

Annual Report 2020/21

Enabling Stakeholders formulate
policies, plan and make decisions.



STATISTICS BOTSWANA



Published by

STATISTICS BOTSWANA

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The background features several thick, light blue curved lines that sweep across the page, creating a sense of movement and flow. The lines vary in thickness and curvature, some starting from the top and curving downwards, while others start from the bottom and curve upwards. The overall effect is a clean, modern, and dynamic design.

Annual Report 2020/21

Enabling Stakeholders formulate
policies, plan and make decisions.



Letter to the Minister

Letsema G. Motsemme
Statistics Botswana Board Chairman

Letter to the Minister

Statistics Botswana
Private Bag 0024
Gaborone

29 September 2021

The Honourable Minister Ms Peggy Serame
Ministry of Finance and Economic Development
Private Bag 008
Gaborone

Honourable Minister

It is with great pleasure that I hereby submit a comprehensive report on the operations and financial performance of Statistics Botswana for the year ended 31 March 2021. This submission fulfils the requirements of Section 25 (1) of the Statistics Act of 2009.



Letsema G. Motsemme
Statistics Botswana Board Chairman



About Statistics Botswana

Statistics Botswana is a body corporate with perpetual succession and a common seal. The Statistics Act of 2009 established the organisation as the pre-eminent national agency responsible for the development and management of official statistics; and the official source and the custodian of official statistics in the country.

Legislation

- Statistics Act of 2009
- Population Act of 1904
- Constitution of 1965



Board Chairman
Letsema Motsemme



Statistician General
Burton Mguni (Dr)

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A body corporate that requires that official statistics be produced by means of a process that is guided by the **National Statistical System**; and provides principles for the production and dissemination of official statistics; and for matters incidental thereto.

Statistics Act, 2009

Corporate Profile

Statistics Botswana is a semi-autonomous agency under the Ministry of Finance and Economic Development. The organisation was established under the Statistics Act of 2009, repealing the archaic 1967 Act, under which the Central Statistics Office was formed. Charged with the responsibilities of collecting, processing, analysing, publishing, disseminating, and archiving all official statistics in Botswana, the organisation exercises professional independence in order to protect and enhance the integrity and impartiality of official statistics.

Mandate of Statistics Botswana

Statistics Production: collect, process, compile, analyse, publish, disseminate and archive official statistics on amongst others:

- i. commercial, industrial, financial, agricultural, social, economic, environmental, energy, communication; and
- ii. conditions of living of households;

Advisory: advise Government and other agencies on policy, procedures and regulations relating to the development of official statistics;

Stakeholder Engagement: collaborate with Government ministries, departments and other agencies in the collection, compilation, processing, publication, dissemination and archiving of statistical information including statistics derived from routine administrative activities;

Standards and Methods: develop and promote the use of statistical standards and appropriate methodologies;

Population and Housing Census: conduct the population and housing census every 10 years and any other censuses such as agricultural, business censuses and surveys, as the Board may determine;

Central Repository: organise and maintain a central depository of statistical reports, publications, documents and data from both within and outside Botswana;

Business Register: develop and maintain a business register for the purpose of creating a sampling frame;

National Socio-Economic Database: develop and maintain a comprehensive national socio-economic database;

Strategic Foundations

VISION

To be a world-class provider of quality official statistics and related services

MISSION

To enable stakeholders formulate policies, plan and make decisions through: providing authoritative official statistics, promoting use of official statistics, developing and maintaining the National Statistical System, and providing statistical and related services.

VALUES

Integrity
Accountability
Teamwork
Focus to customer
Professionalism
Confidentiality

Board Chairman's Report

“ Statistics Botswana remains committed to the production and dissemination of integrated statistical information that meets national and international quality standards. Our services play a critical role in the economic development of the country ”

**Board Chairman
Letsema Motsemme**

This is the second year of operation in the COVID-19 environment, which caused massive dislocation in the delivery of Statistics Botswana's mandate. The organisation reduced physical access to the office down to 25% for senior staff to drive the core business operations and deliver strategic projects. The outbreak of the virus ushered in a new era of remote work



Board Chairman's Report

for the employees including the Executive Cadre. Remote work, or work-from-home, impacted a significant proportion of the core business that requires continuous interaction with the public.

Governance

Customarily, Statistics Botswana Board holds 4 regular meetings in a year. For this period, the Board was more active in response to the emergent situation caused by COVID-19. Consequently, the Board held a total of seven meetings, comprising four ordinary meetings, two emergency meetings and one special meeting. In compliance with COVID-19 protocols, these meetings were held virtually.

2020/21 Review

The COVID-19 restrictions heavily impacted performance. Statistics Botswana met 75.4% of the planned publication output. Undoubtedly, statistical data is key to national planning, monitoring and evaluation of national programs. Decisions based on data or facts provide better results than those based on intuition or instincts. Inability by the organisation to meet the full planned publication output due to COVID-19 left the public and other users that much poorer in terms of data availability.

Given the challenges presented by the pandemic, there was a heightened level of prioritisation of the work and some planned strategic initiatives and national projects had to be rescheduled to future periods. A specific case is the 2021 Population and Housing Census, which had to be postponed to 2022.

Another significant challenge due to COVID-19 was the shareholder's delay in the release and disbursement of funds for approved projects, which created a backlog in projects implementation. Four projects that would have provided new

and updated statistical information were not commenced in the financial year as planned because of this challenge. The Board is hopeful that this obstacle will be removed going forward.

A notable highlight for the 2020/21 financial year was the launch of the 'Seal of Statistics Botswana', which is such a device as determined by the Board, and as specified in the Statistics Act of 2009, its affixing the Seal on statistical outputs from Statistics Botswana and the National Statistical System shall authenticate them as official statistics (Section 5, Statistics Act of 2009). Its an important instrument in the rollout of the Botswana Data Qualification Assurance framework.

2021/22- Looking Ahead

The Board commits to the ideals underlying the institutional mandate of Statistics Botswana to provide authoritative official statistics, promote use of official statistics, develop and maintain the National Statistical System, and provide statistical and related services. Statistics Botswana will continue with dissemination of integrated statistical information that meets national and international quality standards.

Statistics Botswana remains committed to the successful implementation of ongoing and planned strategic initiatives to fulfil the expectations of the shareholder and other users of official statistics.

Changes in the Board

During the reporting period, two Directors, Dr. T. B Seleka and Mr. G. Motsewabagale stepped down from the Board. I would like to thank them for their contribution and wish them well in their futures.

Furthermore, I would like to note the unfortunate loss of Professor Keoagile Thaga, the then Vice Chairman of the Board of Directors of Statistics Botswana. Professor Keoagile Thaga, generally referred to as Prof, was a founding member of the Board of Directors of Statistics Botswana,

Board Chairman's Report



“

A notable highlight for the 2020/21 financial year was the launch of the ‘Seal of Statistics Botswana’, which is such a device as determined by the Board, and as stated in the Statistics Act of 2009, its affixing on statistical outputs from Statistics Botswana and the National Statistical System shall authenticate them as official statistics (Section 5, Statistics Act of 2009)

”

the Vice Chairman of the Board, and the Chairman of the Board Tender Committee. History will remember him as a man of integrity in discharging his responsibilities to Statistics Botswana.

Acknowledgements

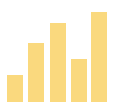
On behalf of the Board of Directors, I wish to express my appreciation to the Ministry of Finance and Economic Development, our parent Ministry and Shareholder, for the support that enables Statistics Botswana to deliver on its mandate. I also wish to express my sincere gratitude to development partners for the technical support to the organisation.

A handwritten signature in black ink, appearing to read 'Letsema G. Motsemme'. The signature is fluid and cursive.

Letsema G. Motsemme
BOARD CHAIRMAN

Seal

Official Statistics Botswana Seal



STATISTICS ICON

The icon represents methods of presentation of statistics.



THE STARS

Represent the quality of official statistics.



CIRCLES

The circle represents unity and commitment amongst users and producers of statistics (the National Statistical System).



THE NOTARY SEAL

This is the background that embodies all and mimicks the original way of seal application that included a sticker that was embossed.

The background features several thick, wavy blue lines that create a sense of movement and depth. These lines are layered, with some appearing more prominent than others, and they curve and flow across the page. The overall effect is modern and dynamic.

Corporate Governance

Corporate Governance

The role of the Board of Directors

The Board of Directors is the governing and policy making body of Statistics Botswana. As guided by the Statistics Act of 2009, the Board of Directors oversees the functions of the organisation. Overall, the Board is charged with establishing a policy-based governance system. The Board develops a series of policies and oversees corporate governance processes by continually assessing their effectiveness and by benchmarking against best practice. The Board also has a strategic function in providing the vision, mission, and goals of the organisation as well as in establishing the culture, values and ethics of the organisation. Furthermore, the Board oversees the risk management of the organisation. In doing so, it identifies the nature and extent of the risks facing the organisation in achieving its strategic aims and the risks to its long-term sustainability.

Constitution and Qualifications of the Board

In compliance with Section 6 of the Statistics Act of 2009, the organisation's Board consisted of nine (9) persons appointed by the Minister of Finance and Economic Development, with the Statistician General as an ex-officio member. In further fulfilment of the this legislation, the Board comprises a distinguished statistician and senior officers from the Ministry of Finance and Economic Development, Bank of Botswana, Botswana Unified Revenue Services, Ministry of Transport and Communications, a University in Botswana, Botswana Institute for Development Policy Analysis and Business Botswana.

Board members in office in 2020/21

1. Mr. Letsema Motsemme (**Chairman**)
2. Professor Keoagile Thaga (**Deputy Chairman**), **University of Botswana**
3. Dr Kealeboga Masalila, **Bank of Botswana**
4. Ms. Alicia Mokone, **Ministry of Transport and Communications**
5. Dr Ernest Makhwaje, **Ministry of Finance and Economic Development**
6. Dr Tebogo B. Seleka, **Botswana Institute for Development Policy Analysis**
7. Mr. Gaitsiwe M. Motsewabagale, **Botswana Unified Revenue Services**
8. Mr. Dichaba Molobe, **Business Botswana**
9. Dr. Burton Mguni (**Ex-officio**)

Board Meetings for the financial year 2020/21

During the period under review, the Board sat for all four (4) of its statutorily required ordinary meetings. In addition, two (2) emergency meetings to deal with emergency Population and Housing Census issues as well as unexpected operational financial issues that emerged and; one special meeting to consider the Annual Financial Statements were also held, bringing the total number of Board meetings held to seven (7).

Board Committees

These committees consist of members of the Board with specified sets of duties and responsibilities. Statistics Botswana has three (3) Board Committees, viz; Board Human Resource Committee; Board Tender Committee; and the Board Finance, Audit and Risk Committee.

Board members in office in 2020/21



Mr. Letsema Motsemme
Board Chairman



Professor Keoagile Thaga
(Deputy Chairman),
University of Botswana



Dr Kealeboga Masalila
Bank of Botswana



Ms. Alicia Mokone
Ministry of Transport and
Communications



Dr Ernest Makhwaje
Ministry of Finance and
Economic Development



Dr Tebogo B. Seleka
Botswana Institute
for Development
Policy Analysis



Mr. Gaitsiwe M.
Motsewabagale
Botswana Unified
Revenue Services



Mr. Dichaba Molobe
Business Botswana



Dr. Burton Mguni
Statistician General
(Ex-officio)



Board Committees

Board Human Resource Committee	Committee Composition
<ul style="list-style-type: none"> provides advisory services to the main Board on human capital acquisition, welfare, industrial relations, as well as advice on implementation of the remuneration policies of Statistics Botswana. oversaw the recruitment process for the key vacant executive positions, the review of the Terms and Conditions of Service, the Review of the Organisational and Pay Structure and the Review of the Performance Management System during the reporting period. 	<p>Chairperson: Dr Tebogo B. Seleka</p> <p>Members: Professor Keoagile Thaga Mr. Dichaba Molobe</p>
Board Tender Committee (BTC)	Committee Composition
<ul style="list-style-type: none"> charged with the responsibility of overseeing major procurements in the organisation. it examines, authorises and awards all procurement of goods, works and services whose value is above the Management Tender Committee (MTC) authority limits. the committee ensures continuous adherence to the organisation Assets Disposal and Procurement policies. major awards during the reporting period were the procurement of the Census 2021 equipment and machinery. 	<p>Chairperson: Professor Keoagile Thaga</p> <p>Members: Mr. Dichaba Molobe Mr. Gaitsiwe M. Motsewabagale Ms. Alicia Mokone</p>
Board Finance, Audit and Risk Committee (BFARC)	Committee Composition
<ul style="list-style-type: none"> it is responsible for reviewing and providing guidance to Statistics Botswana in respect of the policies and practices that relate to the management of the organisation's financial and risk management affairs, as well as, the monitoring and oversight of the internal audit processes. during the year under review, the Board Finance Risk and Audit Committee continued with its oversight role of monitoring and reviewing the management of resources through reviewing quarterly management accounts. the committee continued to monitor progress on implementation of the Enterprise Risk Management framework to ensure that factors that impact the performance of the achievement of the organisation's strategic and operational objectives are accordingly managed. It also reviewed the audited financial statements, annual internal audit plan, and ensured that the organisation's internal controls were accordingly monitored, complied with and adhered to. 	<p>Chairperson: Dr. Kealeboga Masalila</p> <p>Members: Dr. Ernest Makhwaje Mr. Gaitsiwe M.Motsewabagale</p>

Enterprise Risk Management

Statistics Botswana has an Enterprise Risk Management process in place to ascertain that risks are duly identified, measured, monitored and appropriate action is taken to mitigate them. The world has been enveloped by the COVID-19 pandemic. Statistics Botswana like any other organisation the world over was not spared from the effects of COVID-19. In this regard, the level of uncertainty that remains in the business environment reinforces the need for Statistics Botswana to disclose how it is managing its business in the continuing the COVID-19 pandemic. Operational resilience has been key for the organisation's response to the pandemic. Statistics Botswana has, through its quarterly reports to the Board, disclosed the effects the pandemic has had on existing risks.

The impact of COVID-19 led to Government instituting measures to regulate and ensure minimal spread of the virus such as lockdowns, restricted movement, and public health mandatory protocols. These measures impacted the organisation on multiple fronts, including but not limited to reduction in funding as government cut funds from its ministries, departments and agencies across the board in order to fund the country's COVID-19 response; erosion of overall efficiency of operations as working from home arrangements resulted in disruptions to planned work schedules. It is on this background that the existing risk of delayed projects delivery was heightened; delivery on major projects was thus delayed by almost a year.

A risk assessment was conducted in August 2020 to identify and assess any emerging risks that might have been brought about by the COVID-19 pandemic. The

assessment did not uncover any emerging risks, but rather revealed that the likelihood of occurrence of some of the organisation's current risks was heightened as shown in the table below:

Risk no.	Risk name	Root cause
1	Delayed project delivery	Delays in procurement and system development, and budgetary constraints.
2	Inadequate Information Technology (IT) capacity	Shortage of IT equipment, network capacity issues, and limitations in protocols for safeguarding of equipment relating to introduction of working from home arrangements.
3	Information security breach	Heightened worldwide Cyber security risks and inadequate specialised security applications to manage risks associated with intrusions resulting from expanded external connectivity.
4	Reduction in government subvention	COVID-19 linked 5% reduction in government recurrent funding.

Senior Management Executive

Banabo Tshupeng
Chief Internal Auditor

Phetogo Zambezi
Acting Deputy Statistician General-
Standards and Technical Operations

Malebogo P. Kerekang
National Census Coordinator

Boikhutso Tekane
Director-Corporate
Services Support

Boitumelo Matlhaga
Director-Economic Statistics

Burton S. Mguni
Statistician General



Emang Gadise
Director-Legal Services
and Board Secretary

Ketso Makhumalo
Director-Stakeholder Relations

Grace Mphetolang
Deputy National Census Coordinator
(Data Management and ICT Systems)

Kwenagape Mogotsiyane
Deputy National Census Coordinator
(Planning and Field Operations)

Tapologo B. Baakile
Acting Deputy Statistician General-
Economic and Social Statistics Support

Senior Management Managers



Thapelo Maruatona
Manager-Sampling Frame Support



Kebonyethebe Johane
Manager-Statistical Standards



Boitumelo D. Gaongalelwe
Acting Manager-Fieldwork and Regional Services Coordination



Eden Onyadile
Manager-Data Management and Information Systems



Kebabonye Molefhi
Manager-Agriculture and Environment Statistics



Oneetswe Gaosekelwe
Manager-Trade, Industry and Tourism Statistics



Ruth K. Mothibi
Manager-Transport, Infrastructure and ICT Statistics



Lekoko Simako
Acting Manager-National Accounts and Prices Statistics



Moffat Malepa
Manager-Labour and Poverty Statistics

Senior Management Managers



Susan Matroos
Manager-Education and
Health Statistics



Tebogo Laletsang
Assistant National Census
Coordinator_Planning and
Field Operations



Ruth Kauthengwa
Assistant National
Census Coordinator_Data
Management and ICT Systems



Lillian S. Mogami
Manager-Communication,
Documentation and
Dissemination



Ipuseng Moaletsane
Manager- National
Statistical System and
External Relations



Jabulani Dick Makwanda
Manager-Human Resources
and Administration



Seakarea Rabalone
Manager-Finance and
Procurement



Linky Moalosi
Acting Manager-
Information
Technology

Statistician General's Review



“ The 2021 Population and Housing Census was postponed by the Minister of Finance and Economic Development to 2022 on account of significant travel restrictions due to the continuing impacts of the COVID-19 pandemic ”

Dr. Burton Mguni
Statistician General

Strategy Update

A total of 16 strategic initiatives formed part of the organisation's annual business plan for the 2020/21 financial year. The development and implementation of these initiatives generally proceeded at a slower pace than had been planned. The main contributing factors for the lower than planned performance was the negative impact of COVID-19 on the roll out of the work and reduction in funding as government redirected funds towards the national COVID-19 response.

Statistician General's Review



Despite these challenges, development of some high priority strategic initiatives was completed and they proceeded to the implementation stage. One of these was the development of the Botswana Data Quality Assurance Framework (BDQAF), which is a national framework that will provide criteria for evaluating and certifying statistics produced by Statistics Botswana and other stakeholders within the wider National Statistical System (NSS). The framework was launched on the African Statistics Day in November 2020. Its implementation is ongoing and this includes amongst others the development and packaging of statistical standards, rollout of the framework to all NSS sectors as well as roll-out of its supporting documents such as the BDQAF User Manual, Code of Practice, and Compliance Guidelines which support the operability of the framework.

The other key strategic initiative that continued to be implemented during the 2020/21 financial year was the ICT strategy. The full implementation of this strategy will enable automation of most, if not all

of the organisation's business processes and hence elevate efficiency in the production of official statistics. Furthermore, the ICT strategy will enable the organisation to increasingly grow its work on accessing and utilising big data to produce official statistics.

The strategic initiatives of the 2015/2020 corporate strategy will continue to be implemented up to, and beyond the extended period of the 2022/23 financial year. It is envisioned that by the end of the extended period, all outstanding initiatives such as the development of standard operating procedures and establishment of a central repository for data and information at the national level will have been developed and commenced implementation.

Strategic Collaborations

Statistics Botswana worked closely with Local Enterprise Authority (LEA) to collect information on Small Medium Enterprises to build a database that is now used to assist businesses who have been affected by COVID-19. SB contributed to the refinement of the questionnaire, provision of the different

Statistician General's Review

internationally recognised classifications as well as the definitions of the different entities. The organisation also participated in a Committee to assess the effects of COVID-19 on the economy.

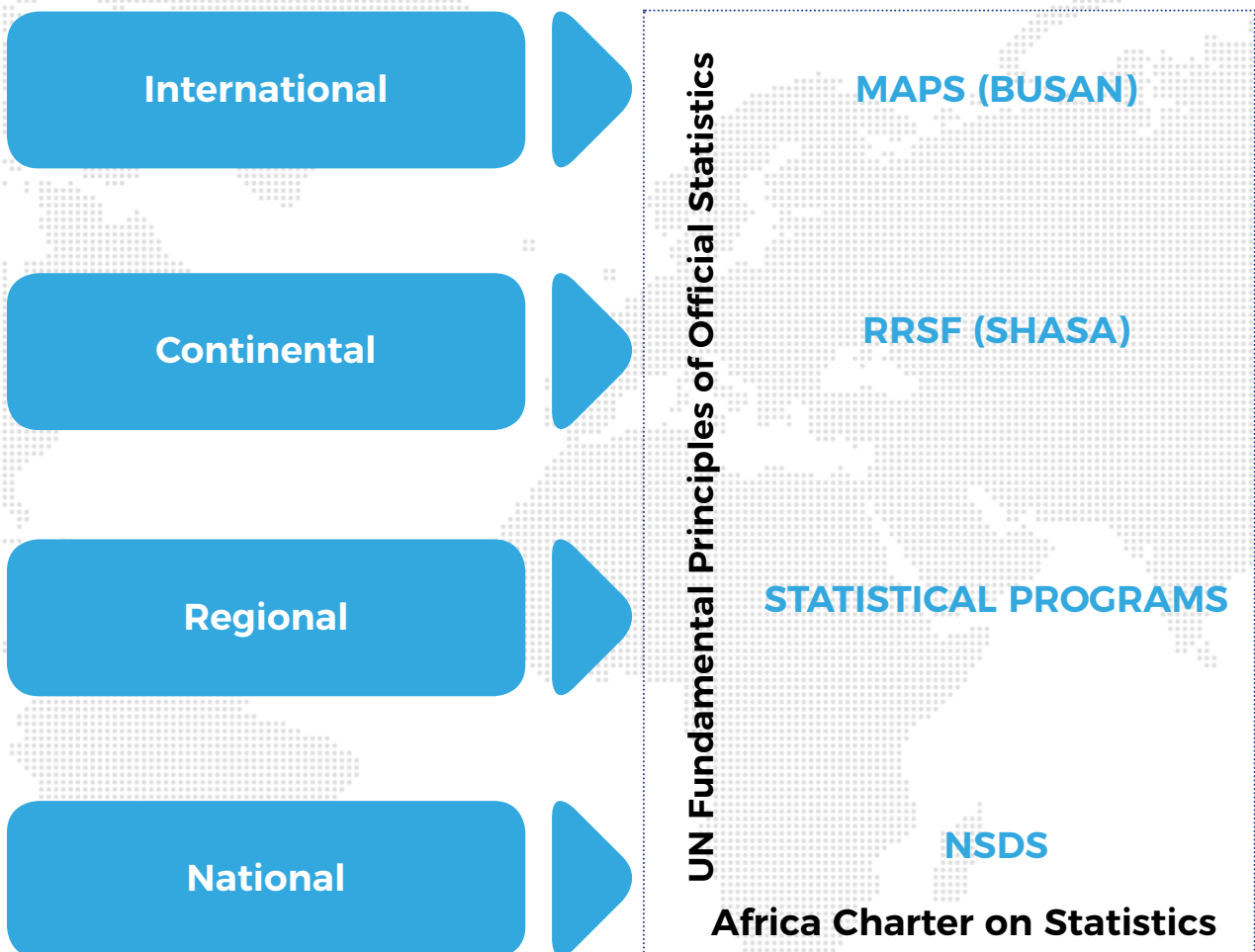
A memorandum of understanding (MoU) was signed with Stanbic Bank Botswana during the period under review. The envisaged outcome of the MoU is a vibrant stakeholder engagement initiative with thought leadership sessions that spark debate and discussion around insights from official statistics. It is expected that

these will ultimately lead stakeholders to make development and business decisions based on statistical insights.

Ratification of the African Charter on Statistics

Botswana ratified the African Charter on Statistics in January 2021. This Charter is essentially an Africa domesticated version of the UN Fundamental Principles of Official Statistics. Botswana joins 23 out of the 55 African Union (AU) member countries that have ratified the Charter. The ratification commits

A map of statistical principles, frameworks and strategies cascaded from the international down to national level



Statistician General's Review



the Botswana National Statistical System to adherence to very important statistical ethics and principles. While most of the principles are included in the Statistic Botswana Act of 2009, Statistics Botswana now has to work on domestication of the Charter which is basically a process of making all the provisions of the Charter recognised and enforceable in Botswana by way of incorporating it in the country's laws.

Agenda 2063

Statistics Botswana is a critical stakeholder in the production of statistical data for Agenda 2063. The organisation was part of the validation of the 2020 Africa Sustainable Development Report (2020 ASDR) which assesses Africa's progress in the implementation of the Sustainable Development Goals (SDGs) and Agenda 2063 focusing on five (5) thematic areas: PEOPLE, PROSPERITY, PEACE, PLANET, and PARTNERSHIP Pillars. The validation is led by the Ministry of Finance and Economic Development (MFED) which

is tasked with coordinating implementation of Agenda 2063 in the country through an institutional and coordination mechanism comprising of the National Steering Committee (NSC) and the Agenda 2063 Technical Task Force (TTF). There has been regular quarterly reporting of the national Agenda 2063 First Ten Years of Implementation indicator matrix for Botswana.

Major Projects

The major projects undertaken during the financial year under review include amongst others, preparations for the 2021 Population and Housing Census (PHC) and continuation of the rebasing of the Gross Domestic Product (GDP). A brief summary on each of these two is as follows:

a) 2021 Population and Housing Census

The cartographic fieldwork exercise continued during the period under review amidst the COVID-19 pandemic and is expected to be concluded in April 2021. At the end of the reporting period, cartographic fieldwork

Statistician General's Review

was on schedule with the completion rate being at 99.0 percent. In terms of country coverage, 27 out of 28 census districts were completed. Delineation of enumeration areas had also commenced and completion rate stood at 74.9 percent during the same period. This exercise will be completed in the first quarter of the next financial year. The main output for the census cartographic exercise is the production of census enumeration area maps which will this time around be digital as opposed to analogue used in the past censuses. These maps will, as usual, guide the census enumeration exercise to guard against under or double counting of persons as well as enable management of the fieldwork in terms of coverage.

The 2021 Population and Housing Census was postponed by the Minister of Finance and Economic Development to 2022 on account of significant travel restrictions due to the continuing impacts of the COVID-19 pandemic. Consequently, this resulted in the rescheduling of the pilot census from February 2021 to August 2021 for purposes of adherence to the international standard of maintaining the period between the pilot and the main census to being not more than 12 months.

b) Gross Domestic Product (GDP) Rebasing

The National Accounts Rebasing project continued into the 2021/22 financial year and was at an advanced stage by the end of the reporting period. The organisation received support in this work from the African Development Bank (AfDB) through engagement of a consultant who provided technical expertise. Statistics Botswana continued this consultancy following the end of AfDB contract period. The rebased annual and quarterly Gross Domestic Product time series is expected to be released in the 2021/22 financial year together with the first ever Supply and Use Table compiled for the country. The Supply and Use table provides information on how over a given period of time goods

and services become available in an economy and how over the same period of time goods and services are used in the same economy.

Publications and Dissemination

In terms of business continuity, the normal business of releasing publications continued despite the COVID-19 challenges. Statistics Botswana continues to strive to achieve greater user/customer satisfaction through the provision of relevant statistics in various forms and across multiple dissemination platforms.

For the year under review, a total of eighty-five (85) monthly, quarterly, and annual statistical publications were released (Appendix 3). As in previous periods, Statistics Botswana complied with international data dissemination standards and the Statistics Botswana Data Dissemination Policy by publishing the Advance Release Calendar (ARC) at the start of the financial year on the organisation's website www.statsbots.org.bw. The ARC is a schedule of all expected publications for the financial year, and their specific release. For the year 2020/21 Statistics Botswana achieved 75% adherence to the released calendar.

In order to promote the use of statistics by various stakeholders, digital media platforms were utilised to present statistics in easy-to-understand formats such as infographics. Further, media houses were provided with statistics and related information by way of sharing statistical outputs and by doing interviews for newspapers, radio and television programmes. Additionally, Statistics Botswana also engaged with some media houses to explore ways in which the organisation can capacitate the media to report more statistical content in ways that the general public and other targeted stakeholder groups can easily understand.

Outlook

Following the outbreak of the COVID-19 pandemic, Statistics Botswana has, where possible adopted resilient strategies to combat the spread of the disease and continued with

Statistician General's Review



the discharge of the organisational mandate amid the pandemic. These strategies which are intended to reduce human contact include working from home arrangements and expanded use of information technology. Efforts were made and continue to be made to build infrastructure that will support IT related data collection systems especially from businesses.

The extent of leveraging on technology in the statistical value chain will continue to be expanded. This includes the use of Computer Assisted Personal Interviewing (CAPI) in prices collection as well as Computer Assisted Web Interviewing (CAWI) for business/enterprise surveys. These interventions are also expected to significantly reduce the time required for data processing, resulting in significantly shorter production time, and consequently increased timeliness.

There will be continuation in exploring the use of big data in the production of official statistics such as the use of point-of-sale data in Consumer Price Index (CPI) and use of mobile positioning data for

other related statistical indicators. Additionally, development of the Statistical Business Register system is another area that will be focused on in order to facilitate interfacing with other data source systems such as Botswana Unified Revenue Services (BURS) and Companies and Intellectual Property Authority (CIPA) to enable availability of an up to date business surveys sampling frame.

Statistics Botswana is part of the implementing team of the Digitization Strategy for Botswana (Smart Botswana), a broad government initiative designed to be a catalyst of digital transformation in Botswana. The strategy has several components developed to drive the bigger transformational agenda. Among them is Monitoring and Evaluation Strategy which covers all National Monitoring and Evaluation System (NMES) streams including the Data Management stream which is led by Statistics Botswana. A monitoring and evaluation Task Team was formed by the Office of the President following the approval of the Digitization Strategy for Botswana. The task team has finalised the implementation plan and its major role is to fast track the operability of the strategy and hence further operationalisation of NMES activities. The role of Statistics Botswana in this initiative is to drive the Data Management processes and procedures, which mainly focuses

Statistician General's Review

on work towards automation of processes and related activities to facilitate production of official statistics at MDAs (Ministries, Departments and Agencies) to support the national Monitoring and Evaluation function and other agendas locally, regionally and globally. This work will be continued in the next financial year.

Appreciation

I am thankful for the support we continue to receive from the people and residents of Botswana as well as enterprises and establishments which we collect data from as we execute national surveys and censuses and produce reports based on administrative data. Their cooperation as respondents is key to the organisation's work.

I recognise and appreciate the media for the role it continues to play in disseminating and commenting on official statistics and related information. Their active sharing and interrogation of official statistics expands on the reach of our dissemination platforms and facilitates for greater access and use of official statistics, locally and internationally.

Further, I wish to thank our Board of Directors for the unwavering support and guidance it continued to give management over the year under review. Management and Staff of Statistics Botswana also deserve to be acknowledged and appreciated for yet another year of dedication, commitment and contribution to concerted efforts towards the execution of the organisation's mandate of providing official data and information to enable evidence-based decision making in as many areas as possible amid COVID-19 pandemic challenges.



Dr. Burton S. Mguni
STATISTICIAN GENERAL





Statistics Highlights

Statistics Highlights

Statistics Botswana produces official statistics in accordance with the fundamental principles of official statistics bearing in mind that official statistical information is essential for socio-economic development, and that trust by the public in official statistical information depends to a large extent on whether or not the producer is perceived to have respect for fundamental values and principles of production and dissemination.

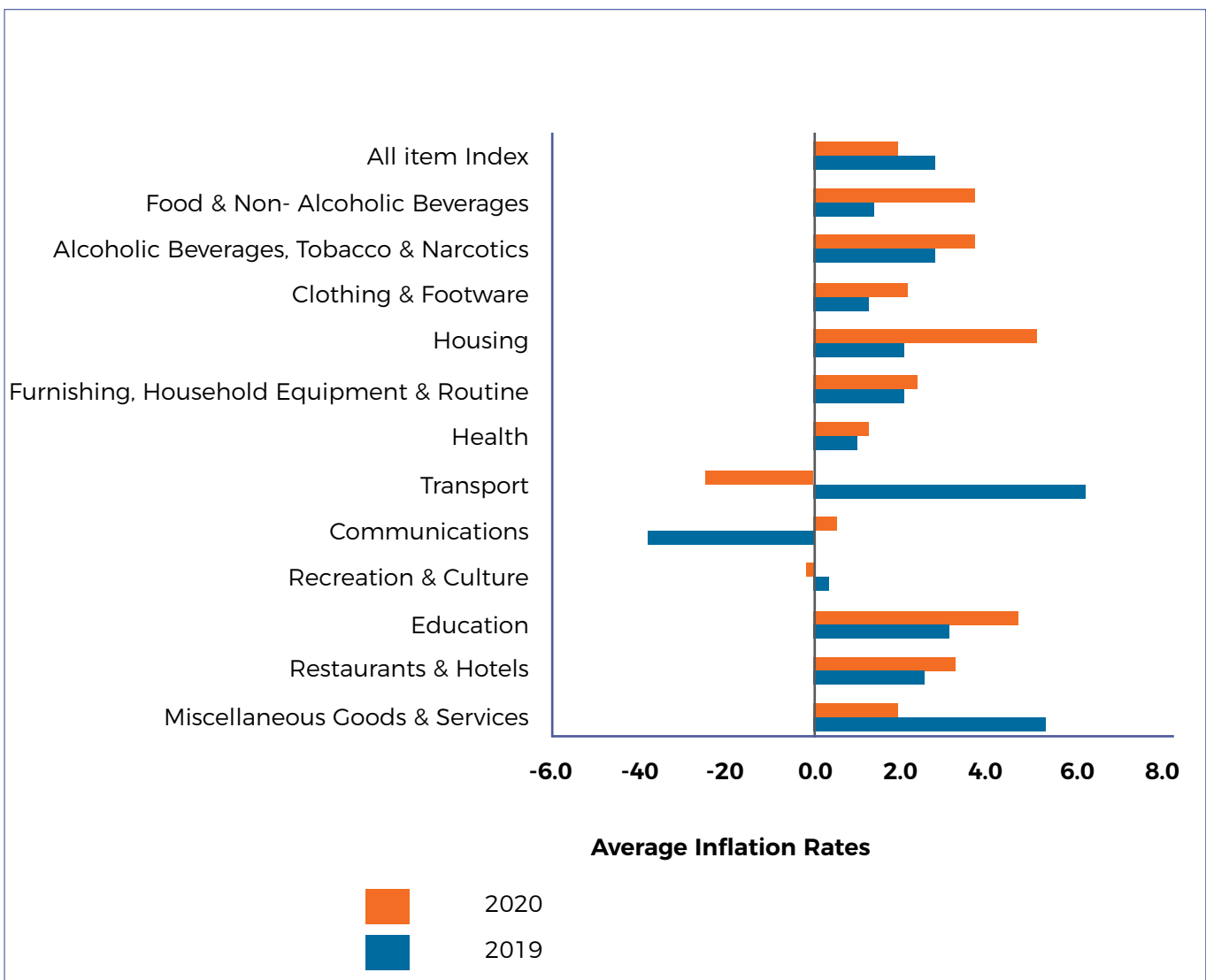
Principle	Description
1 Relevance, impartiality and equal access	Official statistics provide an indispensable element in the information system of a democratic society, serving the government, the economy and the public with data about the economic, demographic, social and environmental situation. To this end, official statistics that meet the test of practical utility are to be compiled and made available on an impartial basis by official statistical agencies to honour citizens' entitlement to public information.
2 Professional standards and ethics	To retain trust in official statistics, the statistical agencies need to decide according to strictly professional considerations, including scientific principles and professional ethics, on the methods and procedures for the collection, processing, storage and presentation of statistical data.
3 Accountability and transparency	To facilitate a correct interpretation of the data, the statistical agencies are to present information according to scientific standards on the sources, methods and procedures of the statistics.
4 Prevention of misuse	The statistical agencies are entitled to comment on erroneous interpretation and misuse of statistics.
5 Sources of official statistics	Data for statistical purposes may be drawn from all types of sources, be they statistical surveys or administrative records. Statistical agencies are to choose the source with regard to quality, timeliness, costs and the burden on respondents.
6 Confidentiality	Individual data collected by statistical agencies for statistical compilation, whether they refer to natural or legal persons, are to be strictly confidential and used exclusively for statistical purposes.
7 Legislation	The laws, regulations and measures under which the statistical systems operate are to be made public.
8 National coordination	Coordination among statistical agencies within countries is essential to achieve consistency and efficiency in the statistical system.
9 Use of international standards	The use by statistical agencies in each country of international concepts, classifications and methods promotes the consistency and efficiency of statistical systems at all official levels.
10 International cooperation	Bilateral and multilateral cooperation in statistics contributes to the improvement of systems of official statistics in all countries.



Consumer Price Index (CPI)

The average annual inflation rate in 2020 stood at 1.9 percent compared to the 2019 inflation rate of 2.8 percent. The main contributing groups in the 2020 average annual inflation rate were; Transport which decreased by 8.6 percentage points; Housing, Water, Electricity, Gas & Other Fuels which rose by 3.0 percentage points; and Food & Non-Alcoholic Beverages which registered an increase of 2.3 percentage points. The significant downward pressure on the inflation was mostly attributable to a decline in Transport, which accounts for 23.43 percent of the overall CPI basket. This outweighed the increases of Food and Housing with weights of 13.55 and 17.45 percent in the CPI basket, respectively.

Inflation Rates for CPI Major Components (Groups) 2018 and 2019



Gross Domestic Product (GDP)

The rebased GDP at current prices stood at P172, 552.4 million in 2020 compared to the revised P178, 480.4 million in 2019, recording a decrease of 3.3 percent.

Real GDP decreased by 8.5 percent in 2020 compared to a 3.0 percent increase in 2019. The contraction in real GDP was mainly attributed to Diamond Traders, Accommodation & Food Services and Mining & Quarrying industries which recorded a decrease in real value added of 36.8, 28.5, and 26.5 percent respectively.

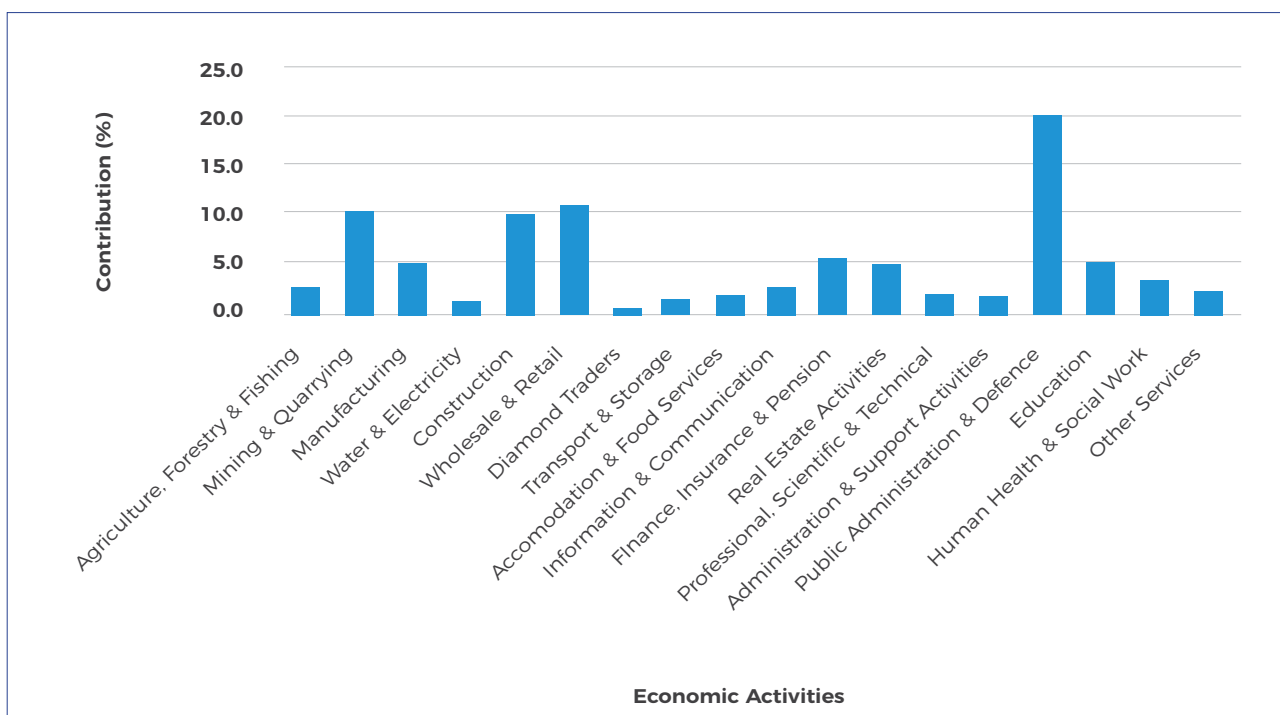
Accommodation and Food Services real value added decreased by 28.5 percent in 2020. The negative growth was mainly driven by the huge decrease in real value added of Accommodation facilities by 33.0 percent.

The decrease of 26.5 percent in the real value added of the Mining industry was mainly due to the reduction in the real value added of Diamond, Gold, Other Mining & Quarrying and Coal by 27.5, 12.5, 10.7 and 8.9 percent respectively.

The poor performance of the economy was mainly due to the impact of measures that were put in place to combat the spread of the Coronavirus.

In 2020, the Public Administration & Defence sector remained the major contributor to GDP at 20.4 percent followed by Wholesale & Retail, Construction and Mining & Quarrying by 10.7, 10.6 and 10.1, respectively.

Contributions to GDP by Economic Activities (2020)



International Merchandise Trade 2020

Imports

Total imports for 2020 were valued at P74, 464.9 million, recording an increase of 5.5 percent over the 2019 value of P70, 604.3 million. The increase was mainly attributed to imports of Diamonds and Fuel, which went up by 15.0 percent and 9.1 percent respectively.

Exports

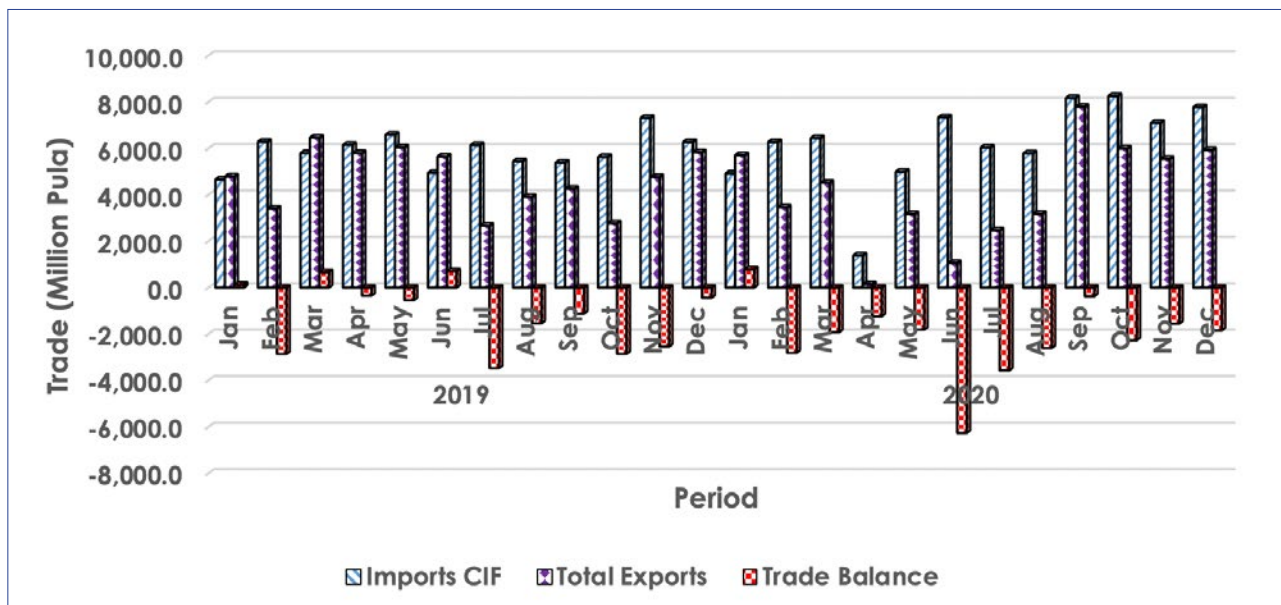
During 2020, total exports were valued at P48, 999.5 million. This resulted in a decrease of 13.1 percent from the value of P56, 405.7 million recorded during the previous year. The decrease came about as a result of the fall in Diamonds, which went down by 15.2 percent, from P51, 088.2 million during 2019 to P43, 304.5 in 2020.

Trade Balance

A trade deficit of P25, 465.4 million was recorded in 2020, compared to a trade deficit of P14, 198.6 million in 2019.

The following table displays the graphical presentation of total trade during 2019 and 2020. The figure shows the effects of the first lock down during April 2020 where trade was very minimal.

Contributions to GDP by Economic Activities (2020)



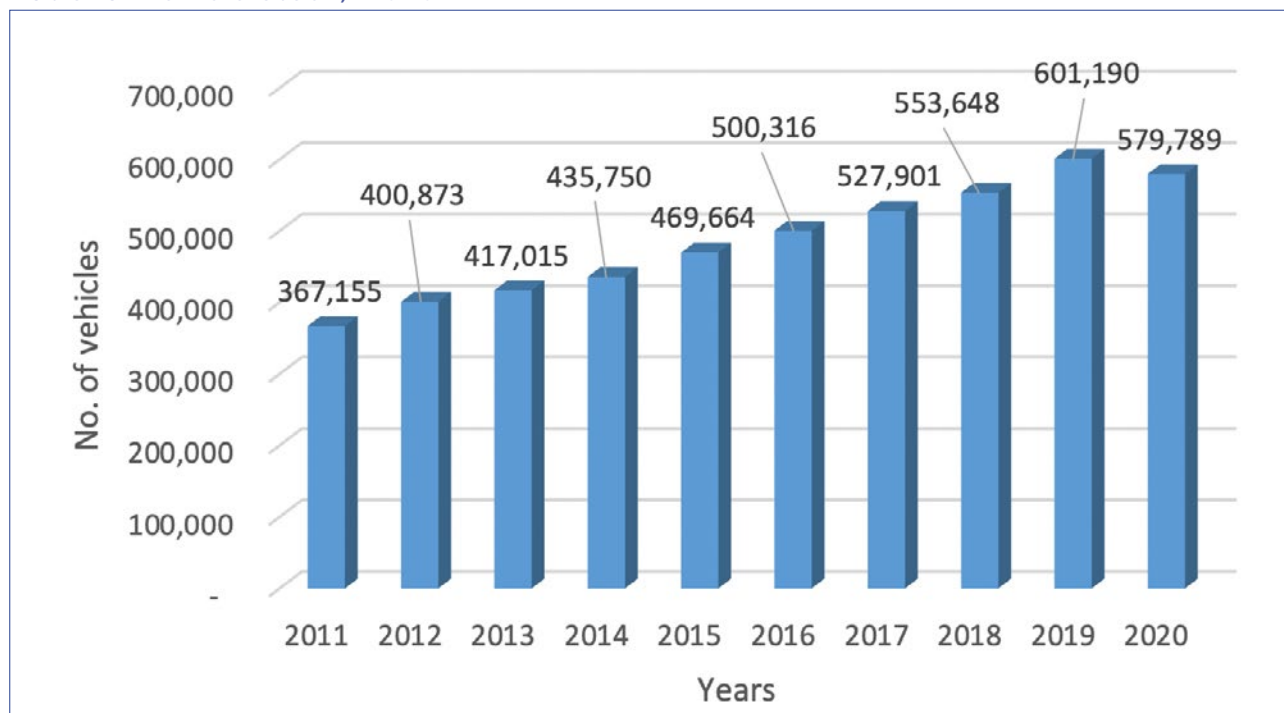
Information and Communication Technology

Fixed telephone line subscriptions increased by 0.5 percent in Q4 2020 to 140,003, compared to 139,281 in Q3 2020. Mobile cellular telephone subscriptions increased by 0.4 percent from 3,813,195 recorded in Q3 2020 to 3,829,408 in Q4 2020. Internet subscriptions increased as well, by 6.8 percent in Q4 2020, from 2,144,247 in Q3 2020 to 2,290,332. The contribution of ICT to the economy stood at 3.0 percent of Gross Domestic Product at current prices in Q4 2020.

Transport and Infrastructure

There were 579,789 licensed vehicles in Botswana in 2020. This was a decrease of 3.6 percent from 601,190 licensed vehicles recorded in 2019. Out of this total, privately owned vehicles constituted 97.8 percent of the total while government vehicles made up only 2.2 percent. A total of 41,733 vehicles were registered for the first time in 2020. Most of the first time registered vehicles (79.2 percent) were used while 20.7 percent were brand new vehicles. Rebuilt vehicles accounted for 0.1 percent.

National Vehicle Stock, 2020



In 2020, aircraft movements decreased by 75.6 percent from 87,124 movements in 2019 to 27,283. International movements went down by 73.5 percent, while domestic movements declined by 76.1 percent. There was a decrease of 76.6 percent in passenger movements recorded in 2020 from 912,777 movements recorded in 2019. Goods transported through rail in 2020 went down by 1.3 percent from 1,220,496 net tonnes carried in 2019 to 1,204,981 net tonnes.

Environment Statistics

Botswana Forest Cover

Forest cover increased between 2010 and 2016, and then remained constant from the year 2017 forth. The proportion of forest area increased from 19.67 percent of total land area in 2010 to 27.02 percent in 2019.

Botswana Forest Cover (ha), 2010 – 2019

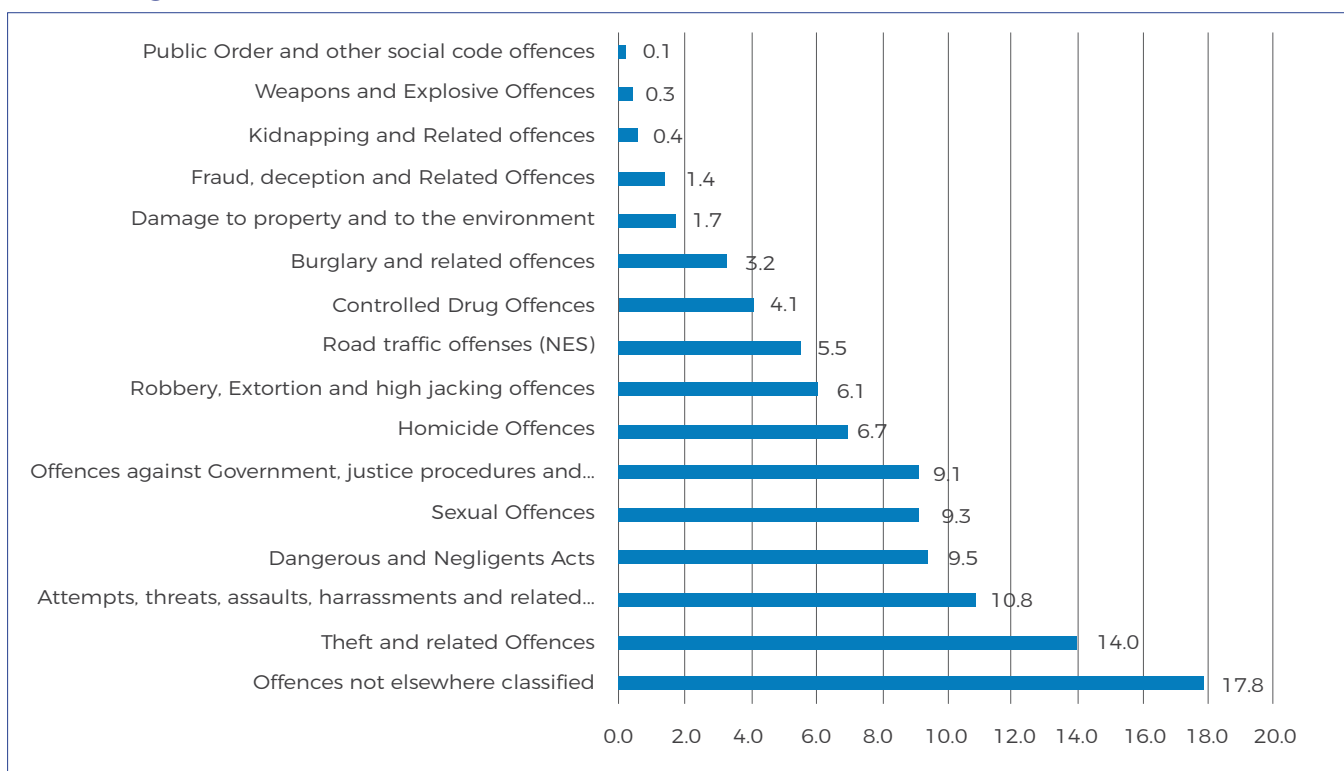
Year	2010	2016	2017	2018	2019
Total Forest Area (ha)	11,448,903	15,831,300	15,727,900	15,727,900	15,727,900
Total Area (ha)	58,200,000	58,200,000	58,200,000	58,200,000	58,200,000
% of Total Land Area	19.67	27.2	27.02	27.02	27.02

Source: Department of Forestry & Range Resources

Crime Statistics

Crime statistics are produced on an annual basis and they provide statistics only on criminal cases lodged with and decided at magistrates' courts across the country in the given year. The statistics are based on administrative records held by the Administration of Justice (AOJ) and describe the characteristics of defendants, including information on the offences, case outcomes and sentences associated with those defendants. The statistics focus on decided criminal cases and exclude other cases such as civil and matrimonial cases and pending cases.

Percentage Distribution of offences committed in 2019



Vital Statistics

The vital statistics provide data on births, deaths and marriages. The data is analysed by age of mother at birth, sex of child, mother's usual place of residence, place of birth, weight at birth, gestation period, age at death, sex of deceased, deceased usual place of residence, place of death, age at marriage, previous marital status, and employment status amongst other.

Births

With reference to 2019, the birth registration was estimated at 100 percent indicating that all births that occurred in the year were registered. A total of 54,910 births (live and still births) were registered out of which a quarter (13,727) were occurrences from the previous years. Of these, 54,086 including 824 still births occurred in 2019. The sex ratio at birth indicates that there were about 103 male births per 100 female births. Ex-nuptial births accounted for about 81.0 percent of all births indicating that majority of children were born out of wedlock or a marital set up. The mean age of mother at birth was estimated at 28 years while 99.8 percent of all registered births occurred in health facilities.

Births Summary Table 2013-2019

		2013	2014	2015	2016	2017	2018	2019
Live Births Male	number	22 732	21 142	23 413	25 258	21 940	27,373	27,302
Female	number	22 062	20 599	23 352	24 726	21 350	26,650	26,798
Total (occurred)	number	44 794	41 741	46 765	49 984	43 290	54,023	54,100
Population (projections)	Number	2 110 050	2 149 255	2 185 903	2 219 732	2 254 021	2 288 651	2,323,494
Births (projected) ¹	Number	53 495*	50 924*	48 159	54 2672	45 690	48 341	49,172
CBR	Rate	21.2	19.4	21.4	22.5	19.2	23.6	23.3
Sex ratio	ratio	103.3	102.6	100.3	102.2	102.8	102.7	101.9
Nuptial births	Percent	22.5	23.6	21.8	28.3	26.4	18.8	18.9
Ex-nuptial births	Percent	77.5	76.4	78.2	71.7	73.6	81.2	81.1
Mean age of mother	years	27.3	27.6	28.3	28.5	28.0	27.7	27.6
Birth registration	Percent	83.7	82.0	97.1	92.1	94.7	111.8	110.0
Health facility deliveries	Percent	99.2	99.5	99.5	99.8	99.7	99.8	99.8

Deaths

Deaths registration even though still low, compared to births registration, increased over the years from 66.9 percent in 2012 to 80.1 percent in 2019. There were 13,185 deaths registered in 2019. The figure increased to 16,461 deaths after adjusting for completeness. The sex ratio at death was 108 male deaths per a 100 female deaths. About 52 percent of the registered deaths occurred in health facilities. Around 89.9 percent of registered deaths were registered on time within the 30 days of death as stipulated in the Births and deaths Registration Act of 2004.

Labour Force Statistics

National Headline Labour Force Indicators –QMTS Quarter 4, 2020

	Indicator/Statistics	Totals		QMTS Q4 2020			% Changes (Q4 2019 TO Q4 2020)	% Changes (Q1 2020 TO Q4 2020)
		Q4 2019	Q1 2020	Total	Male	Female		
1	Population (15 years and above)	1,618,068	1,637,964	1,621,403	742,934	878,469	0.2	-1.0
2	Population Outside Labour Force (15 years and above)	663,947	659,568	648,794	263,238	385,556	-2.3	-1.6
3	Labour Force (15 years and above)	954,121	978,396	972,609	479,696	492,913	1.9	-0.6
4	Employed Population	742,378	751,798	733,875	368,024	365,851	-1.1	-2.4
5	Unemployed Population	211,743	226,598	238,734	111,672	127,062	12.7	5.4
6	Population (18 years and above)	1,470,731	1,500,626	1,481,036	672,555	808,481	0.7	-1.3
7	Labour Force (18 years and above)	949,304	972,404	970,139	477,680	492,459	2.2	-0.2
8	Employed Population (18 years and above)	741,131	750,219	732,914	367,063	365,851	-1.1	-2.3
9	Unemployed Population (18 years and above)	208,171	222,186	237,225	110,617	126,608	14.0	6.8
10	Time Related Under Employed Population	50,051	52,114	52,043	9,880	42,162	3.8	-0.1
11	Formal Sector employment	485,524	492,914	477,716	228,134	249,582	-1.6	-3.1
12	Formal Employment	373,644	385,693	387,735	193,895	193,842	3.8	0.5
13	Average Cash Earnings (in Pula)	4,818	4,848	4,997	5,437	4,547	3.7	3.1
14	Estimated Population of Youth (15 - 35 years)	856,131	847,633	861,672	412,222	449,450	0.6	1.7
15	Youth Labour Force	474,193	485,554	509,195	258,746	250,449	7.4	4.9
16	Unemployed Population with Disability	2,248	746	2,652	928	1,723	18.0	255.5
Change (Percentage points)								
17	Employment to Population Ration (EPR)	45.9	45.9	45.4	49.6	41.7	-0.5	-0.5
18	Labour Force Participation Rate (LFPR)	59	59.7	60	64.6	56.1	1	0.3
19	Unemployment Rate % (15 year and above)	22.2	23.2	24.5	23.3	25.8	2.3	1.3
20	Unemployment Rate % (18 years and above)	21.9	23.3	24.5	23.2	25.7	2.6	1.2
21	Extended Unemployment Rate % (15 years and above)	27.5	27.5	30.3	28.6	32	2.8	2.8
22	Youth Unemployment Rate (15-35 years)	28.8	31.3	32.4	29.9	35	3.6	1.1
23	Persons with Disability Unemployment Rate (%)	20.5	8.2	30.7	35.0	30.4	10.2	22.5
24	Youth not in Education, not in Employment or Training (NEET Rate %)	36.1	39.7	37.5	33.1	41.4	1.4	-2.2

Human Resources Management

Staff Complement

During the financial year 2020/21 Statistics Botswana's staff complement stood at 213 with thirteen (13) vacancies against an approved Establishment of 226. Recruitment for vacant positions other than those in the executive management was put on hold and deferred. During the year under review two (2) executives were recruited, namely the Director Corporate Services (DCS) and the Director Stakeholder Relations (DSR). The two Executives commenced duty in July, 2020 and August, 2020 respectively.

Staff Complement demographics

Classification	Male	Female	Total
Executive	3	6	9
Managers	7	7	14
High-Level Specialists	17	12	29
Junior Professionals	47	56	103
Clerical & Support Staff	24	34	58
Total	98	115	213

As a response to the COVID-19 pandemic, a Safety, Health and Environment (SHE) Officer was recruited. The officer's major role has been to set-up COVID-19 protocols in the work place and ensure compliance as well as to manage reported positive cases.

Organisational Structure Review

Most planned Human Resources Projects under the Corporate Strategic Plan (2015-2020) have been completed pending implementation after consultations with the employees bargaining unit.

The major pre-occupation during the reporting period was to extract recommendations from both the organisational structure and salary review consultancy reports and consult the Union as well as seek approval from the Board. The recommendations are still pending consultation with the Union due to many distractions caused by COVID-19.

The revised Terms and Conditions of Service were also not implemented due to non-completion of the consultation with the Union.

Revision of the Staff Development and Training Policy was successfully completed and approved by the Board. The new Policy will allow long-term sponsored academic training for core business staff for Master's Degree and PhD programs. Implementation of this Policy will take place once consultations with the Union is completed.

The Board also approved the commencement of the Skills and Talent Audit. The project commenced in November, 2020 and will be completed in the next financial year.

Human Resources Management

Employee Welfare

Statistics Botswana employees remain the most important resource through which the organisation achieves its mandate. All efforts are therefore made to continuously improve their welfare. Avenues for personal, property and vehicle loans remain in place.

Adherence to COVID-19 Protocols

All required COVID-19 protocols were effectively implemented in the organisation including working from home (WFH) on rotational basis. SHE office continues to monitor and guide staff on COVID-19 matters such as tests, isolation and quarantine as well as the provision of counselling services.

Introduction of Internal COVID-19 Pulse Surveys

As is best practice during a continuing crisis or pandemic, Statistics Botswana undertook an internal pulse survey to establish awareness about the organisation's response to COVID-19, assess employees self-risk perceptions about COVID-19, establish employees readiness to work from home, and identify additional ways of improving the response to COVID-19. The results of the survey were used to determine what improvements to make towards Statistics Botswana's response to COVID-19 in the next period, and it is envisioned that other similar surveys will be done as may be needed.

Training and Capacity Building

As part of implementing the Learning and Growth perspective in the organisation's corporate strategy, Statistics Botswana encourages its employees to continue with professional development. The organisation offers financial assistance for short-term courses, part-time and on block release courses. During the year under review staff development and training was adversely affected by the COVID- 19 pandemic, hence there were very few activities in this regard.

However, on part-time studies, eight (8) employees registered at various institutions and two (2) employees successfully completed BSc (Hons) Business Computing and Information Systems, while one (1) successfully completed MSc Human Resources Management.

Despite the COVID-19 pandemic, staff development is still vital hence donors continued to play their role with sponsored/funded workshops and conferences where possible. A total of twenty five (25) employees attended virtual seminars and conferences offered abroad.

Performance Management

The revised Performance Management System (PMS) was implemented as a pilot during the last half of the year after conducting of training to all Directorates on the use of the new tools. The PMS will be automated during the next financial year to improve on managing performance across the organisation.



**Annual
financial
Statements**



Annual Financial Statements

for the year ended 31 March 2021

ORGANISATION INFORMATION

Domicile, legal form and principal business activity:

Statistics Botswana was established under the Statistics Act, 2009 for the development and management of official statistics and official source and custodian of official statistics in Botswana.

Registered address:	Four thirty Square, Plot 54350 PG Matante Road, Central Business District Gaborone Botswana
Directors:	Mr. Letsema G Motsemme (Board Chairperson) Professor Keoagile Thaga (Vice Chairperson) Dr. Ernest Makhwaje Dr. Kealeboga Masalila Mr Dichaba Molobe Dr. Burton S. Mguni Ms Alicia Mokone Dr. Tebogo B Seleka (resigned 23 rd October 2020) Mr Mmoloki Motswewabagale (tenure ended 31 st October 2020)
Secretary:	Ms. Emang Gadise
Postal address:	Private Bag 0024 Gaborone
Auditors:	PricewaterhouseCoopers
Bankers:	Absa Bank Botswana Limited Stanbic Bank Botswana Limited BancABC Limited



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Statement of Responsibility by The Board Of Directors

for the year ended 31 March 2021

The directors of Statistics Botswana (the “Organisation”) are responsible for the annual financial statements and all other information presented therewith. Their responsibility includes the maintenance of true and fair financial records and the preparation of the annual financial statements in accordance with International Financial Reporting Standards and in the manner required by the Statistics Act, 2009.

The Organisation maintains systems of internal control, which are designed to provide reasonable assurance that the records accurately reflect its transactions and to provide protection against serious misuse or loss of the Organisation’s assets. The directors are also responsible for the design, implementation, and maintenance and monitoring of these systems of internal financial control. Nothing has come to the attention of the directors to indicate that any significant breakdown in the functioning of these systems has occurred during the year under review.

The going concern basis has been adopted in preparing the annual financial statements. The directors have no reason to believe that the Organisation will not be a going concern in the foreseeable future, based on the continuous support by the Government of Botswana through the Ministry of Finance and Economic Development.

Our external auditors conduct an examination of the financial statements in conformity with International Standards on Auditing, which include tests of transactions and selective tests of internal accounting controls.

Regular meetings are held between management and our external auditors to review matters relating to internal controls and financial reporting. The external auditors have unrestricted access to the board of directors.

The annual financial statements on pages 54 to 85 and supplementary information on Annexure I were authorised for issue 02 September 2021 by the board of directors and are signed on its behalf by:



Director



Director



Independent auditor's report

To the Minister of Finance and Economic Development

Report on the audit of the financial statements

Our opinion

In our opinion, the financial statements give a true and fair view of the financial position of Statistics Botswana (the "Organisation") as at 31 March 2021, and of its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards.

What we have audited

Statistics Botswana's financial statements set out on pages 54 to 85 comprise:

- the statement of financial position as at 31 March 2021;
- the statement of comprehensive income for the year then ended;
- the statement of changes in funds for the year then ended;
- the statement of cash flows for the year then ended; and
- the notes to the financial statements, which include a summary of significant accounting policies.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Organisation in accordance with the *International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code)* issued by the International Ethics Standards Board for Accountants and other independence requirements applicable to performing audits of financial statements in Botswana. We have fulfilled our other ethical responsibilities in accordance with the IESBA Code and other ethical requirements applicable to performing audits of financial statements in Botswana.

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Key audit matter	How our audit addressed the key audit matter
<p data-bbox="134 277 730 416"><i>Accounting for the recognition and amortisation of deferred income which arises on the initial receipt of grants relating to specific expenses</i></p> <p data-bbox="134 452 730 694">The carrying amount of deferred income recognised in the statement of financial position as at 31 March 2021 amounted to BWP 7,093,582. The amortisation of deferred income recognised in the statement of comprehensive income for the year ended 31 March 2021 is BWP 46,942,960.</p> <p data-bbox="134 730 730 869">We identified the deferral of grants in relation to specific expenses to be a matter of most significance to our current year audit due to the following:</p> <ul data-bbox="172 904 730 1361" style="list-style-type: none"> <li data-bbox="172 904 730 1187">• The allocation of expenses to the respective projects determined the amortisation of deferred income to the statement of comprehensive income. This involved a significant degree of judgement by management in respect of the nature of the expenses and the projects they related to; and <li data-bbox="172 1223 730 1361">• Deferred income was considered to be material to the Organisation’s financial statements, both quantitatively and qualitatively. <p data-bbox="134 1397 730 1608">The disclosures relating to the recognition of deferred income in the statement of financial position and the amortisation of deferred income in the statement of comprehensive income are set out in the financial statements in the following notes:</p> <ul data-bbox="172 1644 730 1854" style="list-style-type: none"> <li data-bbox="172 1644 730 1711">• Note 2.11 Government subvention and grants (Page 65); <li data-bbox="172 1715 730 1783">• Note 4 Critical accounting estimates and judgments (Page 71); <li data-bbox="172 1787 730 1821">• Note 5 Other income (Page 72); and <li data-bbox="172 1825 730 1854">• Note 17 Deferred income (Page 83). 	<p data-bbox="756 277 1506 376">Our audit procedures in relation to the recognition of deferred income and the amortisation thereof relating to specific expenses included the following:</p> <ul data-bbox="794 412 1506 1989" style="list-style-type: none"> <li data-bbox="794 412 1506 622">• Discussions were held with management to obtain an understanding of management’s process for the recognition of deferred income in the statement of financial position and amortisation of deferred income in the statement of comprehensive income for the year; <li data-bbox="794 658 1506 797">• In order to test the recognition of deferred income, we tested project-related expenses, on a sample basis, by agreeing the expenses to the supplier invoices; <li data-bbox="794 833 1506 1008">• Tested the allocation of the project-related expenses to the respective projects, on a sample basis, by inspecting the description on the supplier invoices. We did not note any inconsistencies in this regard; <li data-bbox="794 1043 1506 1254">• Reperformed management’s reconciliation of the unutilised project grants movement for the year by agreeing the opening balance to the prior year audited results and each individual movement to the general ledger listing. No material variances were noted; <li data-bbox="794 1290 1506 1388">• Agreed all project grants received during the year to deposits recorded in the Organisation’s bank statements and noted no differences; <li data-bbox="794 1424 1506 1747">• In order to test the completeness of projects, we assessed whether separate general ledger codes were opened for projects brought forward from the prior year, and for new projects arising during the current year. On a sample basis, we tested expenses from the project files provided by management by agreeing these to the respective project general ledger accounts. No differences were noted; and <li data-bbox="794 1783 1506 1989">• Obtained a confirmation from the Ministry of Finance and Economic Development confirming the project grants disbursed to the Organisation during the year. Agreed the amounts confirmed to the amounts recorded in the general ledger. No material differences were noted.

Other information

The directors are responsible for the other information. The other information comprises the information included in the document titled “*Statistics Botswana annual financial statements for the year ended 31 March 2021*”, which we obtained prior to the date of this auditor’s report, and the other sections of the document titled “*Statistics Botswana Annual report 2020/21*”, which is expected to be made available to us after that date. The other information does not include the financial statements and our auditor’s report thereon.

Our opinion on the financial statements does not cover the other information and we do not and will not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditor’s report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the directors for the financial statements

The directors are responsible for the preparation of the financial statements that give a true and fair view in accordance with International Financial Reporting Standards and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Organisation’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Organisation or to cease operations, or have no realistic alternative but to do so.

Auditor’s responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:



- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organisation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organisation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organisation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.



Report on other legal and regulatory requirements

In accordance with Section 24 (3) of the Statistics Act, 2009 (the “Act”), we confirm that:

- We have received all the information and explanations which, to the best of our knowledge and belief were necessary for the performance of our duties as auditors;
- In our opinion the accounts and related records of the Organisation have been properly kept;
- The Organisation has complied with all the financial provisions of the Statistics Act, 2009; and
- The financial statements prepared by the Organisation were prepared on a basis consistent with that of the preceding year.

A handwritten signature in black ink, appearing to read 'Sheyan Edirisinghe', is written over the printed name and registration number.

Individual Practicing Member: **Sheyan Edirisinghe**
Registration Number: 20030048

Gaborone
13 September 2021

Statement of Comprehensive Income

for the year ended 31 March 2021

	Note	2021 P	2020 P
Government subvention		108,380,784	112,808,480
Other income	5	54,473,664	59,146,333
Operating expenses	6	(172,433,671)	(184,210,756)
Operating deficit		(9,579,223)	(12,255,943)
Finance income	8	13,684	32,435
Net deficit for the year		(9,565,539)	(12,223,508)
Other comprehensive income		-	-
Total comprehensive deficit		(9,565,539)	(12,223,508)

Statement of Financial Position

as at 31 March 2021

		2021	2020
		P	P
ASSETS	Note		
Non-current assets			
Property, plant and equipment	11	22,011,405	21,798,725
Right-of-use assets	12	62,581,802	80,604,948
Intangible assets	13	261,404	2,186,212
		84,854,611	104,589,885
Current assets			
Trade and other receivables	14	2,738,260	3,030,758
Cash and cash equivalents	15	3,796,812	2,294,260
		6,535,072	5,325,018
Total assets		91,389,683	109,914,903
FUNDS AND LIABILITIES			
Funds			
Accumulated deficit		(41,463,878)	(31,898,339)
		(41,463,878)	(31,898,339)
Non-current liabilities			
Capital grants	18	22,272,810	23,984,937
Lease liabilities	12	47,842,954	65,538,806
		70,115,764	89,523,743
Current liabilities			
Lease liabilities	12	19,798,890	18,362,703
Trade and other payables	16	35,845,325	27,959,463
Deferred income	17	7,093,582	5,967,333
		62,737,797	52,289,499
Total liabilities		132,853,561	141,813,242
Total funds and liabilities		91,389,683	109,914,903

Statement of Changes in Funds

for the year ended 31 March 2021

	Accumulated deficit P	Total funds P
For the year ended 31 March 2020		
Balance at 1 April 2019	(19,674,831)	(19,674,831)
<i>Comprehensive income</i>		
Net deficit for the year	(12,223,508)	(12,223,508)
Other comprehensive income	-	-
Balance at 31 March 2020	(31,898,339)	(31,898,339)
For the year ended 31 March 2021		
Balance at 1 April 2020	(31,898,339)	(31,898,339)
Comprehensive income		
Net deficit for the year	(9,565,539)	(9,565,539)
Other comprehensive income	-	-
Balance at 31 March 2021	(41,463,878)	(41,463,878)

Statement of Cash Flows

for the year ended 31 March 2021

	Note	2021 P	2020 P
Cash flows from operating activities			
Operating deficit		(9,579,223)	(12,255,943)
Adjusted for:			
Non cash items:			
Amortisation of intangible assets	13	1,924,808	1,599,198
Amortisation of capital grants	5	(7,118,973)	(5,233,078)
Depreciation on property, plant and equipment	11	5,194,165	3,633,880
Depreciation on right of use asset	12	20,378,440	19,529,985
Gain on modification of lease liabilities		-	(375,967)
Loss on retired assets	6	155,802	919,989
Unamortised portion of retired assets	18	(155,802)	(919,989)
Changes in working capital:			
Trade and other receivables		292,498	(1,424,537)
Trade and other payables		7,885,863	7,587,640
Deferred income		1,126,249	(9,420,639)
Net cash generated from operating activities		20,103,827	3,640,539
Cash flows from investing activities			
Acquisition of property, plant and equipment	11	(5,562,648)	(12,980,483)
Interest received	8	13,684	32,435
Net cash used in investing activities		(5,548,964)	(12,948,048)
Cash flows from financing activities			
Capital grant recognised during the year	18	5,562,648	12,980,483
Principal payment of lease liability	12	(18,614,959)	(16,735,872)
Net cash used from financing activities		(13,052,311)	(3,755,389)
Net increase / (decrease) in cash and cash equivalents		1,502,552	(13,062,898)
Cash and cash equivalents at beginning of year		2,294,260	15,357,158
Cash and cash equivalents at end of year	15	3,796,812	2,294,260

Notes to the Financial Statements

for the year ended 31 March 2021

1. General information

Statistics Botswana (the “Organisation”) was established under the Statistics Act, 2009 for the development and management of official statistics and official source and custodian of official statistics in Botswana. The address of its registered office is Four Thirty Square, Plot 54350, PG Matante, CBD, Gaborone.

The financial statements set out on pages 54 to 85 have been approved by the board of directors on 02 September 2021.

2. Principal accounting policies

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented, unless otherwise stated.

2.1. Basis of preparation

The annual financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS). The financial statements have been prepared under the historical cost convention.

The preparation of financial statements in conformity with IFRS requires the use of certain accounting estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of income and expenses during the reporting

period. Although these estimates are based on the board of directors’ best knowledge of the current events and actions, actual results may ultimately differ from those estimates. It also requires the board of directors to exercise its judgment in the process of applying the Organisation’s accounting policies.

Estimates and judgments are continually evaluated based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The areas involving a higher degree of judgment or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 4.

2.1.1 Adoption of standards in the current financial year

(a) New and amended standards applicable to the current period

The following new standards, amendments and interpretations to existing standards are mandatory for the organisation’s accounting periods beginning on or after 1 January 2020. These have been adopted by the Organisation for the first time during the current reporting period.

- Amendment to IAS 1, ‘Presentation of financial statements’ and IAS 8, ‘Accounting policies, changes in accounting estimates and errors’ on the definition of material.
- These amendments to IAS 1 and IAS 8 and consequential amendments to other IFRSs:
- use a consistent definition of materiality through IFRSs and the Conceptual Framework for Financial Reporting;
- clarify the explanation of the definition of material; and

Notes to the Financial Statements (continued)

for the year ended 31 March 2021

2.1.1 Adoption of standards in the current financial year (continued)

- incorporate some of the guidance in IAS 1 about immaterial information.

The amended definition is:

“Information is material if omitting, misstating or obscuring it could reasonably be expected to influence decisions that the primary users of general purpose financial statements make on the basis of those financial statements, which provide financial information about a specific reporting entity.”

These amendments were effective on 1 January 2020 and had no material impact to the financial statements of the Organisation.

- Amendments to IFRS 9, ‘Financial Instruments’, IAS 39, ‘Financial Instruments: Recognition and Measurement’ and IFRS 7, ‘Financial Instruments: Disclosure’ – Interest rate benchmark reform (Phase 1).

These amendments provide certain reliefs in connection with interest rate benchmark reform (IBOR). The reliefs relate to hedge accounting and have the effect that IBOR should not generally cause hedge accounting to terminate. However, any hedge ineffectiveness should continue to be recorded in the income statement.

These amendments were effective

on 1 January 2020 and had no material impact to the financial statements of the Organisation.

(b) New standards, amendments and interpretations to existing standards that are not yet effective and have not been early adopted by the Organisation

The following new standards, amendments and interpretations to existing standards are mandatory for the Organisation. These are not yet effective and have not been early adopted by the Organisation.

- IFRS 16, ‘Leases’ COVID-19 - Related Rent Concessions Amendment

The IASB has provided lessees (but not lessors) with relief in the form of an optional exemption from assessing whether a rent concession related to COVID-19 is a lease modification, provided that the concession meets certain conditions. Lessees can elect to account for qualifying rent concessions in the same way as they would if they were not lease modifications. In many cases, this will result in accounting for the concession as a variable lease payment. This amendment will be effective on or after 1 June 2020. From the initial assessment, this amendment will not have material impact on the financial statements of the Organisation.

- Amendments to IFRS 9 ‘Financial Instruments’, IAS 39 ‘Financial Instruments: Recognition and Measurement’, IFRS 7 ‘Financial Instruments: Disclosures’, IFRS 4 ‘Insurance Contracts’ and IFRS 16 ‘Leases’ – interest rate benchmark (IBOR) reform (Phase 2).

Notes to the Financial Statements (continued)

for the year ended 31 March 2021

2.1.1 Adoption of standards in the current financial year (continued)

The Phase 2 amendments address issues that arise from the implementation of the reform of an interest rate benchmark, including the replacement of one benchmark with an alternative one. This amendment will be effective on or after 1 January 2021. From the initial assessment, this amendment will not have material impact on the organisation.

- Amendment to IAS 1 'Presentation of Financial Statements' on Classification of Liabilities as Current or Non-current. The amendment clarifies that liabilities are classified as either current or non-current, depending on the rights that exist at the end of the reporting period. Classification is unaffected by expectations of the entity or events after the reporting date (for example, the receipt of a waiver or a breach of covenant). This amendment will be effective on or after 1 January 2022. From the initial assessment, this amendment will not have material impact on the financial statements of the Organisation.
- Amendments to IAS 16 'Property, Plant and Equipment' on Proceeds before Intended Use. The amendment to IAS 16 prohibits an entity from deducting from the cost of an item of PPE any proceeds received from selling items produced while the entity is preparing the asset for its intended use (for example, the proceeds from selling samples

produced when testing a machine to see if it is functioning properly). The proceeds from selling such items, together with the costs of producing them, are recognised in profit or loss. This amendment will be effective on or after 1 January 2022. From the initial assessment, this amendment will not have material impact on the financial statements of the Organisation.

2.2 Foreign currency translation

2.2.1 Functional and presentation currency

Items included in the financial statements of the Organisation are measured using the currency of the primary economic environment in which the entity operates ('the functional currency'). The financial statements are presented in Botswana Pula, which is the Organisation's functional and presentation currency.

2.2.2 Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions or valuation where items are remeasured.

Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the statement of comprehensive income.

Foreign exchange gains and losses that relate to borrowings and cash and cash equivalents are presented in the statement of comprehensive income within 'finance income or costs'. All other foreign exchange gains and losses are presented in the statement within 'Other (losses)/gains - net'.

Notes to the Financial Statements (continued)

for the year ended 31 March 2021

2.3 Property, plant and equipment

Property, plant and equipment are included at historical cost less accumulated depreciation and accumulated impairment loss. Historical cost includes expenditure that is directly attributable to the acquisition of the items. Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Organisation and the cost of the item can be measured reliably.

The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to the statement of comprehensive income during the financial period in which they are incurred.

Depreciation is calculated using the straight-line method to write off the cost of each asset to their residual values over their estimated useful lives as follows:

- Furniture and fitting 1 - 11 years
- Motor vehicles 1 - 6 years
- Office equipment 1 - 9 years
- Computer equipment 1 - 8 years

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount. Gains and losses on disposals are determined by

comparing proceeds with carrying amount. These are included in the statement of comprehensive income.

2.4 Intangible assets

Computer software

Costs associated with maintaining computer software programmes are recognised as an expense as incurred. Purchase costs that are directly attributable to software products controlled by Organisation are recognised as intangible assets when the following criteria are met:

- it is technically feasible to complete the software product so that it will be available for use;
- there is an ability to use the software product;
- it can be demonstrated how the software product will generate probable future economic benefits;

Directly attributable costs that are capitalised as part of the software product include the software purchase costs. Other development expenditure that do not meet these criteria are recognised as an expense as incurred. Computer software costs recognised as assets are amortised over their estimated useful lives from the time its ready for the intended use, which do not exceed five years.

2.5 Impairment of non-financial assets

Non-financial assets that have an indefinite useful life, such as goodwill or intangible assets not ready to use, are not subject to amortisation and are tested annually for impairment. Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount.

Notes to the Financial Statements (continued)

for the year ended 31 March 2021

2.5 Impairment of non-financial assets (continued)

The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are largely independent cash flows (cash-generating units). Prior impairments of non-financial assets (other than goodwill) are reviewed for possible reversal at each reporting date.

2.6 Financial Instruments

A financial instrument is defined as a contract that gives rise to a financial asset in one entity and a financial liability or equity instrument in another entity.

The Organisation recognises financial assets and financial liabilities at the trade date when it becomes a party to the contractual provisions of the instrument.

Initial recognition

Financial assets and financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition.

Financial instruments are grouped into classes that are appropriate taking into account the characteristics and risks of those financial instruments. Classes of financial instruments have been determined by referring to the nature and extent of risks arising from the financial instruments and how these are managed.

The Organisation generally does not reclassify financial instruments between different categories subsequent to initial recognition.

Classification

Financial assets

Financial assets are classified into the following categories:

- Amortised cost;
- At fair value through other comprehensive income; debt investments or equity investments;
- At fair value through profit or loss.

A financial asset is measured at amortised cost if:

- The financial asset is held in order to collect contractual cash flows
- The contractual terms of the financial asset give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets measured at amortised cost comprise of trade and other receivables, rent security deposits and cash and cash equivalents.

Financial liabilities

Financial liabilities are classified into the following categories:

- Financial liabilities at fair value through profit or loss
- Financial liabilities at amortised cost.

Financial liabilities at amortised cost

Financial liabilities are classified as measured at amortised cost using the effective interest method and comprise of trade and other payables.

Notes to the Financial Statements (continued)

for the year ended 31 March 2021

2.6 Financial Instruments (continued)

Offsetting

Financial assets and liabilities are offset and the net amount reported in the statement of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy of the Organisation or the counterparty.

Impairment

The Organisation recognises a loss allowance for the expected credit losses as per IFRS 9 on trade and other receivables. The amount of expected credit losses is updated at each reporting date. The Organisation measures the loss allowance for trade and other receivables at an amount equal to lifetime expected credit losses (lifetime ECL), which represents the expected credit losses that will result from all possible default events over the expected life of the receivables.

Write off policy

The Organisation writes off a receivable when there is information indicating that the counterparty is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the counterparty has been placed under liquidation or has entered into bankruptcy proceedings. Receivables written off may still be subject to enforcement activities under the Organisation recovery

procedures, taking into account legal advice where appropriate. Any recoveries made are recognised in profit or loss.

De-recognition

Financial assets

The Organisation derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another party. If the Organisation neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Organisation recognises its retained interest in the asset and associated liability for amounts it may have to pay. If the Organisation retains substantially all the risks and rewards of ownership of a transferred financial asset, the Organisation continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

Financial liabilities

The Organisation de-recognises financial liabilities when, and only when, the Organisation's obligations are discharged, cancelled or they expire. The difference between the carrying amount of the financial liability de-recognised and the consideration paid and payable, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

Reclassification

Financial assets

The Organisation only reclassifies affected financial assets if there is a change in the business model for managing financial assets. If a reclassification is necessary, it is applied prospectively from the reclassification date. Any previously stated gains, losses or interest are not restated.

Notes to the Financial Statements (continued)

for the year ended 31 March 2021

2.6 Financial Instruments (continued)

De-recognition (continued)

The reclassification date is the beginning of the first reporting period following the change in business model which necessitates a reclassification.

Financial liabilities

Financial liabilities are not reclassified.

2.7 Trade receivables

Classification

Trade and other receivables, excluding, when applicable, prepayments, are classified as financial assets and subsequently measured at amortised cost.

They have been classified in this manner because their contractual terms give rise, on specified dates to cash flows that are solely payments of principal and interest on the principal outstanding, and the Organisation's business model is to collect the contractual cash flows on trade and other receivables.

Recognition and measurement

Trade and other receivables are recognised when the Organisation becomes a party to the contractual provisions of the receivables. They are measured, at initial recognition, at fair value plus transaction costs, if any. Subsequently they are measured at amortised cost.

The amortised cost is the amount recognised on the receivables initially, minus principal repayments,

plus cumulative amortisation (interest) using the effective interest method of any difference between the initial amount and the maturity amount, adjusted for any loss allowance. The Organisation does not have any trade receivables, thus no loss allowance for expected credit losses are made. For impairment and write off policies refer note 2.6.

2.8 Cash and cash equivalents

Cash and cash equivalents includes cash in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the statement of financial position.

Cash and cash equivalents are initially measured at fair value and subsequently measured at amortised cost.

The carrying value of cash and cash equivalents approximate their fair values due to their short term nature.

2.9 Trade and other payables

Classification

Trade and other payables, excluding, amounts received in advance, are classified as financial liabilities subsequently measured at amortised cost.

Recognition and Measurement

Trade and other payables are recognised when the Organisation becomes a party to the contractual provisions, and are measured, at initial recognition, at fair value plus transaction costs, if any. Trade and other payables are subsequently measured at amortised cost using the effective interest method.

Notes to the Financial Statements (continued)

for the year ended 31 March 2021

2.9 Trade and other payables (continued)

If trade and other payables contain a significant financing component, and the effective interest method results in the recognition of interest expense, then it is included in profit or loss in finance costs.

2.10 Provisions

Provisions claims are recognised when the Organisation has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense.

Provisions are reviewed at the end of each reporting date and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of resources embodying economic benefits will be required to settle the obligation, the provision is reversed.

2.11 Government subvention and grants

Government subvention and grants are assistance by government in the form of transfers of resources to the Organisation in return for compliance with certain conditions relating to the operating activities of the Organisation.

Government subventions relating to a particular period are recognised in the respective period at their cost where there is a reasonable assurance that the subventions will be received and the Organisation has complied with conditions attached to them.

Grants from the Government and other donor Organisations are initially recognised to deferred income under current liabilities in the statement of financial position, once there is reasonable assurance that the Organisation will comply with the conditions attaching to them (as applicable) and it is reasonably assured that the grant will be received.

Grants received for specific expenses are recognised in the statement of comprehensive income over the period necessary to match the expenses they are intended to compensate. Grants received for which the related expense have not been incurred remain included in current liabilities as deferred income.

Grants received for the acquisition of property, plant and equipment ("capital assets") are recognised as capital grants in the statement of financial position in the period in which the underlying asset is bought. Grants, for which the underlying asset has been bought, is subsequently recognised in the statement of comprehensive income to match the depreciation of the related assets, as other income.

Notes to the Financial Statements (continued)

for the year ended 31 March 2021

2.12 Employee benefits

The Organisation contributes to a defined contribution pension plan for its permanent citizen employees. The Organisation's contributions are charged to income statement in the year in which they accrue and the Organisation has no further liability.

A defined contribution plan is a pension plan under which the Organisation pays fixed contributions into a separate fund and will have no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employees benefits relating to employee service in the current and prior periods. The Organisation pays gratuity to contracted staff in accordance with their respective contracts of employment.

Employees' entitlements to annual leave are recognised when they accrue to employees and a provision is made for the estimated liability as a result of services rendered by employees up to the reporting date.

2.13 Revenue recognition

The major source of revenue for the organization is government subvention and grants. The Organisation does not have contracts with customers hence IFRS 15 is not applicable.

Government subvention and grants

Please refer policy number 2.11

Sale of maps and booklets

The Organisation sells maps and booklets. The risks and rewards of ownership of goods is transferred to the customer at the point at which the goods have been received and accepted by the customer.

The Organisation recognises revenue from the sale of goods when the amount of revenue can be reliably measured, it is probable that the economic benefits will flow to the Organisation and when the significant risk and rewards of ownership of goods have been transferred to the customer.

2.14 Leases

The Organisation assesses whether a contract is, or contains a lease, at the inception of the contract. A contract is or contains a lease if the contract conveys the right to control the use of an identified asset for a period in exchange for consideration.

In order to assess whether a contract is, or contains a lease, management determine whether the asset under consideration is "identified", which means that the asset is either explicitly or implicitly specified in the contract and that the supplier does not have a substantial right of substitution throughout the period of use. Once management has concluded that the contract deals with an identified asset, the right to control the use thereof is considered. To this end, control over the use of an identified asset only exists when the Organisation has the right to substantially all of the economic benefits from the use of the asset as well as the right to direct the use of the asset.

Notes to the Financial Statements (continued)

for the year ended 31 March 2021

2.14 Leases (continued)

The Organisation as lessee

A lease liability and corresponding right-of-use asset are recognised at the lease commencement date, for all lease agreements for which the Organisation is a lessee, except for short-term leases of 12 months or less, or leases of low value assets. For these leases, the Organisation recognises the lease payments as an operating expense on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

The Organisation applies a practical expedient which allows entities to account for a lease contract which contains both lease and non-lease components as a single lease contract.

Lease liability

The lease liability is presented as a separate line item in the Statement of Financial Position.

The lease liability is subsequently measured by reducing the carrying amount to reflect lease payments made. No interest is charged on the lease liability. Refer note 4 for more details.

The Organisation remeasures the lease liability, when applicable, in accordance with the following table:

Lease liability remeasurement scenario	Lease liability remeasurement methodology
Change to the lease term.	-discounting the revised lease payments using a revised discount rate.
Change to the lease payments as a result of a change in an index or a rate.	-discounting the revised lease payments using the initial discount rate unless the lease payments change is due to a change in a floating interest rate, in which case a revised discount rate is used;
Change in expected payment under a residual value guarantee.	-discounting the revised lease payments using the initial discount rate.
Lease contract has been modified and the lease modification is not accounted for as a separate lease.	-discounting the revised payments using a revised discount rate.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recognised in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Right-of-use assets

Right-of-use assets are presented as a separate line item in the Statement of Financial Position.

The right-of-use assets are measured at the amount equal to the lease liability, adjusted for any prepaid or accrued lease payments. Rent security deposits are recognised as financial assets in accordance with IFRS 9 *financial instruments*.

Notes to the Financial Statements (continued)

for the year ended 31 March 2021

2.14 Leases (continued)

Right-of-use assets (continued)

Lease payments included in the measurement of the lease liability comprise the following:

- the initial amount of the corresponding lease liability;
- any lease payments made at or before the commencement date;
- any initial direct costs incurred;
- any estimated costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, when the Organisation incurs an obligation to do so, unless these costs are incurred to produce inventories; and
- less any lease incentives received.

Right-of-use assets are subsequently measured at cost less accumulated depreciation and impairment losses.

Right-of-use assets are depreciated over useful life of the underlying assets on a straight-line method.

The residual value, useful life and depreciation method of each asset are reviewed at the end of each reporting year. If the expectations differ from previous estimates, the change is accounted for prospectively as a change in accounting estimate. Each part of a right-of-use asset with a cost that is significant in relation to the total cost of the asset is depreciated separately.

The depreciation charge for each year is recognised in profit or loss unless it is included in the carrying amount of another asset.

2.15 Related parties

A party is deemed related to the Organisation if it is a director, member or entity under common control. Related party transactions are disclosed in Note 19 to the financial statements.

3 Financial risk management

3.1 Financial risk factors

The Organisation's activities expose it to a variety of financial risks: market risk (including fair value interest rate risk and other price risk), credit risk and liquidity risk. The Organisation's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Organisation's financial performance. Risk management is carried out under policies approved by the board of directors.

(a) Market risk

(i) Foreign currency risk

In the normal course of business, the Organisation may enter into transactions denominated in foreign currencies. Foreign exchange risks arise when future commercial transactions or recognised assets and liabilities are denominated in a currency that is not the entity's functional currency. At the reporting date, the Organisation had no assets or liabilities or significant committed future transactions denominated in foreign currencies.

(ii) Cash flow and fair value interest rate risk

Fluctuation in interest rates impact on the value of short-term cash investment and financing activities, giving rise to interest rate risk. The cash is managed to ensure surplus funds are invested in a manner to achieve maximum returns while minimising risk.

Notes to the Financial Statements (continued)

for the year ended 31 March 2021

3.1 Financial risk factors (continued)

(ii) Cash flow and fair value interest rate risk (continued)

The Organisation has no long-term significant interest-bearing assets. The cash is deposited in short-term deposits until it is used for its purpose.

(iii) Price risk

The Organisation is not exposed to price risks such as equity price risk, prepayment risk, and residual value risk.

(b) Credit risk

Financial assets of the Organisation, which are subject to credit risk, consist mainly of cash and cash equivalents, deposits with banks and financial institutions, rent security deposits and other receivables from customers. Cash deposits are held with high-credit-quality financial institutions. The credit quality of the customers is assessed by credit control, taking into account its financial position, past experience and other factors. Individual risk limits are set based on internal ratings. The utilisation of credit limits is regularly monitored. The credit quality of financial assets is disclosed in Note 10.2.

(c) Liquidity risk

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities, the availability of funding through an adequate amount of committed credit facilities and the ability to close out market positions.

The Organisation manages its liquidity risk by maintaining adequate cash resources and through the effective management of working capital in order to meet its commitments as they fall due.

The amounts disclosed in the table below are the contractual undiscounted cash flows. The analyses of financial liabilities into relevant maturity groupings are based on the remaining period at the reporting date to the contractual maturity date. Balances due within 12 months equal their carrying balances as the impact of discounting is not significant.

Notes to the Financial Statements (continued)

for the year ended 31 March 2021

3 Financial risk management

(c) Liquidity risk (continued)

At 31 March 2021	Less than 1 year	Between 1-5 years	Above 5 years	Total
	P	P	P	P
Trade and other payables	14,925,384	-	-	14,925,384
Lease liabilities	19,798,890	21,226,683	26,616,271	67,641,844
Total	34,724,274	21,226,683	26,616,271	82,567,228

At 31 March 2020	Less than 1 year	Between 1-5 years	Above 5 years	Total
	P	P	P	P
Trade and other payables	12,768,664	-	-	12,768,664
Lease liabilities	18,362,703	39,803,694	25,735,112	83,901,509
Total	31,131,367	39,803,694	25,735,112	96,670,173

3.2 Capital risk management

The Organisation is a parastatal body with the main object being the development and management of official statistics and official source and custodian of official statistics in Botswana. As such all operations of the Organisation are funded by Government and therefore not subject to capital risk.

3.3 Fair value estimation of financial instruments

Financial instruments consist of trade receivables, rent security deposits, bank and cash balances, lease liabilities and other accounts payable resulting from normal business operations. The nominal value less impairment provision of trade receivables and accounts payable are assumed to approximate their fair

values. The particular recognition methods adopted are disclosed in the individual policy statements associated with each item. At the reporting date there are no assets that are either carried at fair value or where the fair value has been disclosed.

4 Critical accounting estimates and judgments

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Organisation makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within financial year are discussed below.

Notes to the Financial Statements (continued)

for the year ended 31 March 2021

4 Critical accounting estimates and judgments (continued)

Residual value and useful lives of property, plant and equipment

The Organisation determines the estimated useful lives and related depreciation charges for its plant and equipment. This estimate is based on projections about the continued existence of a market for its services and the ability of the Organisation to penetrate a sufficient portion of that market in order to operate profitably. The Organisation increases the depreciation charge where the useful lives are less than previously estimated, or it will appropriately impair, technically obsolete or non-strategic assets that have been abandoned or identified for sale.

Residual values are based on current estimates of the value of these assets at the end of their useful lives.

Treatment of grants received

Taking into account its nature and substance, the Organisation considers amounts that it receives from the Government and other donor organisations to fall within the scope of IAS 20 *Accounting for Government Grants and Disclosure of Government Assistance*. In reaching this conclusion, the Organisation considers the terms attached to each of the grants received and the current practice adopted by other parastatals in Botswana. Accordingly, the Organisation recognises the amounts received in accordance with the accounting policy as included in note 2.11.

Determining incremental borrowing rate

The Organisation determines the incremental borrowing rate which is used in discounting future lease payments when determining lease liability by considering its financing model. The Organisation is fully funded by the Government of Botswana. In the event that it wishes to acquire or build its own office buildings, the acquisition or construction of such buildings will be financed through government grants. As such, the Organisation uses an incremental borrowing rate of 0% when determining lease liability.

Notes to the Financial Statements (continued)

for the year ended 31 March 2021

5 Other income

	2021	2020
	P	P
Projects funds utilised during the year		
African Development Bank	243,435	397,045
Common Market for Eastern and South Africa	-	(10,284)
Botswana Government	46,699,525	51,934,205
Total projects funds utilised during the year	46,942,960	52,320,966
Amortisation of capital grant	7,118,973	5,233,078
Sundry income	411,731	1,592,289
	54,473,664	59,146,333

6 Operating deficit

The following items have been charged / (credited) in arriving at the deficit for the year:

	2021	2020
	P	P
(i) Other income		
Amortisation of project income (Note 5)	(46,942,960)	(52,320,966)
Amortisation of capital grant (Note 5)	(7,118,973)	(5,233,078)
Sundry income	(411,731)	(1,592,289)
	(54,473,664)	(59,146,333)

Notes to the Financial Statements (continued)

for the year ended 31 March 2021

(ii) Expenses by nature

Advertising	189,105	730,693
Amortisation of intangible assets (Note 13)	1,924,808	1,599,198
Auditor's remuneration	374,333	338,091
Computer expenses	805,019	583,738
Consulting fees	2,620,376	1,697,256
Depreciation on property, plant and equipment (Note 11)	5,194,165	3,633,880
Depreciation on right of use asset (Note 12)	20,378,440	19,529,985
Hire charges	2,256,990	2,704,172
Insurance	737,973	1,085,868
Legal expenses	1,381,967	2,384,419
Motor vehicle expenses	1,483,466	2,440,340
Operating lease rentals	155,552	1,014,563
Office expense	11,347,261	11,117,222
Loss on retirement of assets	155,802	919,989
Printing and stationery	551,805	834,418
Repairs and maintenance	180,198	316,436
Staff costs (Note 7)	117,227,987	119,045,901
Security expenses	748,169	696,018
Telephone costs	909,308	1,246,050
Travel	1,420,426	7,198,248
Other expenses	2,390,52	5,094,271
Total administrative expenses	172,433,671	184,210,756

Notes to the Financial Statements (continued)

for the year ended 31 March 2021

7 Staff costs	2021	2020
	P	P
Salaries and wages	98,608,729	102,740,651
Pension costs - defined contribution plans	8,695,118	8,480,589
Staff gratuity and leave pay	9,924,140	7,824,661
	117,227,987	119,045,901
Average number of employees	317	413

8 Finance income	2021	2020
	P	P
Interest from banks	13,684	32,435

9 Income tax

No provision for income tax is required as the organisation is exempt from taxation in terms of Section Schedule, Part 1 of the Income Tax Act (Cap 52:01).

10 Analyses of financial instruments

10.1 Financial instruments by category

The accounting policies for financial instruments have been applied to the line items below:

	2021	2020
	P	P
Assets as per the statement of financial position		
-Financial assets at amortised cost		
Trade and other receivables (Note 14)	1,414,247	1,532,906
Cash and cash equivalents (Note 15)	3,796,812	2,294,260
	5,211,059	3,827,166

	2021	2020
	P	P
Liabilities as per the statement of financial position		
-Financial liabilities at amortised cost:		
Trade and other payables excluding statutory liabilities (Note 16)	14,925,384	12,768,664
Lease liabilities (Note 12)	67,641,844	83,901,509
	82,567,228	96,670,173

Notes to the Financial Statements (continued)

for the year ended 31 March 2021

10 Analyses of financial instruments (continued)

10.2 Credit quality of financial assets

The credit quality of financial assets that are neither past due nor impaired can be assessed by reference to historical information about counterparty default rates:

	Ratings	2021	2020
		P	P
Staff debtors	Not rated	346,685	484,884
Rent security deposits	Not rated	1,067,562	1,048,022
		1,414,247	1,532,906
Cash at bank			
Barclays Bank of Botswana Limited	Not rated	361,317	388,971
Stanbic Bank Botswana Limited	Not rated	3,230,553	1,592,614
BancABC Limited	Not rated	188,963	296,347
		3,780,833	2,277,932

There are no credit ratings available in Botswana. The above banks have reported sound financial results and continued compliance with minimum capital adequacy requirements set by the regulator. None of the financial assets that are fully performing have been renegotiated during the year. Management performed an assessment of impairment on cash and cash equivalents in line with IFRS 9 and concluded that the impairment was not material to the financial statements.

Notes to the Financial Statements (continued)

for the year ended 31 March 2021

11 Property, plant and equipment

	Furniture and fixtures	Motor vehicles	Office equipment	Computer equipment	Total
	P	P	P	P	P
Year ended 31 March 2020					
Net book amount at beginning of year	1,898,833	5,538,718	603,288	5,331,272	13,372,111
Additions	1,683,617	9,859,549	231,838	1,205,479	12,980,483
Retired assets - cost	(516,121)	-	(258,195)	(2,063,237)	(2,837,553)
Retired assets - accumulated depreciation	293,323	-	100,136	1,524,105	1,917,564
Depreciation charge	(223,226)	(2,361,674)	(79,960)	(969,020)	(3,633,880)
Net book amount at end of year	3,136,426	13,036,593	597,107	5,028,599	21,798,725
As at 31 March 2020					
Cost	3,870,629	20,712,994	933,066	9,146,701	34,663,390
Accumulated depreciation	(734,203)	(7,676,401)	(335,959)	(4,118,102)	(12,864,665)
Net book amount	3,136,426	13,036,593	597,107	5,028,599	21,798,725
Year ended 31 March 2021					
Net book amount at beginning of year	3,136,426	13,036,593	597,107	5,028,599	21,798,725
Additions	1,303	-	153,807	5,407,538	5,562,648
Retired assets - cost	-	(124,700)	-	(48,598)	(173,298)
Retired assets - accumulated depreciation	-	-	-	17,495	17,495
Depreciation charge	(387,155)	(3,091,496)	(88,785)	(1,626,729)	(5,194,165)
Net book amount at end of year	2,750,574	9,820,397	662,129	8,778,305	22,011,405
As at 31 March 2021					
Cost	3,872,074	20,588,294	1,086,872	14,505,641	40,052,881
Accumulated depreciation	(1,121,500)	(10,767,897)	(424,743)	(5,727,336)	(18,041,476)
Net book amount	2,750,574	9,820,397	662,129	8,778,305	22,011,405

Notes to the Financial Statements (continued)

for the year ended 31 March 2021

12 Leases

Right of use asset	Office buildings	Total
	P	P
Year ended 31 March 2021		
Opening net book amount	80,604,948	80,604,948
Additions	2,355,294	2,355,294
Depreciation	(20,378,440)	(20,378,440)
Closing net book amount	<u>62,581,802</u>	<u>62,581,802</u>
Cost	102,490,227	102,490,227
Accumulated depreciation	(39,908,425)	(39,908,425)
Net book amount	<u>62,581,802</u>	<u>62,581,802</u>
Year ended 31 March 2020		
Opening net book amount	-	-
Adoption of IFRS 16	70,383,387	70,383,387
Opening net book value at 1 April 2019	70,383,387	70,383,387
Adjustment for lease modification	29,127,546	29,127,546
Additions	624,000	624,000
Depreciation	(19,529,985)	(19,529,985)
Closing net book amount	<u>80,604,948</u>	<u>80,604,948</u>
Cost	100,134,933	100,134,933
Accumulated depreciation	(19,529,985)	(19,529,985)
Net book amount	<u>80,604,948</u>	<u>80,604,948</u>

Notes to the Financial Statements (continued)

for the year ended 31 March 2021

12 Leases (continued)

Lease liabilities	2021 P	2020 P
Opening balance	83,901,509	-
Adoption of IFRS 16	-	71,261,802
Opening balance at 1 April	83,901,509	71,261,802
Adjustment for lease modification	-	28,751,579
Additions	2,355,294	624,000
Lease payments	(18,614,959)	(16,735,872)
Year ended 31 March	67,641,844	83,901,509
Current	19,798,890	18,362,703
Non- current	47,842,954	65,538,806
Year ended 31 March	67,641,844	83,901,509

The statement of comprehensive income shows the following amounts relating to leases:

	2021 P	2020 P
Depreciation charge of right-of-use assets		
Office buildings	20,378,440	19,529,985
	20,378,440	19,529,985
Expense relating to short-term leases (included in operating expenses)	155,552	1,014,563

Notes to the Financial Statements (continued)

for the year ended 31 March 2021

12 Leases (continued)

	2021	2020
	P	P
Lease cash outflows		
Principal paid	18,614,959	16,735,872
	18,614,959	16,735,872

The Organisation leases office buildings. Rental contracts are typically made for fixed periods of 1 to 5 years options to renew with consent of both parties.

Right-of-use assets are depreciated over useful life of the underlying assets on a straight-line method.

Lease payments relate to principal repayment. No finance cost is charged on the outstanding lease liability.

Payments associated with short-term leases and all leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less without a purchase option.

13 Intangible assets

	2021	2020
	P	P
Cost	8,640,046	8,640,046
Accumulated amortisation and impairment	(8,378,642)	(6,453,834)
Net book amount	261,404	2,186,212
Movement for the year		
Net book amount at beginning of year	2,186,212	3,785,410
Amortisation charge	(1,924,808)	(1,599,198)
Net book amount at end of year	261,404	2,186,212

intangible assets include Sage 300, Sage VIP Payroll and other computer software

Notes to the Financial Statements (continued)

for the year ended 31 March 2021

14 Trade and other receivables	2021	2020
	P	P
Financial instruments		
Staff debtors	346,685	484,884
Rent security deposits	1,067,562	1,048,022
Non - financial instruments		
Prepayments	1,324,013	1,497,852
	2,738,260	3,030,758

Trade and other receivables are categorised as follows in accordance with IFRS 9; Financial Instruments:

At amortised cost	1,414,247	1,532,906
Non Financial Instruments	1,324,013	1,497,852
	2,738,260	3,030,758

The carrying amount of trade and other receivables are denominated in Botswana Pula and approximates the fair value due to their short term nature. All receivables are unsecured and do not attract interest. Management performed an impairment assessment on staff debtors and security deposits in line with IFRS 9 and concluded that the impairment was not material to the financial statements.

Notes to the Financial Statements (continued)

for the year ended 31 March 2021

15 Cash and cash equivalents	2021	2020
	P	P
Cash on hand	15,979	16,328
Cash at bank	3,780,833	2,277,932
	3,796,812	2,294,260

For the purpose of the statement of cash flows the year-end cash and cash equivalents comprise of following:

Cash on hand	15,979	16,328
Cash at bank	3,780,833	2,277,932
	3,796,812	2,294,260

For credit quality of cash at bank and short term deposits, excluding cash at hand refer to note 10.2.

16 Trade and other payables	2021	2020
	P	P
Financial instruments		
Trade payables	1,273,834	406,242
Other payables	13,651,550	12,362,422
Non - financial Instruments		
Leave pay	10,246,658	6,472,365
Gratuity	10,673,283	7,491,224
PAYE payable	-	1,227,210
	35,845,325	27,959,463

Trade and other payables are categorised as follows in accordance with IFRS 9; Financial Instruments:

At amortised cost	14,925,384	12,768,664
Non Financial Instruments	20,919,941	15,190,799
	35,845,325	27,959,463

The carrying value of financial instruments approximate the fair value due to their short-term nature.

Notes to the Financial Statements (continued)

for the year ended 31 March 2021

16 Trade and other payables (continued)

	Leave pay P	Gratuity P	Total P
31 March 2021			
Balance at beginning of year	6,472,365	7,491,224	13,963,589
Additions for the year	4,268,797	5,655,343	9,924,140
Settlements during the year	(494,504)	(2,473,284)	(2,967,788)
Balance at end of year	10,246,658	10,673,283	20,919,941
31 March 2020			
Balance at beginning of year	7,327,715	2,213,702	9,541,417
Additions for the year	1,745,929	6,078,732	7,824,661
Settlements during the year	(2,601,279)	(801,210)	(3,402,489)
Balance at end of year	6,472,365	7,491,224	13,963,589

Leave pay

Paid absences are accounted for on an accrual basis over the period in which employees have provided services.

Gratuity

Employees receive terminal gratuities in accordance with their contracts of employment. An accrual is made for the estimated liability towards such employees up to the end of the reporting date.

Notes to the Financial Statements (continued)

for the year ended 31 March 2021

17 Deferred income

	Opening balance P	Funds received during the year P	Utilisation during the year P	Transfer to project funds P	Closing balance P
Reconciliation of deferred income - 2021					
African Development Bank	761,271	-	(243,435)	(517,836)	-
Botswana Government	5,206,062	53,631,857	(46,699,525)	(5,044,812)	7,093,582
	5,967,333	53,631,857	(46,942,960)	(5,562,648)	7,093,582

	Opening balance P	Funds received during the year P	Utilisation during the year P	Transfer to project funds P	Closing balance P
Reconciliation of deferred income - 2020					
African Development Bank	1,158,316	-	(397,045)	-	761,271
Common Market for Eastern and South Africa	(10,284)	-	10,284	-	-
Botswana Government	14,239,940	55,880,810	(51,934,205)	(12,980,483)	5,206,062
	15,387,972	55,880,810	(52,320,966)	(12,980,483)	5,967,333

The Organisation has P7,093,582 (2020: P5,967,333) of deferred income from various donors for activities that do not fall within the budgetary period and is yet to be utilised as at year end.

Notes to the Financial Statements (continued)

for the year ended 31 March 2021

18 Capital grants	2021	2020
	P	P
Balance at beginning of the period	23,984,937	17,157,521
Capital grant received during the period	5,562,648	12,980,483
Amortisation of capital grants	(7,118,973)	(5,233,078)
Transfer of the unamortised cost of retired assets	(155,802)	(919,989)
Balance at end of the period	22,272,810	23,984,937

Capital grants represent government grants given to the Organisation to finance the purchase of property, plant and equipment and intangible assets. Capital grants are transferred to the statement of comprehensive income in a manner that represents the economic benefits generated through the usage of the related assets.

19 Related party transactions

	2021	2020
	P	P
The following transactions were carried out with related parties.		

Government grants

Ministry of Finance and Development Planning

Revenue and development subvention (gross of deferred income)	160,610,949	168,689,290
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The Government of Botswana provides financial assistance to the Organisation through the Ministry of Finance and Economic Development.

Remuneration of directors and other key management

Salaries and other benefits	5,388,899	4,194,888
Gratuity	1,224,915	1,025,830
Leave pay	678,581	307,872
	7,292,395	5,528,590

Key management personnel refers to the executive management of the Organisation.

Notes to the Financial Statements (continued)

for the year ended 31 March 2021

20 Contingencies

There were no material contingent liabilities as at the reporting date.

21 Extraordinary events

The Covid-19 pandemic continue to have an impact on the operations of the Organisation. Due to the restrictions on movement which the Government of Botswana imposes now and then, the Organisation is finding it difficult to complete some of its projects, and some have been postponed to later dates. The Population and Housing Census 2021 project which was supposed to be conducted in August 2021 has been postponed to August 2022 due to the continual impact the Covid -19 Pandemic has on the Organisation and the nation at large.

22 Events after the reporting period

The directors are not aware of any material event which occurred after the reporting date and up to the date of issuing these financial statements.

23 Commitments

There were no operating or capital commitments outstanding at the statement of financial position date.

24 Going concern

The directors of the Organisation had assessed the impact of the Covid-19 outbreak on the business and its ability to continue as a going concern. Risks identified had been recorded and relevant controls implemented to mitigate these risks. The directors believe that the necessary measures were implemented to ensure business continuity.

The directors believe that the Organisation has adequate financial support from the Government of Botswana (its only shareholder) for the foreseeable future and accordingly the financial statements have been prepared on a going concern basis.

The Organisation has reported a deficit of P 9,565,539 (2020: P 12,223,508) and its accumulated deficit as at 31 March 2021 is P 41,463,878 (2020: P 31,898,339). The existence of these events and conditions cause material uncertainty that may cast significant doubt over the Organisation's ability to continue as a going concern and therefore, its ability to realise its asset and discharge its liabilities in the normal course of business. However, the annual financial statements have been prepared on a going concern basis as the shareholder has already approved the 2021/2022 operating budget and has committed to funding it. This basis presumes that funds will be available to finance operations and that the realisation of assets and settlement of liabilities, continuous obligations and commitments will occur in the ordinary course of business.

Detailed Income Statement

for the year ended 31 March 2021

Annexure 1

	2021	2020
	P	P
Grant and subventions		
Subventions	108,380,784	112,808,480
Other income		
Sundry income	411,731	1,592,289
Amortisation of capital grants and project expenses	54,061,933	57,554,044
	54,473,664	59,146,333
Administrative expenses		
Advertising	189,105	730,693
Amortisation of intangible assets	1,924,808	1,599,198
Auditor's remuneration	374,333	338,091
Bank charges	140,449	88,061
Board expenses	150,251	163,424
Cleaning	525,305	482,994
Computer expenses	805,019	583,738
Consulting fees	2,620,376	1,697,256
Consumables	6,511	202,782
Depreciation on property, plant and equipment	5,194,165	3,633,880
Depreciation on right of use asset	20,378,440	19,529,985
Employee costs	117,227,987	119,045,901
Hire charges	2,256,990	2,704,172
Insurance	737,973	1,085,868
Legal expenses	1,381,967	2,384,419
Loss on retirement of assets	-	919,989
Loss on disposal of property, plant and equipment	155,802	-
Motor vehicle expenses	1,483,466	2,440,340
Office expenses	11,347,261	11,117,222
Operating lease rentals	155,552	1,014,563
Postage	74,251	46,916
Printing and stationery	551,805	834,418
Protective clothing	363,938	520,493
Recruitment	206,880	52,465
Repairs and maintenance	180,198	316,436
Security	748,169	696,018
Staff welfare	150,697	573,464

Detailed Income Statement (continued)

for the year ended 31 March 2021

Subscriptions	105,735	119,439
Telephone and fax	909,308	1,246,050
Travel expense	1,420,426	7,198,248
Workshops, seminars, retreats and conferences	666,504	2,844,233
	172,433,671	184,210,756
	(9,579,223)	(12,255,943)

"This detailed income statement does not form part of the audited financial statements covered by the audit opinion on pages 49 to 53."



Appendices

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Appendix 1: Released Publications

STATISTICS BOTSWANA

April 2020-March 2021 Released Statistics Botswana Reports

Publication Title	Released Date
Apr-20	
1. Botswana Environment Statistics Climate Digest September 2019 Digest September 2019	Apr-20
2. General out-patient and preventive Health Statistics Brief 2015	Apr-20
3. General Outpatient and Preventive Health Statistics Brief 2016	Apr-20
4. Vital Statistics Report 2018	Apr-20
5. Consumer Price Index March, 2020	Apr-20
6. Gross Domestic Product Quarter 4, 2019	Apr-20
7. Annual Consumer Price Index Stats Brief 2019	Apr-20
8. Transport & Infrastructure Stats Brief Quarter 4, 2019	Apr-20
May-20	
9. Information & Communication Technology Statistics Report 2018	May-20
10. Botswana Household Access to Information & Communication Technology Stats Brief 2019	May-20
11. Consumer Price Index April, 2020	May-20
Jun-20	
12. Electricity Generation and Distribution Stats Brief Quarter 1, 2020	Jun-20
13. Quarterly Multi-Topic Survey: Labour Force Module Report Quarter 4: 2019	Jun-20
14. Information & Communication Technology Statistics Report 2018	Jun-20
15. International Merchandise Trade Statistics Monthly Digest- February and March 2020 Revised	Jun-20
16. International Merchandise Trade Statistics Monthly Digest- April 2020	Jun-20
17. Consumer Price Index May, 2020	Jun-20
18. Consumer Price Index Technical Manual- December 2018	Jun-20
Jul-20	
19. Botswana Environment Statistics Water Digest 2018	Jul-20
20. Index of the Physical Volume of Mining Production Quarter 4, 2019	Jul-20
22. Index of the Physical Volume of Mining Production Quarter 1, 2019	Jul-20
23. Work Permits Stats Brief Quarter 4, 2019	Jul-20
24. Stats Update March 2020	Jul-20
25. Quarterly Multi-Topic Survey: Labour Force Module Report Quarter 1: 2020	Jul-20
26. Index of the Physical Volume of Mining production Quarter 1, 2020	Jul-20
27. International Merchandise Trade Statistics Monthly Digest- May 2020	Jul-20
28. Gross Domestic Product Quarter 1, 2020	Jul-20
29. Consumer Price Index June, 2020	Jul-20

Appendix 1: Released Publications (continued)

Aug-20	
30. Botswana Environment Statistics: Natural and Technological Disasters Digest 2019	Aug-20
31. Psychiatric Out- Patient Statistical Brief, 2015	Aug-20
32. Information & Communication Technology Stats Brief Quarter 1, 2020	Aug-20
33. Tertiary Education Statistics 2019	Aug-20
34. International Merchandise Trade Statistics Monthly Digest- June 2020	Aug-20
35. Consumer Price Index July, 2020	Aug-20
Sep-20	
36. General Out-Patient and Preventive Health Statistics Brief 2018	Sep-20
37. Marriage Statistics Stats Brief 2019	Sep-20
38. Tourism Statistics Annual Report 2018 (Revised)	Sep-20
39. International Merchandise Trade Statistics Monthly Digest- July 2020	Sep-20
40. Gross Domestic Product Quarter 2, 2020	Sep-20
41. Consumer Price Index August, 2020	Sep-20
42. Transport & Infrastructure Stats Brief Quarter 1, 2020	Sep-20
Oct-20	
43. Index of the Physical Volume of Mining Production Quarter 2, 2020	Oct-20
44. Electricity Generation and Distribution Stats Brief Quarter 2, 2020	Oct-20
45. Stats Update June 2020	Oct-20
46. International Merchandise Trade Statistics Monthly Digest- August 2020	Oct-20
47. National Accounts Statistics Report 2018	Oct-20
48. Consumer Price Index September, 2020	Oct-20
49. Transport & Infrastructure Stats Brief Quarter 2, 2020	Oct-20
Nov-20	
50. Annual Agricultural Survey Report 2019	Nov-20
51. Code of Practice for official Statistics	Nov-20
52. Cities/Towns and Villages Projections 2020	Nov-20
53. Information and Communication Technology Stats Brief Quarter 2, 2020	Nov-20
54. Information and Communication Technology Statistics Report 2019	Nov-20
55. Botswana Food Imports July 2020	Nov-20
56. International Merchandise Trade Statistics Monthly Digest- September 2020	Nov-20
57. Prevalence of Food Insecurity in Botswana 2018/19	Nov-20
58. Consumer Price Index October, 2020	Nov-20
59. Transport & Infrastructure Statistics Report 2019	Nov-20
Dec-20	

Appendix 1: Released Publications (continued)

60. Electricity Generation and Distribution Stats Brief Quarter 3, 2020	Dec-20
61. Index of the Physical Volume of Mining Production Stats Brief Quarter 3, 2020	Dec-20
62. International Merchandise Trade Statistics Monthly Digest- October 2020	Dec-20
63. Gross Domestic Product Quarter 3, 2020	Dec-20
64. Consumer Price Index November, 2020	Dec-20
Jan-21	
65. Botswana Maternal Mortality Ratio 2019	Jan-21
66. Information and Communication Technology Stats Brief Quarter 3, 2020	Jan-21
67. Summary Headline Labour Force Indicators Quarter 4, 2020	Jan-21
68. International Merchandise Trade Statistics Monthly Digest- November 2020	Jan-21
69. Consumer Price Index December, 2020	Jan-21
Feb-21	
70. Botswana Environment Statistics Climate Digest September 2020	Feb-21
71. Multi-Topic Survey Labour Force Module Quarter 4, 2020	Feb-21
72. Work Permits Holders Quarter 2, 2020	Feb-21
73. International Merchandise Trade Statistics Monthly Digest- December 2020	Feb-21
74. Consumer Price Index January, 2020	Feb-21
Mar-21	
75. Botswana Compendium of Statistical Concepts and Definitions 2nd Edition	Mar-21
76. Compliance Guidelines for Statistical Censuses and Surveys	Mar-21
77. Botswana Data Quality Assessment Framework User's Manual	Mar-21
78. Crime Statistics Report 2019	Mar-21
79. Secondary Education Stats Brief 2017	Mar-21
80. Out-Patient and Preventive Health Statistical Brief 2019	Mar-21
81. Index of the Physical Volume of Mining Production Stats Brief Quarter 4, 2020	Mar-21
82. International Merchandise Trade Statistics Monthly Digest- December 2020	Mar-21
83. Gross Domestic Product Quarter 4, 2020	Mar-21
84. Consumer Price Index February, 2020	Mar-21
85. Transport & Infrastructure Stats Brief Quarter 3, 2020	Mar-21

Appendix 2: Key Indicators

	2016	2017	2018
TOURISM STATISTICS			
Total Arrivals (All travellers)	2,401,786	2,305,205	2,587,511
By nationality: Zimbabwe	874,169	807,332	889,767
RSA	759,564	705,994	780,230
Rest of SADC	473,129	446,272	524,394
Rest of World	294,924	345,607	393,120
Returning Residents	209,988	204,575	230,792
Tourists	1,712,234	1,774,960	1,830,274
Purpose of entry: Business	524,097	411,980	426,782
Holiday	276,317	502,309	411,269
Visiting Friends & Relatives	492,377	398,668	494,228
In-Transit	356,436	305,247	338,012
Other	63,007	156,756	159,983

EMPLOYMENT STATISTICS	2019 Q4	2020 Q1	2020 Q4
Total formal sector employment	485,524	492,914	477,716
Of which Central and Local Government	156,785	155,488	152,973
Average monthly earnings (Pula)	5,495	5,392	6,014
Average monthly earnings - Citizen (Pula)	5,380	5,354	5,853

MINERAL PRODUCTION	2018	2019	2020
Diamonds ('000 carats)	24,496	23,686	16,868
Coal (tones)	2,482,313	2,110,891	1,923,992
Soda Ash (tones)	297,237	264,119	238,476
Electricity generation ('000 kWh)	467,974	556,576	481,984
Water consumption (kilolitres)	15,714,279	17,396,687	17,571,119
Water Sales	446,623,219	441,836,166	447,290,505

Appendix 2: Key Indicators (continued)

GROSS DOMESTIC PRODUCT (Million Pula)	2018	2019	2020
GDP at current market prices	172,525.30	178,480.40	172,552.40
Quarter 1	41,663.70	44,305.70	46,464.00
Quarter 2	42,866.30	44,749.20	36,585.00
Quarter 3	44,301.50	45,513.60	43,873.20
Quarter 4	43,693.80	43,912.00	45,630.20
GDP(current market prices)excluding mining	130,524.70	134,374.20	134,360.10
GDP at constant 2006 prices	177,807.70	183,128.40	167,575.5
Quarter 1	43,211.90	45,199.50	45,746.70
Quarter 2	44,768.10	45,911.80	33,960.00
Quarter 3	44,402.70	45,986.90	43,978.60
Quarter 4	45,424.50	46,030.20	43,890.20
Real Annual growth rate (percent)	4	3	-8.5
GDP per Capita at current market prices	75,381.30	76,815.30	72,662.90
GDP Per Capita at constant 2006 prices	77,689.10	78,815.80	70,567.10

Appendix 2: Key Indicators (continued)

EDUCATION	2017	2018	2020
Primary Schools			
Local Government & Grant Aided	756	-	-
Private	65	-	-
Enrolment at Primary			
Local Government & Grant Aided schools	333,843	-	-
Private primary enrolment	25,350	-	-
Total Std 1 enrolment	60,995	-	-
Primary School teachers	13,969	-	-
Pupil: teacher ratio	26	-	-
Secondary Schools (Junior and Senior)			
Junior secondary schools	209	209	209
Government senior secondary schools	32	32	32
Private secondary schools	49	50	50
Enrolment at Secondary			
Junior and secondary schools	125,037	126,592	130,842
Senior Secondary (excluding form 6)	53,294	48,385	47,402
Total Form 1	42,386	44,421	46,317
Total Form 5	27,613	24,956	23,150
Secondary School teachers	15,093	15,294	15,513
Pupil: teacher ratio at Primary:			
Local Government Schools	25		..
Private Primary Schools	15		..
Tertiary Institutions Enrolment			
	2015/16	2016/17	2017/18
Student Enrolment			
	56,447	59,091	53,450
Institute of Health Sciences	1,447	1,294	1,328
Brigades	0	6,610	5,688
Colleges of Education	1,817	1,112	1,073
Public Universities University of Botswana, Botswana Open University; Botswana University of Agriculture and Natural Science; Botswana International University of Science and technology	21,966	15,723	16,010
Private Universities	11,299	13,615	11,511
Gross Tertiary Enrolment Ratio (GER)	18	20	19
Literacy Rates			
	2014	2013	2010
Adult Literacy rate National	90	85.9	83.2
Male	88.7	84.1	82.3
Female	91	87.5	87.8

Appendix 2: Key Indicators (continued)

TRANSPORT STATISTICS	2018	2019	2020
Total road network (Km)	31,647.20	31,875.60	..
..Of which Bitumen	9,795.70	10,065.20	..
Gravel	11,014.20	11,044.60	..
Sand /Track	5,263	5,463.40	..
Earth	5,574.30	5,302.40	..
Government vehicles in use	12,538	12,623	12,709
Reported road accidents	17,341	18,623	15,075
Fatalities	462	457	325
Serious injuries	1,099	1,183	819
	2020 Q3	2020 Q4	2021 Q1
Total registration of private vehicles	161,569	171,616	136,361
..Of which Vans	29,413	29,336	26,124
Passenger Cars	104,653	114,136	87,119
Aircraft Movements International	374	985	1,282
Aircraft Movements-Domestic	2,290	3,321	3,181
Air passenger arrivals-International	1,541	11,705	21,039
Air passenger arrivals-Domestic	13,158	31,372	25,452
Railways: total goods traffic ('000 tones)	327,447	312,512	276,254

INFORMATION & COMMUNICATION TECHNOLOGY	2020 Q2	2020 Q3	2020 Q4
Fixed Telephone Subscribers	140,055	139,281	140,003
Mobile Cellular phone Subscribers	3,747,322	3,813,195	3,829,408
Internet Subscribers	2,106,985	2,144,247	2,290,332

EXTERNAL TRADE (Million Pula)	2018	2019	2020
Exports (Free on board)	67,211.64	56,424.76	49,003.64
Imports (Cost of Insurance & Freight)	64,575.79	70,620.91	74,477.18
Trade Balance	2,635.85	-14,196.15	-25,473.54
Diamond Exports	60,411.15	51,088.16	43,304.48
Copper - Nickel exports	71.6	2.6	298.7
Meat Exports	971.3	659.5	221.2
Textiles Exports	235.7	161.2	162

Appendix 2: Key Indicators (continued)

PRICE STATISTICS	Jan-21	Feb-21	Mar-21
National			
Consumer Price Index (a)	104.9	105.2	106
Annual rate of inflation (%)	2.3	2.4	3.2
Cities & Towns			
Consumer Price Index (a)	104.9	105.1	105.9
Annual rate of inflation (%)	2	2.1	2.9
Urban Villages			
Consumer Price Index (a)	105.3	105.6	106.5
Annual rate of inflation (%)	2.6	2.7	3.5
Rural Villages			
Consumer Price Index (a)	104.2	104.5	105.4
Annual rate of inflation (%)	2.1	2.3	3.1
(a) December 2018 = 100.			

AGRICULTURE STATISTICS	2017	2018	2019*
BMC throughput			
Cattle	120,475	109,929	8,282
PRODUCTION (tones)			
Sorghum Production	2014	2015	2017
Maize production	35,508	5,975	826
	3,792	13,911	987

Source: Annual Agricultural Survey Report 2019

***2019 there was survey for the Commercial sector**

Appendix 2: Key Indicators (continued)

POPULATION CENSUS	1991	2001	2011
Total	1,326,796	1,680,863	2,024,904
Cities			
Gaborone	133,468	186,007	231,592
Francistown	65,244	83,023	98,961
Major Towns			
Selibe Phikwe	39,772	49,849	49,411
Lobatse	26,052	29,689	29,007
Major Villages			
Molepolole	36,930	54,561	66,466
Kanye	31,354	40,628	47,007
Serowe	30,264	42,444	50,820
Mahalapye	28,078	39,719	43,289
Maun	26,768	43,776	60,263
Mochudi	25,542	36,962	44,815
Mogoditshane	14,246	32,843	58,079

Other Vital Statistics	BDS 2006	Census 2011	BDS 2017
Dependency ratio (per 100)	68	60	79.6
Child-women ratio	443	424	549
Sex Ratio(Males per 100 Females)	92	96	92
Percentage Urban	60	64	63.9
Population Density (per km)	3	3.5	3.7
Crude Birth Rate (per 1000)	29.7	25.7	26.5
Crude Death Rate (per 1000)	29.8	6.3	6.6
General Fertility Rate (per 1000 women aged 15-49)	108.2	92.2	101.2
Total Fertility Rate (births per 1000)	3.2	2.7	3.1
Infant Mortality Rate	48	17	38
Child Mortality Rate	26	11	10
Under 5 Mortality Rate	76	28	48
Life Expectancy at Birth (Years)	54	68	67

Appendix 2: Key Indicators (continued)

HEALTH STATISTICS

Facilities	2017	2018	2019
General Hospitals	18*	18*	18*
Primary Hospitals	17*	17*	17*
Clinics with beds	104	104*	104*
Number of beds (all facilities)	5,582	5,176	5,176
Clinics without beds	253	253*	253*
Health posts	346	346*	346*
Mobile Stops	1,117	1,117*	1,117*
Staff			
Doctors	772	875	888
Nursing staff	7,290	7,634	7,663
Other indicators			
Total admissions	181,410	169,811	174,212
Total discharges	176,277	165,387	168,745
Inpatient Deaths	5,570	4,798	4,951
Patient days	1,225,197	1,189,037	1,268,294
Bed occupancy rate (%)	60	63	67
Average length of stay (days)	7	7	7
Total outpatient attendance ('000)	4,553	4,639	4,925
Reported cases /a			
Measles (suspected)	161	175	132
Malaria confirmed	1,882	553	239
Viral hepatitis B	81	36	28
Dehydrated Diarrhoea (under 5)	-	-	-
Diarrhoea with blood (under 5)	-	-	-
Maternal Mortality (100,000 births)	143.2	133.7	166.3

(-) Data not available * data carried forward

Appendix 2: Key Indicators (continued)

BALANCE OF PAYMENTS (P million)

	2018	2019	2020
Balance on visible trade (adjusted)	4 959	-11 641	-23 164
Balance on services	-2 739	-4 316	-7 036
Balance on goods and services	2 220	-15 956	-30 200
Balance on income	-16 158	-9 423	-2 850
Balance on goods, services and primary income	-13 938	-25 379	-33 050
Balance of Secondary income	15 107	12 780	14 799
Net current transfers	13,681	15,107	17,001
Balance on current account	1 170	-12 599	-18 251
Balance on financial account (excl. Reserves)	-3 098	4 690	7 803
Net errors and omissions	-8 472	5 266	5 994
Overall balance	-4 204	-12 022	-20 059

Source: Bank of Botswana Annual Report

MONEY AND BANKING (Million Pula)

	Jan-21	Feb-21	Mar-21
International Reserves	68,851.50	61 981.8	66 082.1
Currency in Circulation	3 726.5	3 582.6	3 880.6
	Jan-21	Feb-21	Mar-21
Coins in Circulation	116.6	117.1	118.4
Exchange Rate (Averages)	Jan-21	Feb-21	Mar-21
US Dollar per Pula	0.09	0.09	0.09
South African Rand per	1.4	1.4	1.4
Pound Sterling per Pula	0.06	0.06	0.06

Source: Bank of Botswana

Appendix 2: Key Indicators (continued)

GOVERNMENT FINANCE

	2018/19	2019/20	2020/21
(Million Pula)			
Revenue and Grants	55,726.98	54,299.95	51,272.91
Mineral taxes	5,179.30	4,544.42	3,315.08
Customs & Excise Revenue	14,788.52	13,975.72	16,458.97
Non Tax Revenue	15,622.59	16,295.97	11,130.53
Grants	77.93	47.33	26.46
Expenditure and net lending	61,430.45	65,444.16	65,804.13
Recurrent Expenditure	47,187.36	51,812.61	55,592.26
Of which Personal Emoluments	22,085.06	26,251.93	28,897.55
Development Expenditure	14,807.94	13,644.31	10,214.52
Overall Surplus/Deficit (-)	-5,703.47	-11,144.21	-14,531.22

Source: Ministry Finance and Economic Development

Appendix 2: Key Indicators (continued)

Location	Annual rainfall totals (millimetres)		Sep-19		Aug-19		Jul-19	
	2016/17	2017/18	Max	Min	Max	Min	Max	Min
Francistown	107.1	0	29.9	9	29.2	7.8	25.9	1.5
Gaborone	169.6	378.4	29.5	11.4	28.4	10.2	24	3.3
Gantsi	343	173.5	30.5	11.6	29.2	9.6	26	4.6
Mahalapye	156.2	0	29.3	13.2	28	12	24.3	5.9
Maun	134.3	0	31.8	14.5	30.3	13	27.4	7.6
Shakawe	154.2	209	32.9	10.9	30.9	9.6	27.9	3.8
Tsabong	264.9	229.7	29.9	9.3	28	6.4	24.4	1.5
Tshane	327.8	124.6	29.6	10.5	28.1	8.7	24.8	4.1
Kasane	342	453.5	32.6	13.2	30.3	11.7	27.9	6.9



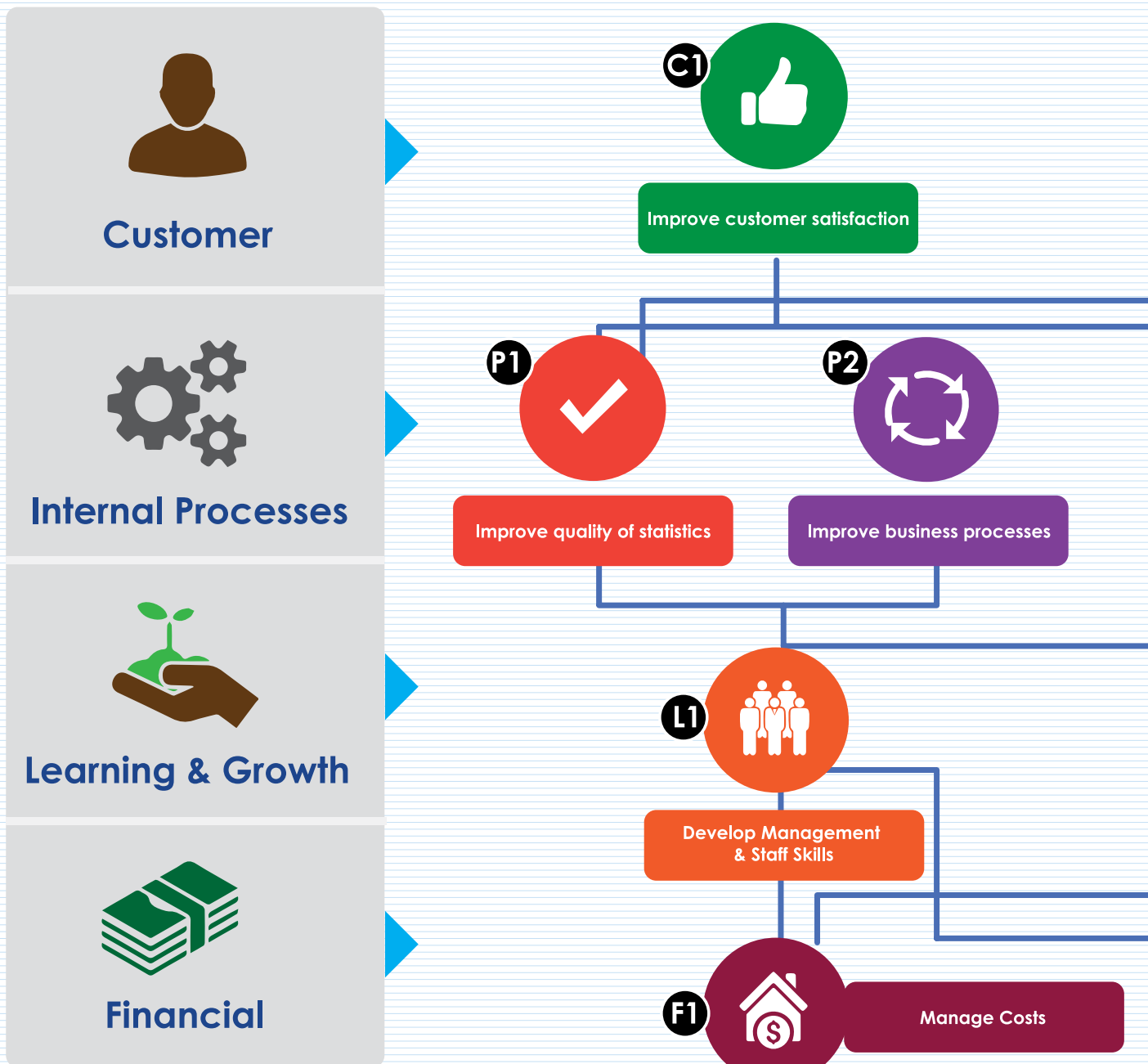
SUSTAINABLE DEVELOPMENT GOALS

Appendix 3: SDG's

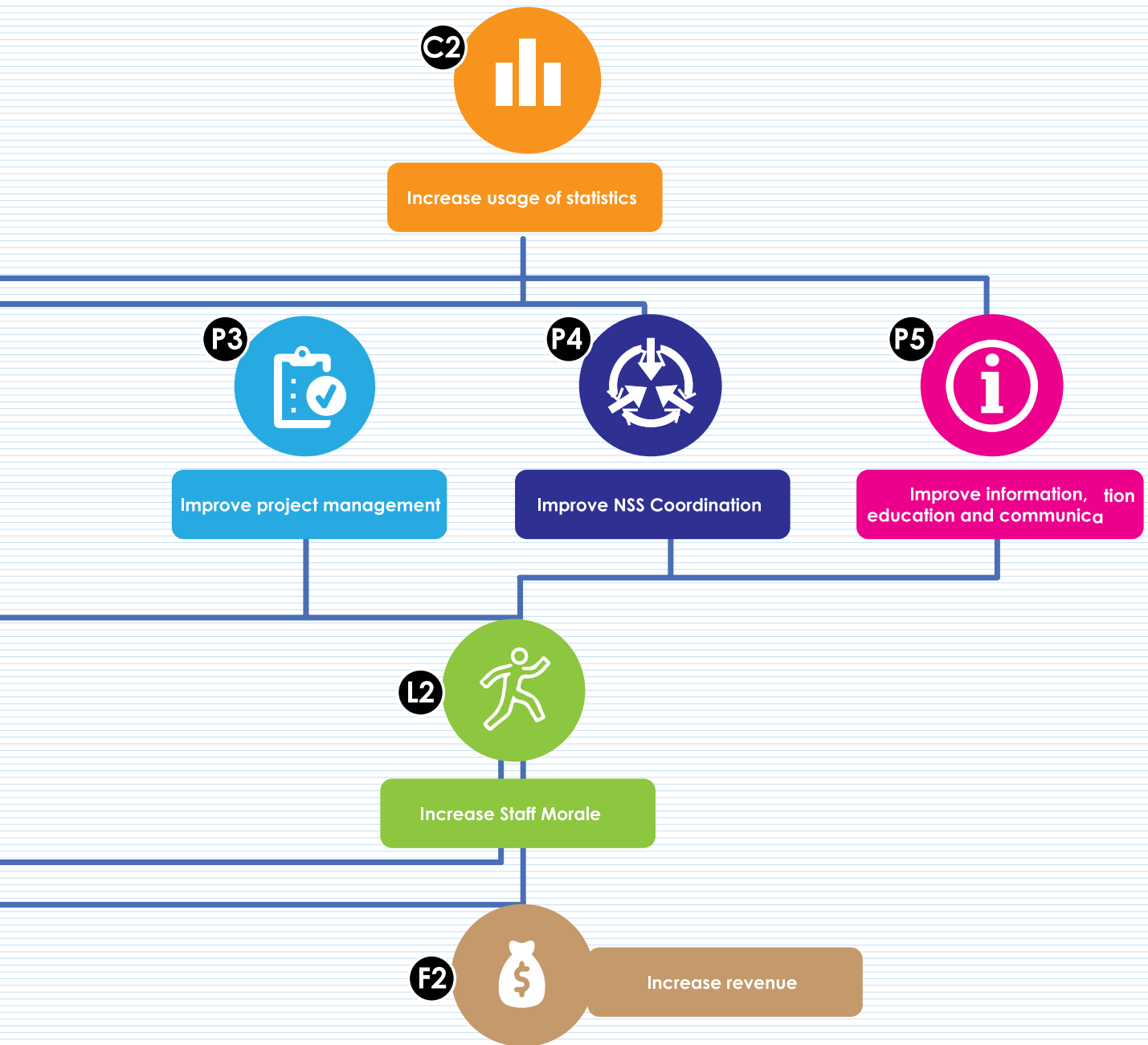
SUSTAINABLE DEVELOPMENT GOALS

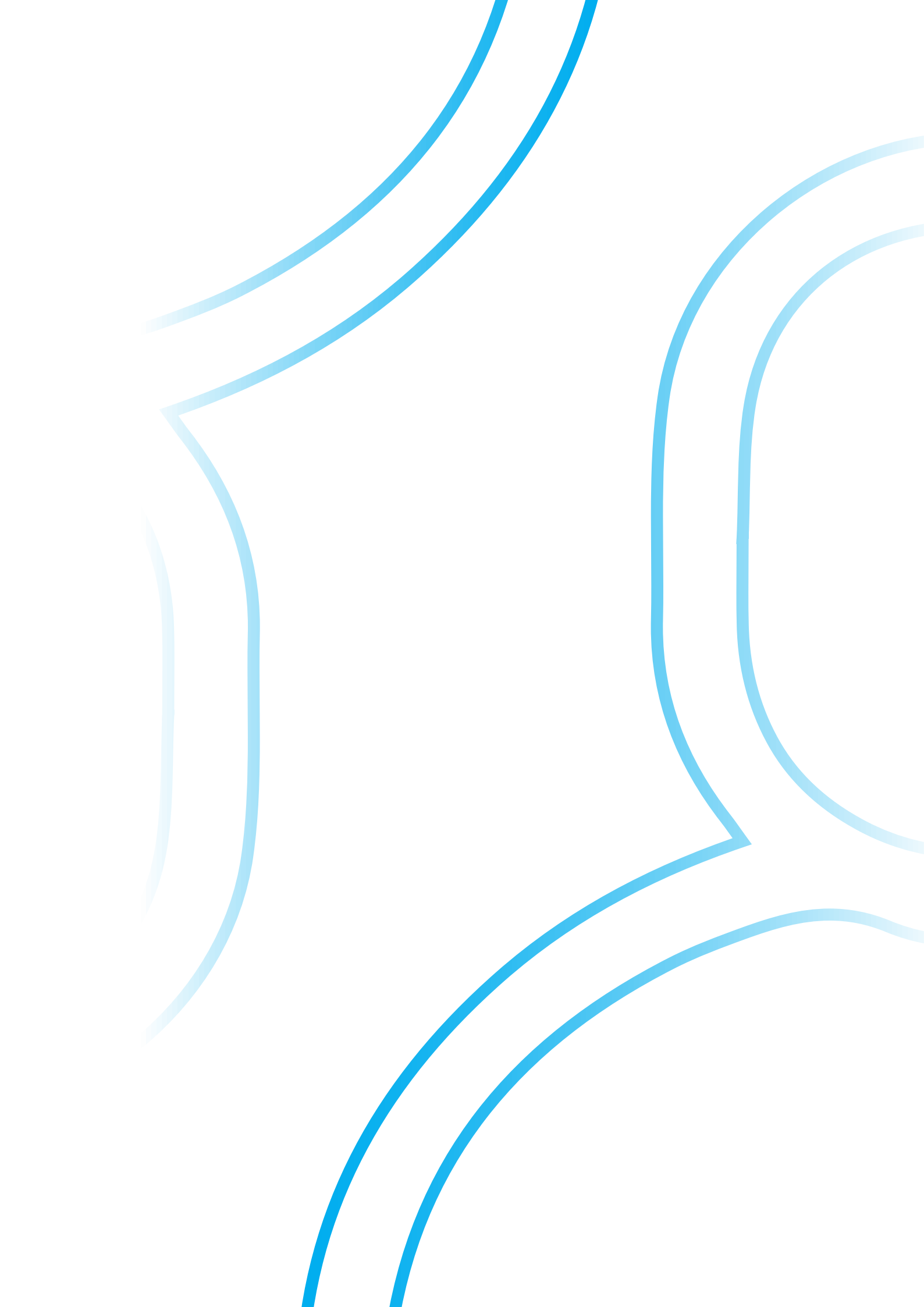


Appendix 4: Corporate Strategy Map



Appendix 4: Corporate Strategy Map





Annual Report 2020/21

Enabling Stakeholders formulate
policies, plan and make decisions.

The background features several thick, light blue curved lines that sweep across the page from the left side towards the right. These lines vary in length and curvature, creating a sense of movement and flow. The lines are layered, with some appearing in front of others, adding depth to the design.

Annual Report 2020/21

Enabling Stakeholders formulate
policies, plan and make decisions.