

## CHAPTER 17

### LAND MANAGEMENT, HOUSING AND SETTLEMENT

#### INTRODUCTION

17.1 There are three (3) main categories of land in Botswana: customary land, freehold land and state land. **Customary** land is administered by the Land Boards, and covers over 70% of the total land area, with 17% of this designated as Wildlife Management Areas. **Freehold** is administered by the Department of Lands through Attorney Generals Chamber's which is responsible for all land transactions. **Freehold** land entitles the landholder to perpetual and exclusive rights to land. **Customary** land entitles the landholder to perpetual and exclusive rights - except in the case of communal grazing. **Freehold** land constitutes about 5% of the total land area in the country. **State** land is administered by the Department of Lands and makes up about 25% of the land area and comprises National Parks and Wildlife Management Areas (19.4%), Forest Reserves (1%), and all urban land (4.6%).

17.2 Challenges and opportunities that have been identified by Vision 2016 and are within the portfolio responsibilities of the Ministry of Lands and Housing are: Housing and Shelter; Poverty as well as Attitude and Quality of leadership.

#### Institutional Framework

##### Housing Sector

17.3 The Department of Housing is responsible for initiating the housing policy and the development and

implementation of specific housing programmes and strategies. The Department is also responsible for administration of Government pool housing scheme, monitoring and coordination of the Self Help Housing Agencies (SHHA) and District Housing programmes.

17.4 The housing sector consists of other actors which include the Councils, through the Self-Help Housing Agencies, private sector, BHC, Botswana Building Society, other parastatal organisations, Government and non-Governmental Organisations. The Government plays a major role in housing by providing an enabling environment for participation of other role players. The Government still continues to provide serviced land and financial resources for housing development.

##### Land Use Planning and Administration

17.5 Responsibility for this function is shared between the Ministry of Lands and Housing, and the Ministry of Agriculture (for the preparation of agricultural land use plans).

17.6 Within the Ministry of Lands and Housing, the *Department of Town and Regional Planning* (DTRP) is responsible for the land use planning function. DTRP is also responsible for the physical planning process through the preparation of Regional Master Plans, District Settlement Strategies and Settlement Development Plans that are used for guiding the development of regions and settlements.

17.7 The *Department of Lands'* overall responsibilities are to provide direction on all land related matters by initiating, implementing, coordinating and monitoring of land policies for the benefit and development of Botswana. The Department is mandated to oversee the allocation, use and management of state land through government policies and statutes.

17.8 Within the Ministry of Local Government, the *Land Boards* are responsible for tribal land administration and allocation of land for residential, commercial, industrial and agricultural uses.

#### **Surveys and Mapping**

17.9 The major functions of the Department of Surveys and Mapping include provision of maps for villages and towns in order to facilitate planning and development. The department also designs and implements cadastral surveys for the delivery of residential, commercial and industrial plots in state lands.

#### **Land Tribunal**

17.10 The Tribal Land Act was amended in 1993 to provide for the establishment of a specialized court to attend to appeals against the decisions of the Land Boards and for enforcement of the Land Board decisions. Section 40 of the Tribal Land (Amendment) Act of 1993 provides for the establishment of the Land Tribunal to assume the responsibility of the Minister in adjudicating on these appeals. This amendment was meant to address the problem of lengthy procedure for processing of appeals plus the increasing number of appeals resulting in long delays.

17.11 The subjects of appeals to Land Tribunal cut across all types of land uses; i.e. residential, commercial, industrial, arable (including horticulture), pastoral (including and especially piggery, poultry, dairy and small stock), civic and community and tourism.

## **REVIEW OF NDP 8**

### **Housing**

17.12 Policy direction in the housing sector during NDP 8 was guided by the 1981 National Policy on Housing and the Revised National Policy on Housing of 2000. Other influences such as Habitat II defined complementary roles of Government and the private sector.

17.13 The objectives of Government during NDP 8 were:

- (i) To provide a coordinated and long term direction of the housing sector;
- (ii) To integrate income generation with shelter provision as a strategy for poverty alleviation; and
- (iii) To provide assistance to households who do not qualify for the SHHA programme, and cannot afford BHC houses.

### **Integrated Poverty Alleviation and Housing Scheme**

17.14 Integrated Pilot Poverty Alleviation and Housing Schemes were started at Mahalapye, Francistown and Ghanzi in order to integrate skills acquisition, employment creation, income generation and shelter provision. The focus of the scheme is to assist households who do not qualify for SHHA to establish income-generating ventures to enable them to generate enough money to construct houses.

The ventures that were selected were in the area of building materials production such as bricks, paving slabs and kerbstones. As at September 2002 an amount of P2.1 million was generated by the Scheme and 224 beneficiaries were trained out of a potential of 250 for the three sites. Twenty eight (28) houses have been completed and another thirty three (33) will be completed before the end of NDP 8. The projects have been successful e.g. during the first year of operation each project area generated an average of about P210, 000. The projects are now self-supporting and are repaying to Government the loans that were provided. The evaluation of the scheme has been completed and has recommended replication of the scheme to other areas. This will be done at the beginning of NDP 9 when manpower and logistical support are made available.

#### **Water and Sewerage Reticulation in Old SHHA Areas**

17.15 A project to reticulate water to Old SHHA plots was completed at a cost of P8 million during the middle of NDP 8 except in former upgrading (squatter) areas with Old Naledi, Peleng, Botshabelo and parts of Monarch which required proper plot rationalization. Consultancy studies to rationalize plot layouts in these areas were completed during NDP 8. Construction of infrastructure commenced during the last year of NDP 8.

#### **Block Survey of Old SHHA Areas**

17.16 It was intended during NDP 8 to carry out block survey of Old SHHA plots in order to facilitate conversion from certificate of rights to fixed period state grants. It was however noted that survey of SHHA plots was

an exercise that could be undertaken by individual households as and when the need arose to carry out conversions.

#### **SHHA Loan**

17.17 Building Material Loans continue to be an avenue through which Low Income households access housing finance. The amount of SHHA loan was increased in 1998 from P3,600 to P6,000 and further increased in the year 2000 to P20,000 in terms of the National Policy on Housing. The facility can now be used for purchase of building materials as well as payment for labour costs. The facility has also been extended to Non-Township (Rural) areas in accordance with the National Policy on Housing. During NDP 8 a total amount of P39,138,525 was disbursed to Councils for onward transmission to beneficiaries in both urban and rural areas.

17.18 There is concern that the Self Help Housing Agency (SHHA) loans have not been efficiently utilised. Despite increasing the maximum entitlement of the loan from P400 at inception of the SHHA programme in the early 1970s to P20,000 as approved in terms of the new National policy on Housing, SHHA structures still generally look unsightly, unfinished and in need of improvement.

#### **Housing Association Schemes**

17.19 It was intended during NDP 8 to introduce a modified aided Self Help Scheme with a cooperative bias to assist households with incomes ranging from P10,001 to P16,000 per annum. A review of income eligibility bracket undertaken in 1998 pegged the SHHA threshold from P1,800 to P30,000. This effectively covered the

income group, which was targeted by the Housing Association Scheme. The upper limit was further increased to P36,400 in terms of the National Policy on Housing (Government Paper No. 2 of 2000). These measures effectively nullified the need for the introduction of the Housing Association Scheme for households with incomes between P10,000 and P16,000 per annum.

## **District and Institutional Housing**

17.20 Government has been responsible for building houses for accommodating Civil Servants

### **Box 17.1: Housing Plan**

- (i) Adoption of a uniform rental structure based on type, age, condition of the properties and their locations.
- (ii) Adoption of a maintenance cycle of 3 to 4 years.
- (iii) Demolition of properties that are over 30 years and are in a poor state and those that are outdated.

**Source: Ministry of Lands and Housing**

## **Role of the Private Sector**

17.22 Although individuals have contributed significantly towards housing development, the role of the private (corporate) sector in housing production is still rather low. Besides the initiation undertaken by Phakalane Estates (Pty) Ltd, Time Projects (Pty) Ltd and Universal Builders (Pty) Ltd in Gaborone there has been insignificant development by other developers.

17.23 There are numerous constraints that discourage private business interests from venturing into real estate development in Botswana. They include among others, over-reliance on BHC, relatively less developed market, slow delivery of plots and unaffordable construction finance for low-income groups. Government decided to

throughout the country. One thousand one hundred units (1,100) were planned for construction during NDP 8. However, 1,123 units are expected to be complete by the end of the Plan Period.

17.21 Furthermore, a revaluation exercise for District and Institutional Houses was carried out during NDP 8. The purpose of this was to determine the number of government housing stock, assess rentals and determine the extent of maintenance requirement. The recommendations from this exercise will be implemented during NDP 9 and are outlined in Box 17.1.

involve the private sector in land servicing through allocation of raw land to the private sector. Over ten (10) companies have been awarded 1,163 individual plots for development and resale to citizens. Another two (2) companies have been given two (2) high-density plots that will yield two hundred and thirty (230) plots.

## **Botswana Housing Corporation**

17.24 BHC has managed to consolidate its efforts towards self-sustenance and has produced an unqualified set of accounts for the 2000/01 financial year, after many years of qualification. The Corporation continues to explore ways of growing its business. In that regard, BHC has determined that the best way forward would be to focus on its core activities,

those of property development and estate management.

17.25 A major activity during NDP 8 was the formulation of the five-year business plan, the focus of which was

to commercialise the organization's operations. This has involved putting in place corporate performance measures as well as performance management system for its employees.

**Table 17.1: Financial Performance of BHC**

	<b>1997/98 (P '000)</b>	<b>1998/99 (P '000)</b>	<b>1999/00 (P '000)</b>	<b>2000/01 (P '000)</b>
Operating Surplus/(Loss)	24,942	35,185	51,684	48,072
Return on Equity	10%	11%	14%	11%
Cost/Income Ratio	84%	79%	73%	73%

**Source: Botswana Housing Corporation**

17.26 The better results were achieved by engaging in the restructuring exercise that commenced during NDP 7 and continued into NDP 8. The improving operating results are due to BHC efforts to increase revenues as well as reducing operating

costs, government policy to gradually increase rentals up to the market level and the conversion of P250 million debts into equity. The effect of cost controls is illustrated by the reduction in the cost to income ratio, from 84% in 1997/98 to 73% in 2000/01.

**Table 17.2: BHC Construction Activity during NDP 8**

	<b>1997/98</b>	<b>1998/99</b>	<b>1999/00</b>	<b>2000/01</b>	<b>2001/02</b>	<b>2002/2003</b>
Properties started	202	132	308	84	136	600
Cumulative Total	202	336	644	728	864	1,462

**Source: Botswana Housing Corporation**

17.27 The houses were constructed primarily for sale to private individuals and institutions. This strategy is intended to encourage citizen home ownership and it also enables BHC to focus on property development.

#### **Regional Master Plans**

17.28 The National Settlement Policy has delineated Botswana into four planning regions. These are Northern Region, Eastern Region, South Eastern Region and the Western Region. One of the Policy decisions was that a regional master plan for each planning region should be prepared in order to develop an inventory of resources including their type and potential and formulate policies and strategies for their utilisation. The preparation of the Western Region Master Plan will be completed before the end of NDP 8. The preparation of the regional master plan for South Eastern region started in the last year of NDP 8, while those for the Northern and Eastern regions will be prepared during NDP 9. The preparation of these plans is staggered due to manpower and financial constraints.

#### **District Settlement Strategies**

17.29 In order to implement the National Settlement policy at the district level, the Ministry has been involved in the preparation of District Settlement Strategies. The overall goal of District Settlement Strategies (DSS) is to provide a framework for the equitable distribution of investment, services, development efforts and resources throughout each district. Government through financial and technical assistance has prepared Chobe and Kweneng District Settlement Strategies. The preparation of the DSS for Ngamiland, North East

and Kgatleng started in the last year of NDP 8.

#### **Land Use Plans**

17.30 Effective and efficient land and environmental management must be guided by sound land use planning. While policies are developed to aid land management, in most cases these policies are not fully complementary. Towards the end of NDP 8, the Ministry of Lands and Housing initiated the review of Botswana Land Policies. The work was contracted to Consultants who were expected to submit the report at the beginning of 2003. The Central District Integrated Land Use Plan, the Ngamiland Water Point Survey, the Motloutse River Feasibility Study, the Ghanzi Communal Area Management Plan and the Kweneng District Integrated Land Use Plan were prepared during NDP 8. Land Use Plans for Mmamashia and Otse-Mogobane Villages were prepared and handed over to the Kgatleng and Maletle Land Boards respectively for implementation during NDP 8.

#### **Settlement Development Plans**

17.31 The Ministry has been involved in the preparation of Settlement Development Plans for primary, secondary and some selected tertiary centres during NDP 8 in order to guide the growth of these settlements. These settlements are Gaborone, Francistown, Selebi-Phikwe, Tonota, Ghanzi, Kasane, Gumare, Moshupa, Mmathethe, Manyana and Pandamatenga.

#### **Other Land Use Activities**

17.32 The other activities that the Ministry has been involved in during NDP 8 are outlined in Box 17.2 and will be completed in NDP 9.

### **Box 17.2: Land Use Activities**

Amendment of the Town and Country Planning Act  
Amendment of Tribal Land Act  
Amendment of the Tribunal Order; and  
Review of the Development Control Code

**Source: Ministry of Lands and Housing**

#### **Settlement Trends during NDP 8**

17.33 During NDP 8, major urban centres such as Gaborone and Francistown have continued to attract most of the people immigrating from rural to urban areas due to the availability of better employment opportunities in the two cities. However, there has also been significant population growth in the urban villages. According to the preliminary figures of the 2001 Population and Housing Census, the population of Mogoditshane increased from 14,246 in 1991 to 38,816 in 2001 at an annual growth rate of 10.54%. Other urban villages, which experienced an annual growth rate of above 5% between 1991 and 2001, are Maun (5.08%), Gabane (5.89%), Tlokweng (6%), Ghanzi (6.04%), Kasane (6.46%) and Bobonong (6.64%). All these growth rates are higher than those of the cities and towns in the country over the same period.

#### **National Policy on Agriculture**

##### **Development**

17.34 Implementation of the fencing component of this policy, with ranches identified, demarcated and allocated in the Central, Ngamiland, Ghanzi, Kgalagadi, Southern, Kweneng and Kgatleng districts (Phase 1), has progressed well during NDP 8. Areas that were identified during Tribal Grazing Land Policy (TGLP) implementation and are not yet

developed will be revisited. Water point survey for Ngamiland and ground water resource assessment for Motloutse have been undertaken, and similar studies will continue to be undertaken in NDP 9.

### **Wildlife Management Areas**

17.35 Wildlife Management Areas (WMA) are an integral part of the Tourism Policy implementation. WMAs facilitate implementation of the wildlife resource oriented Community Based Natural Resources Management Programme (CBNRM). Government has adopted CBNRM as a way of ensuring that communities participate in natural resource conservation and realise tangible benefits from management of natural resources. Ministry of Lands and Housing will continue its partnerships with Ministry of Environment, Wildlife and Tourism in ensuring that communities realise economic benefits from management of these resources.

#### **Land Boards Development**

17.36 Except for Kgalagadi and Tlokweng Main Land Boards, all main Land Boards have been provided with suitable office accommodation. Kgalagadi Main Land Board offices will be completed during the first year of NDP 9 and those for Tlokweng will be constructed in the first and second years of NDP 9. A total of 13 Sub Land Boards were completed during NDP 8 and construction of another 5 commenced during the last year of the plan period – making a total of eighteen (18). The problem of office accommodation is still a serious problem especially for Subordinate Land Boards. In some cases different units use a single room to perform their respective functions. The other major problem for Land Boards is the low

level of academic qualifications and inadequate experience of staff and Board Members who cannot therefore meet the challenges of land administration and management. This problem is worse at Subordinate Land Boards. This has to be addressed since it has adversely affected performance. For the latter, changes that were instituted to meet these challenges are outlined in Box 17.3. Staff development will be continued during NDP 9.

**Box 17.3: Requirements for Land Board Member**

- a. Setting the minimum academic qualification at strictly Junior Certificate except in those areas where there are no Junior Certificate holders.
- b. Voting at the Kgotla will be by a simplified secret ballot.
- c. Candidates will be screened and the specified number of best-qualified candidates short-listed to stand for election in each Sub Land Board area.

**Source: Ministry of Lands and Housing**

**Land Tribunal**

17.37 The Land Tribunal has managed to reduce the waiting period for appeals to be heard to within eighteen (18) months. This period will go down with the establishment of the second Land Tribunal, which is expected to be in place before the end of NDP 8.

**Government Office Blocks**

17.38 The problem of inadequate office accommodation continued throughout the NDP 8 period. In view of capacity constraints, the strategy adopted during that period was to commence construction of one office block and design another every financial year. Office blocks that were

completed during NDP 8 are Blocks 6 and 8, Francistown Integrated Office Block, MFDP Link Block and Headquarters for Attorney General Chambers/Department of Taxes. The project also caters for official residence of Cabinet Ministers. The Executive House for the former President was completed during the NDP 8 period.

**HIV / AIDS**

17.39 The HIV/AIDS problem has affected some Departments of the Ministry directly through loss of staff members and indirectly through frequent requests for leave in order to attend family bereavements. The programme on sensitising members of staff was undertaken in NDP 8 and will be continued in NDP 9 together with other programmes. Though the Ministry did not have a sector policy in place, it has been carrying out activities aimed at addressing the HIV/AIDS scourge. Some departments have operational plans in place and have been running awareness campaign workshops to address the problem. The Ministry's intention is to establish HIV/AIDS institutions during this plan period which will comprise of Multi Sectoral Advisory Committee, AIDS Coordinator and focal persons in all departments. During this period requisite training for Committee members, the Coordinator and focal persons will be carried out. In addition, general awareness on HIV/AIDS will continue to be undertaken in the Ministry.

## **POLICY AND STRATEGY FOR NDP 9**

### **Housing Sector**

17.40 Implementation of the housing programme will be aligned to the Vision 2016 and the mandate of the Ministry of Lands and Housing reflected through strategic goals and objectives. In view of this, the focus will be on housing policy effectiveness, facilitation of housing delivery and promotion of home ownership.

17.41 Specific goals to achieve policy effectiveness will be to encourage private sector participation in housing development and provision of housing accommodation for civil servants through the District Housing Programme. The private sector participation in real estate development will be encouraged through improvement of access to land.

17.42 Housing delivery will be facilitated through the design and development of affordable housing schemes for all income groups. Home ownership will be promoted through the SHHA and other appropriate schemes and the allocation of pool houses to local officers.

17.43 The National Policy on Housing will provide policy direction for the housing sector during NDP 9. Consistent with Vision 2016, the 2000 National Policy on Housing aims at the provision of decent and affordable housing for all Batswana, within a safe and sanitary environment.

17.44 The major thrust of the housing sector during NDP 9 will be to ensure that ‘all Batswana will be able to obtain access to good quality basic shelter in both urban and rural areas’,

as espoused by the National Vision (Vision 2016). In order to establish unity of purpose and understanding among the various interest groups in housing development, a formal coordination mechanism called the Housing Policy Coordination Council (HPCC) will be established by the first year of NDP 9. This Forum will enable the Ministry to coordinate and oversee the implementation of the National Policy on housing. The HPCC will bring together all stakeholders engaged directly or indirectly in housing delivery and harmonise their activities. The Council will be a ‘think tank’ with a advisory powers to assist the MLH to attain housing objectives enshrined in the National Policy on Housing and play a complementary role to assist the Ministry to implement policy decisions faster by bringing together interest groups.

### **Upgrading of Infrastructure in Old SHHA Areas**

17.45 Sewerage reticulation will be undertaken to phase out pit latrines in Old SHHA areas.

### **SHHA Loan Scheme**

17.46 Collection of loans by Councils has not been satisfactory. The management of SHHA Loans will consequently be undertaken by the Private Sector. This is in line with the policy that Government should hive-off activities that could be better undertaken by the Private sector.

17.47 The projected demand for SHHA Loans in rural areas is about 54,000 on the basis of maximum entitlement of P20,000. It is estimated that one in five households requires a loan (the figure is one in three in urban

areas), which means about 54,000 households will require loans.

### **The SHHA Turnkey Project**

17.48 In order to overcome the problem of unsightly SHHA structures and piecemeal developments, it has been decided to develop a turnkey housing project for low-income households in both urban and rural areas. The Government will identify low-income plots in urban areas, others in rural areas and make funds available to construct houses.

17.49 A pilot project, which started in Francistown in NDP 8, will spill over into NDP 9. It is intended to replicate the programme to other areas of the country, both urban and rural during NDP 9.

### **Poverty Alleviation and Housing Scheme**

17.50 In order to spread the project more evenly throughout the country, Government will continue to provide starter capital to purchase machinery, funds for construction of production infrastructure and initial production costs. The revenue from the project should be used to start a revolving fund in order to replicate the project in other parts of the country.

### **District and Institutional Housing**

17.51 Government will continue to build district and institutional houses throughout the country to provide accommodation for public officers posted to outer stations. The intention of Government during this plan period is to clear the backlog of about 2,500 units. Government will also take

measures to accelerate the privatization of maintenance works for Government residential properties where feasible.

### **Botswana Housing Corporation**

17.52 The Corporation will continue to acquire more land in both urban and rural areas ahead of development. This will facilitate faster development. BHC has also embarked on cooperating with the private sector in order to promote skills transfer to its employees and improve efficiency.

*Table 17.3: Expected Construction Starts from 2003/04 to 2005/06*

	<b>Units to be Started</b>	<b>Cumulative Total</b>
<b>2003/04</b>	<b>600</b>	<b>600</b>
<b>2004/05</b>	<b>1,000</b>	<b>1,600</b>
<b>2005/06</b>	<b>1,000</b>	<b>2,200</b>

**Source: Botswana Housing Corporation**

### **Regional Master Plans**

17.53 The focus will also be on the preparation of Regional Master Plans for the Northern, Eastern and South-Eastern Regions in order to promote rational and sustainable utilisation of natural resources. This will include the identification of service centers for production zones in areas with potential for agricultural production and tourism development.

### **District Settlement Strategies**

17.54 The District Settlement Strategies for Kgalagadi, Ghanzi and Central will be done during NDP 9. Due to manpower and financial constraints, it was essential to prepare these DSS in a staggered manner.

## **Settlement Development Plans**

17.55 Provision of services to settlements will follow economic criteria to ensure that public resources are used efficiently. The provision of services to small settlements that are spread over a wide geographic area is not cost effective since the cost per unit is high. The majority of smaller settlements, which have not attained village status, will be considered for grouping in order to achieve economies of scale.

17.56 Other projects that will be undertaken during NDP 9 are the preparation of the Botswana National Physical Development Plan, which will regulate the geographical distribution of social and economic development with the aim of promoting equity and efficiency and minimising conflicts between the various land uses.

### **Land Use Planning and Administration**

17.57 During NDP 9, the key issue will be strategic land management to ensure efficient, optimal land and natural resource use. The Tribal Land Act will be reviewed to address the problematic areas.

### **Rural State Land Management**

17.58 Conversion of parts of the unoccupied rural state lands to customary land will be undertaken, allowing for closer management and monitoring by local land boards. Boundaries between the state lands and customary lands will be demarcated. For state lands designated for tourism implementation, studies will be undertaken to assess resource availability to facilitate the determination of economic rentals to be charged to concessionaires.

## **Dual Grazing Rights**

17.59 Dual grazing rights continue to pose a challenge for efficient management of the grazing resources. This problem started with TGLP and is set to continue with the implementation of the fencing component of the National Policy on Agricultural Development. The Government is studying the dual grazing rights issue as part of the review of the Botswana Land Policies.

## **National Land Inventory**

17.60 During NDP 8, MLHE embarked on the development of both the State and Tribal Land Management Information Systems (SLIMS/TLIMS). Full implementation of these systems will be undertaken during NDP 9. This will facilitate the development of a comprehensive land resource database.

## **Purchase of Freehold Farms**

17.61 MLH will continue with efforts to acquire more freehold farms to cater especially for the land needs of Gaborone, Lobatse, North East and South East. The North East and South East districts are very small in size, and as population grows, more land will be required to meet the needs of the population for development. Gaborone and Lobatse have a high demand for land for both residential and commercial/industrial purposes. Land for expansion for these centres can only be acquired from freehold and some tribal land. Guidelines have been developed to guide this process and these will continue to be followed. An underlying principle is that there should be an assessed need to acquire such farms. Government may have to consider acquiring available farms en-masse (land banking) to avoid cost

escalations on the price of raw freehold land.

#### **Compensation for Customary Land**

17.62 Village expansion requires acquisition of fields to meet the demand for land. Compensation guidelines will continuously be updated to guide payments for land that has been acquired. Low compensation fees have been the source of problems for land boards with landholders reluctant to release their lands for planning and re-allocation. Compensation for development projects will, as is customary, be met from the funds voted for the particular project.

#### **Squatting**

17.63 To combat the problem of squatting, the Ministry will strengthen its land management system by among others reviewing the operations of the Land Boards to ensure that they devote more time to land management activities. It has been realised that shortage of qualified staff, low academic qualifications of Land Board Members and logistical support contribute immensely to the low performance of Land Boards. Adequate skilled manpower and other logistics will have to be availed to the Land Boards to enable them to deliver quality services and deal with the problem of squatters.

#### **Land Boards Development**

17.64 Once the Land Boards are transferred to the Ministry of Lands and Housing, accelerated training will be undertaken for Land Board staff and board members in order to improve service delivery.

17.65 Lack of appropriate and adequate office accommodation will continue to be a problem during NDP 9. A total of 17 Sub Land Board offices and one Main Land Board office will be constructed during NDP 9. Land Boards are also faced with inadequate transport and equipment. This will be addressed through the purchase of more vehicles and equipment with the latest and appropriate technology.

#### **Land Use Planning**

17.66 The Ministry of Lands and Housing will prepare Integrated Land Use Plans for the remaining districts. Integrated land use plans have been completed for Central and Kweneng districts, while the Southern District integrated land use plan is ongoing. Communal area management plans have been completed for Ghanzi and Kgalagadi. Water point surveys and underground water resource assessments will also be undertaken for some districts. Reviews of past land use plans, e.g. the Nokaneng Flats Land Use & Development Plan will be undertaken to facilitate implementation.

#### **National Policy on Agriculture**

##### **Development**

17.67 NDP 9 will be devoted to the implementation of Phase II of demarcation of ranches, which has already started in Central, Ngamiland, Ghanzi and Kgalagadi districts.

##### **Land Tribunal**

17.68 The Land Tribunal has experienced a backlog of cases and therefore it has been decided to increase the number of tribunals to two. Furthermore, there is active consideration of the possibility to broaden the scope of the Land Tribunal by extending the Tribunal' s jurisdiction

to appeals emanating from: i) Town and Country Planning Board Decisions; and ii) Land Board decisions which are currently outside the jurisdiction of the Land Tribunal e.g. decisions on cancellation of leases.

### **Surveys and Mapping**

17.69 With the completion of the Department's strategic plan, efforts will be continued to improve efficiency and effectiveness in the delivery of service. In this regard, the necessary improvements like acquisition of high precise positional data will be undertaken.

### **Government Office Blocks**

17.70 In addition to purchasing existing office blocks for owner occupation, Government will continue construction of offices for the various ministries and departments. The Ministry of Lands and Housing office block will be constructed during the first half of the NDP 9. Other projects planned for NDP 9 include: Ministers' Housing; Executive Block; Land Tribunal/ Ombudsman/Independent Electoral Commission headquarters; Auditor General headquarters; DABS/DEMS headquarters; CTO/DRTS/Roads headquarters, Lobatse Integrated office block; Ministry of Finance and Development Planning refurbishment; Ministry of Trade and Industry headquarters and Attorney General's Chambers in Francistown.

### **HIV / AIDS**

17.71 The Ministry will develop a sector policy on HIV/AIDS and a three year Action Plan. This policy action plan will be implemented during the plan period and regular monitoring and evaluation will be undertaken to ensure that they are efficiently and effectively implemented.

17.72 HIV/AIDS Strategies for NDP 9 are:

- Mainstream HIV/AIDS programme in Land/plot allocation briefing and handing over sessions with clients and contractors
- Letter of offer to consultants/engineers should incorporate HIV/AIDS message
- HIV/AIDS programme to be a pre-requisite for contractors to win a tender.
- To put in place an institutional structure made up of Coordinator and Focal Persons form and train the HIV/AIDS Committee members
- To conduct a KAP study to provide a baseline on peoples behaviour to assist programme design
- To undertake social mobilisation of the various groups in the organisation: top, middle and lower level management.
- To develop an operational plan for implementation.
- To regularly monitor all ongoing programmes to assess level of impact.