e-product availability correspond to a numerical classification.

Telecommunications Infrastructure Index:

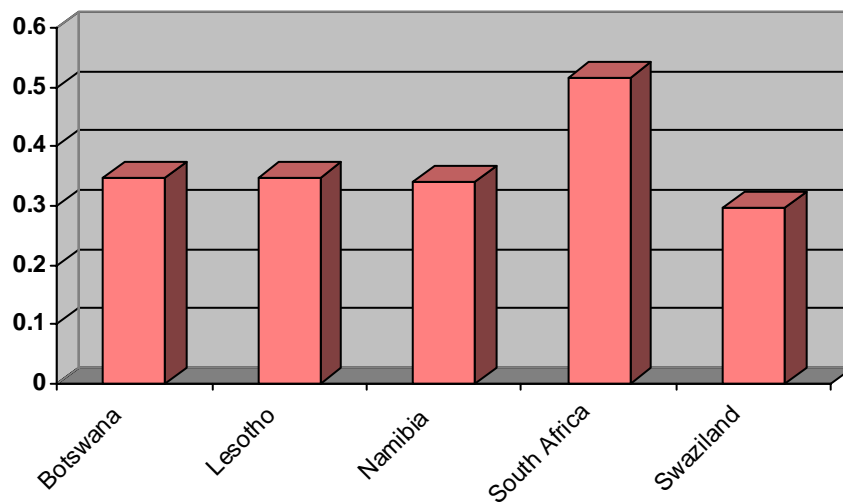
A composite, weighted average index of six primary indices, based on basic infrastructural indicators that define a country's ICT infrastructure capacity.

Primary indicators are: PC's, Internet users, online population and Mobile phones. Secondary indicators are TVs and telephone lines.

Human Capital Index:

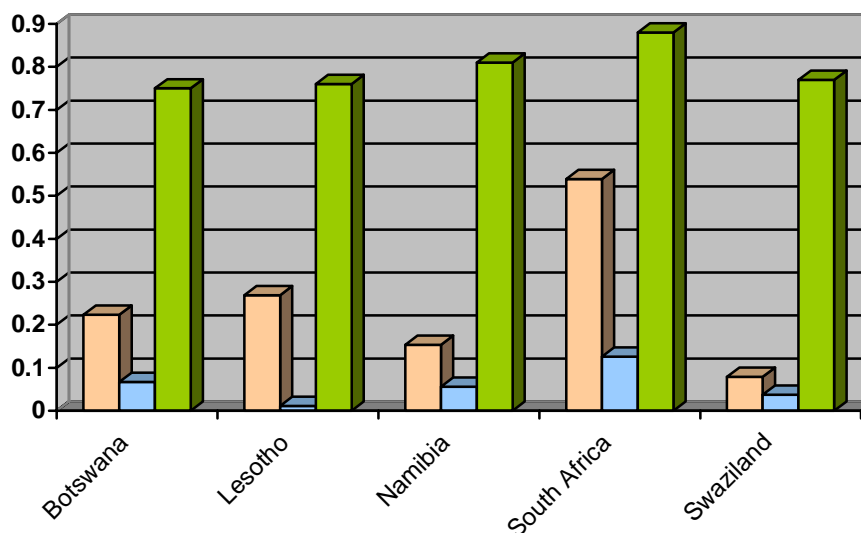
A composite of the adult literacy rate and the combined primary, secondary and tertiary gross enrolment ratio, with two thirds of the weight given to adult literacy and one third to the gross enrolment ratio.

e-Government Readiness Index



Source: HUnited Nations – World Public Sector Report 2003H

Web Measure Index Telecom. Infrastructure Index Human Capital Index



Source: HUnited Nations – World Public Sector Report 2003H

e-Participation Index:

Refers to the willingness, on the part of the government, to use ICT to provide high quality information (explicit knowledge) and effective communication tools for the specific purpose of empowering people for able participation in consultations and decision-making both in their capacity as consumers of public services and as citizens.

e-information:

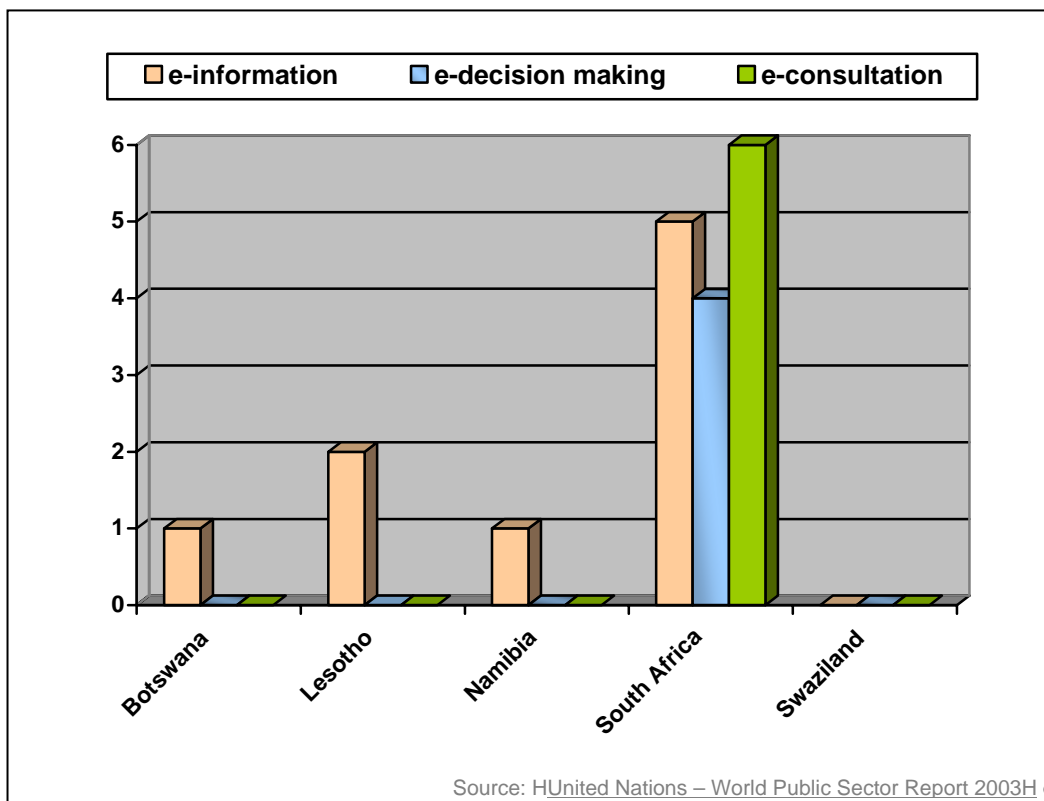
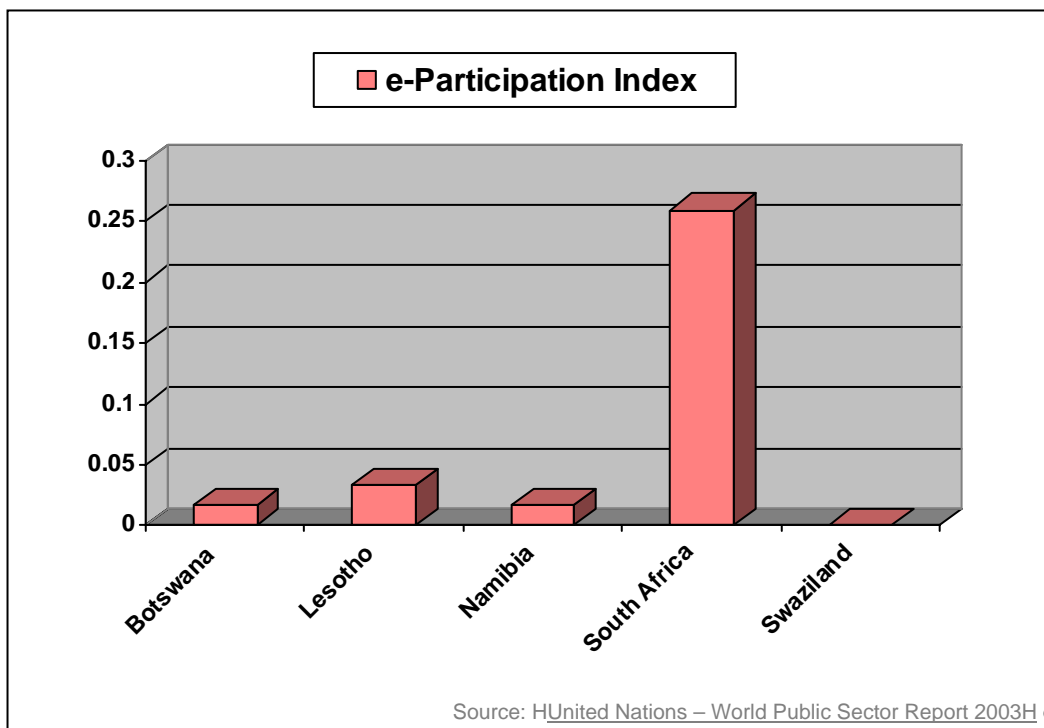
The government websites offer information on policies and programs, budgets, laws and regulations, and other briefs of key public interest. Tools for disseminating of information exist for timely access and use of public information, including web forums, e-mail lists, newsgroups and chat rooms.

e-decision making:

The government indicates that it will take citizens input into account in decision making and provides actual feedback on the outcome of specific issues.

e-consultation:

The government website explains e-consultation mechanisms and tools. It offers a choice of public policy topics online for discussion with real time and archived access to audios and videos of public meetings. The government encourages citizens to participate in discussions.



6.3 ICT in Public Administration

The Government has introduced a number of information technology systems for the administration of the Public Service. These include computerized personnel management system; systems for motor vehicle registration, the issue and management of national identification cards, management of taxes and salaries.

In 1997, the government embarked on the computerization of all the personnel records and posts in the Public Service through the Computerization of Personnel Management System (CPMS) Project. The project involved the installation of human resources applications and it comprises four different phases: 1) Pilot Phase; 2) Roll-out Phase; 3) Enablement Phase; and 4) Enrichment Phase.

The pilot and roll out phases have been completed. Work has started on the Enablement Phase and will continue into the National Development Plan (NDP) (2003/04 to 2008/09). The completion of the roll out of the system has resulted in the establishment of a core human resource management system in every ministry and independent department. Each Human Resource Officer in government now has a Personal Computer (PC) connected via the Government Data Network (GDN) to the Computerized Personnel Management System. As of March 2003, approximately 400 Human Resource Officers in ministries and independent departments have been trained in the use of the Lotus Notes e-mail, Infinium Human Resource system and the online Directorate of Public Service Management (DPSM) policy database.

The computerized Personnel Management System has created communication interface between the Directorate of Public Service Management and the rest of the ministries thus reducing the level of paper work and movement of personnel files across the Public Service. The System has become an important database for central government for manpower planning, budgeting and research; storage of human resource records data; storage of human resource policy data such as General Orders, Public Service Act, and Pensions Act among others for easy reference.

Video conferencing and multimedia applications are not used much although formal training has started in these areas at technical colleges. A government data network connects almost all government officers in the country and all government officers have access to both e-mail and internet facilities. A central IT system runs the government wide computer network. In addition to this, some ministries have specialized equipment and software for their specialized functions.

Source: [CAFRAD - Questionnaire on National Public Administrations in Africa: Botswana \(3/2003\)](#)¹⁶

¹⁶ Not available online

7. Links

7.1 National sites	
Authority	Topic
Government of Botswana	http://www.gov.bw

7.2 Miscellaneous sites	
Institution	Topic
African Development Bank (ADB)	http://www.afdb.org/
African Training and Research Centre in Administration for Development (CAFRAD)	http://www.cafrad.org/
African Union (AU)	http://www.africa-union.org/
European Union (EU)	http://europa.eu.int/comm/development/ACP_countries
International Labour Organization (ILO) - NATLEX	http://www.ilo.org/dyn/natlex/natlex_browse.home
New Partnership for Africa's Development (NEPAD)	http://www.nepad.org/
United Nations in Botswana	http://www.unbotswana.org.bw
United Nations Development Programme (UNDP)	http://www.unbotswana.org.bw/undp/index.html
United Nations Economic Commission for Africa (ECA)	http://www.uneca.org/
UNPAN	http://www.unpan.org/virtual_library-byregion.asp
World Bank (WB)	http://www.worldbank.org/afr/bw