

Preliminary Findings BOCCIM Ministerial Ratings May 2013

Contents

1	Executive Summary	1
2	Ministry of Labour and Home Affairs (MLHA)	4
3	Ministry of Trade and Industry (MTI).....	7
4	Ministry of Agriculture (MoA).....	10
5	Ministry of Education and Skills Development (MoESD)	13
6	Ministry of Environment, Wildlife and Tourism (MEWT)	15
7	Ministry of Minerals, Energy and Water Resources (MMWER)	18
8	Ministry of Local Government (MLG)	21
9	Ministry of Lands and Housing (MLH).....	23
10	Ministry of Youth, Sport and Culture (MYSC)	25
11	Ministry of Transport and Communications (MTC)	27
12	Ministry of Health (MoH)	30
13	National AIDS Coordinating Agency (NACA)	33
14	Ministry of Finance and Development Planning (MFDP).....	35
15	Office of the Auditor General (OAG).....	38
16	Botswana Unified Revenue Service (BURS)	40
17	Public Procurement and Asset Disposal Board (PPADP).....	43
18	Botswana Bureau of Standards (BOBS).....	45
19	Department of Public Service Management (DPSM).....	47
20	Ministry of Foreign Affairs and International Cooperation (MoFAIC)	49
21	Office of the President (OP)	50
22	Ministry of Defence, Justice and Security (MoDJS)	54
23	Botswana Police Service (BPS)	56
24	Ministry of Infrastructure, Science and Technology (MIST)	58
25	Botswana Power Corporation (BPC)	60
26	Water Utilities Corporation (WUC)	63
27	Respondent Summary.....	66

1 Executive Summary

Background

In 2012, His Excellency the President requested that BOCCIM assess and rate the performance of Government ministries, departments, agencies and parastatal bodies. The basis of the ratings would be the interactions and experiences of members with the respective ministries / departments. The first part of this exercise was completed and presented to the NSO in December 2012. These summary findings serve as a reflection of the results of the second phase of the rating exercise.

Methodology

BOCCIM members were requested to complete a questionnaire containing a series of statements reflecting the core functions and responsibilities of the various entities applicable to their business sector. Members were requested to indicate their level of agreement or disagreement with these statements. These responses, as well as general comments that members were requested to add at the end of the questionnaire, serve as the basis for these findings.

The questionnaire consisted of one section for each ministry, department and parastatal as applicable. The purpose of the questionnaire was to identify structural and procedural strengths and weaknesses of government service provision. The objective was to identify:

- Systematic bottlenecks or obstructions in government that hinder the pursuance of business in Botswana
- Facilitating elements in government that promote and facilitate the pursuance of business in Botswana
- Areas where Government can improve the interface between itself and the business community

To ensure that the ministries were assessed on merit, the guiding statements were derived from the duties, responsibilities as well as mission statements presented by each ministry and/or department. The questionnaire was circulated among BOCCIM members and 304 respondents answered questions relating to one or more ministry / department as applicable.

The data were collated and frequency tables were compiled. Qualitative data were collected from the additional comments provided by respondents and these provide contextualisation of the ratings. We believe that the findings presented here are a fair reflection of the general perceptions of BOCCIM members towards various ministries / departments.

Findings

The findings are presented in the body of this report as follows:

- The questionnaire results for each ministry / department are summarised in table format
- An 'overall rating' is calculated from the tables, giving percentages for negative, neutral and positive sentiment
- The questionnaire results are also presented as a graphic illustrating the responses
- Comments and personal testimonies (verbatim) are included

A summary of respondents per ministry / department follows the findings.

Rating Summary

Summary ratings per entity are tabled below:

	Ministry/Department	Rating		
		Positive	Neutral	Negative
1	LABOUR & HOME AFFAIRS	23.9%	21.6%	45.8%
2	TRADE AND INDUSTRY	29.5%	33.9%	36.6%
3	AGRICULTURE	25.0%	32.1%	42.9%
4	EDUCATION, SKILLS AND DEVELOPMENT	25.0%	45.4%	29.6%
5	ENVIRONMENT, WILDLIFE AND TOURISM	34.6%	44.2%	21.2%
6	MINERALS, ENERGY AND WATER RESOURCES	19.4%	43.1%	37.5%
7	LOCAL GOVERNMENT	28.7%	42.6%	28.7%
8	LANDS AND HOUSING	2.0%	24.5%	73.5%
9	YOUTH SPORTS & CULTURE	40.0%	20.0%	40.0%
10	TRANSPORT AND COMMUNICATION	35.7%	28.6%	35.7%
11	MINISTRY OF HEALTH	21.7%	45.0%	33.3%
12	NACA	75.0%	15.0%	10.0%
13	FINANCE AND DEVELOPMENT PLANNING	46.4%	24.5%	28.2%
14	AUDITOR GENERAL	25.0%	25.0%	50.0%
15	BURS	22.4%	17.6%	60.0%
16	PUBLIC PROCUREMENT & ASSET DISPOSAL BOARD	18.2%	40.9%	40.9%
17	BOTSWANA BUREAU OF STANDARDS (BOBS)	17.9%	14.3%	67.9%
18	PUBLIC SERVICE MANAGEMENT	25.0%	16.7%	58.3%
19	FOREIGN AFFAIRS	66.7%	16.7%	16.7%
20	OFFICE OF THE PRESIDENT	48.6%	31.4%	20.0%
21	DEFENCE, JUSTICE AND SECURITY	16.0%	56.0%	28.0%
22	BOTSWANA POLICE SERVICE	54.2%	21.9%	24.0%
23	INFRASTRUCTURE, SCIENCE AND TECHNOLOGY	9.5%	19.0%	71.4%
24	BOTSWANA POWER CORPORATION (BPC)	16.5%	8.7%	74.9%
25	WATER UTILITIES CORPORATION (WUC)	23.6%	30.9%	45.5%
	ARITHMETIC MEAN	30.0%	28.8%	40.8%

- Overall, the entities examined achieved a 40.8% negative average rating and a 30% positive rating, with 28.8% showing neither positive nor negative sentiment
- The National Coordinating Agency (NACA) attracted most positive responses overall, with a 75% positive rating and only a 10% negative rating
- The Botswana Power Corporation (BPC) had the highest percentage of negative responses (74.9%) and only a 16.5% positive rating
- The Botswana Police Service (BPS) achieved the highest percentage of positive responses (54.2%) for a government department
- The ministries with the equal highest percentage of negative responses (33.3%) are the Ministry of Health (MoH) and the Ministry of Environment, Wildlife and Tourism (MEWT)
- Ministry Lands and Housing (MLH) achieved the lowest percentage of positive responses (2%) and a 73.5% negative response.

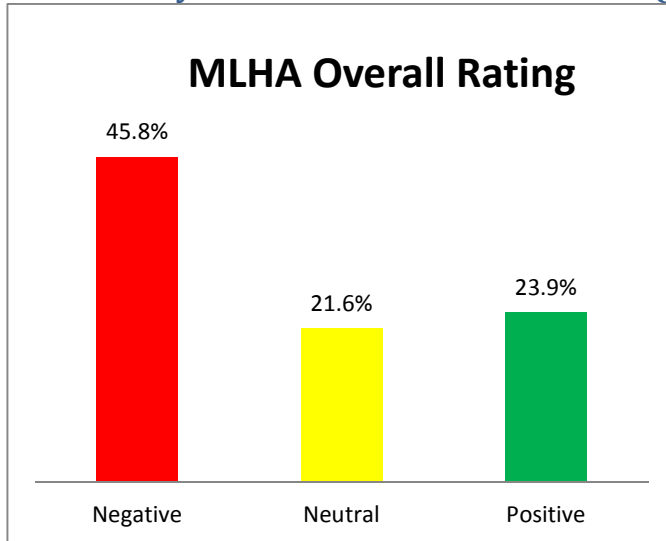
It would appear that the entities that have the highest level of interaction with the business community attracted highest percentage of negative responses.

General Observations

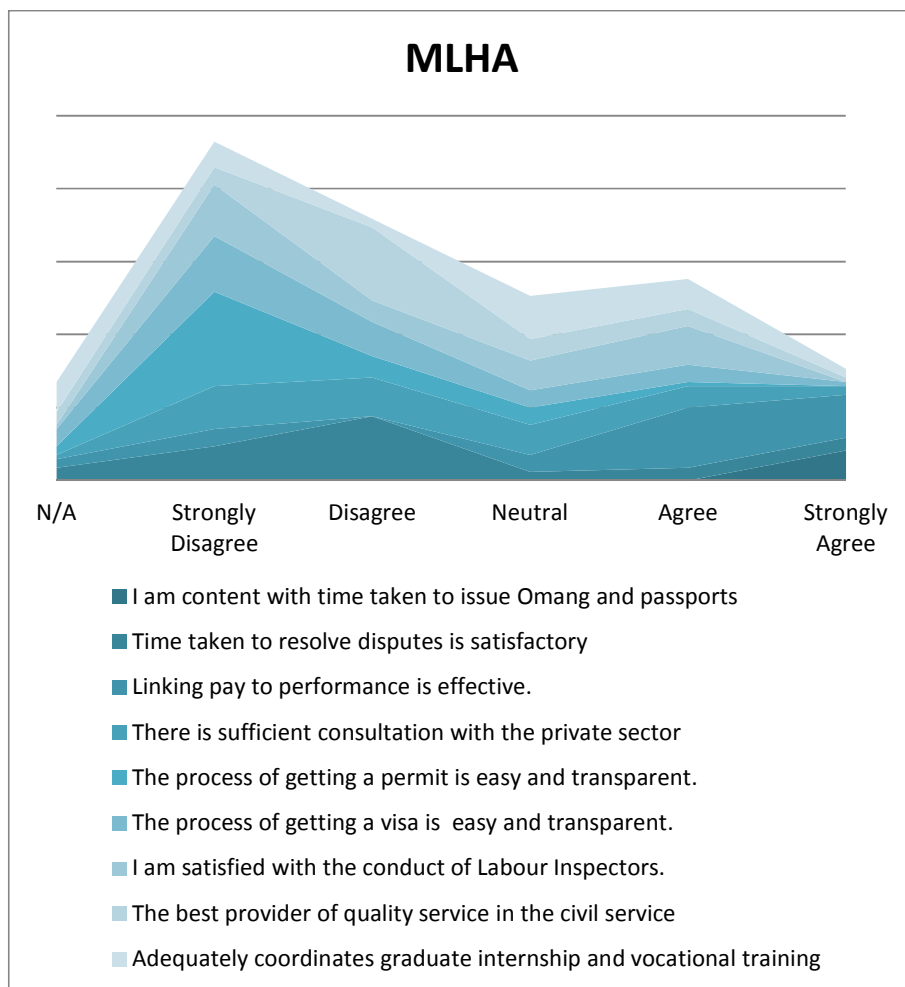
A sample of general comments by respondents included:

- With regard to MLHA, respondents felt that “the Ministry is indifferent to the needs of business”. Some even suggested that “there be regular meetings via BOCCIM with Senior Labour Officer to hear the business community”.
- In the case of MTI, respondents indicated that they are happy with the top tier and described it as, “A well-run ministry, with a knowledgeable, business-minded and hands-on Minister at the helm”. However, the lower levels are not acquitting themselves well enough. One respondent posited that, “The thought process within MTI is still one of regulation and not facilitation”.
- In the case of parastatals, WUC and BPC are sources of disappointment for respondents. One remarked: “WUC has the poorest CRM. Can you imagine reporting a water leakage and you are told ‘la re lapisa’”.
- BPC has the highest negative rating of any ministry, department or parastatal in the exercise. Respondents say that since the load shedding exercise started, they have had problems receiving statements and therefore difficulty in paying their bills. Other respondents say that their service delivery has been hampered and they have lost the confidence of their customers. Some even suggested the parastatal be divided into two, and allow the private sector to take charge of power generation.

2 Ministry of Labour and Home Affairs (MLHA)



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	N/A
I am content with time taken to issue Omang and passports	20.6%	35.3%	17.6%	5.9%	5.9%	14.7%
Time taken to resolve disputes is satisfactory	8.8%	8.8%	5.9%	44.1%	23.5%	8.8%
Linking pay to performance is effective.	29.4%	41.2%	11.8%	0.0%	11.8%	5.9%
There is sufficient consultation with the private sector	5.9%	14.7%	20.6%	26.5%	29.4%	2.9%
The process of getting a permit is easy and transparent.	0.0%	2.9%	11.8%	14.7%	64.7%	5.9%
The process of getting a visa is easy and transparent.	2.9%	11.8%	11.8%	23.5%	38.2%	11.8%
I am satisfied with the conduct of Labour Inspectors.	0.0%	26.5%	20.6%	14.7%	35.3%	2.9%
MLHA is the best provider of quality service in the civil service	2.9%	11.8%	14.7%	50.0%	11.8%	8.8%
MLHA adequately coordinates graduate internship and vocational training?	5.9%	20.6%	29.4%	5.9%	17.6%	20.6%



Key Findings:

- Notable dissatisfaction with the dispute resolution process and timeline.
- Little faith in the transparency and ease of permit and visa issuing.
- Positive opinion of time taken to issue identity documents and passports.
- Harsh indictment; “They do not consult the business community before implementing policies”.

Comments

Visas:

- “It is a struggle to get assistance at the Visa Section at the Immigration department, 90% of the time the phone does not get answered and when you do get an officer on line, you will get transferred again until the phone rings off. You get help only when you go to their offices and that is not always practical”.

Work and Residence Permits:

- Temporary work permits: “The process of getting temporary work permits has improved a lot and the section responsible delivers on time as per their promise”.

- Renewing permits should not involve the same procedure as 1st applications. Certification of copies does not mean authentication – just certifying that a copy is a true representation of the original!
- The new points system is not completely transparent – the ‘job offer’ is a very grey area and open to different interpretations.
- The price for permits is too exorbitant especially for agriculture it needs to be reduced so that we can easily access farm labours from outside as from within people do not want to work in farm

Interns:

- The private sector must be given an opportunity to interview and select interns suitable for their operations from a list of available candidates. Let the best candidate be appointed and not allocated as per current practice.

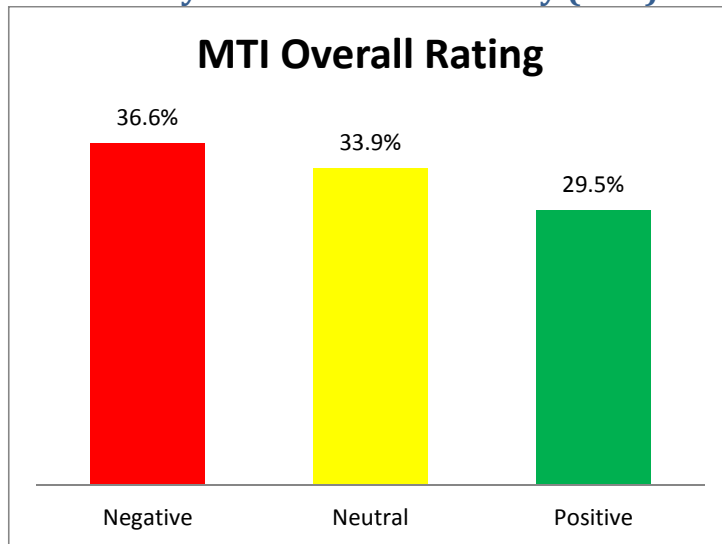
General Comments:

- There is a lot of room for improvement on what this Ministry is doing. This Ministry is indifferent to the needs of business.
- There should be regular meeting via BOCCIM with Senior Labour Officer to hear the business community.
- Communication can be improved by looking at other emerging economies, knowledge transfer, etc.
- The ministry ought to be courteous, mediating and understand business. The system and process need to be revised as the business community is of necessity the gateway to career progression and full participation and cooperation required for national objective.

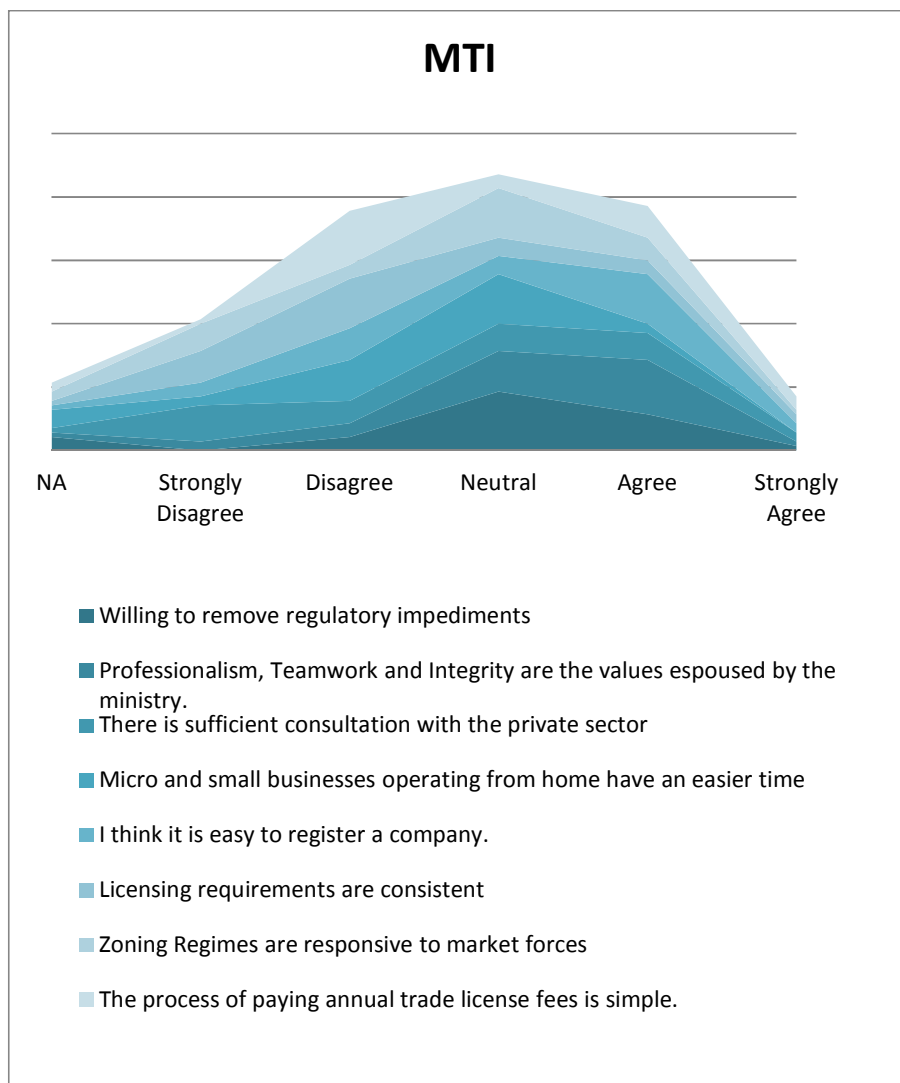
Personal Testimony:

I have had a horrendous experience with immigration with regard to applying for exemptions under the guise of the Botswana Innovation Hub. There appears to be a major disconnect between what we are told by the BIH and what actually happens on the ground. It turns out that no one on the ground at immigration actually knows what the BIH is and how to handle permit exemptions under this special labour dispensation. I have been sent from pillar to post after having wasted hours, literally 4 hours waiting to be assisted, only to be told that I do not have all the correct forms! There is an urgent need for a major process overhaul at Immigration and Labour. Customers are meant to stand in line for a stamp only to be told to pay elsewhere, where you are forced to queue yet again and then return to the original queue to show evidence that you have paid. This is a massive waste of everyone's time! The attitude of staff is despicable. They are extremely unhelpful, they do not treat great customers, they say things like ‘it's not my problem’ and shun you off. Each Immigration Officer tells you different things to do so it is extremely confusing to get anything done the first time round. There is often the common practice of sending people away because they have the wrong form because the correct information was not offered in the first place. The labour department at the Main Mall, particularly, is poorly signposted so it is impossible for anyone to determine if they are actually standing in the correct queue. It is impossible to know which side is Immigration and which side is Labour. The lead time for assistance is unimaginably long. Although one can appreciate that staff are being trained on the job, but this is ludicrous if it increases the time to be served! Staff should be trained by undergoing private training using simulations on how to tackle certain scenarios. Only when they have completed a test on their understanding should they be put in front of customers. To submit a permit application successfully takes at least 5 days after being sent on a wild goose chase!

3 Ministry of Trade and Industry (MTI)



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	NA
Willing to remove regulatory impediments	3.6%	28.6%	46.4%	10.7%	0.0%	10.7%
Professionalism, Teamwork and Integrity are the values espoused by the ministry.	3.6%	42.9%	32.1%	10.7%	7.1%	3.6%
There is sufficient consultation with the private sector	7.1%	21.4%	21.4%	17.9%	28.6%	3.6%
Micro and small businesses operating from home have an easier time	0.0%	7.1%	39.3%	32.1%	7.1%	14.3%
I think it is easy to register a company.	7.1%	39.3%	14.3%	25.0%	10.7%	3.6%
Licensing requirements are consistent	7.1%	10.7%	14.3%	39.3%	25.0%	3.6%
Zoning regimes are responsive to market forces	3.6%	17.9%	39.3%	10.7%	21.4%	7.1%
Process of paying annual trade license fees is simple.	10.7%	25.0%	10.7%	42.9%	3.6%	7.1%



Comments

Key Findings:

- Respondents felt that the licensing processes were not consistent.
- Those with trade licenses were disappointed with the process of paying annual fees.
- On a positive front, respondents did acknowledge that registering a company is easy.

Zoning:

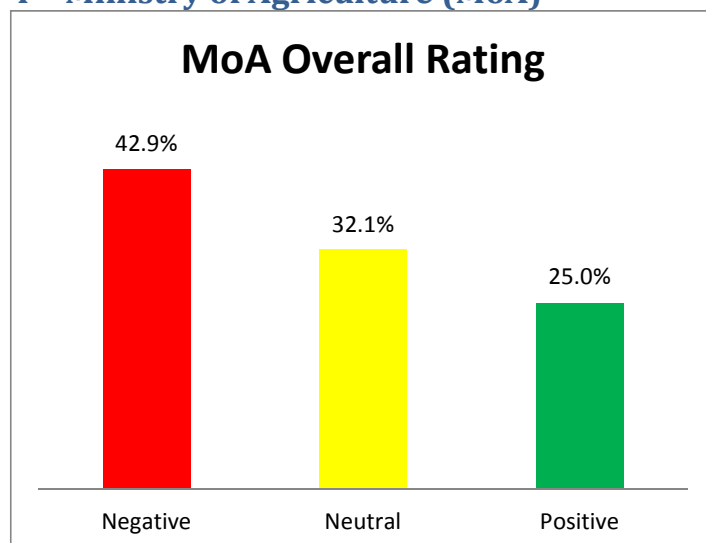
- More zoning is required target at core industries like agro-processing, manufacturing, ICT, etc. located in areas that can support those industries and also promote industrial development in different parts of the country other than Gaborone. For example, zoning Lobatse as an agricultural activity development area to leverage on BMC and proximity to the SA border-access to market

General Comments:

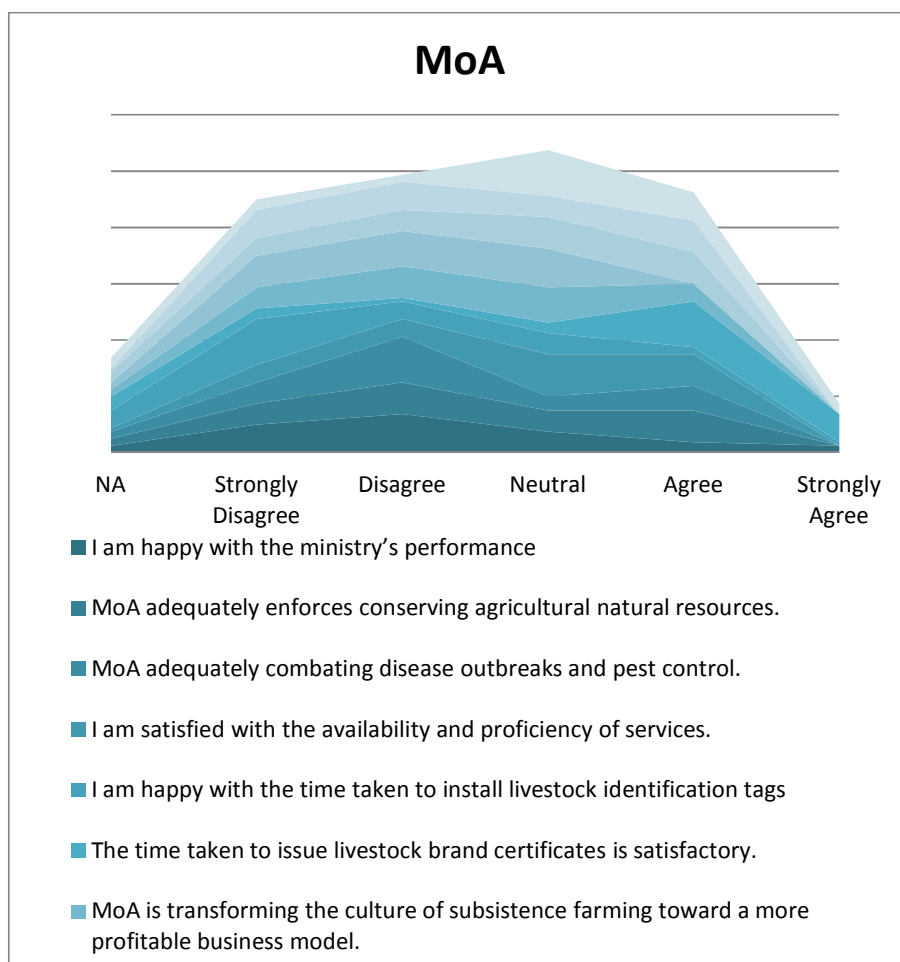
- The thought process within MTI is still one of regulation and not facilitation.

- May be think about taking your office to the people, Can you imagine having to stay in Gabs to certify copies at Registrar Of Companies, otherwise the payment would devastate anybody trying to certify more than five a day
- A well-run ministry, with a knowledgeable, business-minded and hands-on Minister at the helm.

4 Ministry of Agriculture (MoA)



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	NA
I am happy with the ministry's performance	6.3%	9.4%	18.8%	34.4%	25.0%	6.3%
MoA adequately enforces conserving agricultural natural resources.	0.0%	28.1%	18.8%	28.1%	18.8%	6.3%
MoA adequately combating disease outbreaks and pest control.	0.0%	21.9%	12.5%	40.6%	18.8%	6.3%
I am satisfied with the availability and proficiency of services.	0.0%	28.1%	37.5%	15.6%	15.6%	3.1%
I am happy with the time taken to install livestock identification tags	3.1%	6.3%	18.8%	15.6%	40.6%	15.6%
The time taken to issue livestock brand certificates is satisfactory.	25.0%	40.6%	9.4%	3.1%	9.4%	12.5%
MoA is transforming the culture of subsistence farming toward a more profitable business model.	0.0%	15.6%	31.3%	28.1%	18.8%	6.3%
I am happy with the manner in which agricultural resources are being managed.	0.0%	0.0%	34.4%	31.3%	28.1%	6.3%
Farmers are given requisite and periodic training to keep them abreast with the latest best practices within the global agricultural sector.	0.0%	28.1%	28.1%	18.8%	15.6%	9.4%
There is sufficient consultation with the private sector on matters that might adversely affect business.	0.0%	28.1%	18.8%	25.0%	25.0%	3.1%
The process of obtaining import permits for agro chemicals fertilisers and pesticides is difficult / frustrating?	9.4%	25.0%	40.6%	6.3%	9.4%	9.4%



Comments

Key Findings:

Negative rating of the ministry:

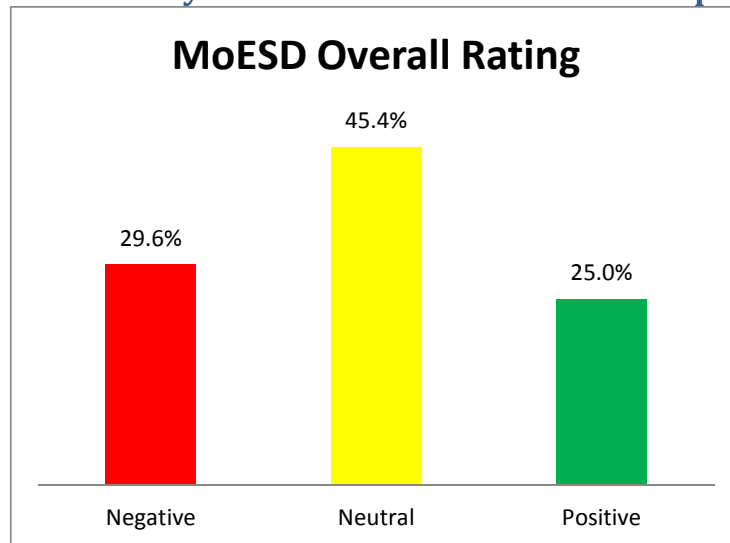
- Poor response to outbreak of diseases and pest control.
- Issue of livestock identification tags is unacceptably slow.
- Not doing enough to drive farming techniques from subsistence to commercial.
- Seen to be mismanaging the agricultural resources of the country.
- The one positive: Efficient issue of livestock brand certificates.

General Comments:

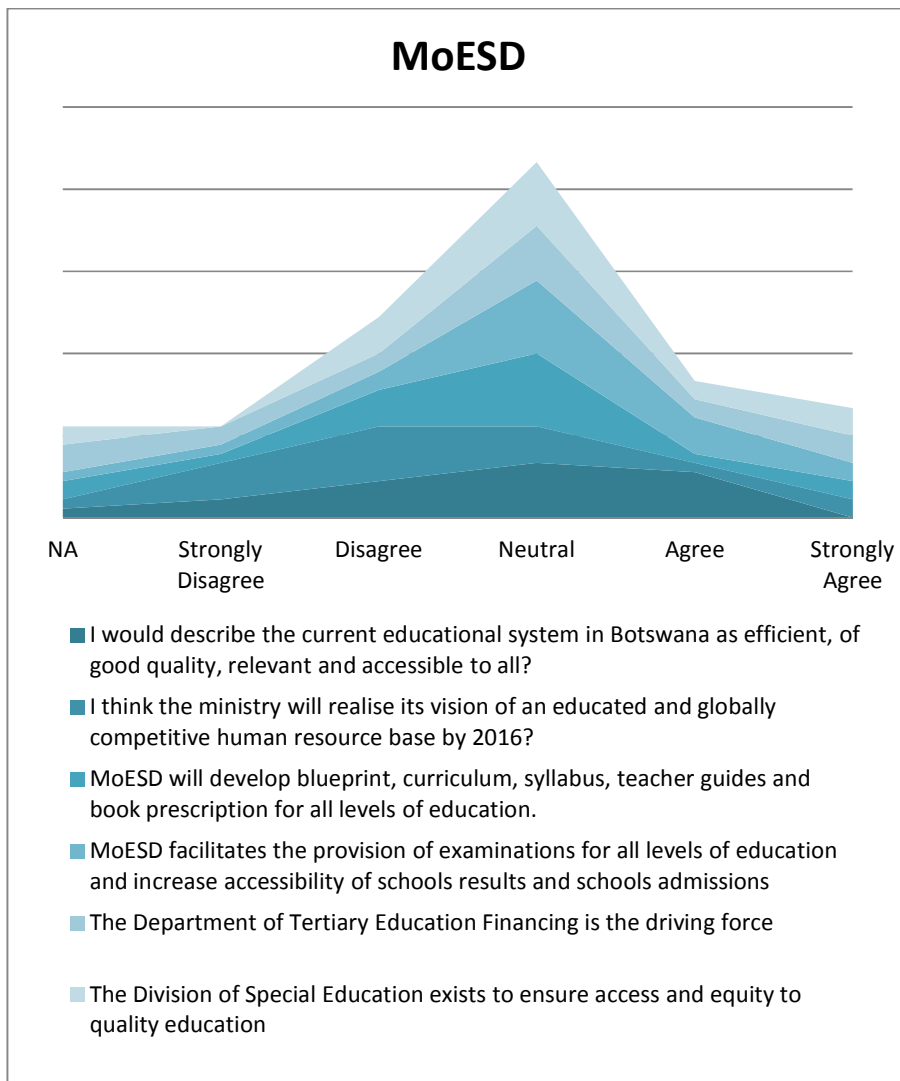
- Food security should be top priority and there are very few interventions aimed at reducing quantities of imported food.
- Allocation of farms remains a problem with huge areas of productive land that is not efficiently utilized.
- Shifting from subsistence to commercial farming requires making more land available and providing incentives for those capable to venture in commercial farming.
- The requirements for an agricultural retail business are becoming more demanding, but there is no private sector consultation, just warnings to comply!

- There is so much that needs to be done but we are still way behind; e.g. irrigation would also help local farmers to plough throughout without having to depend on the rainy season
- The ministry is not doing enough to help farmers to grow food: The laws are so rigid that you cannot do anything to improve farming; e.g. permits for importation of chicken feed are denied.

5 Ministry of Education and Skills Development (MoESD)



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	NA
I would describe the current educational system in Botswana as efficient, of good quality, relevant and accessible to all?	0.0%	27.8%	33.3%	22.2%	11.1%	5.6%
I think the ministry will realise its vision of an educated and globally competitive human resource base by 2016?	11.1%	5.6%	22.2%	33.3%	22.2%	5.6%
MoESD will develop blueprint, curriculum, syllabus, teacher guides and book prescription for all levels of education.	11.1%	5.6%	44.4%	22.2%	5.6%	11.1%
MoESD facilitates the provision of examinations for all levels of education and increase accessibility of schools results and schools admissions	11.1%	22.2%	44.4%	11.1%	5.6%	5.6%
The Department of Tertiary Education Financing is the driving force	16.7%	11.1%	33.3%	11.1%	11.1%	16.7%
The Division of Special Education exists to ensure access and equity to quality education	16.7%	11.1%	38.9%	22.2%	0.0%	11.1%



Comments

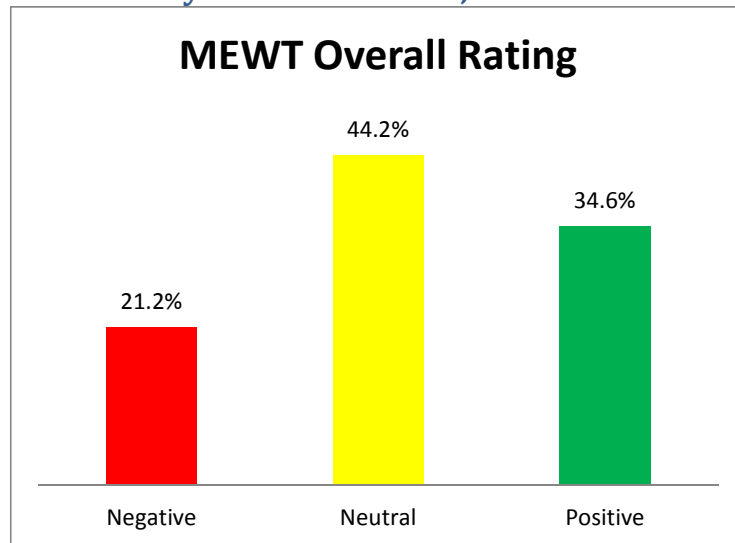
Key Findings:

- Respondents do not think that the ministry will meet its mandate of providing an educated and globally competitive human resource base by 2016.
- Respondents are happy with the performance of the Special Education Division
- Positive ratings for the performance with regard to increasing accessibility of schools results and schools admissions.

General Comments:

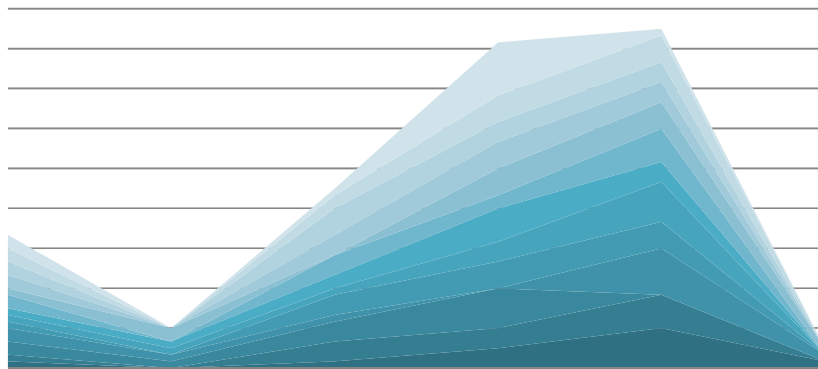
- There is a lot of scope to better deliver on this Ministry if we are serious about becoming an educational hub for the region. There is lots of scope in infrastructure that can and should support that aspiration
- The ministry has to engage more stakeholders for better direction, provide funding for stakeholders in order to gain assistance and guidance in activities that they need guidance on.
- The ministry should engage organisations (private and NGO) rather than doing most things solo.

6 Ministry of Environment, Wildlife and Tourism (MEWT)



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	NA
The ministry is always open and accommodating in promoting the private sector as an engine of growth and development.	8.3%	50.0%	25.0%	8.3%	0.0%	8.3%
The ministry provides accurate and quality weather and climatic information.	0.0%	41.7%	25.0%	25.0%	0.0%	8.3%
The rules governing the type of vehicle to be used to dispose waste are flexible.	0.0%	0.0%	50.0%	25.0%	8.3%	16.7%
The ministry promotes citizen participation in the tourism hot spots across the country.	8.3%	58.3%	0.0%	8.3%	8.3%	16.7%
There is sufficient consultation with the private sector on matters that might adversely affect business.	0.0%	33.3%	33.3%	25.0%	0.0%	8.3%
The ministry is successfully upholding its vision statement by making Botswana a world leader in the management of the environment for sustainable development.	0.0%	50.0%	25.0%	8.3%	8.3%	8.3%
I am satisfied with the waste management and sanitation infrastructure that is currently available.	0.0%	25.0%	41.7%	16.7%	8.3%	8.3%
I am happy with ministry's performance in using natural resources to attract tourists.	0.0%	41.7%	16.7%	25.0%	0.0%	16.7%
Wildlife resources and habitats are adequately managed.	8.3%	33.3%	33.3%	0.0%	16.7%	8.3%
Maintenance of ecosystem integrity and biodiversity conservation and promotion of a sustainable environment is adequate	0.0%	25.0%	33.3%	25.0%	0.0%	16.7%
There are increased socio-economic benefits derived from the environment, natural resources base, and tourism	0.0%	25.0%	25.0%	33.3%	0.0%	16.7%
The ministry promotes a clean and safe environment	0.0%	33.3%	33.3%	16.7%	0.0%	16.7%
Customer satisfaction through effective and efficient service delivery is achieved	0.0%	8.3%	66.7%	8.3%	0.0%	16.7%

MEWT



NA Strongly Disagree Disagree Neutral Agree Strongly Agree

- The ministry is always open and accommodating in promoting the private sector as an engine of growth and development.
- The ministry provides accurate and quality weather and climatic information.
- The rules governing the type of vehicle to be used to dispose waste are flexible.
- The ministry promotes citizen participation in the tourism hot spots across the country.
- There is sufficient consultation with the private sector on matters that might adversely affect business.
- The ministry is successfully upholding its vision statement by making Botswana a world leader in the management of the environment for sustainable development.
- I am satisfied with the waste management and sanitation infrastructure that is currently available.
- I am happy with ministry's performance in using natural resources to attract tourists.
- Wildlife resources and habitats are adequately managed.
- Maintenance of ecosystem integrity and biodiversity conservation and promotion of a sustainable environment is adequate
- There are increased socio-economic benefits derived from the environment, natural resources base, and tourism
- The ministry promotes a clean and safe environment
- Customer satisfaction through effective and efficient service delivery is achieved

Comments

Positive Feedback:

- Promotes the private sector as an engine of growth and development.
- Promotes citizen participation in the tourism hot spots across the country.
- Makes Botswana a world leader in the management of the environment for sustainable development.
- Good use of natural resources to attract tourists.

Department of Environment Affairs:

- There is difficulty in obtaining and paying for permits and licenses (unwillingness to accept cheques)

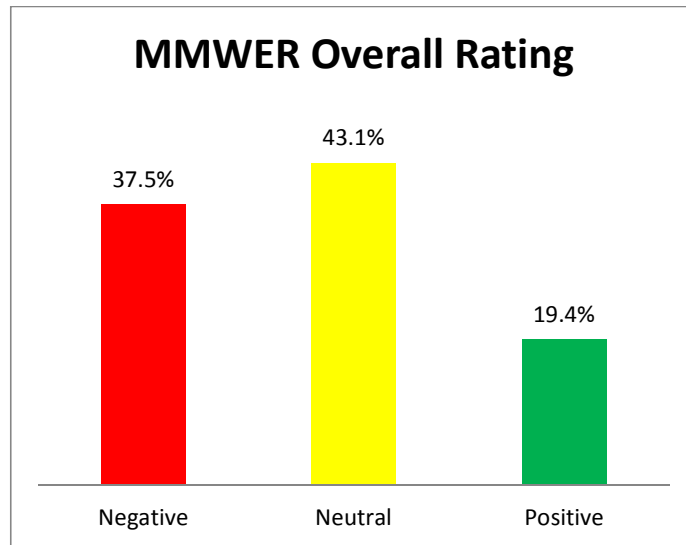
Landfills:

- More attention should be paid to issues of waste disposal at landfills, as well as proper construction of these landfills. The Department needs to be empowered to attend to issues of waste and pollution especially in Gaborone.

General Comments:

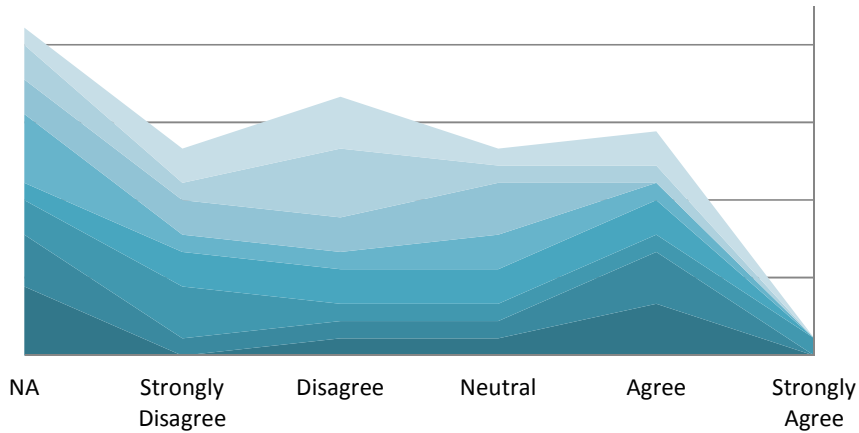
- Ordinary citizens cannot access the lucrative tourism hot spots and more efforts are needed to encourage Botswana to play a significant role in the booming tourism industry. The perception of a cartel that controls the industry needs to be addressed by the ministry.
- Booking of camp sites within national parks is very confusing and poorly managed since the introduction of private companies. Costs associated for citizens and residents of Botswana (tax Payers) are prohibitive and do not promote the appreciation of our natural resources across the nation.
- Empower communities to engage in CBNRM activities. These processes should be less confusing,
- Put in place institutions that communities will feel free to work with. We should work at mostly empowering communities not demoralising them.

7 Ministry of Minerals, Energy and Water Resources (MMWER)



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	NA
The Department of Geological services creates a positive environment for exploration and mining companies.	0.0%	33.3%	11.1%	11.1%	0.0%	44.4%
The quality and variety of information that is availed by the DGS with regard to Geo-scientific data, minerals and water resources in Botswana is satisfactory	0.0%	33.3%	11.1%	11.1%	11.1%	33.3%
I am happy with the performance of the Energy affairs department with regard to availing efficient, reliable, affordable and good quality energy services.	11.1%	11.1%	11.1%	11.1%	33.3%	22.2%
The Department of Water Affairs is ensuring sustainable use and conservation of water resources.	0.0%	22.2%	22.2%	22.2%	22.2%	11.1%
I am happy with the processes, procedures and time taken to acquire a prospecting or mining license/permit and burrow pits.	0.0%	11.1%	22.2%	11.1%	11.1%	44.4%
I am satisfied with the development and maintenance of water and electricity resources for agricultural use.	0.0%	0.0%	33.3%	22.2%	22.2%	22.2%
I am satisfied with the development and maintenance of water and electricity resources for commercial use.	0.0%	11.1%	11.1%	44.4%	11.1%	22.2%
I am satisfied with the development and maintenance of water and electricity resources for industrial use.	0.0%	22.2%	11.1%	33.3%	22.2%	11.1%

MMWER



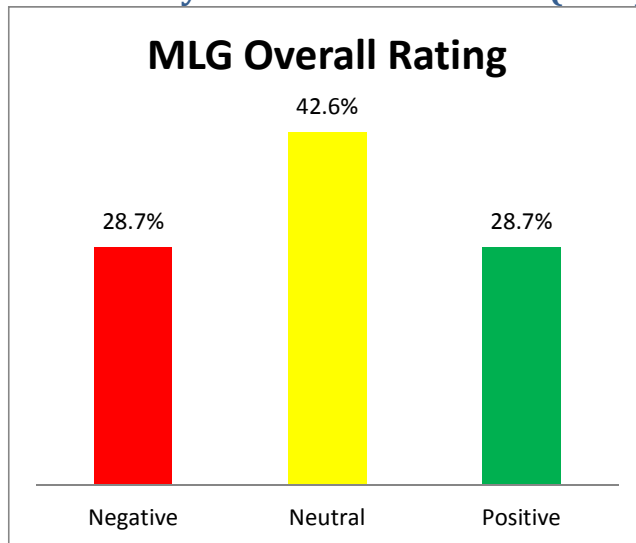
- The Department of Geological services creates a positive environment for exploration and mining companies.
- The quality and variety of information that is availed by the DGS with regard to Geo-scientific data, minerals and water resources in Botswana is satisfactory
- I am happy with the performance of the Energy affairs department with regard to availing efficient, reliable, affordable and good quality energy services.
- The Department of Water Affairs is ensuring sustainable use and conservation of water resources.
- I am happy with the processes, procedures and time taken to acquire a prospecting or mining license/permit and burrow pits.
- I am satisfied with the development and maintenance of water and electricity resources for agricultural use.
- I am satisfied with the development and maintenance of water and electricity resources for commercial use.
- I am satisfied with the development and maintenance of water and electricity resources for industrial use.

Comments

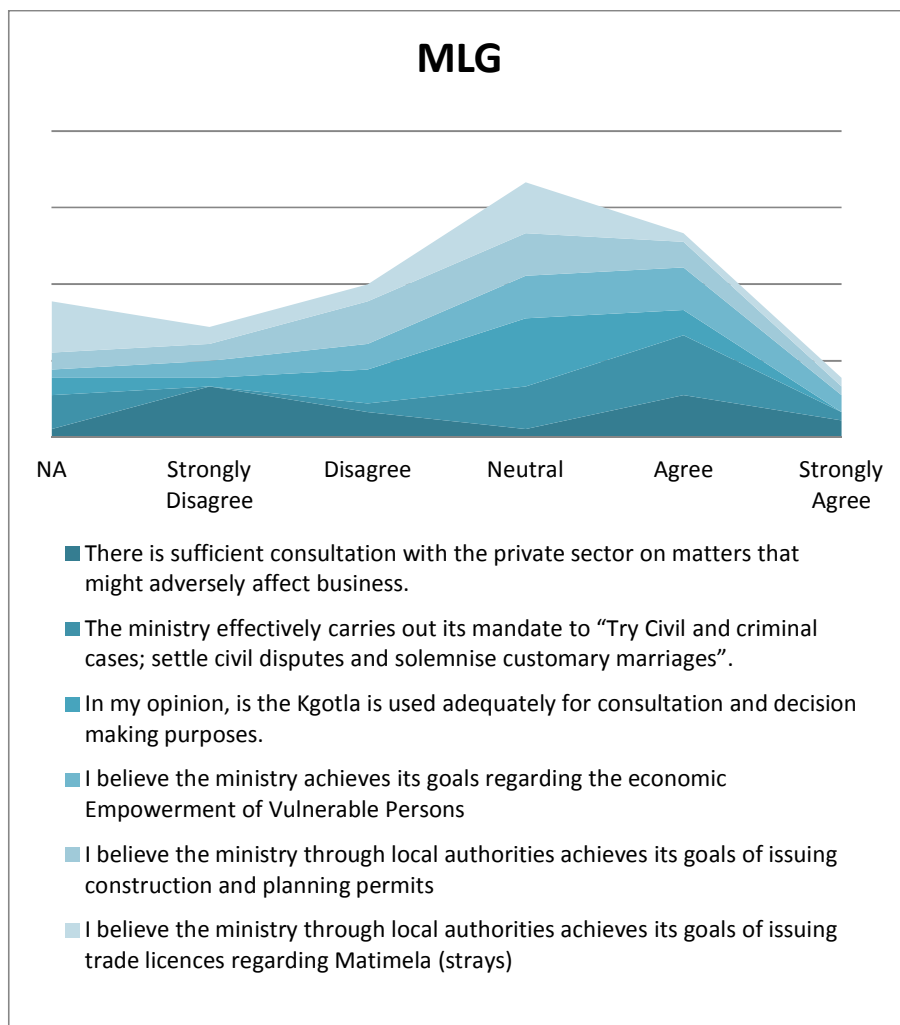
Key Findings:

- Ministry is incapable of developing and maintaining water and electricity resources for commercial and industrial use.
- The Department of Geological services is the “rose amongst the thorns” within this ministry. The department received positive reviews for:
 - Creating a positive environment for exploration and mining companies.
 - Availing quality and reliable geo-scientific data and information pertaining to minerals and water resources in Botswana.

8 Ministry of Local Government (MLG)



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	NA
There is sufficient consultation with the private sector on matters that might adversely affect business.	11.1%	27.8%	5.6%	16.7%	33.3%	5.6%
The ministry effectively carries out its mandate to “Try Civil and criminal cases; settle civil disputes and solemnise customary marriages”.	5.6%	38.9%	27.8%	5.6%	0.0%	22.2%
In my opinion, is the Kgotla is used adequately for consultation and decision making purposes.	0.0%	16.7%	44.4%	22.2%	5.6%	11.1%
I believe the ministry achieves its goals regarding the economic Empowerment of Vulnerable Persons	11.1%	27.8%	27.8%	16.7%	11.1%	5.6%
I believe the ministry through local authorities achieves its goals of issuing construction and planning permits	5.6%	16.7%	27.8%	27.8%	11.1%	11.1%
I believe the ministry through local authorities achieves its goals of issuing trade licences regarding Matimela (strays)	5.6%	5.6%	33.3%	11.1%	11.1%	33.3%



Comments

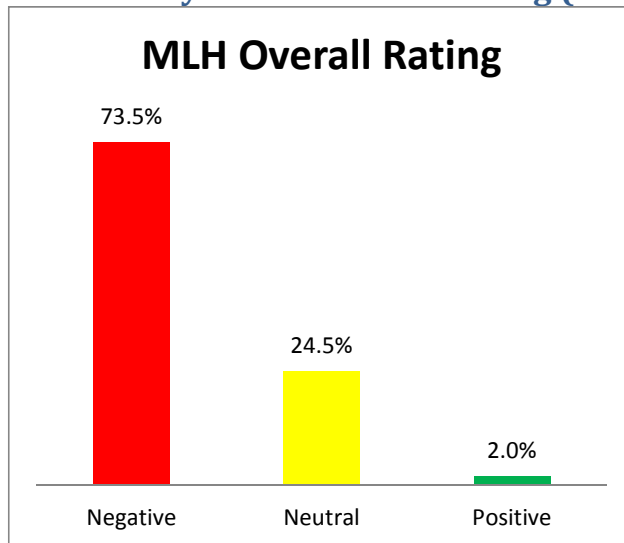
Key Findings:

- Respondents are dissatisfied with the quality and regularity of consultation with the private sector on matters that might adversely affect business.
- Local authorities are not the best facilitators of issuing construction and planning permits.
- The Kgotla was endorsed as an adequate body for consultation and decision making purposes.

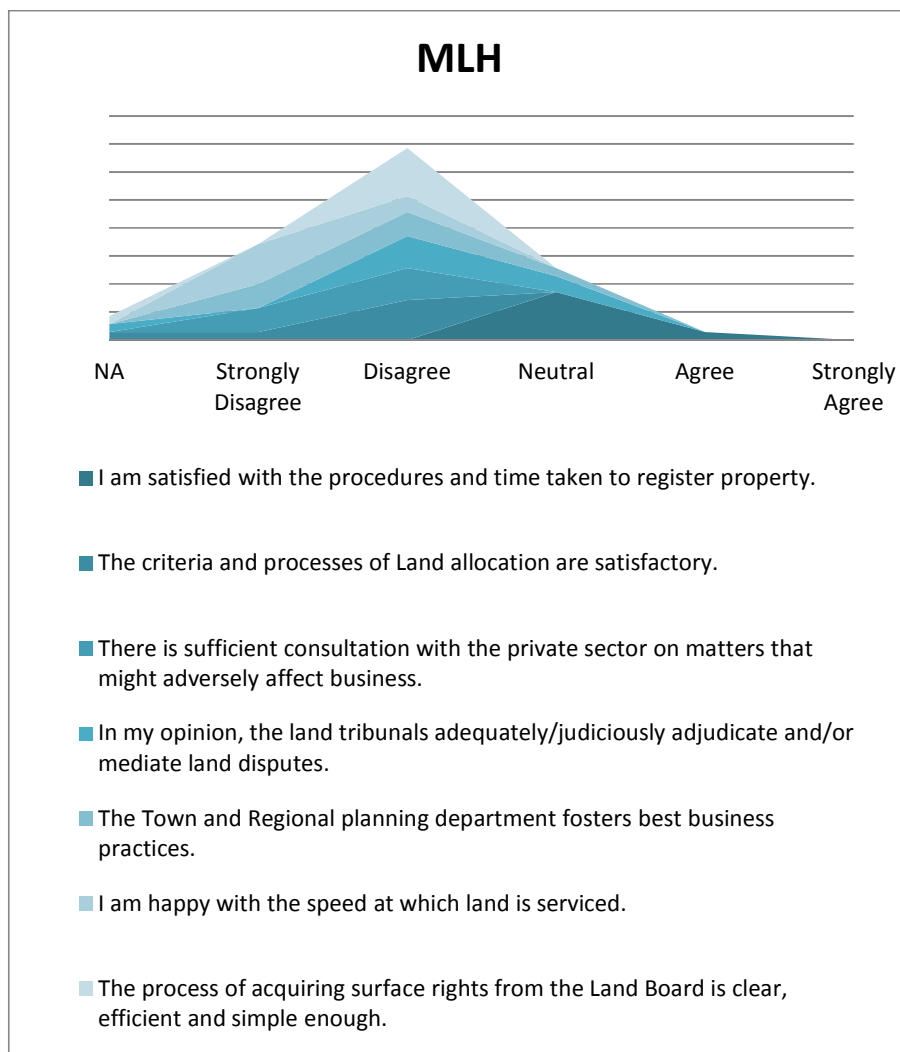
General Comments:

- The Ministry and Local Authorities take a very long time to implement matters agreed at consultation forums with the Private Sector.
- This the ministry which is fond of hiding behind the law even in situations where there is need to act to address a problem
- Trading licences should be looked at separately

9 Ministry of Lands and Housing (MLH)



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	NA
I am satisfied with the procedures and time taken to register property.	0.0%	14.3%	85.7%	0.0%	0.0%	0.0%
The criteria and processes of Land allocation are satisfactory.	0.0%	0.0%	0.0%	71.4%	14.3%	14.3%
There is sufficient consultation with the private sector on matters that might adversely affect business.	0.0%	0.0%	0.0%	57.1%	42.9%	0.0%
In my opinion, the land tribunals adequately/judiciously adjudicate and/or mediate land disputes.	0.0%	0.0%	28.6%	57.1%	0.0%	14.3%
The Town and Regional planning department fosters best business practices.	0.0%	0.0%	14.3%	42.9%	42.9%	0.0%
I am happy with the speed at which land is serviced.	0.0%	0.0%	0.0%	28.6%	71.4%	0.0%
The process of acquiring surface rights from the Land Board is clear, efficient and simple enough.	0.0%	0.0%	0.0%	85.7%	0.0%	14.3%



Comments

Key Findings:

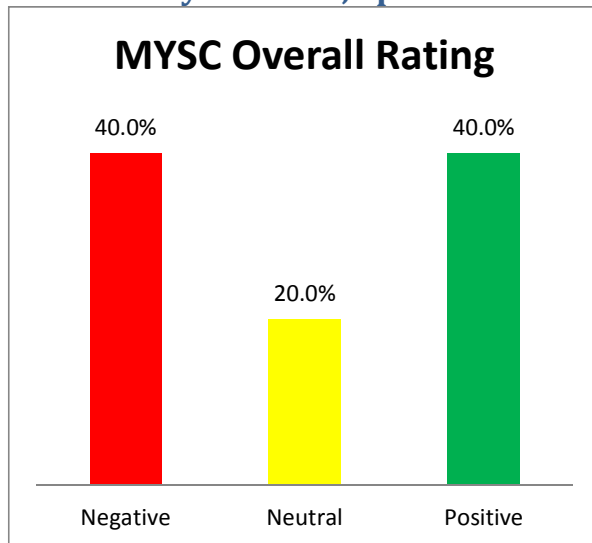
The ministry received highly negative ratings for the following indicators:

- Processing of Land allocation.
- Consultation with the private sector.
- Fostering best business practices.
- Speed of servicing land
- Acquiring surface rights from the Land Board

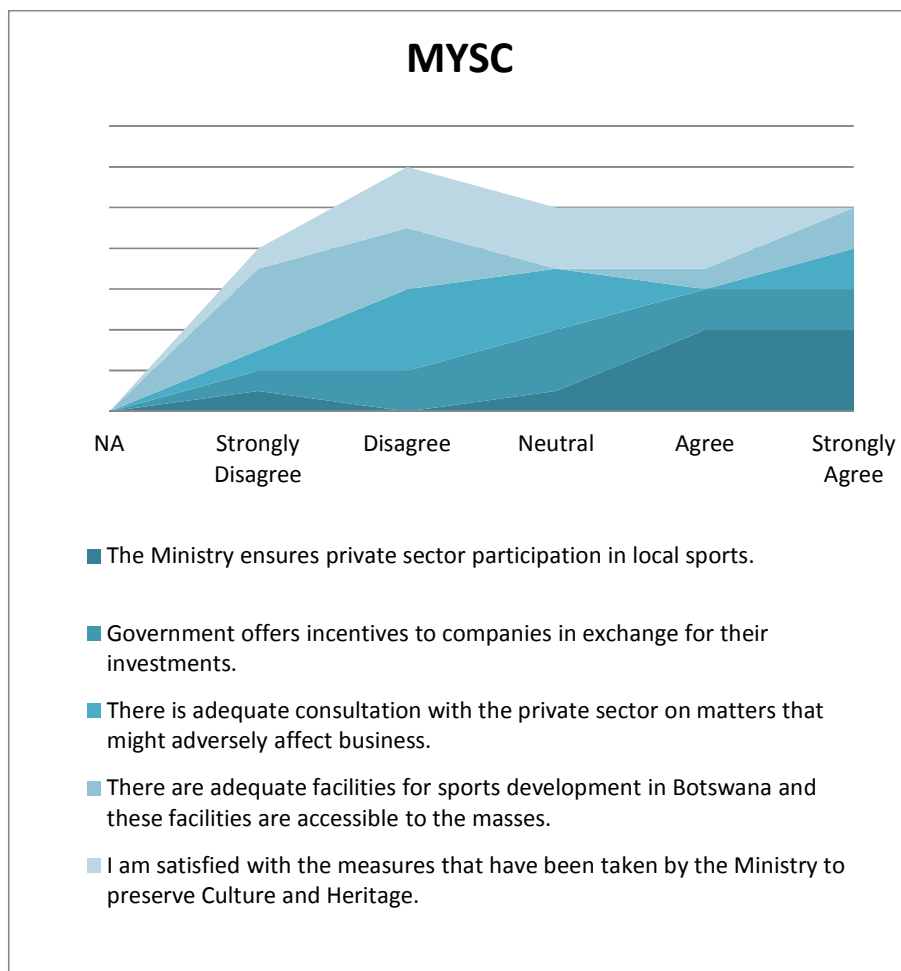
General Comments:

- The ministry is led by non real estate professionals. There is an urgent need to have at least a Deputy PS with real estate qualification to solve the current problems facing the land and housing issues in the country. The only real estate professionals are at the third level of the Ministry structure and majority are inexperienced and disgruntled.
- We are living by the books – we have to choose between over-regulation and deregulation as implementation is contradictory.

10 Ministry of Youth, Sport and Culture (MYSC)



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	NA
The Ministry ensures private sector participation in local sports.	40.0%	40.0%	10.0%	0.0%	10.0%	0.0%
Government offers incentives to companies in exchange for their investments.	20.0%	20.0%	30.0%	20.0%	10.0%	0.0%
There is adequate consultation with the private sector on matters that might adversely affect business.	20.0%	0.0%	30.0%	40.0%	10.0%	0.0%
There are adequate facilities for sports development in Botswana and these facilities are accessible to the masses.	20.0%	10.0%	0.0%	30.0%	40.0%	0.0%
I am satisfied with the measures that have been taken by the Ministry to preserve Culture and Heritage.	0.0%	30.0%	30.0%	30.0%	10.0%	0.0%



Comments

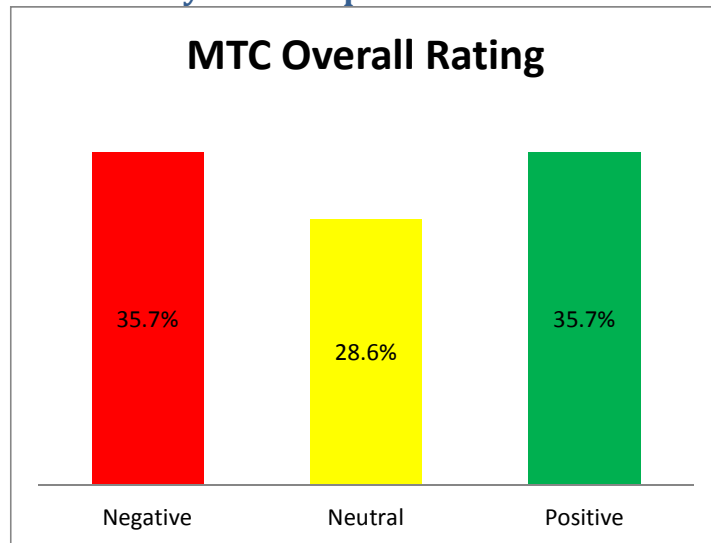
Key Findings:

- Adequately ensures private sector participation in local sports, but
- Inadequate provision of facilities for sports development in Botswana

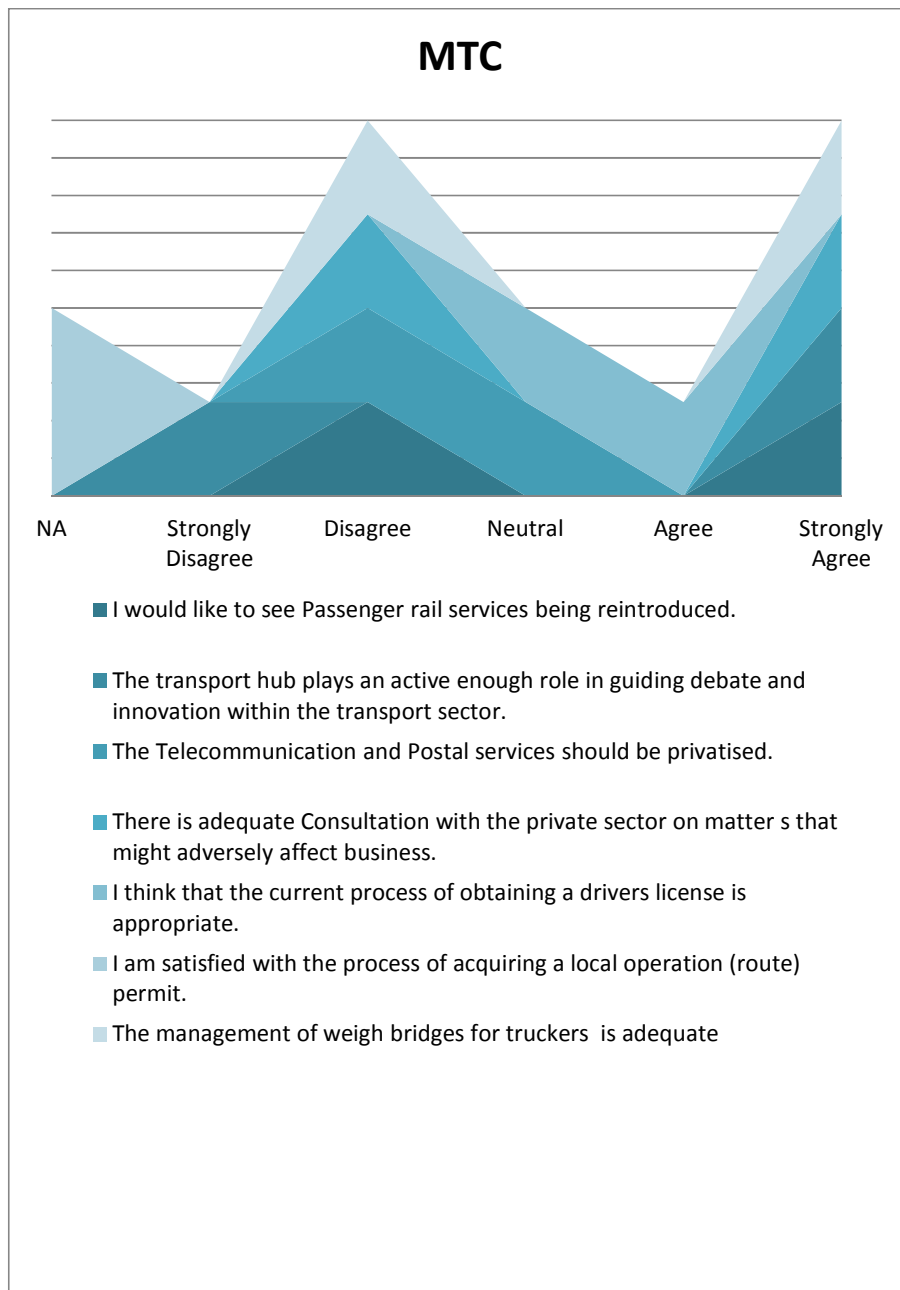
General Comments:

- The ministry is still behind with encouraging youth to participate in sports

11 Ministry of Transport and Communications (MTC)



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	NA
I would like to see passenger rail services being reintroduced.	50.0%	0.0%	0.0%	50.0%	0.0%	0.0%
The transport hub plays an active enough role in guiding debate and innovation within the transport sector.	50.0%	0.0%	0.0%	0.0%	50.0%	0.0%
The Telecommunication and Postal services should not be privatised.	0.0%	0.0%	50.0%	50.0%	0.0%	0.0%
There is adequate consultation with the private sector on matters that might adversely affect business.	50.0%	0.0%	0.0%	50.0%	0.0%	0.0%
I think that the current process of obtaining a drivers license is appropriate.	0.0%	50.0%	50.0%	0.0%	0.0%	0.0%
I am satisfied with the process of acquiring a local operation (route) permit.	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
The management of weigh bridges for truckers is adequate	50.0%	0.0%	0.0%	50.0%	0.0%	0.0%



Comments

Key Findings:

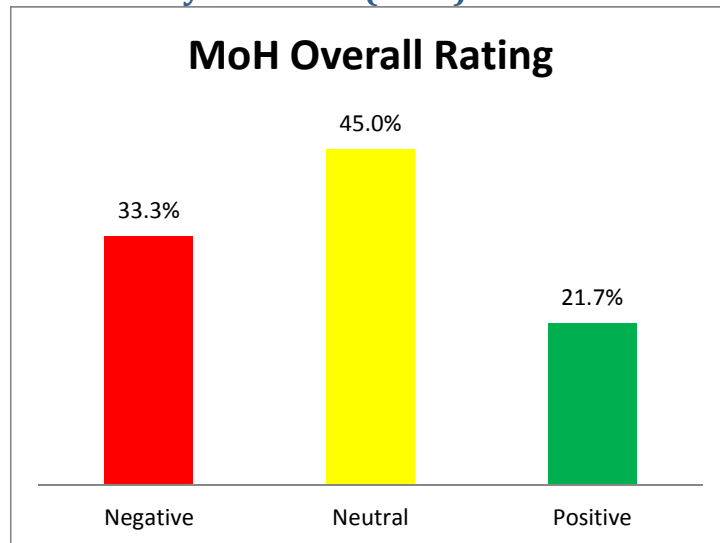
- Respondents are happy with the current process of obtaining a driver's license.
- There is a deep dissatisfaction with the Telecommunication and Postal services leading to suggestions that these bodies be privatised.

Second Hand Imports:

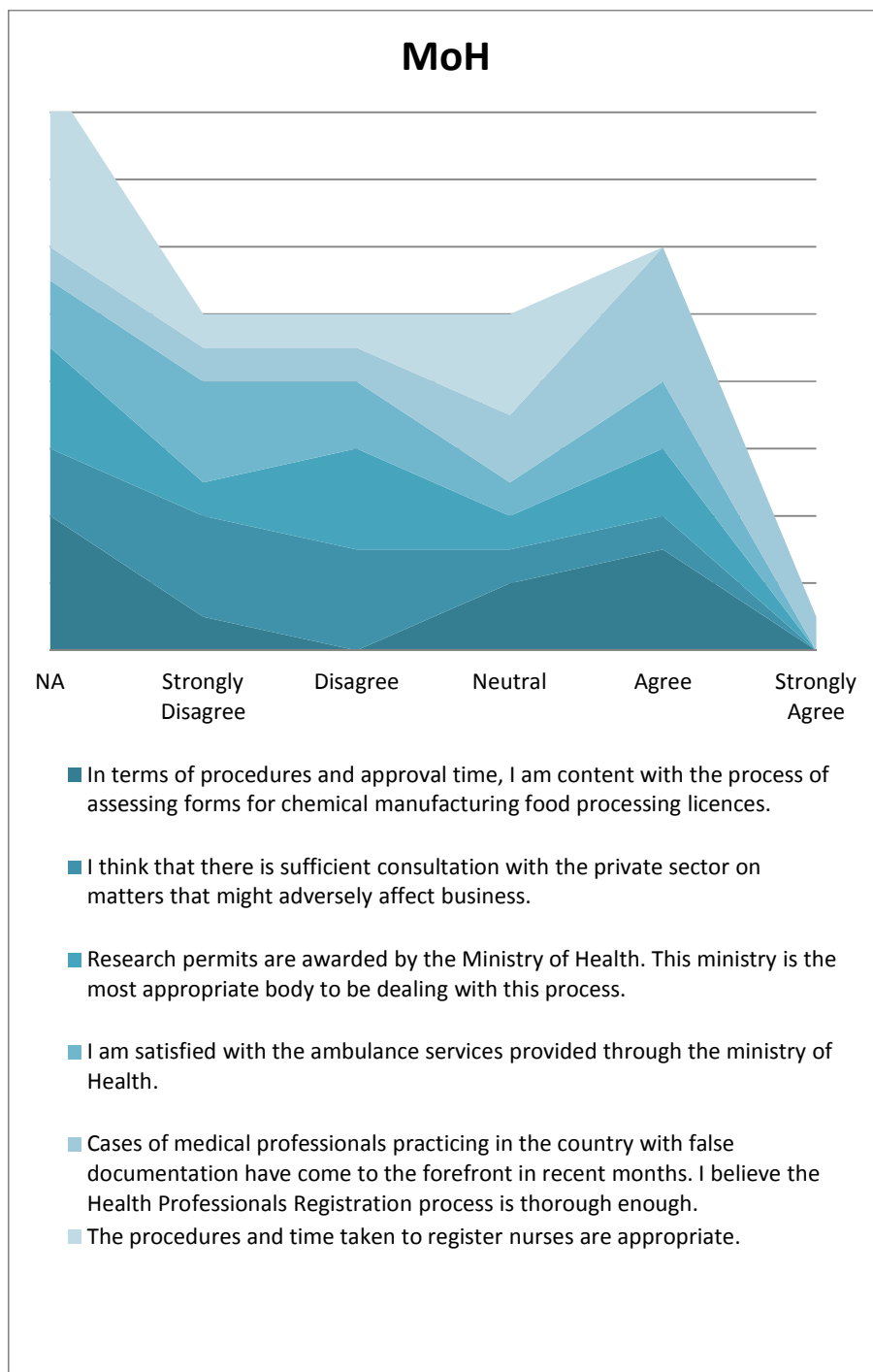
- 2nd hand imports must be allowed, as long as they are in good condition
- Infrastructure not ready for so many cars on the roads: the Ministry and local government must plan and act fast to upgrade roads, parking spaces (paid parking), traffic light functionality etc.

- Environmental issues such as dumping, air pollution etc. must be dealt with
- Road readiness of some of drivers must be investigated. For example, current training and testing of drivers does not include high speed highway driving.
- Renewal of vehicle licences year on year, without checking their road worthiness is pointless: the Ministry should implement processes to check their conditions before they are re-registered
- Ministry to work with BURS to ensure the age of imported vehicles complies with set conditions including those from neighbouring countries (e.g. RSA).

12 Ministry of Health (MoH)



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	NA
In terms of procedures and approval time, I am content with the process of assessing forms for chemical manufacturing food processing licences.	0.0%	30.0%	20.0%	0.0%	10.0%	40.0%
I think that there is sufficient consultation with the private sector on matters that might adversely affect business.	0.0%	10.0%	10.0%	30.0%	30.0%	20.0%
Research permits are awarded by the Ministry of Health. This ministry is the most appropriate body to be dealing with this process.	0.0%	20.0%	10.0%	30.0%	10.0%	30.0%
I am satisfied with the ambulance services provided through the ministry of Health.	0.0%	20.0%	10.0%	20.0%	30.0%	20.0%
Cases of medical professionals practicing in the country with false documentation have come to the forefront in recent months. I believe the Health Professionals Registration process is thorough enough.	10.0%	40.0%	20.0%	10.0%	10.0%	10.0%
The procedures and time taken to register nurses are appropriate.	0.0%	0.0%	30.0%	10.0%	10.0%	50.0%



Comments

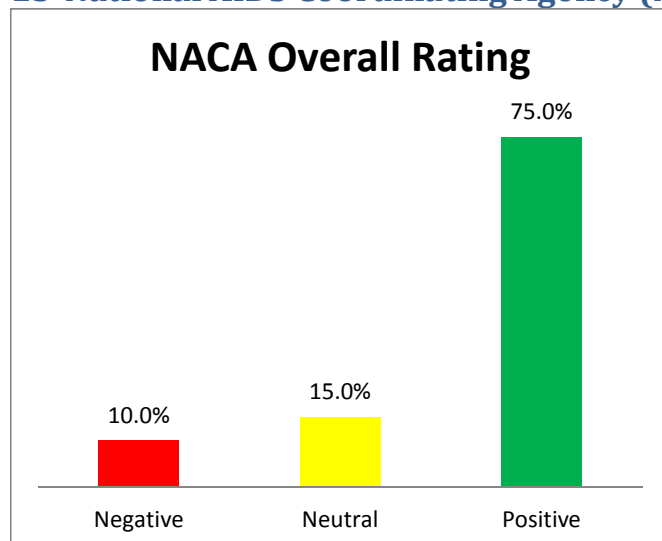
Key Finding:

- Negative perceptions:
 - Lack of consultation with the private sector.
 - Poor ambulance services
- Commended for the diligence when registering Healthcare Professionals.

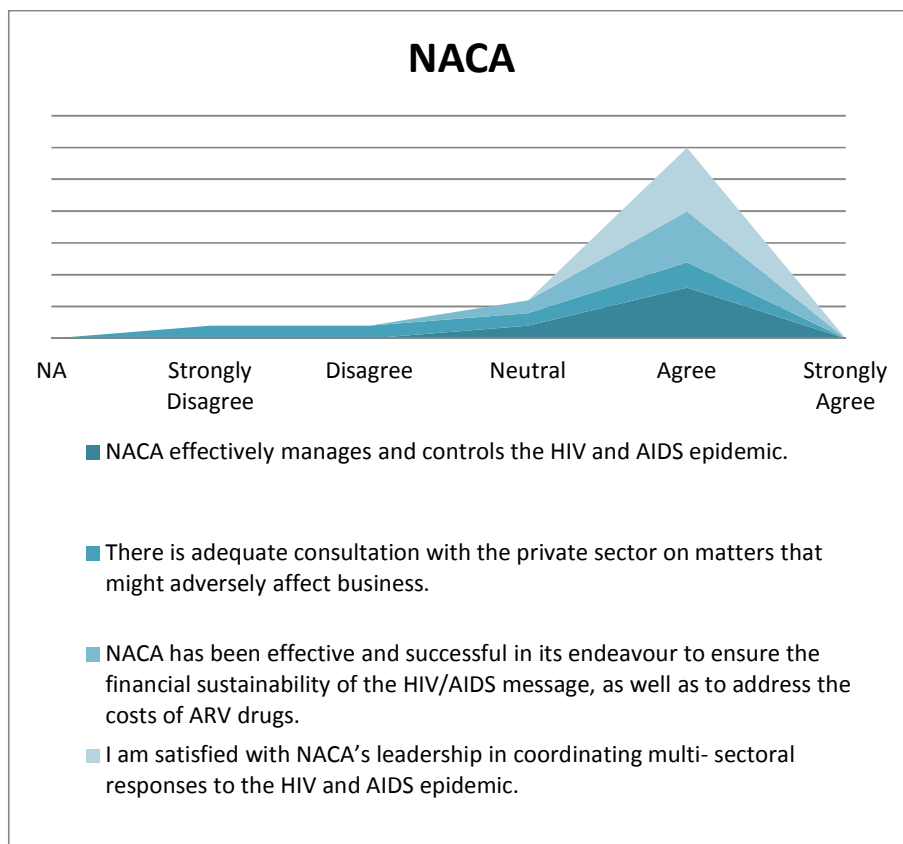
General Comments:

- There is need to ensure that BHPC is facilitated/resourced to carry-out its duties of regulating Health professionals according best international practice.
- Grievance mechanisms are not in place for suppliers. Tender procedures are secretive and not transparent. Explanation on why one not gets a tender is sketchy at best.
- This ministry does not debrief tendering companies after awarding contracts
- Capacity building in every health sector for vision 2016 does not appear to be materialising

13 National AIDS Coordinating Agency (NACA)



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	NA
NACA effectively manages and controls the HIV and AIDS epidemic.	0.0%	80.0%	20.0%	0.0%	0.0%	0.0%
There is adequate consultation with the private sector on matters that might adversely affect business.	0.0%	40.0%	20.0%	20.0%	20.0%	0.0%
NACA has been effective and successful in its endeavour to ensure the financial sustainability of the HIV/AIDS message, as well as to address the costs of ARV drugs.	0.0%	80.0%	20.0%	0.0%	0.0%	0.0%
I am satisfied with NACA's leadership in coordinating multi- sectoral responses to the HIV and AIDS epidemic.	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%



Comments

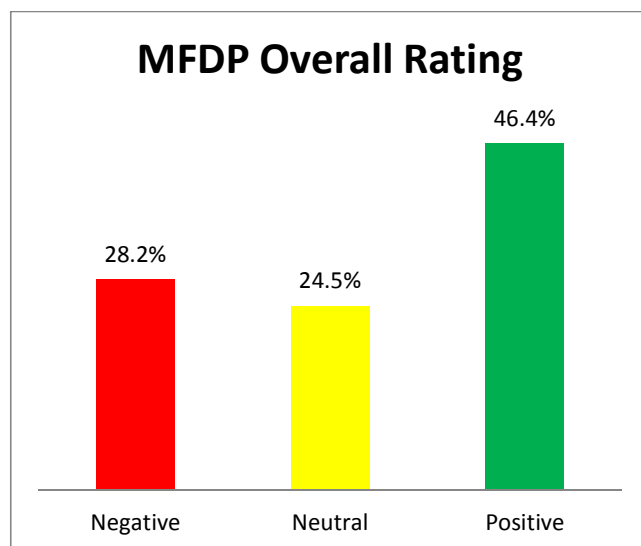
Key Findings:

- NACA received a very high positive rating.

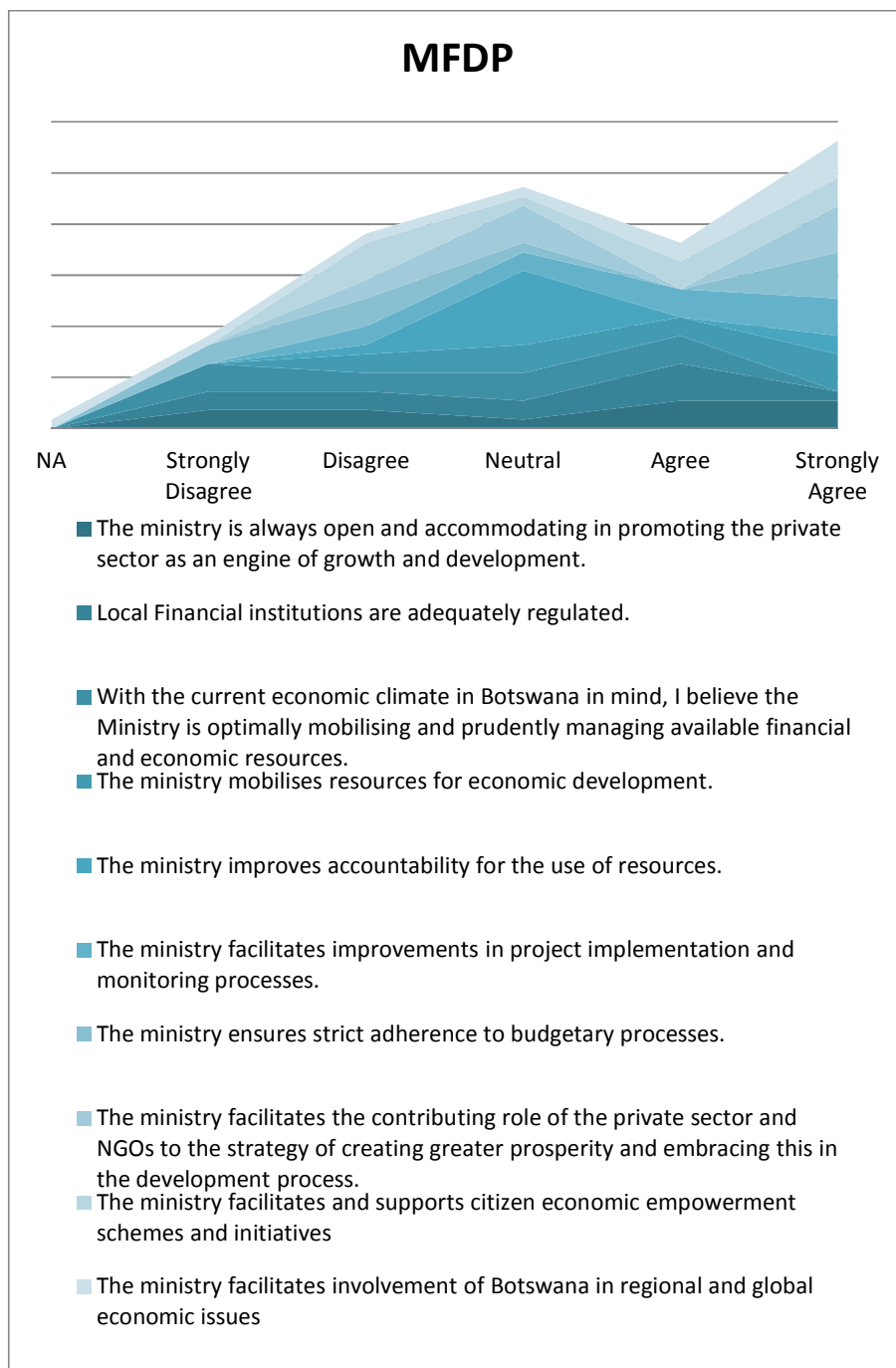
Negative perceptions:

- Effectively management and controlling the HIV and AIDS epidemic.
- Ensuring the financial sustainability of the HIV/AIDS message, as well as addressing the costs of ARV drugs.
- Leadership in coordinating multi-sectoral responses to the HIV and AIDS epidemic.

14 Ministry of Finance and Development Planning (MFDP)



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	NA
The ministry is always open and accommodating in promoting the private sector as an engine of growth and development.	27.3%	27.3%	9.1%	18.2%	18.2%	0.0%
Local Financial institutions are adequately regulated.	9.1%	36.4%	18.2%	18.2%	18.2%	0.0%
With the current economic climate in Botswana in mind, I believe the Ministry is optimally mobilising and prudently managing available financial and economic resources.	0.0%	27.3%	27.3%	18.2%	27.3%	0.0%
The ministry mobilises resources for economic development.	36.4%	18.2%	27.3%	18.2%	0.0%	0.0%
The ministry improves accountability for the use of resources.	18.2%	0.0%	72.7%	9.1%	0.0%	0.0%
The ministry facilitates improvements in project implementation and monitoring processes.	36.4%	27.3%	18.2%	18.2%	0.0%	0.0%
The ministry ensures strict adherence to budgetary processes.	45.5%	0.0%	9.1%	27.3%	18.2%	0.0%
The ministry facilitates the contributing role of the private sector and NGOs to the strategy of creating greater prosperity and embracing this in the development process.	45.5%	0.0%	36.4%	18.2%	0.0%	0.0%
The ministry facilitates and supports citizen economic empowerment schemes and initiatives	27.3%	27.3%	9.1%	36.4%	0.0%	0.0%
The ministry facilitates involvement of Botswana in regional and global economic issues	36.4%	18.2%	9.1%	9.1%	9.1%	9.1%



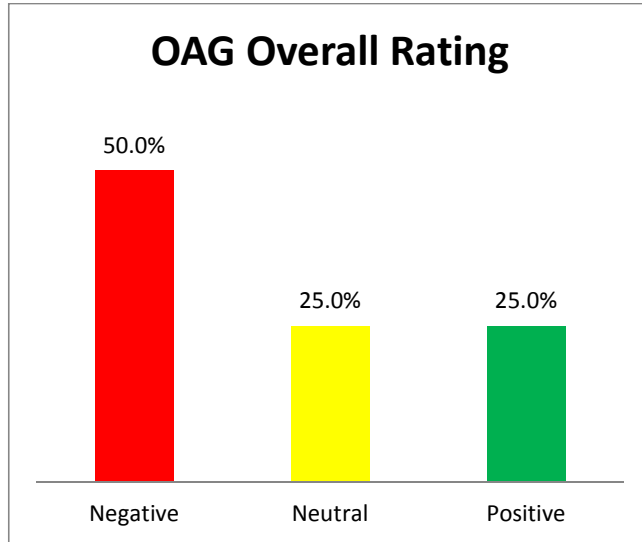
Comments

Key Finding:

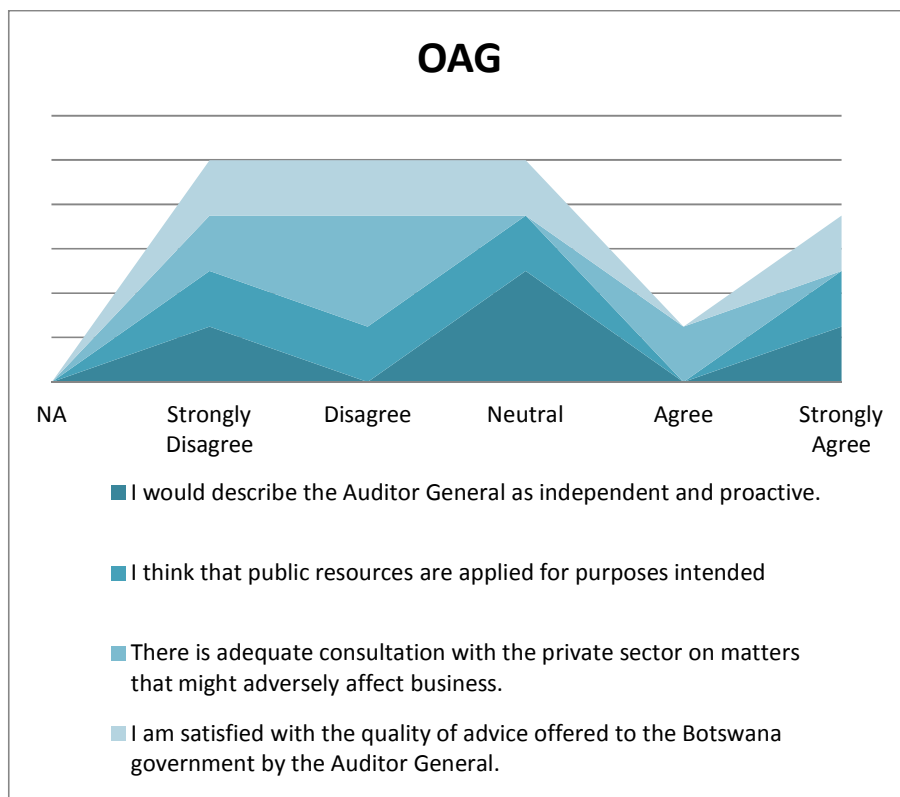
- The Ministry is not optimally mobilising and prudently managing available financial and economic resources.
- They got high ratings for the following indicators:
 - Mobilising resources for economic development.
 - Facilitating improvements in project implementation and monitoring processes.
 - Facilitates involvement of Botswana in regional and global economic issues

- Recognising the contributing role of the private sector and NGOs to the strategy of creating greater prosperity.

15 Office of the Auditor General (OAG)



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	NA
I would describe the Auditor General as independent and proactive.	25.0%	0.0%	50.0%	0.0%	25.0%	0.0%
I think that public resources are applied for purposes intended	25.0%	0.0%	25.0%	25.0%	25.0%	0.0%
There is adequate consultation with the private sector on matters that might adversely affect business.	0.0%	25.0%	0.0%	50.0%	25.0%	0.0%
I am satisfied with the quality of advice offered to the Botswana government by the Auditor General.	25.0%	0.0%	25.0%	25.0%	25.0%	0.0%

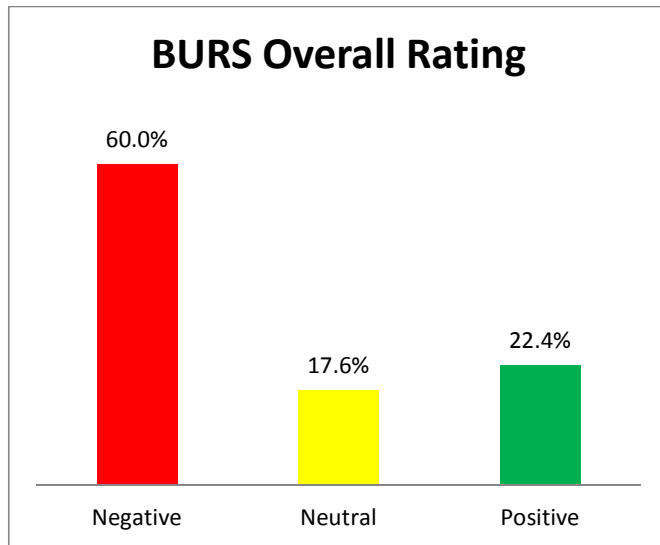


Comments

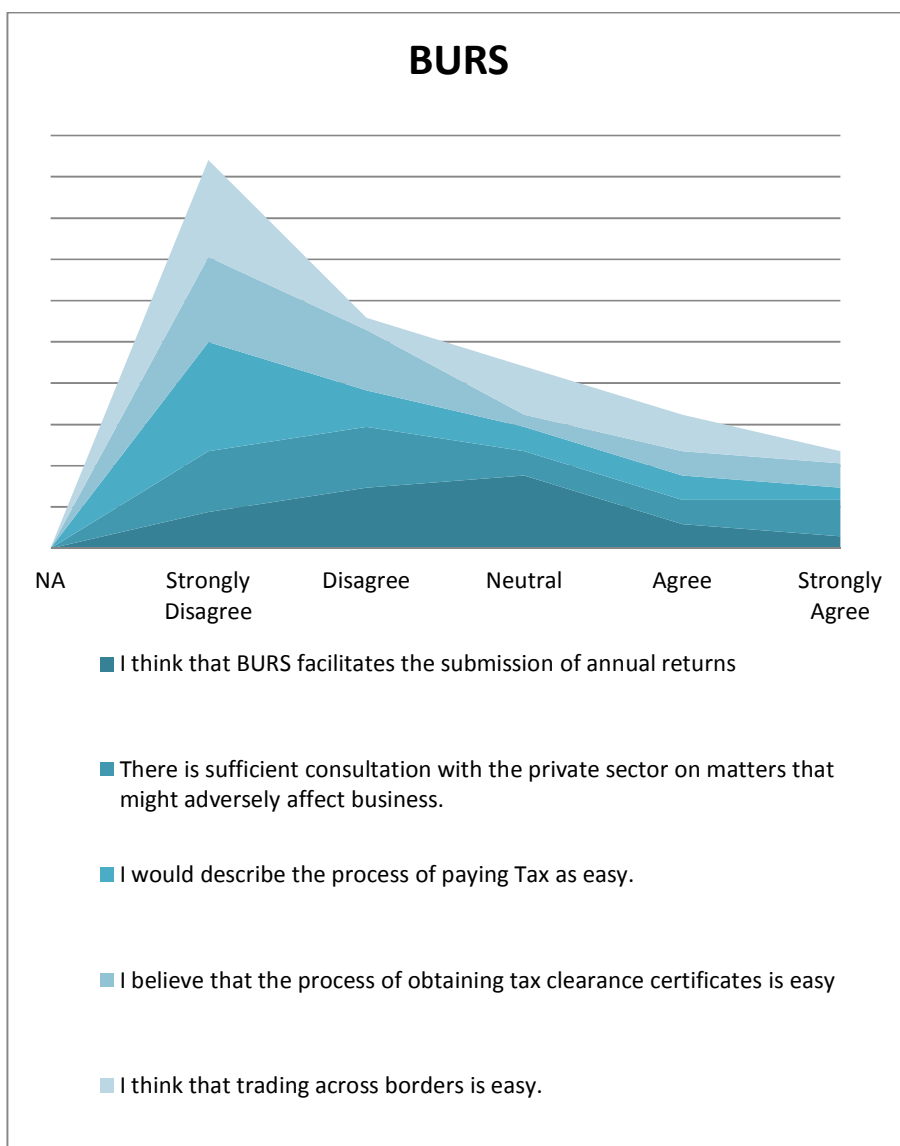
Key Findings:

- Public resources are not applied for purposes intended
- Respondents are not pleased with quality or regularity of consultation with the private sector.

16 Botswana Unified Revenue Service (BURS)



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	NA
I think that BURS adequately facilitates the submission of annual returns	5.9%	11.8%	35.3%	29.4%	17.6%	0.0%
There is sufficient consultation with the private sector on matters that might adversely affect business.	17.6%	11.8%	11.8%	29.4%	29.4%	0.0%
I would describe the process of paying Tax as easy.	5.9%	11.8%	11.8%	17.6%	52.9%	0.0%
I believe that the process of obtaining tax clearance certificates is easy	11.8%	11.8%	5.9%	29.4%	41.2%	0.0%
I think that trading across borders is easy.	5.9%	17.6%	23.5%	5.9%	47.1%	0.0%



Comments

Key Findings:

- Unhappiness with the number of procedures for government tenders and time taken to award contracts.
- No consultative process with the private sector.

Negative Perceptions:

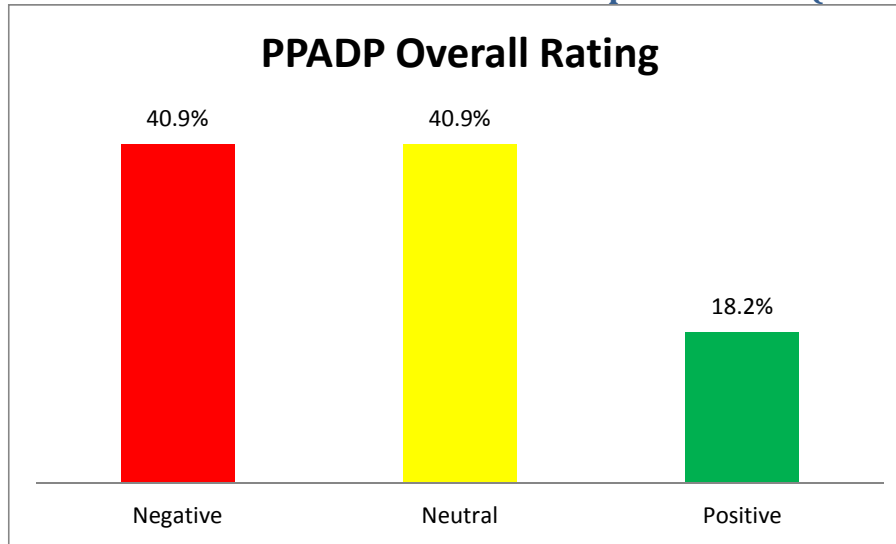
- The process of paying taxes was given an overall negative rating.
- Process of obtaining tax clearance certificates unsatisfactory.
- A lack of consultation with the private sector is evident within BURS

General Comments:

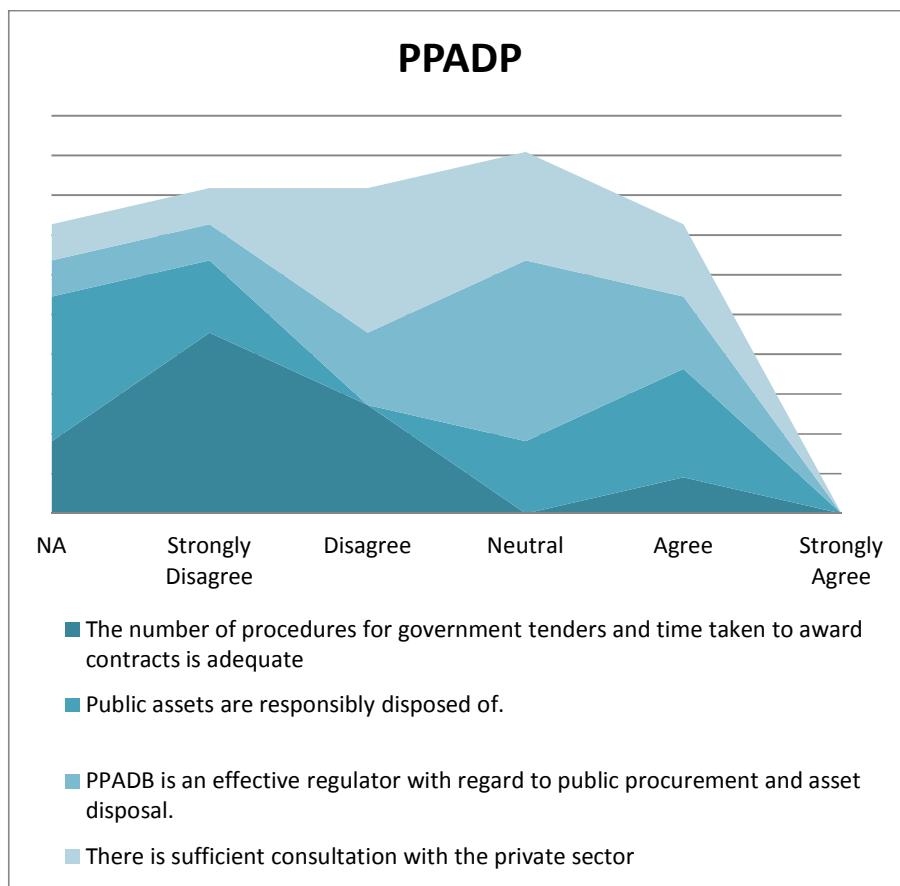
- BURS needs to open more customer service offices to ease the payment process

- The submission of returns to BURS, although manual, is acceptable. Paying tax, getting tax clearances and trading across borders are highly inefficient and take a lot of time and cost. The computerisation of these processes will assist.
- This is another department which is only focussing on making life difficult for business without creating a conducive environment.
- The overall tax regime is prohibitive for business.
- BURS have only one office in the country to collect revenues!!!! Why are those that have access to online services not allowed to file taxes online as is done elsewhere? Why not open branches to service people? Do businesses have to shut down and plead to pay taxes as is the case or else be penalised for not doing it on time? What rights do clients have at BURS? Surely standing in the line for 7 hours, month in month out, is a form of abuse, isn't it?
- Cross border procedures need further consultation between BURS/business/their counterparts to take advantage of SADC protocols for Botswana
- BURS processes are cumbersome and inefficient

17 Public Procurement and Asset Disposal Board (PPADP)



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	NA
The number of procedures for government tenders and time taken to award contracts is adequate	0.0%	9.1%	0.0%	27.3%	45.5%	18.2%
Public assets are responsibly disposed of.	0.0%	27.3%	18.2%	0.0%	18.2%	36.4%
PPADB is an effective regulator with regard to public procurement and asset disposal.	0.0%	18.2%	45.5%	18.2%	9.1%	9.1%
There is sufficient consultation with the private sector	0.0%	18.2%	27.3%	36.4%	9.1%	9.1%



Comments

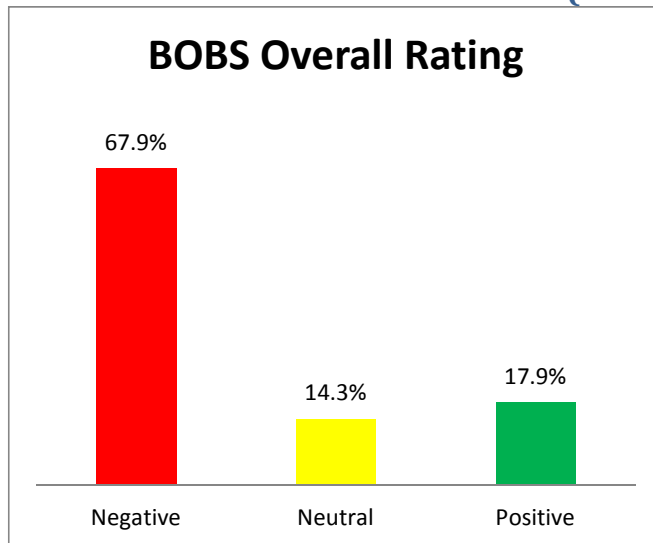
Key Findings:

- Unhappiness with the number of procedures for government tenders and time taken to award contracts.
- No consultative process with the private sector.

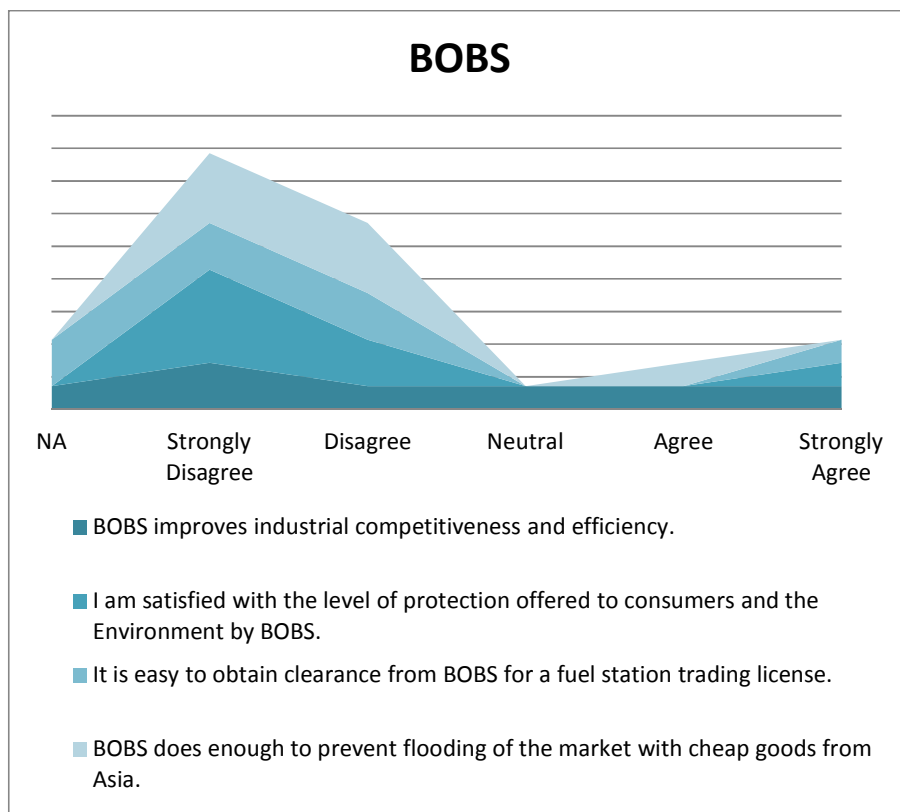
General Comments:

- The Appeals Committee is not effective because it provides for receiving complaints 14 days after tender award. The reality is that tender awards are either published more than 14 days after award and in some cases not at all. So practically the 14 days provision covers up a lot errors and omission on some tender awards.
- Public institutions like PPADB and indeed government Ministries are only self-centred. They don't view their success in the performance of the private sector. This is evident by the way government employees are more affluent than enterprising citizens running private companies! This cannot be blamed on the economic recession.
- There is a need to update the participants (tendering companies) by email on the progress during evaluation.

18 Botswana Bureau of Standards (BOBS)



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	NA
BOBS improves industrial competitiveness and efficiency.	14.3%	14.3%	14.3%	14.3%	28.6%	14.3%
I am satisfied with the level of protection offered to consumers and the Environment by BOBS.	14.3%	0.0%	0.0%	28.6%	57.1%	0.0%
It is easy to obtain clearance from BOBS for a fuel station trading license.	14.3%	0.0%	0.0%	28.6%	28.6%	28.6%
BOBS does enough to prevent flooding of the market with cheap goods from Asia.	0.0%	14.3%	0.0%	42.9%	42.9%	0.0%



Comments

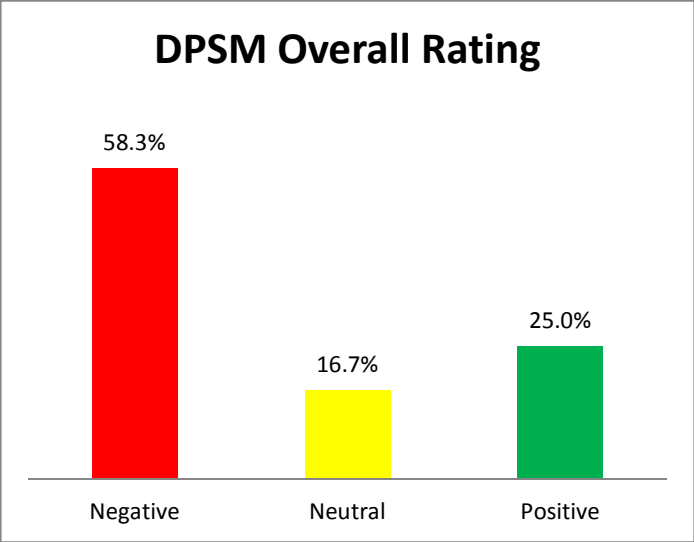
Key Findings:

- Dissatisfaction with the level of protection offered to consumers and the environment by BOBS.
- BOBS does not do enough to prevent flooding of the market with cheap goods from Asia.

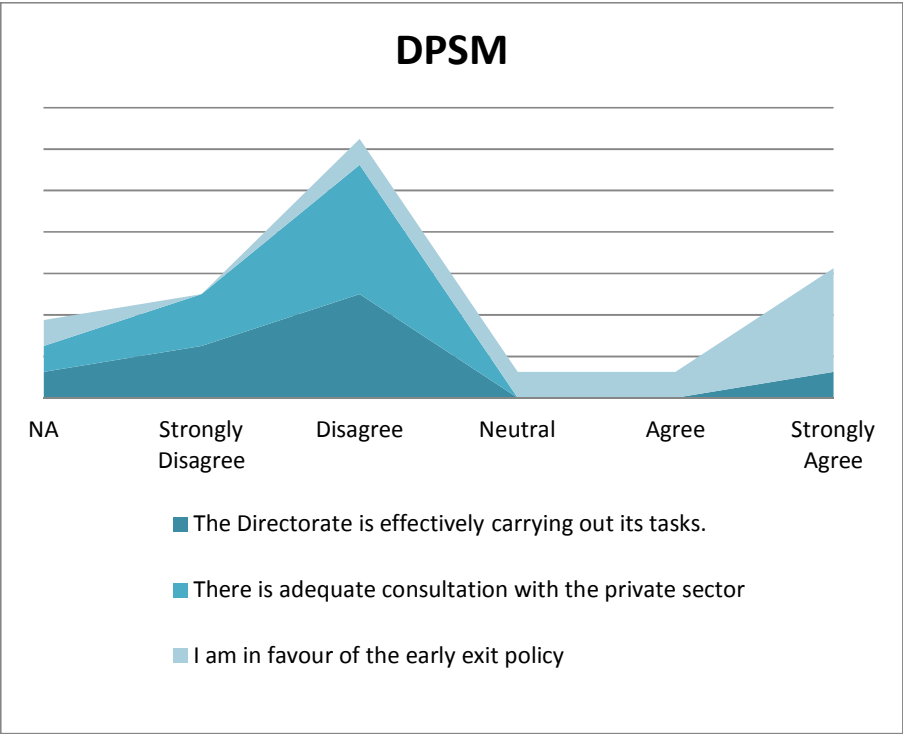
General Comments:

- There is a tendency for BOBS to abdicate their responsibilities to local authorities when it comes to issues of protecting the consumer. They are not able to enforce any of their regulations and have failed to stop non-compliant companies / products from operating or being distributed.
- BOBS should be more visible to businesses and it should not behave like a parastatal. If they can be closer to the industry their performance will improve.
- They have their hands full – be patient

19 Department of Public Service Management (DPSM)



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	NA
The Directorate is effectively carrying out its tasks.	12.5%	0.0%	0.0%	50.0%	25.0%	12.5%
There is adequate consultation with the private sector	0.0%	0.0%	0.0%	62.5%	25.0%	12.5%
I am in favour of the early exit policy	50.0%	12.5%	12.5%	12.5%	0.0%	12.5%



Comment

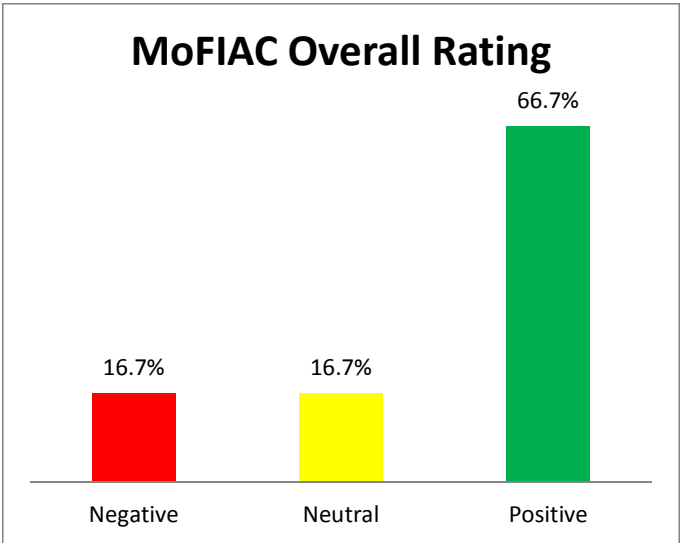
Key Findings:

- Respondents do not think the Department is effectively carrying out its tasks.
- A lack of consultation with the private sector

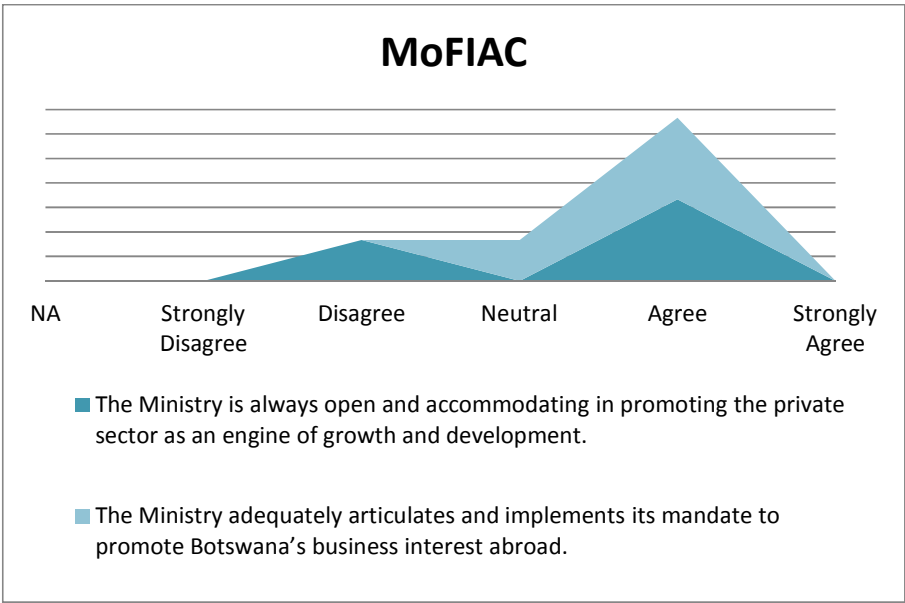
General Comments:

- Early exit can be useful as long as long serving officers are on contract for their experience. More drastic measures are needed for “dead wood”.

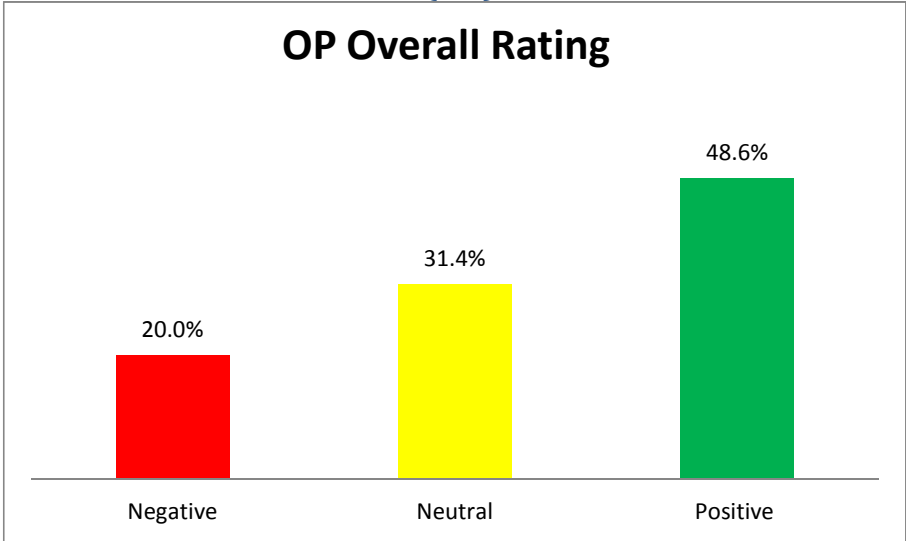
20 Ministry of Foreign Affairs and International Cooperation (MoFAIC)



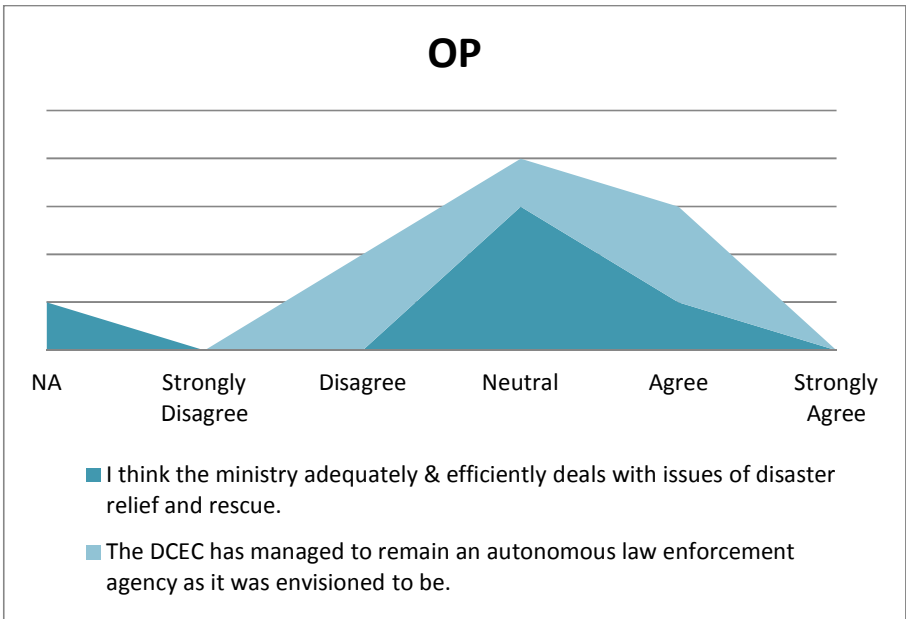
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	NA
The Ministry is always open and accommodating in promoting the private sector as an engine of growth and development.	0.0%	66.7%	0.0%	33.3%	0.0%	0.0%
The Ministry adequately articulates and implements its mandate to promote Botswana’s business interest abroad.	0.0%	66.7%	33.3%	0.0%	0.0%	0.0%



21 Office of the President (OP)

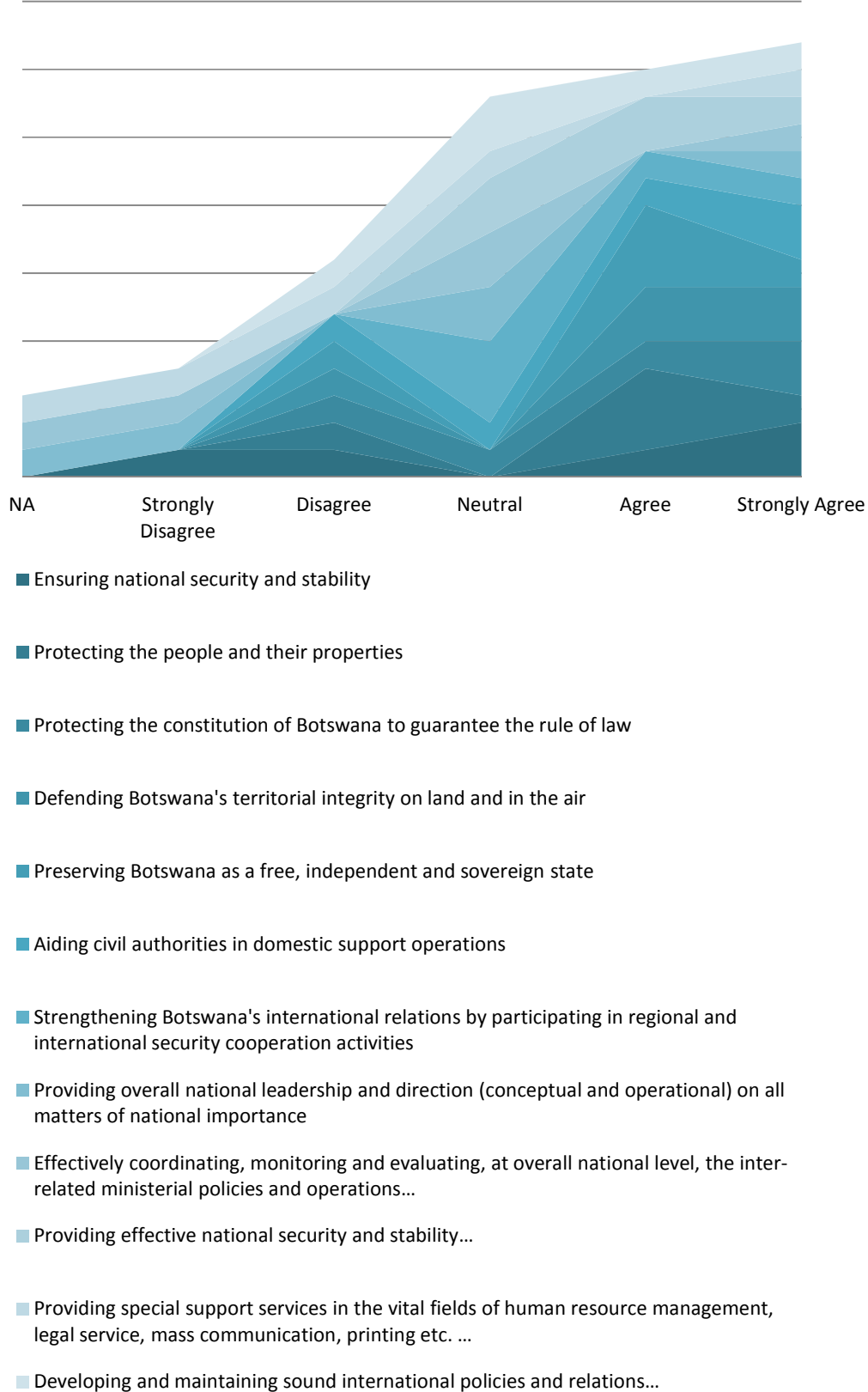


	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	NA
I think the ministry adequately & efficiently deals with issues of disaster relief and rescue.	0.0%	20.0%	60.0%	0.0%	0.0%	20.0%
The DCEC has managed to remain an autonomous law enforcement agency as it was envisioned to be.	0.0%	40.0%	20.0%	40.0%	0.0%	0.0%



Performance rating on core functions		Excellent	Good	Average	Poor	Very Poor	NA
Fn1	Ensuring national security and stability	40.0%	20.0%	0.0%	20.0%	20.0%	0.0%
Fn2	Protecting the people and their properties	20.0%	60.0%	0.0%	20.0%	0.0%	0.0%
Fn3	Protecting the constitution of Botswana to guarantee the rule of law	40.0%	20.0%	20.0%	20.0%	0.0%	0.0%
Fn4	Defending Botswana's territorial integrity on land and in the air	40.0%	40.0%	0.0%	20.0%	0.0%	0.0%
Fn5	Preserving Botswana as a free, independent and sovereign state	20.0%	60.0%	0.0%	20.0%	0.0%	0.0%
Fn6	Aiding civil authorities in domestic support operations	40.0%	20.0%	20.0%	20.0%	0.0%	0.0%
Fn7	Strengthening Botswana's international relations by participating in regional and international security cooperation activities	20.0%	20.0%	60.0%	0.0%	0.0%	0.0%
Fn8	Providing overall national leadership and direction (conceptual and operational) on all matters of national importance	20.0%	0.0%	40.0%	0.0%	20.0%	20.0%
Fn9	Effectively coordinating, monitoring and evaluating, at overall national level, the inter-related ministerial policies and operations to ensuring optimal utilisation of all resources and effective attainment of national objectives and goals.	20.0%	0.0%	40.0%	0.0%	20.0%	20.0%
Fn10	Providing effective national security and stability through which the much desired national progress can be attained.	20.0%	40.0%	40.0%	0.0%	0.0%	0.0%
Fn11	Providing special support services in the vital fields of human resource management, legal service, mass communication, printing etc. to ensure that the Government executing agencies effectively attain their developmental and service objectives and goals.	20.0%	0.0%	20.0%	20.0%	20.0%	20.0%
Fn12	Developing and maintaining sound international policies and relations which will foster national progress and international peace and stability.	20.0%	20.0%	40.0%	20.0%	0.0%	0.0%

OP Core Functions

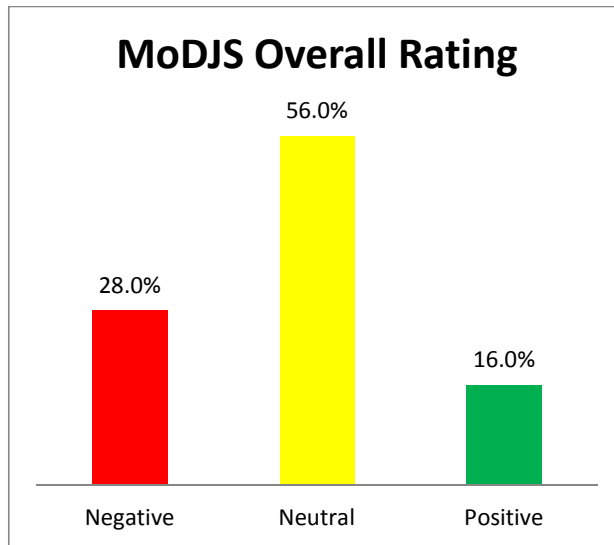


Comments

OP received positive ratings for the following functions:

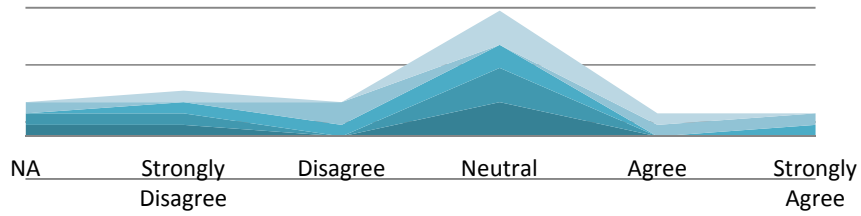
- Ensuring national security and stability
- Protecting the people and their properties
- Defending Botswana's territorial integrity on land and in the air
- Preserving Botswana as a free, independent and sovereign state
- Providing effective national security and stability through which the much desired national progress can be attained.

22 Ministry of Defence, Justice and Security (MoDJS)



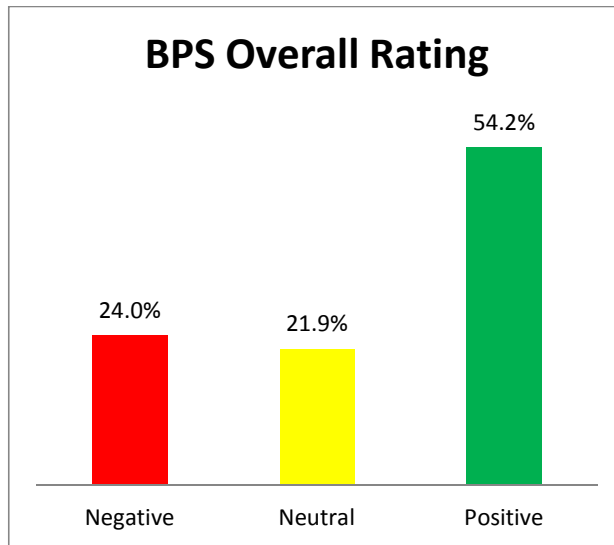
	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	NA
I am content with the time taken to conduct inspection by the Controller of Security Companies.	0.0%	0.0%	60.0%	0.0%	20.0%	20.0%
I am satisfied with the tenure of security contacts.	0.0%	0.0%	60.0%	0.0%	20.0%	20.0%
In my opinion, the Small Claims courts and Magistrate courts adequately and judiciously dispatch justice and uphold the rule of law?	20.0%	0.0%	40.0%	20.0%	20.0%	0.0%
The national disaster relief operations would not be made more proficient and efficient through outsourcing	20.0%	20.0%	0.0%	40.0%	0.0%	20.0%
My impression is that the duration of security licenses as well as the time taken to issue security clearances is adequate.	0.0%	20.0%	60.0%	0.0%	20.0%	0.0%

MoDJS

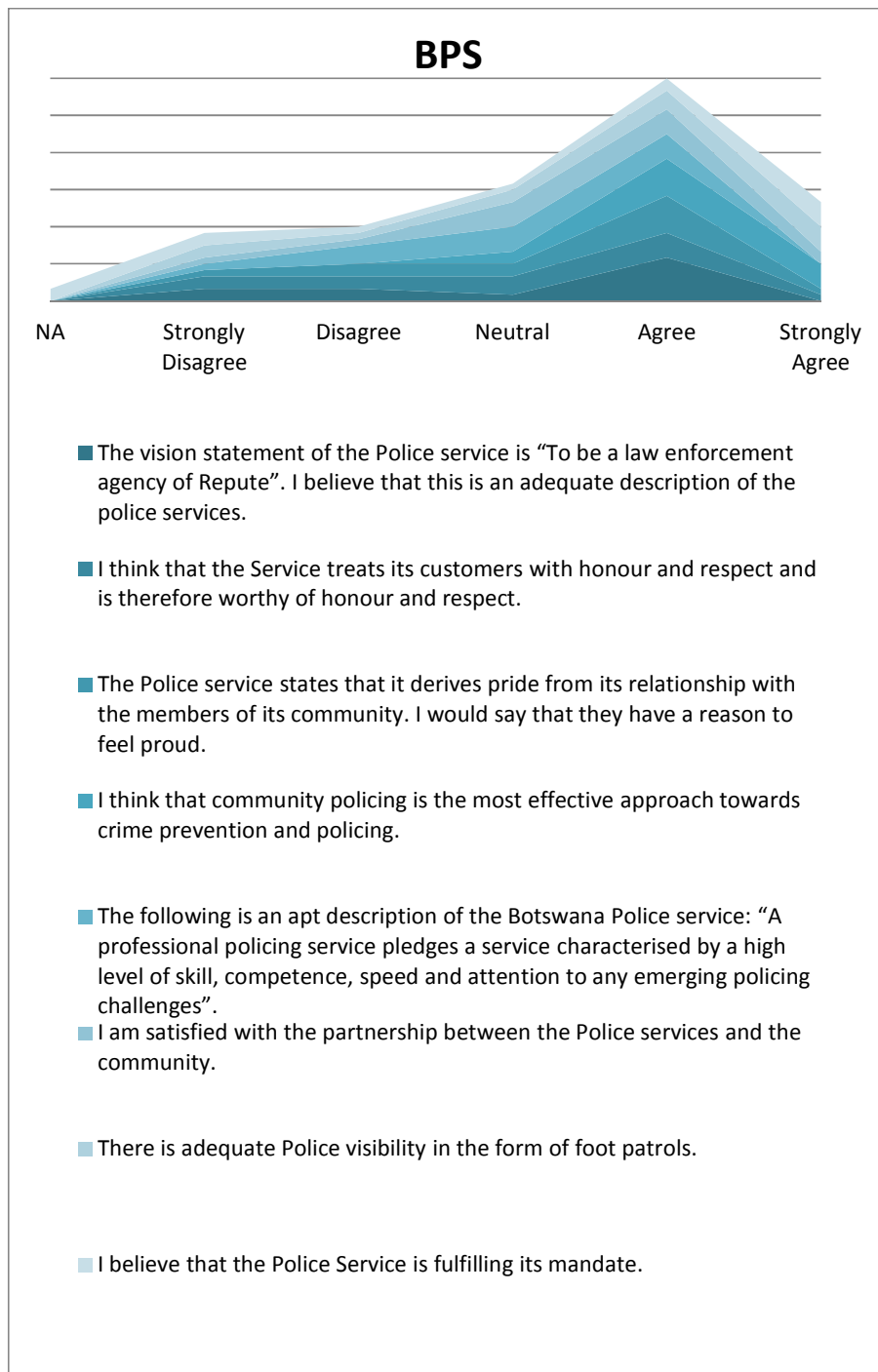


- I am content with the time taken to conduct inspection by the Controller of Security Companies.
- I am satisfied with the tenure of security contacts.
- In my opinion, the Small Claims courts and Magistrate courts adequately and judiciously dispatch justice and uphold the rule of law?
- The national disaster relief operations would not be made more proficient and efficient through outsourcing

23 Botswana Police Service (BPS)



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	NA
The vision statement of the Police service is "To be a law enforcement agency of Repute". I believe that this is an adequate description of the police services.	0.0%	58.3%	8.3%	16.7%	16.7%	0.0%
I think that the Service treats its customers with honour and respect and is therefore worthy of honour and respect.	8.3%	33.3%	25.0%	16.7%	16.7%	0.0%
The Police service states that it derives pride from its relationship with the members of its community. I would say that they have a reason to feel proud.	8.3%	50.0%	16.7%	16.7%	8.3%	0.0%
I think that community policing is the most effective approach towards crime prevention and policing.	33.3%	50.0%	16.7%	0.0%	0.0%	0.0%
The following is an apt description of the Botswana Police service: "A professional policing service pledges a service characterised by a high level of skill, competence, speed and attention to any emerging policing challenges".	0.0%	33.3%	33.3%	25.0%	8.3%	0.0%
I am satisfied with the partnership between the Police services and the community.	16.7%	33.3%	33.3%	8.3%	8.3%	0.0%
There is adequate Police visibility in the form of foot patrols.	33.3%	25.0%	16.7%	8.3%	16.7%	0.0%
I believe that the Police Service is fulfilling its mandate.	33.3%	16.7%	8.3%	8.3%	16.7%	16.7%

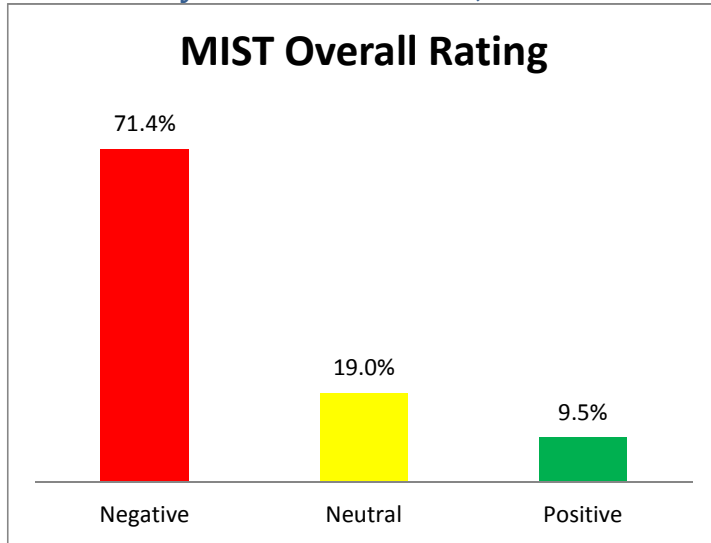


Comments

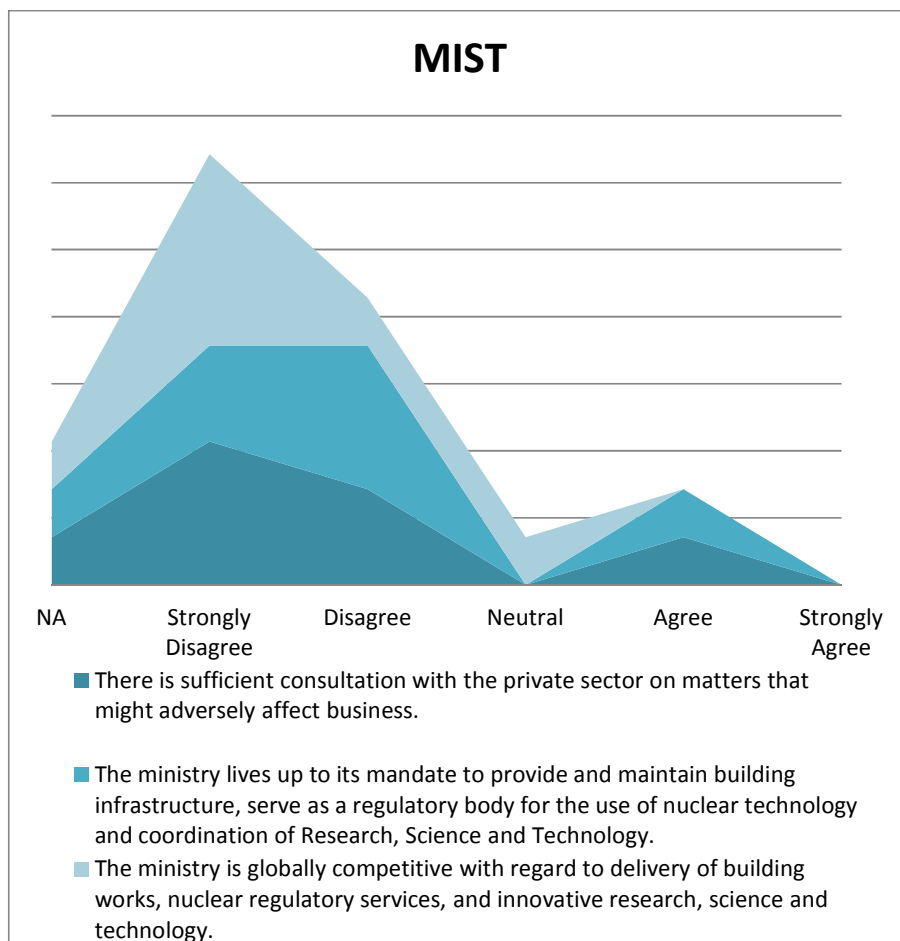
Key Findings:

- Botswana Police Service is “a law enforcement agency of repute”
- BPS have a good relationship with members of the community
- Community policing is the most effective approach towards crime prevention and policing.
- Respondents are happy with Police visibility in the form of foot patrols.

24 Ministry of Infrastructure, Science and Technology (MIST)



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	NA
There is sufficient consultation with the private sector on matters that might adversely affect business.	0.0%	14.3%	0.0%	28.6%	42.9%	14.3%
The ministry lives up to its mandate to provide and maintain building infrastructure, serve as a regulatory body for the use of nuclear technology and coordination of Research, Science and Technology.	0.0%	14.3%	0.0%	42.9%	28.6%	14.3%
The ministry is globally competitive with regard to delivery of building works, nuclear regulatory services, and innovative research, science and technology.	0.0%	0.0%	14.3%	14.3%	57.1%	14.3%



Comments

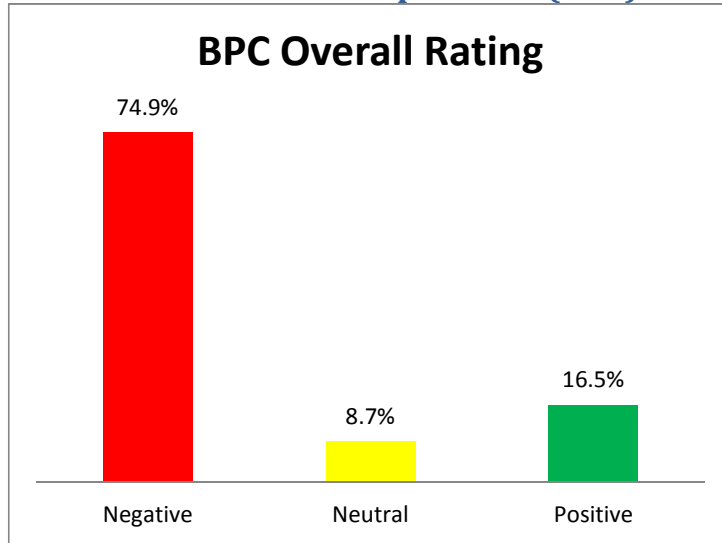
Key Findings:

- Does not live up to its mandate of providing and maintaining building infrastructure.
- Does not adequately communicate or consult with business community.

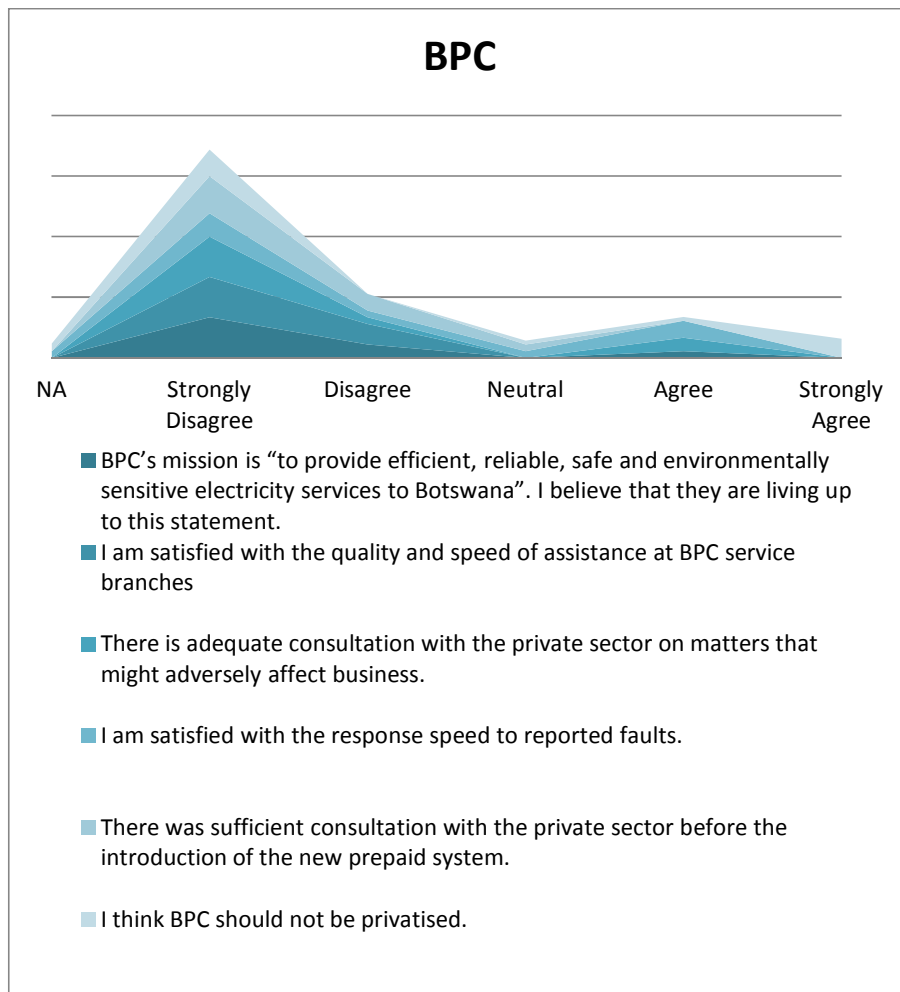
Personal Testimony:

With regard to building professions the Ministry is anti-business. Whereas the Ministry should be facilitating the flow of work from Government to the Private Sector, in actual fact the Ministry has turned around to compete with and stifle the private sector. Moreover the Minister has made it his mission to tarnish the name of the construction sector in Botswana, for what in effect is the incompetence of the same Ministry. The one incident of a Chinese contractor omitting to insert brick-force on a project in Shakawe has turned out to be his rallying point whenever he has to address the construction industry professionals and contractors. This despite the fact the Ministry was itself responsible for appointing a Clerk of Works for the project. Their (MIST) Clerk of Works slept on the job. The Ministry actually has shown to have a much distorted view of the construction industry as they have in the past advised the Statistics Office and government at large that the construction industry was booming, when in effect it was shedding jobs with firms closing due to lack of work. The Ministry has no clear strategy for the construction industry in Botswana. They are forever hopping from one concept to another. The formation of the Construction Industry Board has been a NBC conference song for over six years. Lately the hit theme is Project Audit Teams that were set up at DBES. Then there is the Maintenance program that oddly is to be carried out without the involvement of Construction Consultants. The Ministry has now turned hostile to the industry with payment for services rendered withheld or delayed willy-nilly for years, sometimes on veiled mutterings of suspicion of corruption, that thereafter are not proven or even investigated.

25 Botswana Power Corporation (BPC)



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	NA
BPC's mission is "to provide efficient, reliable, safe and environmentally sensitive electricity services to Botswana". I believe that they are living up to this statement.	0.0%	11.1%	0.0%	22.2%	66.7%	0.0%
I am satisfied with the quality and speed of assistance at BPC service branches.	0.0%	0.0%	0.0%	33.3%	66.7%	0.0%
There is adequate consultation with the private sector on matters that might adversely affect business.	0.0%	22.2%	0.0%	11.1%	66.7%	0.0%
I am satisfied with the response speed to reported faults.	0.0%	27.8%	11.1%	11.1%	38.9%	11.1%
There was sufficient consultation with the private sector before the introduction of the new prepaid system.	0.0%	0.0%	11.1%	27.8%	61.1%	0.0%
I think BPC should not be privatised.	31.3%	6.3%	6.3%	0.0%	43.8%	12.5%



Additional Question

***What effect does poor or haphazard electricity provision have on the day to day efficiency and productivity of your business?**

- Equipment damage due to power surges
- Loss of productivity, loss of professional time, additional costs of running generators, additional pollution, costs of up keeping surge and power fluctuation equipment,
- Devastating.
- It is killing business.
- General business disruption: loss of productivity, loss of sales, damage of electrical/ electronic component, negative outlook for investors
- Absolutely everything – without power we cannot operate effectively.
- Increases running costs dramatically by using generators
- Considerable income loss – affects computers – staff still get paid

Comments

Overall rating very negative:

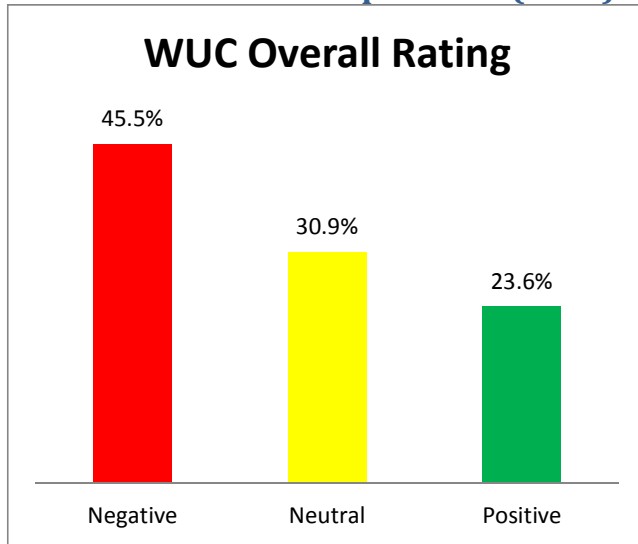
- Failure to provide efficient, reliable, safe and environmentally sensitive electricity services to Botswana
- Unsatisfactory quality and speed of assistance at BPC service branches.
- Lack of consultation before rolling out new prepaid system.

- General lack of consultation with the business community on any decision BPC takes.

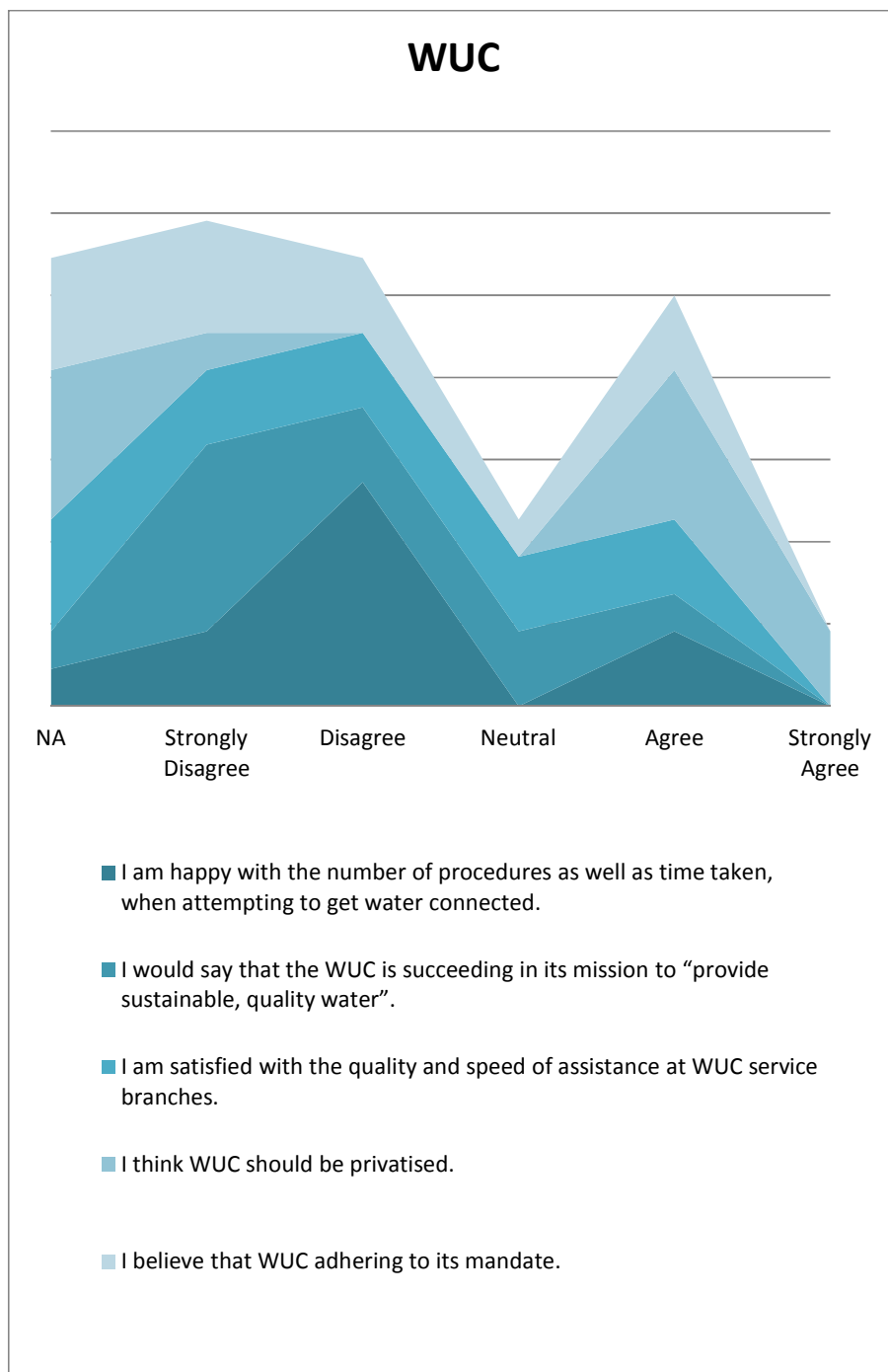
General Comments:

- BPC should be unbundled into two main areas of power infrastructure provision and power distribution. The power infrastructure can be privatised with the power distribution remaining as a parastatal to improve service in the remote and rural areas.
- Since the load shedding exercise we have continued to experience problems with BPC which were not there before. We do not receive statements on time and this causes a lot of problems for us when we want to pay bills. The customer service points also offer poor customer service and time is wasted in long queues
- BPC in the usual nature of a government department ignored advice 15 years ago that the country was headed for inadequate power supplies in years to come. When they did respond to the challenges they bungled the procurement exercise by among other things ignoring the input or involvement of local engineers, even if that could have been in an observer status to vet the foreign firms' performance and to acquire knowledge. The foreign firms have really bungled the Morupule B, and local firms have learnt nothing from that, not even the "what not to do", and they cannot assist with the next project, refurbishment of Morupule A.
- The cost of producing goes up and customers lose confidence as we fail to deliver on time as a result of haphazard provision of electricity.
- A total overhaul of the whole management and structure is urgently needed as they have clearly failed to fulfil their mandate.
- Current haphazard provision of electricity is an absolute joke – back to the 3rd world scenario due to corner cutting in development of Morupule B power plant.
- There is a total lack of communication with the business community whenever there is load shedding or scheduled maintenance work

26 Water Utilities Corporation (WUC)



	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	NA
I am happy with the number of procedures as well as time taken, when attempting to get water connected.	0.0%	18.2%	0.0%	54.5%	18.2%	9.1%
I would say that the WUC is succeeding in its mission to "provide sustainable, quality water".	0.0%	9.1%	18.2%	18.2%	45.5%	9.1%
I am satisfied with the quality and speed of assistance at WUC service branches.	0.0%	18.2%	18.2%	18.2%	18.2%	27.3%
I think WUC should not be privatised.	18.2%	36.4%	0.0%	0.0%	9.1%	36.4%
I believe that WUC adhering to its mandate.	0.0%	18.2%	9.1%	18.2%	27.3%	27.3%



Comments

Negative Perceptions Predominated:

- Respondents are unhappy with the number of procedures and time taken when attempting to get water connected.
- WUC is failing to provide sustainable, quality water.
- There is a strong call from respondents to privatise the corporation.

General Comments:

- As a developing nation it would suicidal to privatise such an essential service which has to be made available and affordable to all citizens of the country.
- WUC is a monopoly and they don't care about people, their service is terrible, shortage or no water at all. Their prices are too high and they should introduce cards for water supply. Their quality control and safety needs to be improved. They should be certified against these standards: water quality, safety, and ISO 9001 standards.
- Water quality in Kasane is of a dangerously poor standard. It took water utilities 10 months to produce a water bill. They also started cutting people off who hadn't paid the water bills that water utilities could not provide. Highly unacceptable service provision. There have been severe health problems in Kasane owing to the low level of water quality.
- Need to pull up socks its quite disappointing to see a corporate with such poor service.
- WUC has the poorest CRM. Can you imagine reporting a water leakage and you are told 'la re lapisa'

27 Respondent Summary

No	Ministry/Department	No. of Respondents
1	LABOUR & HOME AFFAIRS	34
2	TRADE AND INDUSTRY	28
3	AGRICULTURE	11
4	EDUCATION, SKILLS AND DEVELOPMENT	8
5	ENVIRONMENT, WILDLIFE AND TOURISM	32
6	MINERALS, ENERGY AND WATER RESOURCES	18
7	LOCAL GOVERNMENT	12
8	LANDS AND HOUSING	9
9	YOUTH SPORTS & CULTURE	11
10	TRANSPORT AND COMMUNICATION	7
11	MINISTRY OF HEALTH	18
12	NACA	5
13	FINANCE AND DEVELOPMENT PLANNING	18
14	AUDITOR GENERAL	7
15	BURS	10
16	PUBLIC PROCUREMENT & ASSET DISPOSAL BOARD	2
17	BOTSWANA BUREAU OF STANDARDS (BOBS)	10
18	PUBLIC SERVICE MANAGEMENT	5
19	FOREIGN AFFAIRS	7
20	OFFICE OF THE PRESIDENT	5
21	DEFENCE, JUSTICE AND SECURITY	4
22	BOTSWANA POLICE SERVICE	12
23	INFRASTRUCTURE, SCIENCE AND TECHNOLOGY	3
24	BOTSWANA POWER CORPORATION (BPC)	17
25	WATER UTILITIES CORPORATION (WUC)	11
	TOTAL	304

