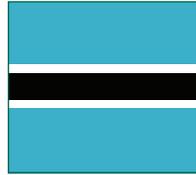


Country Report for **Botswana**



Disclaimer

This short Country Report, a result of a larger Survey of ICT Outsourcing in Africa, provides a general overview of the current activities and issues related to ICT Outsourcing in the country. The data presented here should be regarded as illustrative rather than exhaustive. ICT Outsourcing is at a particularly dynamic stage in Africa with new developments and announcements happening on a daily basis somewhere or the other on the continent. Therefore, these reports should be seen as 'snapshots' that were current at the time they were taken; it is expected that certain facts and figures presented may become outdated very quickly.

The findings, interpretations, and conclusions expressed herein are a faithful representation of the respondents of the interviews and secondary data collected. Strict analysis has been carried out with the minimal influence of the authors/team members. References to data sources have been made as far as possible. In the case of the detailed data parameters used for scores and ranking, the same data source and timeline has been used for all the fifteen countries compared. In the descriptive section of the country reports all data received from the individual country has been used in order to give as complete an assessment as possible. Thus these countries that have provided more information have a better coverage than those who have not been able to provide data to the research team.

Board of Executive Directors of the CBC or Cyber Media cannot guarantee the accuracy of the data included in this work. The boundaries, colours, denominations, and other information shown on any map in this work do not imply on the part of the CBC and Cyber Media any judgment of the legal status of any territory or the endorsement or acceptance of such boundaries.

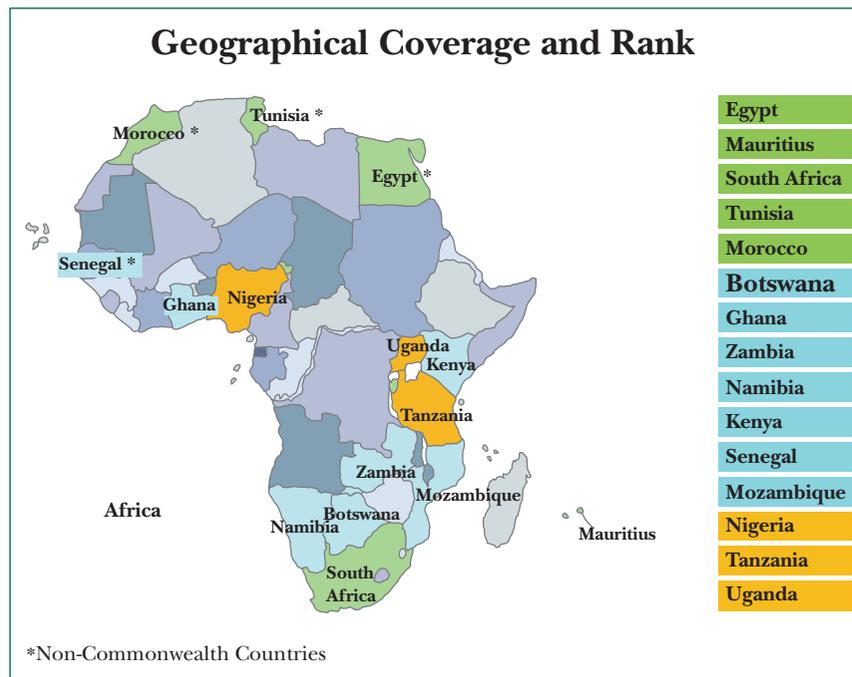
It is expected that individual Country Report from the Survey of ICT Outsourcing in Africa will be updated in an iterative process over time, based on additional research and feedback received through the CBC and Cyber Media website.

1. Overview (ICT, Policies, and Outsourcing)

Botswana is a small, dynamic country with visionary leadership particularly in the sector of ICTs in all facets of life. Not only does it boast a liberal telecom policy, its education and national ICT policies are linked to a broader economic vision for the country. Moreover, in practice, Botswana arguably boasts the highest PC penetration in education institutions in Africa. The government has committed financial resources to improve connectivity and promote the educational use of ICTs. This gives Botswana a strong potential for a sustainable outsource destination. Whether all related labour, telecommunications, and other policies look at outsourcing as a priority is not clear. Outsourcing is just another task among many in the field of ICT.

2. Botswana’s Position in Africa’s Fifteen Countries

Botswana is the first in the upcoming band of countries from the outsourcing attractiveness point of view. The following map and table show where Botswana is positioned.



The contributing scores and ranks are as under.

Overall

Band	Score (PS & BE)	Rank in Band
Upcoming	6.57	First

Infrastructure

Score	Rank	Band
6.1	8	Upcoming

While achieving this score for 'Infrastructure', Botswana has been third and fourth, respectively, in the scores for road and rail network and cost of space and has fallen to eleventh and twelfth in electricity availability, telecommunications and data tariffs. In all others Botswana is average.

People and Skills (PS)

Score	Rank
3.215	6

In the case of 'People and Skills', Botswana has done well in human resource cost and work satisfaction (fourth and fifth among fifteen countries), whereas for quantity it has fallen to twelfth position. In all other scores Botswana is average.

Business Environment (BE)

Score	Rank
3.357	5

Botswana is in the second place in tax rates, geo political and legislative risk, third place in ease and cost of finance, fourth place in share of services in GDP, and fifth in foreign exchange reserves. On the other hand it has fallen to twelfth position in ICT Security, Cyber Laws, and IPR. In the case of currency risk, the score is as low as thirteen.

3. Country, Political, and Economic Profile

Salient features are as follows

Area: 582,000 sq km.

Population: 1.8 million.

Cities: Gaborone (pop. 186,007).

Other towns: Francistown, Selebi-Phikwe, Molepolole, Kanye, Serowe, Mahalapye, Lobatse, Maun, Mochudi.

Terrain: Desert and savannah; Mostly subtropical.

Education: Adult literacy (81%).

GDP (2007 est.): \$26 billion. Growth 4.8%.

Per capita GDP (2007 est.): \$5846.

Industry types: Mining, diamonds, copper, nickel, coal, tourism, textiles, construction, beef processing, chemical products production, food and beverage production.

Trade (2007) (Exports—\$7.2 billion): Diamonds, nickel, copper, meat products, textiles, hides, skins, and soda ash.

Partners: EU, South Africa.

Major markets: South Africa.

Imports (\$4.2 billion): Machinery, transport equipment, manufactured goods, food, chemicals, fuels.

Major suppliers: South Africa, EU, and US.

Natural resources: Diamonds, copper, nickel, coal, soda ash, salt, gold, potash.

Agriculture products (1.7% of real GDP, 2006/2007): livestock, sorghum, white maize, millet, cowpeas, beans.

Government type: Republic.

Independence: 30 September 1966.

Constitution: March 1965.

Branches (Executive): President (Chief of state and head of Government).

Legislative: Popularly elected National Assembly; advisory House of Chiefs.

Judicial: High Court, Court of Appeal, local and customary courts, industrial labour court.

Administrative subdivisions: Five town councils and nine district councils.

Major political parties: Botswana Democratic Party (BDP)—48 seats, Botswana National Front (BNF)—12 seats, Botswana Congress Party (BCP)—1 seat, Botswana Alliance Movement (BAM)—0 seats.

Ruling political party: Botswana Democratic Party (BDP)—48 seats

Principal opposition parties: Botswana National Front (BNF)—12 seats, Botswana Congress Party (BCP)—1 seat, Botswana Alliance Movement (BAM)—0 seats.

Suffrage: Universal at 18.

4. Principal Government Officials

From the present till the end of 2009, when the next election takes place, the political leadership is as follows:

President: Lt. Gen. (retired) Seretse Khama Ian Khama.

Vice-President: Lt. Gen. (retired) Mompoti S Meraphe.

Foreign Affairs and International Cooperation: Phandu TC Skelemani.

Trade and Industry: Daniel Neo Moroka.

Ministry of Communications Science Technology: Pelonomi Venson-Moitoi.

5. Foreign Relations

Botswana puts a premium on economic and political integration in southern Africa. It seeks to make SADC a working vehicle for economic development and promotes efforts to make the region self-policing in terms of preventative diplomacy, conflict resolution, and good governance.

Botswana joins the African consensus on most major international matters and is a member of international organizations such as the United Nations and the African Union (AU). In 2008, Botswana has taken a leadership role within SADC. Botswana has most favoured Nation partnerships with many countries.

6. Security and Safety Perceptions

Living conditions in Botswana are comfortable, as most of the areas are safe. However, wherever one stays some moderate caution is necessary. There are a few suburbs that could be avoided. The following pointers give an indication of the situation and hints on how to remain safe:

- Petty crime and ‘smash and grab’ robberies from vehicles are a significant concern in Botswana.
- Visitors must be vigilant and take common sense security precautions and avoid display of wealth.
- Adequately equipped emergency rooms and trained physicians are available in the capital, but services are rudimentary elsewhere.
- Medical attention and evacuation to South Africa in emergencies is expensive and adequate. Valid medical insurance cover is essential.
- Civil unrest and disorder are rare. However, people should avoid crowds, political rallies, and street demonstrations and maintain security awareness at all times.
- Crime is a significant concern in Botswana. Visitors must be vigilant and take common sense security precautions. The criminal threat is very similar to that of any large urban area. Petty street crime and crimes of opportunity, primarily the theft of money and

personal property, are not uncommon. Home invasions ‘smash and grab’ from vehicles, and cell phone thefts, often at knife point, are routinely reported to the police.

- Since February 2008, rolling electric power outages have left many areas without power for several hours each week. This situation is likely to continue. Visitors are urged to carry flashlights. All must be aware of how power outages might affect home security systems, garage doors and gates, and the adverse elements do take advantage of such situations.
- There has been a positive improvement in the situation over the last six months when special steps have been taken to improve the policing and security services.

7. ICT Policy, Infrastructure, and Service

A National ICT Policy was approved by parliament in 2007 with the following programmes among others to support the outsourcing environment:

- Economic Development & Growth of the ICT Sector
- Infrastructure and Security
- Legislation and Policy

Basic ICT

- Botswana has a large ICT base of about two hundred million US dollars (2005 estimates). There are adequate capabilities in the local industry to support computers, networks, large servers and all allied hardware, software, and systems. This is due to the major computerisation in the government and private sector players big and small. Most of the ICT services in the government and private sector are run by outsourced service providers; thus outsourcing is well known and understood by the industry.
- The ICT sector is supported by a ministry, a regulator, ICT departments, and a fully government-owned telecommunications corporation. Civil society associations to support the interests of the ICT community are virtually absent. The established Botswana Information Technology Society (BITS) is almost inactive and the association for citizen-owned business in IT is just a lobby for citizen-owned businesses to gain a larger reserved share of the government ICT market. The government is going in for aggressive localisation at the cost of basic needs of reliable service delivery.

Local and Overseas Data Communication Links

- As of 2006 major liberalisation policies have been approved; however, the implementation is yet to take place fully. Most of the major links that a medium size or large outsource centre would need as of now would have to be routed through the national service provider, the Botswana Telecommunication Corporation (BTC), which at present has capability and capacity constraints to provide a basic service level.

- Accurate estimates of the cost of such links could not be obtained as the Botswana Telecommunications Authority refrained from giving an estimate. The estimates obtained from possible suppliers and reported in reviews carried out for policy and strategy exercises indicate that the cost of a one-megabyte link through satellite is as high as USD 3250 per month and for a terrestrial link USD 6000 per month. The BTC has recently quoted USD 3714 per month.
- Thus until the overseas links like the Seacom, EASSy, and Infracore project are complete, no improvement will be possible. In addition, till the service levels of BTC in providing the national linkages or some big operator taking these over and running them well comes up, it is expected that this may take till 2010 when the overseas links will come up.

Physical Infrastructure

- **Cost:** There is no shortage of space with all facilities necessary to support the outsourcing activity. The costs are competitive with any in Africa.
- **Office market:** Extensive development in Gaborone in the early 2000s coincided with slowing economic growth and a resultant decrease in demand. In 2005, approximately 35 per cent of new office space was vacant. Rents fell by up to 20 per cent between 2004 and 2006. A recent upswing in the economy has created increased demand, helping rents to stabilise and grow for high quality accommodation. There is currently no quality large space available. Development of smaller buildings is resuming based on higher rental returns.
- **Retail market:** Oversupply and cooling market conditions caused rents to fall by up to 25 per cent between 2003 and 2006. Most major retailers are South African; they have been concentrating on their booming domestic market and have not seen Botswana consumer demand as affording an opportunity for growth. However, the recent upturn in the economy has led to the stabilisation of rents and the take-up of vacant space. Very little prime space is currently available in Gaborone.
- **Industrial market:** The cooling market saw rents fall by up to 15 per cent between 2004 and 2006. Economic uplift and the influx of foreign direct investment, especially in the diamond-producing sector, have caused an increase in demand and a stabilisation of rents, especially for hi-tech properties. Current low rents mean that it is currently uneconomic to construct new accommodation. Rents will rise on the back of increasing demand.
- **Residential market:** The economic slowdown of 2003/4 led to disinvestment and an exodus of companies and personnel, causing house values to stagnate, with some areas seeing a 30 per cent fall in both values and rental levels, together with significant increases in void periods. Since the end of 2006, there has been an uplift in the economy and with it an increase in demand, to the extent that there is now a shortage of quality stock. However, high building costs will continue to make it unviable to build to rent, until rental levels increase.
- **Diamond and Innovation Hub:** With the Diamond Hub and the Innovation Hub coming up the value of property may rise, but there are unlikely to be shortages or abnormally high prices.

- **Rents and Yields:**

	Prime rents	Prime yields
Offices	US\$ 13 per sq m per month	12%
Retail	US\$ 23 per sq m per month	11.5%
Industrial	US\$ 3 per sq m per month	14%
Residential	US\$ 2,500 per month*	15%

*Four bed room executive house—prime location

- **Electricity shortages:** From February 2008 for about three years there is a serious shortage of electric power and any outsourcing facility will need 100 per cent power backup in terms of diesel generators.

8. ICT and BPO Industry Environment

- Most of the ICT services in the government and private sector are run by outsourced service providers.
- Botswana has practiced outsourcing in its government and corporate ICT operations over a decade. It has, however, not offered outsourcing in an organised manner to the outside world.
- Software development and support services have been delivered by companies in Botswana to other African countries. Sporadic ICT projects have been done by Botswana companies (not necessarily citizen owned) for other African countries and even for some UK clients. However, it is unorganised and not measurable.
- Limited call centre industry has come up, supporting local industry like HIV and AIDS counselling, BTC, and other services. Two of the call centre operators have stated that they are getting contracts from multinational companies to set up large—by Botswana perceptions—500-seat call centres.
- The International Financial Services Centre (IFSC) has been in operation since 2001 but has attracted thirty-seven investors out of which only nineteen are operational. Figures for employment generation or export earnings are not available.
- In short the international outsourcing efforts of the Botswana industry is small.
- Best environment where government honours all its commitments allowing free flow of foreign exchange and excellent tax conditions.

9. Human Resource Efficiency and Cost

- Botswana has one of the smallest populations in the set of fifteen countries assessed in the study. Thus, it will be very difficult for Botswana to provide all the human resources necessary to run large outsource operations.

- Young workers are of a very high quality, sincerity, honesty, and capability and are trained in the best schools in Botswana or abroad. Yet they are small in numbers, and there are many opportunities for them in government and local industry because of the reservations and localisation policies.
- The inward-looking immigration policies make recruitment of the necessary expatriate human resources very difficult as no analysis of human resource needs is done. For example, modern, developed, and heavily populated nations carry out internal surveys to determine what skills are available and what are not.
- The Botswana IFSC has taken the initiative with the Botswana Accountancy College to run special courses to generate suitable human resources for the BPO industry.
- Botswana ranks sixth in the combined 'Human Resource' score that covers quantity and working satisfaction, quality, ICT exposure, education, language, and domain skills, personnel, and cost of living.

10. Legal and Enforcement Issues

■ Cyber Laws and Their Enforcement

- The National ICT Policy recommended the enactment of a comprehensive set of laws and acts (of which Cyber crime and computer related crimes act had been enacted) to make transactions in cyberspace safe. It also recommended the establishment of a mechanism to enforce such laws.
- Other related acts like the acts necessary for digital signatures, electronic transactions, etc., are yet to be enacted.
- For outsourcing to flourish, especially in the financial services sector that Botswana is proud of, these acts and related enforcement mechanisms need to be put in place as soon as possible.

■ The Intellectual Property Legislation

- It is administered by the Office of Registrar of Companies, Copyright, and Industrial Property in the Ministry of Trade and Industry.
- IP is covered under the Industrial Property Act and the Copyright and Neighbouring Rights Act.

11. Labour and Expatriate Worker's Permits

- There is one application form for work and residence permits with the following factors considered in assessing the application: availability of suitable candidates in the labour market and whether the applicant meets the requirements for the job.
- Turnaround time for processing applications is approximately six weeks.

12. Revenue, Tax, and Repatriation Issues

- In Botswana, manufacturing industry qualifies for a company tax rate of 15 per cent instead of the usual 25 per cent. Further concessions in the tax rate up to as low as nil for a period of five to ten years is possible under the 'Development Approval Order'. In this case a specific concession is given to an industry that will give the industry a zero tax rate for five to ten years. This is applicable if the order is obtained/negotiated before starting the operations. Industries that contribute to employment and training of citizens, make provision for eventual replacement of non-citizens, provide for participation of Botswana citizens in management—area where the business is located and the business contributes to the reduction of price of consumer goods.
- Capital can be moved without restriction in Botswana, and there are no foreign exchange controls and profits; dividends and capital can be readily repatriated.

13. Investment Policy and Incentives

- To encourage companies to train their employees, companies are allowed a deduction of 200 per cent of their training expenditure in determining their taxable income.

14. Agencies Giving Support to Outsourcing

- The Government of Botswana encourages any investment in the establishment of an industry by assistance in setting up the infrastructure, licensing procedures, immigration, and customs formalities through the Botswana Investment and Export Development and Investment Authority (BEDIA) (<http://www.bedia.co.bw>).
- BEDIA is an autonomous private sector-led organisation mandated by an act of parliament (1997) to encourage, promote, and facilitate the establishment of export-oriented enterprises and selected services which will result in economic diversification, rapid economic growth, and creation of sustained employment opportunities; it is entrusted with the task of identifying market outlets for locally manufactured products and constructs factory buildings for setting up of manufacturing enterprises. BEDIA also works closely with the Government of Botswana to ensure that the country has a positive investment climate.
- BEDIA investment guide recognises service as an industry but does not clearly indicate if delivering service is manufacturing. For example, development of software is as noble an industry as any manufacturing industry but would be deemed to be service.
- The Government of Botswana recognises International Financial Services and has set IFSC (<http://www.botswanaifsc.com/>), an agency whose role is to establish and develop Botswana as a world-class hub to facilitate the delivery of a wide range of cross-border financial services to clients in other countries.
- The Botswana Innovation Hub (BIH) (<http://www.bih.co.bw>) is a recent initiative that will encourage high-end outsourcing activities for innovative output in Information and Communications Technologies (ICT), mining technologies, energy, and Biotechnology.

It promises linkages with the local university and intellectual organisations. BIH plans to be a true single point facilitation centre for high-level technology investments.

15. Overall Assessment and Recommendations

- The country should address the shortage of electricity and reduce its power dependence on other countries. It is understood that some projects are in hand, but, perhaps, greater attention is necessary.
- The standard of ICT services and service quality available to individuals of small and medium industries is questionable. In practice it is very difficult for such small-scale operators to deliver services due to the absence of reliable support. It is expected that the facilities in the BIH will address this problem when the BIH is operational.
- At present it will be worthwhile for very large multinationals of status who can negotiate with the government attractive terms for all the needs like infrastructure, people and skills, and business environment facilities and carry out a large operation. The government is used to such deals and honours all the commitments made.
- From the Botswana angle, investment promotion agencies could best look for such partners and try to attract them to set up operations in Botswana.

16. Contact Details

Investment Promotion Agency (ies)

Botswana Innovation Hub, Ministry of Communications, Science and Technology

P/Bag 00414

Gaborone, Botswana

Tel: (+267) 39133281/3907466; **Fax:** (+267) 3913289

Botswana International Financial Services Centre, Fairgrounds Office Park

Off Machel Drive

P/Bag 160

Gaborone, Botswana

Tel: (+267) 3605000; **Fax:** (+267) 3913075

Botswana Export Development and Investment Authority

P.O. Box 3122 Gaborone

Plot 28, Matsitama Road

Tel: (+267) 3181931; **Fax:** (+267) 3181941

Website: www.bedia.co.bw

Country Report for **Botswana**

ICT Industry Promotion Agency/Ministry

Ministry of Communications, Science and Technology
P/Bag 00414
Gaborone, Botswana
Tel: (+267) 3907230; **Fax:** (+267) 3907230/3907207

Revenue Agency

Botswana Unified Revenue Services
P/Bag 0013, Plot 53976
Kudumatse Road
Gaborone, Botswana
Tel: (+267) 36395101; **Fax:** (+267) 3951918

Company Affairs Agency

Registrar of Companies
P.O. Box 102
Gaborone, Botswana
Tel: (+267) 3188754; **Fax:** (+267) 3188310

Labour and Residence Permits Agency/Ministry/Department

Commissioner of Labour and Social Security
Department of Labour and Social Security
Ministry of Labour and Home Affairs
P/Bag 0072
Gaborone, Botswana
Tel: (+267) 3611500; **Fax:** (+267) 3952427

Department of Immigration and Citizenship
P.O. Box 942
Gaborone, Botswana
Tel: (+267) 36113900; **Fax:** (+267) 3914289

U.S., UK, Germany, France, China, and Indian Mission

Embassy of Botswana in Washington
1531-1533 New Hampshire Avenue, NW Washington D.C. 20036
United States
Washington DC
Tel: (+1) 202-244-4990; **Fax:** (+1) 202-244-4164
Website: <http://www.botswanaembassy.org>

Botswana Consulate in New York, United States, Botswana Permanent Mission to the UN
New York, 154 East 46th Street
New York, NY, 10016
Tel: (+212) 8892277; **Fax:** (+212) 7255061

Botswana Consulate in Atlanta, United States
Consulate General of Botswana in Atlanta, United States
5580 Queens Borough Drive, NE
Atlanta, Georgia 30338
United States
Atlanta
Tel: (+1) 770-394-3303

Botswana Consulate in Houston, United States
Consulate of Botswana in Houston, United States
10000 Memorial Drive, Suite, 400
Houston, Texas 77024
United States
Houston
Tel: (+1) 713-680-1155; **Fax:** (+1) 713-680-8055

Botswana Consulate in Los Angeles, United States
Consulate of Botswana in Los Angeles, United States
355 S. Grand Avenue, Suite 4000
Los Angeles, California 90071
United States
Los Angeles
Tel: (+1) 213-626-8484

Botswana Consulate in San Francisco, United States
Consulate of Botswana in San Francisco, United
2333 Octavia Street
San Francisco, California 94109
United States
San Francisco
Tel: (+1) 415-885-2733

High Commissioner
High Commission of the Republic of Botswana
F-8/3, Vasant Vihar, New Delhi-110057
India
Tel: (+91) 11-46537000; **Fax:** (+91) 11-46036191

Country Report for **Botswana**

Embassy of Botswana in China

Chancery: Unit 811, IBM Tower Pacific Century Place # 2A Gong Ti Beilu

Beijing P.R. China

Tel: (+86) 10-65391616; **Fax:** (+86) 10-65391199

E-mail: Info@botswanaembassy.combotchin@gov.bw

Useful Links

The World Fact book 2007.

<https://www.cia.gov/cia/publications/factbook/geos/bc.html> Ibid.

WITFOR. 2005.

http://www.witfor.org/bw/about_botswana/economic_success.htm

<http://education.stateuniversity.com/pages/186/Botswana-EDUCATIONAL-SYSTEM-OVERVIEW.html>

Dyman, A. and S. Oestmann. Universal Access and Service for Botswana Program for Internet and ICT Workshop. August 2006. Grand Palm, Gaborone.

<http://209.85.165.104/search?q=cache:Xf3eFTEYmLkJ:www.bta.org.bw/pubs/UNIVERSAL%2520ACCE>

[SS%2520AND%2520SERVICE%2520POLICY/DAY3/Universal%2520Access%2520and%2520Service](http://209.85.165.104/search?q=cache:SS%2520AND%2520SERVICE%2520POLICY/DAY3/Universal%2520Access%2520and%2520Service)

[%2520for%2520Internet%2520and%2520ICT%2520presented%2520by%2520Ms%2520Sonja%2520Oest](http://209.85.165.104/search?q=cache:%2520for%2520Internet%2520and%2520ICT%2520presented%2520by%2520Ms%2520Sonja%2520Oest)

[man%2520and%2520Mr%2520Andrew%2520Dymond%2520Intelecon%2520Consultants%25202%2520](http://209.85.165.104/search?q=cache:man%2520and%2520Mr%2520Andrew%2520Dymond%2520Intelecon%2520Consultants%25202%2520)

[Aug%25202006.ppt+thutonet+botswana&hl=en&ct=clnk&cd=5&gl=za](http://209.85.165.104/search?q=cache:Aug%25202006.ppt+thutonet+botswana&hl=en&ct=clnk&cd=5&gl=za)

The World Fact book 2007.

<https://www.cia.gov/cia/publications/factbook/geos/lt.html>

http://hdr.undp.org/hdr2006/statistics/countries/country_fact_sheets/cty_fs_LSO.html

Republic of Botswana ICT Landscape.

<http://www.american.edu/initeb/jn9779a/sources/index.shtml#4>

Moanakwena, P. et al. "Improving the Quality of Literacy Learning in the Content Areas: Situational Analysis of Secondary Level Education in Botswana." 2005. UNESCO.

http://portal.unesco.org/education/en/ev.php-URL_ID=45087&URL_DO=DO_TOPIC&URL_SECTION=201.html

Stockholm Challenge Project Data.

<http://old.stockholmchallenge.se/projectdata.asp?id=1&projectid=232>

Kajevu, Z. "BOCODOL to Improve Learner Support Services." Mmegi, Tuesday 19 October, 2004.

<http://www.mmegi.bw/2004/October/Tuesday19/6712157781513.html>

Moody's Investors Service 2007 credit rating report on Botswana.

<http://www.bankofbotswana.bw/files/attachments/ood153107476.pdf>

<http://www.bankofbotswana.bw/files/attachments/p%202006%20ratings.1980471207.pdf>

<http://www.weforum.org/pdf/GCR08/GCR08.pdf>

<http://www.doingbusiness.org/economyrankings/>

http://www.transparency.org/policy_research/surveys_indices/cpi/2008

Doing Business 2009 report by World Bank.

<http://www.doingbusiness.org/EconomyRankings/>

Country profile by Foreign and Commonwealth Office.

<http://www.fco.gov.uk/en/about-the-fco/country-profiles/sub-saharan-africa/botswana?profile=economy&pg=2>

Botswana Country Overview by Capital Resources (Pty) Ltd.

http://www.capital.bw/securities/doc/2008_Capital_Resources_Botswana_Country_Economic_Overview.pdf

