

CHAPTER 21

LAW, JUSTICE, SECURITY AND FOREIGN RELATIONS

INTRODUCTION

Overview

21.1 This Chapter deals with the security of the nation. The chapter describes the various institutions associated with law, justice and security, reviews their achievements during NDP 8, and sets out strategies for NDP 9 with the view Towards Realisation of Vision 2016: Sustainable and Diversified Development Through Competitiveness in Global Markets. The institutions involved are described below.

Parliament

21.2 Parliament is established under Chapter V of the Republic of Botswana Constitution. As mentioned in Part I of the Constitution, it comprises of the President and the National Assembly. The National Assembly consists of the President, the elected Members and specially elected Members, the Attorney General and the Speaker who can either be elected from among Members themselves or from outside. Currently there are 400 elected Members and four specially elected. The Constitution as amended provides that the number of elected members be increased by 17 new members during the 2004 general election. General elections are held every five (5) years and were last held in 1999. Parliament has the responsibility of enacting laws, authorizing public expenditure, raising of national revenues through taxation, loans etc and serves as a medium for

representing and articulating the will, aspirations and needs of the people. Part III of Chapter V establishes the House of Chiefs, which is an advisory body.

Office of the Ombudsman

21.3 The Ombudsman Act of 1995 established the office of the Ombudsman. The responsibility of the Ombudsman is to implement and administer the act with a view to preventing maladministration in connection with the affairs of Government. He/she investigates any improper conduct by persons performing a public function and, where necessary, recommends action to be taken to remedy the situation.

Administration of Justice (AOJ)

21.4 Chapter VI of the Constitution establishes the Judicature of the Republic of Botswana, which consists of the Court of Appeal and the High Court, located in Lobatse. A Division of the High Court has also been established in Francistown to serve the north. There are, to date, 19 Magistrates Courts throughout the country and 442 Customary Courts. The latter, which are the responsibility of the Ministry of Local Government, mainly apply customary law, and are also empowered to apply the Penal Code.

Attorney General (AG)

21.5 The AG is the Government's principal legal advisor and an ex-officio Member of Parliament, and also responsible for criminal prosecutions to the exclusion of any other authority. Legal advice to all Government ministries and departments is centralized in the Attorney General's Chambers. All legal suits for or against the Government are instituted by or against the Attorney General in a representative capacity in terms of Botswana laws.

21.6 The AG's Chambers consists of six divisions: the Civil, General, Prosecutions, Legislative and Law Reporting, Lands Division and the Deeds Registry. The Civil Division is responsible for all legal suits by or against the Attorney General and all other suits by or against Local Authorities where Government Policy is at issue. The General Division deals with treaties, finance negotiations and legal opinions. Prosecutions Division handles prosecutions of complex cases, whilst the police do day-to-day prosecutions under delegated authority. The legislative and law Reporting Division is responsible for the preparation of Government Bills, statutory notices, editing of the gazette and the reporting and editing of the Law reports of Botswana. The Lands Division deals with conveyancing of State land and property acquired by the State, and with leases; and the Deeds Registry is in charge of registration of title deeds, leases, mortgages and notarial deeds for Botswana laws.

Auditor General

21.7 The Auditor General audits and reports on the public accounts of most authorities of the Government, and

must be satisfied that all reasonable precautions are taken to safeguard the proper collection, custody and disbursement of public monies and stores. At the same time, the Auditor General must be satisfied that the stipulated laws, instructions and directions related to public moneys and stores are duly observed. Any apparent lack of economy, efficiency or effectiveness in the expenditure or utilization of public moneys or stores is reported to Parliament by means of reports to the Minister of Finance and Development Planning.

Botswana Police Service

21.8 The Botswana Police Service protects life and property, prevent and detect crime, repress internal disturbances, maintain security and public tranquility, apprehend offenders, bring offenders to justice, duly enforce laws with which it is charged, and generally maintain peace. The Botswana Police Service is headed by the Commissioner of Police and is supervised by the Office of the President.

Directorate on Corruption and Economic Crime (DCEC)

21.9 The DCEC was established in September 1994 under the Corruption and Economic Crime Act No. 13 of 1994 to prevent and investigate suspected cases of corruption and economic crime. The Directorate is an operationally independent Department of the Ministry of State President. It has three main functions viz;

- (a) Investigation and prosecution of some offenders, the latter being under the delegated authority of the Attorney General;

- (b) Educating the public against the evils of corruption and enlisting their support in the fight against the problems; and
- (c) Preventing corruption and economic crime.

21.10 The following departments fall under the Ministry of Labour and Home Affairs:

Department of Immigration and Citizenship

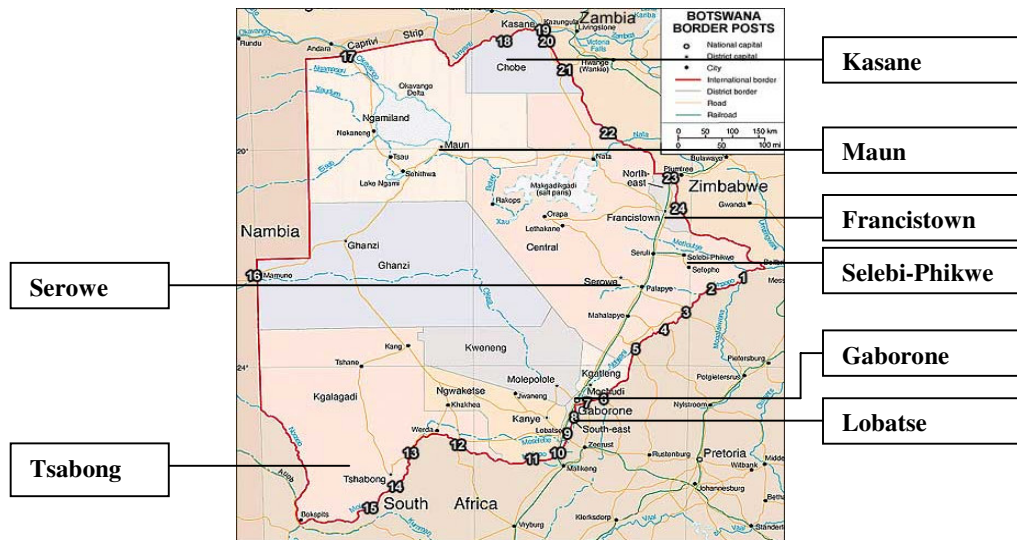
21.11 The role of the Department of Immigration and Citizenship is to protect society against the entrance, residence and movement in and out of the country of people with undesirable behaviour, while at the same time ensuring the smooth passage of genuine travellers. It also offers immigration related services to the public, e.g. passport service and acquisition of Botswana Citizenship.

21.12 The Department has seven divisions. The Migration and Visa Division serves as a secretariat to the National Immigrants Selection Board. It issues visas, visitors' permits, and exemption certificates. It coordinates the activities of the Regional Immigrants Selection Boards. The Investigation and Repatriation Division

coordinates the investigation, repatriation and other immigration related matters. The Passport Division issues passports and deals with matters related to acquisition of citizenship. The Departmental Management Division formulates management policies and coordinates management related activities. The Training and Development Division plans, organises and coordinates training and human resources development. The Planning and Research Division plans and implements the development projects of the department.

21.13 The activities of these divisions have been decentralised to eight regions namely: South Central (with its administrative centre in Gaborone); Southern (Lobatse); Ghanzi/Kgalagadi (Tsabong); Chobe (Kasane); Ngami (Maun); Serowe (Serowe); Selebi-Phikwe (Selebi-Phikwe); and Northern (Francistown). (See map below).

Map 21.1 Botswana Border Posts



Source: Department of Tourism (web site)

NB: The numbers indicate Botswana border posts.

Department of Prisons and Rehabilitation

21.14 The Department of Prisons and Rehabilitation is responsible for the safe custody of people detained under the law. The Department periodically reviews the relevance of Prisons Legislation and where necessary, makes recommendations for amendments. It further recommends and monitors the existence of various committees such as Parole Boards, Prison Councils, Prison Visiting Committees, Prison Advisory Committee etc. as stipulated by the Prisons Act.

Botswana Defence Force (BDF)

21.15 BDF was formed in 1977 by an Act of Parliament in response to incursions into Botswana arising from conflicts in neighbouring states. Since its formation, BDF has played a significant role in security operations and anti-poaching activities. It has undertaken patrols along the borders

with neighbouring countries and mounted roadblocks to prevent entry of weapons from neighbouring countries.

Independent Electoral Commission (IEC)

21.16 The IEC was established by Section 65A of the Constitution in 1997 which also provides for the composition of the Commission. The functions of the Commission are;

- (a) To conduct and supervise elections of members of the National Assembly and Local Authorities.
- (b) To conduct a Referendum.
- (c) To ensure that elections are conducted efficiently, properly, freely and fairly.
- (d) To give instructions and directives to the Secretary of the Commission in regard to the exercise of his/her functions under the Constitution and Electoral Laws generally.

(e) To perform such other functions as Parliament may by law prescribe.

Foreign Affairs

21.17 The Ministry of Foreign Affairs and International Cooperation is charged with the responsibility to develop and manage a conducive environment, enabling Botswana to interact with the international community. The Ministry coordinates foreign relations issues, promotes the interests of Botswana abroad and provides consular and protocol services.

REVIEW OF PERFORMANCE DURING NDP 8

Parliament

21.18 Thirty-eight constituency offices are operational. Consultations are ongoing on the determination of conditions of service for constituency staff. The construction of new Parliamentary offices has been delayed by the outcome of the Balopi

Commission on Sections 77, 78 and 79 of the Constitution of Botswana and the Delimitation Commission following the 2001 Population and Housing Census. Phase II of Computerisation has led to about thirty-four offices in the Botswana Parliament and constituency offices being equipped.

Administration of Justice (AOJ)

21.19 Regular Circuit Courts have over the years been adopted with a view to reducing the backlog of murder and traffic cases. A total of 99 cases were disposed off through Circuit Courts between 1998 and 2001 (Table 21.1). Specialized traffic courts have been established to deal specifically with the backlog of traffic cases in Gaborone and Francistown. Other specialized courts such as family courts will be established as the human resource situation and court facilities improve.

Table 21.1 – Cases in Circuit Court from 1997 – 2001

Year	Number of Cases in Circuit Court	Number of Cases Disposed off	Number of Cases disposed off after Circuit Court
1998	49	40	9
1999	31	24	7
2000	30	11	19
2001	28	24	4

Source: Administration of Justice 2002

21.20 The Administration of Justice has been faced with a shortage of human resources across the board, which has affected its efficiency and effectiveness. The shortages were mainly experienced in the categories of

both the professional and non-professional i.e. magistrates, clerks of court, clerk assistants, Court reporters etc.

21.21 However, the Organisation and Methods Review identified the need for increased manpower at the magisterial level. As a result, 16 additional posts of magistrates were created raising the complement from 42 to 58. These additional posts naturally attracted additional support staff. The need to engage court reporters was also recognized in order to provide accurate court records and expedite court proceedings.

21.22 AOJ has a staff complement of 656 posts as per Establishment Register 2002/2003. In 2000/2001 the Department produced human resource projections, which revealed that the AOJ needed 285 non-professional posts and 174 posts were allocated. There is still a shortage of 161 posts. Planned development projects will require 198 posts.

21.23 During NDP 8, the complement of judges at the High Court increased from ten (10) to twelve (12) out of which six (6) are locals. Plans are under way to localise the Court of Appeal, which is currently 100% non-resident and non-citizen. The Court of Appeal has of late allowed some citizen Judges of the High Court to participate in the Court of Appeal in order to expose them to the operations of the Court and to further build experience.

21.24 The computerized Court Record Management system will be integrated with other stakeholders systems such as Attorney General, Police, Prisons, Directorate on Corruption and Economic Crime, Immigration etc.

Attorney General's Chambers

21.25 Introduction of Information Technology has been successfully

implemented. Almost 80% of the staff of Attorney General use computers on a one-to-one basis and also have been exposed to basic computer skills. Efficiency has therefore been greatly enhanced.

21.26 During NDP 8, the Government continued to experience an exodus of professional staff to private practice. As a result, secondment of a desired number of staff to Ministries and Departments was not possible due to manpower shortage. Since December 1997, three state counsels were seconded to Ministry of Trade and Industry, Independent Electoral Commission and the Central Tender Board. Shortage of staff has contributed to slow delivery of service including the backlog of prosecution of cases. This problem was further compounded by the increase in crime. However, in July 2001, salaries of legal professional staff were increased through an assimilation exercise so as to maintain parity with the salaries of the legal professionals in the Administration of Justice. Thus, the improved working conditions of service resulted in more new graduates joining the Department and the return of others.

Auditor General

21.27 The Local Government Authority Public Accounts Committee (LAPAC) was established in 1999 to strengthen accountability at the Local Government. The Special Operation Unit was set up in 1995 through the Organisation and Methods Review with a view to ensuring that auditing standards and practices are maintained. The audit communication network which was expected to effectively and efficiently help in the audit of computerized systems has not been fully developed due to lack of suitable

accommodation. A special software programme will be required to convert auditees' accounting data into readable form.

Botswana Police Service

21.28 Though crime in all its forms and fronts is intolerable, crimes of particular concern to the nation are as follows: Murder and Attempts, Robberies, Rape and Attempts, Defilement, Burglary/Housebreaking and Theft. During the period 1996 to 2000, the Police dealt with 740,158 offences compared to 552,161

recorded offences for period 1991 to 1995 indicating an increase of 34% over a five (5) year period. A review of the period 1996 – 2000 indicates that the offences increased by 2% from 1996 – 1997. For 1998 and 1999, there was a decrease of 0.14% and 8.7% respectively. The year 2000 saw an increase in crime of 12.61%. For period 1996 to 2000 the following are the total figures of serious crime recorded (Table 21.2):



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Table 21.2 – Serious Crimes from 1996 - 2000

Offences	Years					
	1996	1997	1998	1999	2000	Total
Murder and Attempts	207	217	193	219	222	1,058
Robbery	1,172	1,079	1,057	1,160	1,152	5,620
Rape and Attempts	1,101	1,183	1,310	1,345	1,383	6,322
Defilement	83	108	137	143	184	655
House Breaking and Theft	4,383	4,530	4,892	4,623	5,328	23,756
Burglary and Theft	4,599	4,673	4,185	3,259	3,835	20,551
Total:	11,545	11,790	11,774	10,749	12,104	57,962

Source: Botswana Police Service Annual Reports 1996 - 2000.

21.29 Traffic violations remained a source of concern during NDP 8. Table 21.3 shows increases in traffic

accidents of 14.94% from 1996 to 1997, 20% for 1998, 18.50% for 1999, 3.6% for 2000 and 5.0% for 2001.

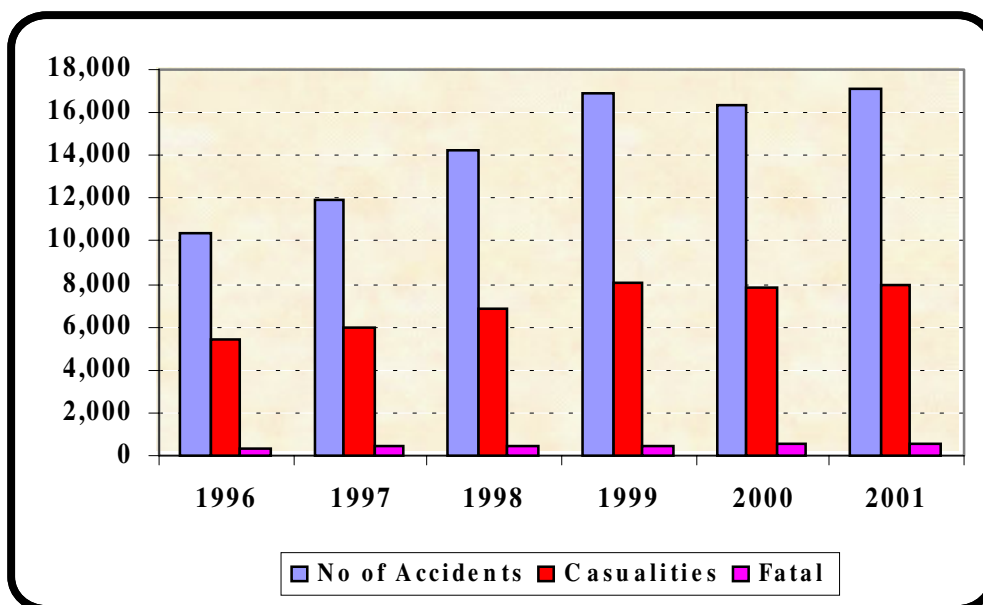
Table 21.3 Road Traffic Accidents

	1996	1997	1998	1999	2000	2001
No of Accidents	10,338	11,882	14,279	16,922	16,313	17,125
Casualties	5,457	5,956	6,887	8,049	7,790	7,945
Fatal	338	411	453	494	528	526

Source: Botswana Police Service Annual Reports 1996 - 2000.

21.30 Road traffic safety continues to be a serious problem in the country, with an average 15,000 traffic accidents annually, of which approximately 500 are fatal injuries.

Chart 21.1 Road Traffic Accidents



Source: Botswana Police Service Annual Reports 1996 - 2001

21.31 The Botswana Police Service will continue in their Annual Policing Plans to target traffic violations in a bid to suppress them. The amendment of the Traffic Act during NDP 8 and the introduction of the automated traffic enforcement system should prove useful during NDP 9.

21.32 All Police Telecommunications projects earmarked for implementation during NDP 8 were completed. Out of the eleven (11) new police stations planned, six (6) were completed, four (4) are under construction, whilst one (1) has been deferred. Overall implementation is 72%. However, only five (5) existing stations were improved during NDP 8 out of the nine (9) planned, while the remaining 4 are under construction.

21.33 Construction of houses fell below the target of 798 housing units. A total of five (5) projects comprising 575 units are complete, whilst nine (9) projects consisting of 223 housing units are under construction. An

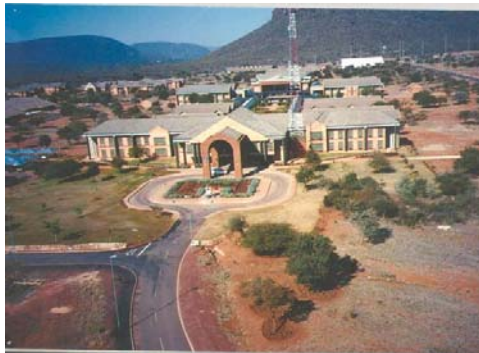
additional 531 emergency houses were allocated to the Police Service to address the problem of accommodation. These are at various stages of pre-contract services.

21.34 The Police establishment increased by 21.65%, from 5,174 to 6,294 posts, between 1995 and 2000. This increase met the requirements of new facilities and extension of the existing stations.

21.35 The New Botswana Police College which offers recruits, in-service and other specialised training is complete together with the training curriculum. The Law Enforcement Academy, which was completed in October 2002, is also offering specialised training.

21.36 The transport fleet increased by 20.4%, from 1,074 in 1995 to 1,293 in 2000. This represents an average of five (5) officers to a vehicle, against the guideline on allocation of transport resources of four (4) officers to a

vehicle. These figures include motorcycles, buses of all sizes, recovery vehicles and trucks.



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Directorate on Corruption and Economic Crime (DCEC)

21.37 The Directorate's long-term objective to achieve a corruption free society and the development of opportunities for partnerships with the public, civil society and other stakeholders to tackle the volume of corruption and economic crime.

21.38 Substantial progress has been made during the period under review. The construction of a purpose built headquarters has been completed. A total of 24 housing units in Gaborone and 4 in Francistown have been acquired. An additional 49 houses would be built during the last year of NDP 8.

21.39 The DCEC's Information Management System will be completed by the end of the plan period. This system provides for complete computerized management of cases. The system removes the need for the maintenance of case files, improves supervision and accountability as well as easing retrieval of information.

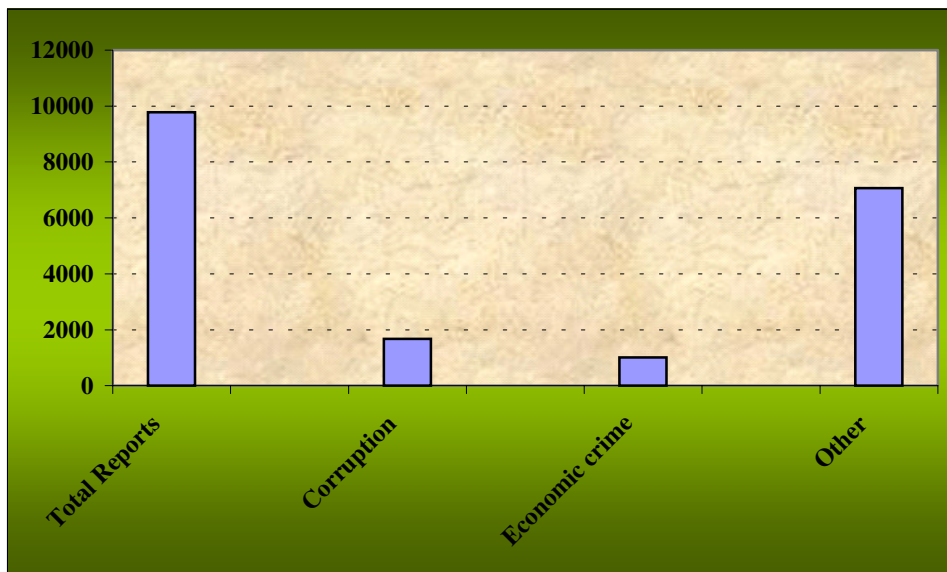
21.40 During the period under review, the Directorate embarked on a

number of investigations, some of which were high profile, and which subsequently led to successful prosecutions and convictions. Almost all high profile investigations either occurred during its formative stage or prior to its formation. Of all complaints made to the DCEC, 74% of the complainants identify themselves to the Directorate.

21.41 During NDP 8, the DCEC also embarked on a vigorous publicity campaign aimed at fostering public support and reducing opportunities for corruption and economic crime. This was done through print media, production of posters, erection of bill boards at strategic places and through conducting management assignment studies on Government and parastatal organisations to address identified weaknesses in the systems and procedures that could lend themselves to corrupt practices.

21.42 Anti-corruption strategies focusing on making corruption a high risk and low return undertaking have been developed and continue to be implemented. DCEC has realised a slight increase of 4.25% in the number of reports it has received even though incidents of corruption and economic crime remain constant.

Chart 21.2 – Incidents of Corruption and Economic Crime



Source: Directorate on Corruption and Economic Crime, 2002

21.43 As will be seen in Chart 21.2 a total of 9,772 cases were reported since inception. Of these, 1,680 (17.2%) were pursuable allegations of corruption and 1,016 (10.4%) of economic crime. The remaining 7,076 reports (72.4%) were either about matters outside DCEC's remit or could not be pursued for lack of information or specificity.

Table 21.4: Investigations Commenced

Year	No of Investigations Commenced
1994	172
1995	409
1996	417
1997	329
1998	334
1999	291
2000	394
2001	381

Source: Directorate on Corruption and Economic Crime, 2002

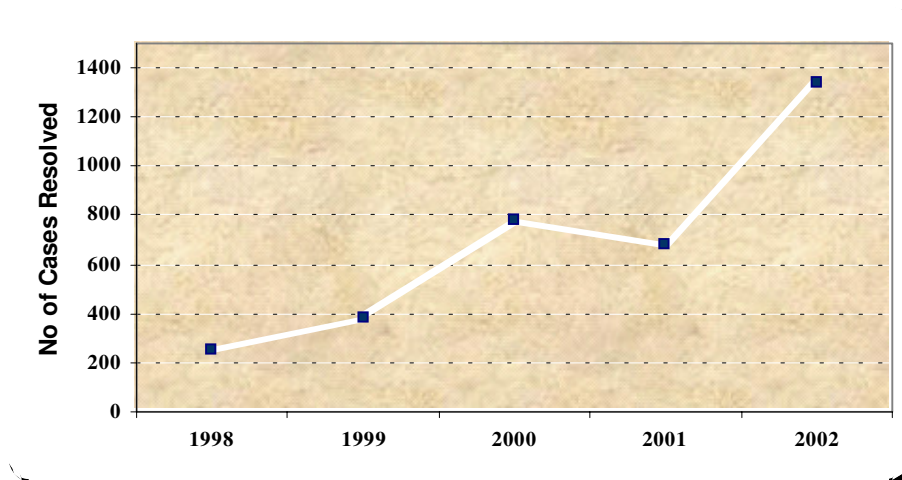
21.44 A total of 2 727 cases have been investigated, with others ending in prosecution and resulting in mixed results (Table 21.4).

Ombudsman

21.45 From the inception in 1997 up to the end of 2002 more than 3,400

(Three Thousand Four Hundred) complaints concerning the Public Sector had been received and resolved. A much greater bulk of the complaints were jurisdictional and were investigated and resolved as was necessary. Between 1999 and 2000, there was a sharp increase as depicted by Chart 21.3.

Chart 21.3 – Cases Resolved 1998– 2002



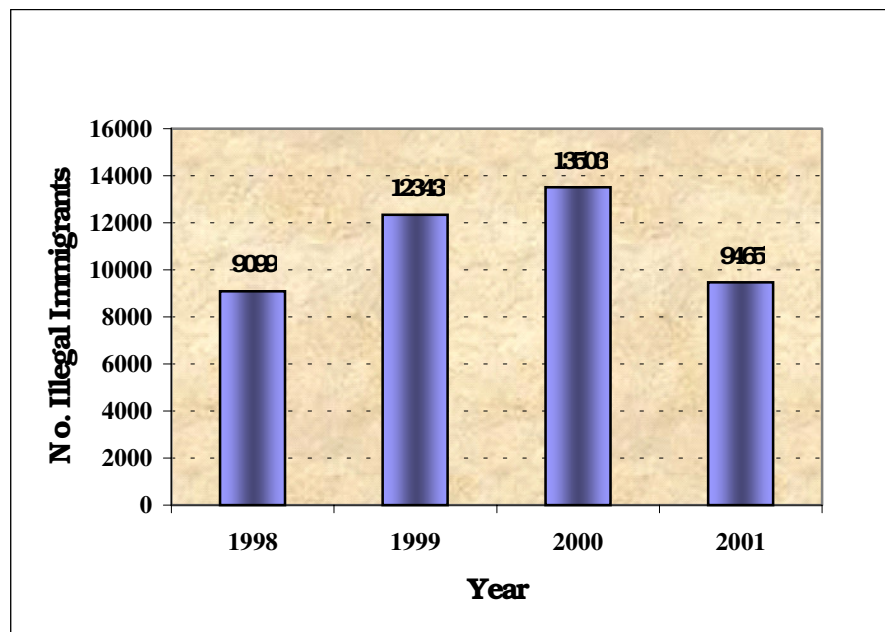
Source: Office of the Ombudsman 2002

Immigration

21.46 Government is in the process of computerising some of its key functions namely: computerisation of thirteen border posts and five passport-issuing centres. The new passports will be machine readable with improved security features. The roll out of the remaining border posts will be considered during NDP 9.

21.47 In order to drastically reduce the number of foreign nationals residing illegally in Botswana and to discourage Batswana from aiding and abetting unlawful entry, the Immigration Act will be amended to introduce stiffer penalties.

Chart 21.4 – Illegal Immigrants 1998 – 2001



Source: Department of Immigration and Citizenship, 2002

Prisons and Rehabilitation

21.48 The Prisons Service had committed itself to undertaking a number of initiatives. The Pre-Release Training Policy is awaiting approval and implementation of the scheme will be continued in NDP 9.

21.49 The Research Unit was to be strengthened by computerizing it to enable it to capture and store relevant information about prisoners and ex-prisoners so that rehabilitation programmes can be monitored efficiently. Computers have been secured and training of officers and networking are ongoing.

21.50 In line with the ideal of a Compassionate, Just and Caring Nation of Vision 2016 for Botswana, Government is concerned about congestion in prisons. To this end, certain measures were taken during NDP 8 to address the problem. Two

prisons in Tshane and Letlhakane and a Centre for Illegal Immigrants in Francistown have been completed. Projects, which have been started in the last half of the Plan are; Boys Prisons at Moshupa and expansion of Selebi- Phikwe, Maun and Ghanzi Prisons.

21.51 The Prisons Act was also amended which led to an increase in the extramural qualifying sentences from six months to twelve months and allowing release of terminally ill inmates on Home Based Care. The amendment resulted in major reduction in prison overcrowding from 126% to 89%.

21.52 Prison Standing Orders and Scheme of Service were reviewed and amended in order to improve service efficiency. The primary consideration under officers' welfare is shelter as

espoused by Vision 2016. However, only three units of three storey low cost flats were built in Gaborone.

Independent Electoral Commission

21.53 The Commission conducted the 1999 General Election assisted by a Team of Experts to evaluate its performance in the conduct of the elections. The Commission has also conducted 13 by-elections including one re-election since the 1999 General Election. Another major development for the Commission is the National Referendum on the Judiciary, which was conducted on 3rd November 2001.

21.54 The IEC commissioned a Voter Apathy Study as a result of the diminishing voter turnout at elections. The findings will form a basis for voter education strategies, which will be integrated into the larger voter education curriculum.

Defence

21.55 During NDP 8, the Botswana Defence Force took part in the restoration of Law and Order in Lesotho under the auspices of SADC.

21.56 Additional housing units, barracks and blocks of bachelor flats were completed at Thebephatshwa and Glen Valley. Other projects scheduled for completion are the Francistown housing and auditorium and mess facilities, Mogoditshane and Glen Valley Clinic. The Tsabong and Ghanzi camps were deferred.

Foreign Affairs

21.57 Recognising that the international scene within which the Ministry of Foreign Affairs and

International Cooperation operates calls for a size and level of organization which matches the same level and scope of operation of counterpart organizations world-wide, Government has been taking appropriate measures to enhance the overall efficiency and effectiveness of the Ministry.

21.58 The Department of Foreign Affairs was upgraded to a fully-fledged Ministry. This enhanced institutional status will help in improving the Ministry's capacity to effectively execute its mandate.

21.59 The Ministry of Foreign Affairs and International Cooperation has been restructured into five (5) Departments and one (1) Division as follows; Department of Ministry Management, Department of Multilateral Affairs, Department of Protocol and Consular Matters, Department of Africa/Asia Affairs, Department of Europe and American Affairs and the Division of Information and Research.

STRATEGY FOR NDP 9

Parliament

21.60 Through its Strategic Plan, Parliament has undertaken to provide well-read and researched legislative advice, prudent resource management, transfer and application of information technology skills, availability of researched information and staff development and growth. Strategies include; production of a legislative manual on parliamentary practices and procedures; use of information technology; development of an information database for Bills, policies etc; review of existing resource management systems and training.

Administration of Justice

21.61 One of the goals of the Administration of Justice in its strategic plan is to promote greater access to justice through the provision of appropriate infrastructure in rural and urban/peri-urban communities. This need was also in response to Vision 2016 where it was observed that; “The availability of courts and other disputes settlement agencies is presently concentrated in the major centres, and there are delays in the processing of disputes as well as in the enforcement of decisions. The challenge is to extend these facilities to rural areas”

21.62 Efforts are continuing to bring down the backlog of cases. All disputes will be resolved in a transparent, professional and timely manner. Some of the activities geared at achieving that are:-

- Registering all cases immediately upon receipt.
- Instituting delay reduction system.
- Training stenographers/court reporters
- Accessing of the Internet by all Judges and Magistrates
- Equipping the library.
- Serving, enforcing and executing court orders in a transparent, professional and timely manner and developing professional standards.
- Legal Division to focus on reduction of backlog as a breakthrough improvement area annually.

21.63 The ongoing computerization of the registries will assist in the management of cases and further give accurate information on the status of cases, the backlog, the rate of disposal and causes for delays. It will further help in tracking every case that has been reported in the courts.

21.64 The other method introduced to deal with the backlog of cases is the introduction of the traffic courts in Gaborone and Francistown.

21.65 Temporary courts have been held in Gaborone to help clear the backlog in traffic cases. Four (4) temporary magistrates from the private practice took part in that exercise and a lot of cases were disposed of, although some remained pending.

Attorney General’s Chambers

21.66 In keeping with the aspiration of Vision 2016 to restore public confidence in the Criminal Justice System, to tackle serious and violent crime and public legal education and awareness, the Attorney General’s Chambers has identified five (5) Key Results Areas. Timely dispensation of Justice; Lawful Government decisions; Certainty of Ownership of Land; Customer Satisfaction; and Motivated Staff are the most critical areas in the delivery of the core business.

21.67 Prompt delivery of professional legal services is to be secured through decentralization of services by establishing regional offices as well as secondment of more staff to various Ministries and Departments.

21.68 A drafting instructions manual will be developed, which, it is hoped, will substantially improve the quality of legislative drafting instructions and

lend to the completion of drafting legislation in the shortest possible time.

21.69 In order to retain staff, their motivation has to be enhanced not only through adequate salaries but also through the provision of adequate support services, maintenance of adequate staff levels as well as training. Decentralisation of legal services to Francistown will necessitate increases in human resources as well as vehicles for transportation of state counsel to out stationed courts in the northern part of the country.

21.70 In response to HIV/AIDS epidemic, Attorney General will:

- ♣ Educate the public on the legal aspects of HIV/AIDS through the Public Relations office when established
- ♣ Mainstream legal aspects of HIV/AIDS in legal education programmes with the ministries
- ♣ Develop and provide legal advise to government on HIV/AIDS issues
- ♣ Reflect HIV/AIDS issues in the drafting of laws, agreements, and conventions

Auditor General

21.71 During NDP 9, the Auditor General will endeavour to provide high quality audit services in order to satisfy customers and promote accountability and transparency in the public sector. The Auditor General will develop strategies for the provision of professional support to the Public Accounts Committee in order to enhance good governance. With increasing public consciousness, the demand for public accountability of persons or entities entrusted with

management of public resources has become increasingly evident. There is, therefore, a greater need for the accountability process to be in place and operating effectively.

Botswana Police Service

21.72 During NDP 9, the police will aim at achieving the following:

- ♣ To reduce crime and make communities safer.
- ♣ To eliminate physical violation of individuals.
- ♣ Improve communication through extensive use of information technology and an increased transport support.
- ♣ To reduce the number of deaths and serious injuries on the roads.
- ♣ To enhance the effectiveness of Crime Prevention initiatives.
- ♣ To improve crime detection.
- ♣ To mainstream HIV/AIDS into core business.

21.73 To achieve these aims it will be necessary to:

- ♣ Implement the new curriculum at the Botswana Police College.
- ♣ Review existing transport and communication equipment.
- ♣ Develop the Police Forensic Laboratory and Forensic Service.
- ♣ Increase patrol coverage (police visibility)
- ♣ Ensure availability of sufficient police offices and residential accommodation.

- ♣ Introduce traffic control and enforcement system in major roads.

DCEC

21.74 The workload facing DCEC's investigators has grown considerably. The optimum number of cases per investigating officer is five (5). To reach this target and sustain it, and hence give the public the level of service they are entitled to, further investigators are needed. In addition, an analysis of the geographical distribution of the investigation caseload reveals the need to establish a base in the north, which will speed up throughput of cases arising in and around that area.

21.75 DCEC's establishment is planned to increase gradually from 153 to 213 posts. DCEC has established a strong internal infrastructure for staff counseling on the problem of HIV/AIDS and this has been streamlined into its strategic plan. Ways will be explored during NDP 9 of inculcating HIV/AIDS prevention messages into, and without diminishing, its anti-corruption public education campaign.

Ombudsman

21.76 One of the ideals of Vision 2016 is a future for Botswana with a community-oriented democracy with strong decentralized institutions. The Office of the Ombudsman will ensure that this ideal future is attained through promotion of good governance. The office will also promote accountability and transparency in the Public Sector. There will be two centers in the whole country to coordinate investigation activities, namely, Gaborone as the office headquarters and Francistown as a branch office. However, circuit

investigations will be conducted on a regular basis to enable as far as possible accessibility to Ombudsman services by the less privileged communities who reside far away from these centers. Such will, in some instances, be carried out on a quarterly basis.

21.77 The Office of the Ombudsman aims to achieve the following:

- Promote Good Governance and Responsible Leadership.
- Reduce investigation time of throughput from 12 to about 6 months.
- Intensify public awareness campaigns.
- Establish investigation centres nationwide.
- Conduct quarterly circuit investigations countrywide.
- Improve accessibility.

Strategies

21.78 The following strategies will be employed:-

- Implement Performance Management System.
- Recruit more staff to expand the investigations and support services teams.
- Review existing investigative procedures and strategies.
- Start a public relations (Communications) office.

- Install and maintain a computerized case management system.
- Send staff on long and short-term training programmes.
- Expand the Computerized Case Management system.

Independent Electoral Commission

21.79 The IEC has the responsibility of ensuring that elections are conducted efficiently, properly, freely and fairly within the requirements of the Constitution and Electoral Laws generally, in that way upholding one of the national principles of Botswana, which is Democracy.

Objectives

- ♣ The IEC will intensify voter education on democratic principles and practices.
- ♣ The voter education will be shared with all stakeholders and the Ministry of Education with the view to infuse its aspects into the schools curricula.
- ♣ Political parties will be involved in the voter and civic education.

Immigration

21.80 In order to attain a Prosperous, Productive and Innovative and Safe and Secure Nation, Government will computerize its major functions and engage in staff development. Additional offices and staff houses to alleviate accommodation problems will be provided.

21.81 Computerisation of services will result in greater improvement and efficiency at which services are provided to the public. Given the importance of tourism in Botswana, there is need to improve efficiency in facilitating movement of people in and out of Botswana, thereby also assisting in trade integration in line with globalization.

21.82 Regional immigration boundaries will be aligned to those of District Administrative boundaries where possible. However, additional resources would be required to establish more regional offices.

Prisons and Rehabilitation

21.83 The overall objective of the Prisons Service is to provide effective custody and rehabilitation of prisoners, so that they might be productive and law-abiding citizens. Given the level of overcrowding in prisons, completion of ongoing projects will not effectively address the problem. If the number of prisoners were to remain constant, overcrowding would be reduced by 50%.

21.84 The Prisons Service plans to intensify training of prisoners by building five (5) industry workshops and two (2) libraries and five (5) clinics to accord the inmates easy access to primary medical care and hospital facilities. With the prevalence of HIV/AIDS, the Service is committed to ensuring that the inmates are given access to the clinics for counseling, anti-retroviral treatment etc.

21.85 Botswana is experiencing serious forms of crime, some of which were unknown to the country in the past years. Such offences attract heavy sentences and those convicted of the

offences resist custody. Therefore, a maximum-security prison will be designed.

21.86 The following policies are planned;

- ♣ A policy on the computation of sentences in line with relevant laws to facilitate easy understanding of the principles involved.
- ♣ A policy on custody and searches of prisoners in order to enhance operational efficiency of the Service
- ♣ A policy on the training of prisoners so that there are standards for rehabilitation of prisoners.
- ♣ A Personnel Policy Manual.

Botswana Defence Force

21.87 To minimize the problems of incomplete or unattended projects, the BDF will, in addition to the services provided by both the Departments of Architecture and Building Services and Electrical and Mechanical Services, increase internal capacity by outsourcing to the private sector, including the Botswana Housing Corporation (BHC).

21.88 The BDF has a large deficiency in all types of equipment, vehicles and infrastructure, especially living accommodation, etc. These deficiencies hinder the operational role of the Force. Stability in Botswana should not reduce the readiness and efficiency of the BDF. It is imperative that the BDF acquires a professional, modern, mobile and accountable force capable of promptly responding to a wide range of internal and external challenges. The BDF is a major tool

used to realize the security objectives of the National Strategic Vision 2016.

21.89 The larger share of the BDF's development expenditure will go towards addressing commitments on military equipment and infrastructure. The major strategic goals of the revised policy will be the consolidation of the achievements attained in the past and repositioning the country afresh for new challenges that will arise in the 21st Century.

Foreign Affairs

21.90 The responsibility for foreign affairs falls under the Ministry of Foreign Affairs and International Cooperation. The Ministry will coordinate and facilitate the fine-tuning of Botswana's dealings with the outside world to ensure that the country derives maximum benefit from its interaction with the international community. Areas of particular attention will include:

- Beefing up of bilateral relations;
- Re-enforcing regional cooperation and integration;
- Coordinating foreign relations;
- Employee motivation;
- Operational efficiency and effectiveness
- Contributing to causes of international concern.

21.91 The Ministry of Foreign Affairs and International Cooperation will strengthen its cooperation with other Ministries to promote Botswana's interests, particularly in the areas of bilateral cooperation, regional integration, promotion of peace and security, consular services, investment and tourism promotion and international trade.

21.92 Recognising the key role that the Ministry of Foreign Affairs and International Cooperation plays in the development of the country, and potential of the HIV/AIDS epidemic to derail its realization, during NDP 9, the sector will undertake HIV/AIDS programmes as follows:

- To develop a workplace policy on HIV/AIDS
- To mainstream HIV/AIDS issues into the training curriculum of diplomats
- To develop mechanisms for regularly updating foreign missions on the state of the epidemic to enable forge linkages with the international community for assistance in combating the epidemic
- To empower diplomats to engage in effective dialogue with host countries for support

