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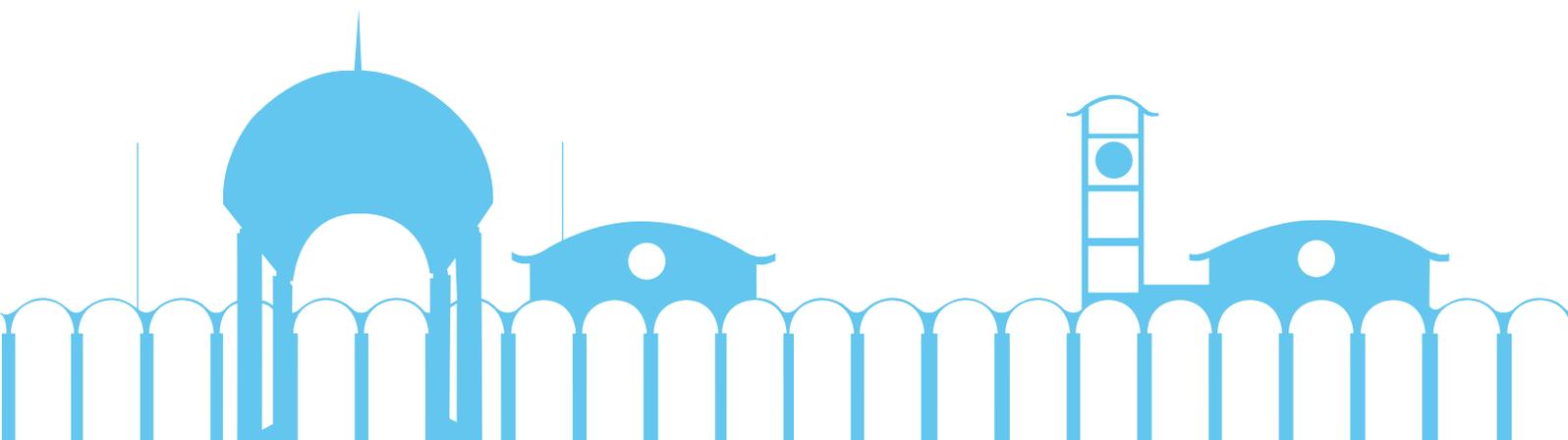
YOUR VOICE IN PARLIAMENT

SPECIAL MEETING
APPROVAL OF THE DRAFT NATIONAL
DEVELOPMENT PLAN (NDP 12)

MONDAY 13 OCTOBER 2025

MIXED VERSION

HANSARD NO: 218



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(Independent Member of Parliament)

Hon. Dr E. G. Dikoloti, MP.	Goodhope- Mmathethe
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Hon. B. J. Kenewendo, MP.	Specially Elected
Hon. M. C. Mohwasa, MP.	Specially Elected
Hon. N. Kgafela-Mokoka, MP.	Specially Elected
Hon. Dr S. Modise, MP.	Specially Elected
Hon. L. Chombo, MP.	Specially Elected

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APPROVAL OF THE DRAFT NATIONAL DEVELOPMENT PLAN (NDP 12)
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Monday 13th October, 2025

THE ASSEMBLY met at 2:00 p.m.

(THE SPEAKER in the Chair)

PRAYERS

* * * *

...Silence...

MADAM SPEAKER (MS MANYENENG): *Ke thwaetse go goa.* Good afternoon Honourable Members. Welcome back. I missed you.

HONOURABLE MEMBERS: ...(Laughter!)...

MADAM SPEAKER: Let us start our business of today with Presentation of the Draft National Development Plan (NDP 12).

PRESENTATION OF THE DRAFT
NATIONAL DEVELOPMENT PLAN
(NDP 12)

MADAM SPEAKER: Order! Order! Honourable Members, I understand the Minister for State President has a paper to present. *Nanabelelang kwa ditilong borra, le tsene late.*

HONOURABLE MEMBER: ...(Inaudible)...

MADAM SPEAKER: *Le tle le ba kwale ba ba tseneng late.*

HONOURABLE MEMBERS: ...(Murmurs)...

MINISTER FOR STATE PRESIDENT (MR MOHWASA): Thank you Madam Speaker. Let me take this opportunity to welcome Members of this House and note that from the expression on their faces, it appears like we had an enjoyable rest.

Madam Speaker, I rise to move that this Honourable House approves our Draft 12 NDP for the period October 2025 to March 2030, with a Development Budget of P388.09 billion over five years.

This plan is more than a technical road map. This here is the people's plan; a reflection of their hopes, expressed through the ballot box. It is both a guide for development and a statement of our collective determination to transform Botswana.

Madam Speaker, the NDP covers a five-year period from 2025/26 to 2029/30 financial year. The Draft NDP 12 was dully tabled before this House on the 22nd September, 2025.

The plan before you today is the product of an extensive consultation process. We engaged Central and Local Government, private sector, civil society and other partners. The process also benefited greatly from the oversight and guidance of the National Planning Commission (NPC) Advisory Council chaired by His Honour the Vice President (VP). I am happy to also indicate that other members of the Advisory Council include; the Minister of Local Government and Traditional Affairs, Minister of Trade and Entrepreneurship and Minister of Lands and Agriculture as well as professional experts in various fields.

I have to mention that there have been further changes to the original version laid before the Honourable House on the 22nd September, 2025. This was as a result of comments and further inputs from the public and leaders from across all sections of the society. We hope that the continuous engagements will ensure that the final version aggregates our collective interest and reflects our aspirations.

Madam Speaker, the preparations of NDP 12, are coordinated by the NPC. You will all recall that the entity was established through a Presidential Directive during the public rationalisation exercise of 2022 with a view to introduce a seamless planning in the National Development. This led to separation of the planning functions and Treasury from the then Ministry of Finance and Economic Development. In addition to this formulation, functions of a National Strategy Office (NSO), Government Implementation and Coordination Office (GICO), Vision 2036 Coordinating Agency were brought together.

This process draws its legal backing from the National Planning Act No. 5 of 2024 which was approved by Parliament in December 2023 and it is reflected in Section 21 of the National Planning Act. This section provides that, "the Commission shall coordinate the development and implementation of NDP and strategy within such time as the Minister may prescribe."

This provision, therefore, by implication, gives the opportunity for any party that assumes power to align the National Development with its manifesto."

I must add that the historic victory of the Umbrella for Democratic Change (UDC) in the last elections was a clear signal from Batswana. They expect this Government to deliver on the promise of a new Republic.

What we have experienced is not just ushering in of a new Government but a new Republic. This new Republic is not just about ending more than half a century of a Botswana Democratic Party (BDP) rule. It represents a complete redefinition of our state and society. Under the UDC, Botswana are engaged in shaping a new philosophy of citizenship, one rooted in shared responsibility, dignity, and a renewed sense of national purpose.

Madam Speaker, drafting of the plan was based on the new Government aspirations and other key reference documents for shaping a promising path forward. At the heart of Government's Transformative Agenda is to achieve a broad-based and inclusive economy that has the potential to touch the lives of every citizen. For this reason, Government puts emphasis on the realisation of "inclusive growth, quality lives" as the main driver of sustainable economic development, as well as improving the lives of the citizens.

This UDC Government got into power through promises made on six pillars;

- (i) Building a deep economy that covers each citizen opportunities for a happy and fulfilled life;
- (ii) Democracy, governance and security;
- (iii) Land, housing, environment, climate change and green economy;
- (iv) Education, research and human resource development;
- (v) Health care, social protection and gender equality;
- (vi) International relations and global markets.

The plan is a road map for Botswana's future, crafted through collaborative efforts and forward-thinking development. It has been anchored around a shift from Botswana historic growth model based on Government towards a prioritised sector-based model that is private sector driven.

Madam Speaker, NDP 12 is presented in three main parts;

- Part I covers national policies and strategies;
- Part II outlines the programmes and projects that make up the Public Investment Programme.
- Part III sets out how the plan will be implemented, monitored and evaluated.

This structure is more than just a planning model; it is a commitment to performance, accountability and delivery.

Madam Speaker, Part I of the plan has seven chapters. The first two focuses on General Principles and current economic landscape. Chapters 3 to 6 set out the nine priority sectors that will drive transformation, create jobs and promote equity. Chapter 7 deals with implementation, monitoring and evaluation; ensuring that we promise that we deliver on our promises.

As a Government with a fresh mandate, we know that plans without delivery create frustration and cynicism. That is why implementation is at the very heart of this plan. It is how we will turn intention into impact.

Madam Speaker, this afternoon, I will present the chapters that fall under my ministry - namely Chapters 1 and 2 and General Principles and the current economic landscape, and Chapter 7 on Implementation, Monitoring and Evaluation. After two clear days, I will invite my Honourable Colleagues responsible for the nine priority sectors to present their sections; Chapters 3 to 6 together with the related indicators in Part III. Each presentation will be followed by debate, as you shall direct, Madam Speaker.

Madam Speaker, the Public Investment Programme which forms Part II of the plan, will be introduced under my portfolio as Minister for State President. Thereafter, portfolio Ministers will present their ministries' projects, grouped for efficiency. Once all ministries in a group have presented and responded to debates, I shall move the approval of that group's programme. When all has been completed, I will then further move for the adoption of NDP 12. This process reflects our values as a Government; consultation, coordination, and delivery. It is what a democratic and accountable administration must stand for.

Madam Speaker, allow me now to begin with Chapters 1, 2 and 7.

CHAPTER 1: THE NEW BOTSWANA- EMBRACING A FUTURE OF OPPORTUNITIES

Madam Speaker, Botswana has achieved a great deal over the decades, comparatively speaking, but we know that deep remains challenges - high unemployment, especially among young people; persistent poverty and inequality; and an economy still too dependent on diamonds. This administration has taken office with a clear political mandate to face these challenges head-on.

National Development Plan (NDP) 12 is built around a set of non-negotiable reforms:

- Putting the private sector at the centre of growth;
- Digitalising the economy;
- Transforming the education system to align with productivity and relevance;
- Creating jobs and reducing poverty;
- Driving industrialisation for lasting structural change;
- Strengthening transparency and accountability and governance which is human rights, and
- Human rights centric governance.

Madam Speaker, allow me to highlight to Members of the House some of the key transformation strategy initiatives that Government commits to deliver.

Asset Securitisation

As we present NDP 12, I wish to highlight a strategic initiative on Asset Securitisation through which Government intends to leverage and unlock greater value for Government-owned properties. The latter is a funding mechanism that does not require any budget allocation to meet the development cost of new facilities as it raises funding from capital markets.

As Government, we see this as a transformative instrument to enhance service delivery, stimulate economic activity and deepen capital market development. The benefits extend not only to Government, but to a broad spectrum of stakeholders across our economy. This initiative is currently under pilot with a view to rolling it out once fully confirmed.

Furthermore, this initiative is set to stimulate local economic activity, particularly in construction, facilities management, capital markets, and commercial services. It promotes inclusive procurement, empowers local contractors and suppliers, and strengthens investor confidence. By fostering Public-Private Partnerships (PPP), it supports long-term sustainable job creation, infrastructure development, and a more resilient national economy.

Honourable Members, this initiative embodies the spirit of NDP 12 - a plan for inclusive growth, sustainable development, and economic transformation.

Madam Speaker, as part of its commitment to improving efficiency, accountability, and service delivery, this Government aims to re-establish a neutral and merit-based dedicated public service. This will be achieved through pursuing major reforms to corporatise the public service during NDP 12.

Public Service Efficiency

This initiative is aimed at improving public service performance which over the years experienced decline due to excessive bureaucracy, centralisation, and duplication of functions across ministries. Decision-making and resource management remain rigid, limiting responsiveness to citizen needs. This initiative aims to decentralise authority, granting ministries greater autonomy over financial, human, and operational resources to enhance agility and innovation.

The reform will include:

- Reviewing the Public Service Act (2008) and related legislation.
- Redefining roles and governance structures for clarity and accountability.
- Establishing oversight mechanisms for performance monitoring.
- Implementing a change management strategy and capacity building for sustainability.

Insourcing of Public Service

The Government of Botswana has resolved to adopt a hybrid service delivery model that places stronger emphasis on insourcing. This decision follows findings from the Botswana Institute for Development Policy Analysis (BIDPA) evaluation of the Public Service Outsourcing Programme (PSOP), which revealed that while outsourcing offered some administrative relief, it also led to poor working conditions, job insecurity, and inconsistent service delivery.

The hybrid model aims to balance efficiency with fairness and sustainability. It will retain outsourcing only in sectors where it has proven effective, while considering insourcing functions like cleaning, gardening, and security, where outsourcing has consistently failed to deliver value for money or protect workers.

Key priorities under this model include:

- Ensuring decent work standards and fair wages for all public service workers.
- Enhancing accountability through clear performance indicators and contract monitoring.
- Promoting citizen-owned enterprises where outsourcing remains applicable.
- Strengthening institutional capacity and labour protections through legal and policy reforms.

This Insourcing-Oriented Hybrid Model reflects a pragmatic and people-centered approach to public sector reform. It promotes efficiency, social equity, and sustainable employment while ensuring that public services remain responsive, transparent, and inclusive.

As part of reviewing the Outsourcing Model, the Government will consider putting in place a Hybrid Model. At current, as part of ensuring the feasibility of the Hybrid Model, a pilot is currently being undertaken to see whether outsourcing of motor vehicles from the private sector can be adopted across Government.

As part of promoting a more inclusive and accountable governance, Government will during NDP 12 finalise and implement the National Decentralisation Policy. This policy marks a significant milestone in our democratic journey, transitioning from a hybrid, decentralised system into a fully devolved local governance model.

This policy seeks to empower local authorities with decision-making authority, financial autonomy, and implementation capacity to bring Government closer to the people. It will further enable citizens to actively participate in planning, financing, implementing, and monitored local development, thereby enhancing accountability, responsiveness, and efficiency.

Madam Speaker, the Government is steadfast in its resolve to attain Universal Health Coverage. This involves reengineering of the whole health system, as well as the introduction of a sustainable health financing scheme; The National Health Insurance.

During NDP 12, the Government is committing to undertaking the necessary reforms that include digitalisation of the health system, development of standards of care, and drafting of laws on health care quality.

Madam Speaker, as part of enhancing our social protection programmes aimed at improving the lives of Batswana, during NDP 12 Government is committed towards reviewing social programs including provision of sanitary pads, monthly allowance of P300.00 for new born babies, allowance increment for Technical and Vocational Education and Training (TVET) students, with first phase being the increment of P1600, increment of student allowances to P2500 and increasing Old Age Pension Allowance from P1400 to P1800...

HONOURABLE MEMBERS: ...(Applause!)...

MR MOHWASA: ...construction of 100,000 houses and undertaking of Constitutional Review during NDP 12.

HONOURABLE MEMBERS: ...(Applause!)...

MR MOHWASA: These are the same commitments we made to Batswana during the elections, and which they overwhelmingly endorsed.

Members should note that as the Ministers are presenting their chapters, they will provide more details on the above.

Madam Speaker, this plan embraces new funding models, new economic sectors and a renewed commitment to public sector transformation. By tackling inefficiency and corruption and enabling a private-sector-led growth model, we intend to make Botswana one of the best-managed economies in the world.

At the heart of NDP 12 is the Botswana Economic Transformation Programme (BETP) built around nine priority sectors; six economic sectors out of this nine: mining and energy, agriculture, manufacturing, tourism, sports and creative arts, infrastructure and financial services and digitalisation. Three social sectors: healthcare, education and social protection. Two cross-cutting enablers would be the environment and governance, peace and security. These priorities reflect a deliberate choice to drive growth that is inclusive, fair and meaningful.

CHAPTER 2: BOTSWANA TODAY-REALITIES AND POSSIBILITIES

Madam Speaker, this chapter gives an honest picture of where we stand. Our economy is still too reliant on diamonds and remains vulnerable to global shocks.

Diversification has been slower than it should have been. That is why NDP 12 puts private sector-led growth at the centre of our strategy, with a focus on the following:

- Expanding export-oriented, value-added production;
- Growing transformative sectors like energy, manufacturing and digital services;
- Removing unnecessary regulatory barriers; and
- Supporting youth entrepreneurship and the informal sector.

Our approach is simple; Government should not crowd out opportunity but enable and unlock it. We need to enable and unlock opportunities.

Madam Speaker, unemployment is the most urgent issue before us. At 27.6 per cent overall and 38.2 per cent among the youth, it demands immediate, bold action.

The plan prioritises:

- Reforming education and skills training to meet market needs;
- Promoting youth entrepreneurship and international exposure; and
- Creating jobs in key sectors such as agriculture, tourism and Information and Communications Technology (ICT).

Through these development goals, we are turning political promises into actual policy.

HONOURABLE MEMBERS: ... (Applause!)

MR MOHWASA: Madam Speaker, we also face fiscal pressures, with deficits of around 2.6 per cent to 2.9 per cent of Gross Domestic Product (GDP). Our response is clear:

- we are intending to rebuild fiscal buffers, especially the Government Investment Account (GIA);
- Improve spending efficiency;
- Grow non-mining revenues; and
- Attract more strategic investment and partnerships.

Through discipline and smart investment, NDP 12 lays the foundation for long-term stability and resilience.

CHAPTER 7: DELIVERING OUR COMMITMENTS

Madam Speaker, one message came through clearly from the public that implementation has been a weak point in the past. We cannot repeat that mistake.

This chapter sets out a strengthened implementation, monitoring and evaluation framework. Every ministry, programme and thebe must be tracked and accounted for.

We are changing the culture of the public service from one focused on process to one focused on results. This is not just administrative reform, it is a political shift. It reflects this Government's resolve to govern with discipline, urgency and visible impact.

I must highlight Madam Speaker, that the Government is intentional about addressing failures of the past administration experienced in implementation, monitoring and evaluation. We intend to transform mechanisms, frameworks, structures, processes and systems that have prevented achievement of results.

Over the past three development plans under the last Government, the country encountered significant challenges in relation to poor execution of NDPs, especially regarding policies, strategies, programs and projects. Some of the challenges identified include amongst others:

- Poor project implementation and service delivery;
- Lack of quality data for evidence-based decision making;
- Low levels of performance across all sectors;
- Insufficient resourcing, both human and financial to enable operationalisation of performance Monitoring and Evaluation (M&E) across sectors.

Madam Speaker, the overall Government performance in 2025 remains at 53 per cent, indicating no improvement and highlighting inadequate delivery of policies, strategies, programmes and projects. The lack of timely and accurate data continues to be a persistent challenge that affects performance monitoring. During the 2024/2025 financial year, only 12 out of 74 adopted Key Performance Indicators (KPIs) had timely data available. Besides the lack of timely data, there is no historical data for setting deadlines.

Furthermore, the National Planning Commission (NPC) Quarter 1 Project Implementation Report for 2025/2026 indicates that zero per cent of projects were completed on time, within budget and within scope. Persistent poor service delivery across the country remains a consistent challenge as a legacy of past failures. This Government is facing these challenges head-on with full confidence in our capacity to turn around this situation.

Community-based monitoring reports from 2017, 2021 and 2024 which assess customer satisfaction with local services show scores below 50, 58 and 58 respectively. This results from poor planning, insufficient skills, weak monitoring and evaluation and a mismatch between planned initiatives and available resources.

Given the need to change the status, the implementation chapter aims to improve national service delivery through an innovative implementation mechanism and the institutionalisation of monitoring and evaluation. This will be achieved through three pillars; implementation coordination, monitoring and evaluation and the institutionalisation of continuous problem-solving and rapid response. Consistent with these pillars, the strategic initiatives expected to drive change are innovative implementation mechanisms, data management and the institutionalisation of the national monitoring and evaluation system.

These initiatives will be supported by capacity building in implementation, monitoring and evaluation, data management and service delivery. Additionally, the digitalisation of project management and the National Monitoring and Evaluation System (NMES), including data management tools across the entire statistical value chain to improve Performance Monitoring and Evaluation will be pursued. It is important to emphasise the importance of data in support of informed decision-making across the various sectors.

The NDP 12 therefore commits to ensuring that robust data management strategies will be put in place to address data gaps that exist in our National Statistical System through the implementation of Botswana Strategy for the Development of Statistics.

Moreover, the institutions responsible for performance management at the core of the delivery system will be strengthened. These include the Advisory Council of the National Planning Commission (NPC), District Performance Management Structures (led by District Commissioners), Sectoral Labs (led by the Sectoral Chairs and NPC) and the top-level leadership - the President and Cabinet.

All these efforts will require a corresponding budget. The Government is dedicated to providing the necessary resources for the implementation of the planned policies, strategies, programs and projects. The feasibility of the plan has been enhanced by developing three-foot plans for the Public Investment Programme (referred to as Part II, which will later be presented before this House).

Madam Speaker, as I have previously indicated in my introduction, Chapter 7 is linked to Part III of the Plan, the Indicator Framework. As Ministers will be presenting their sectoral chapters in coming days as per the timetable, they will also provide highlights of their Sectoral Indicator Frameworks, hence allow me to provide a synopsis of Part III of the Plan.

To continue the unwavering commitment to delivering services to the citizens, Government seeks to continually reflect on whether policies, strategies, programmes and projects being implemented are reaching the intended beneficiaries as planned and whether they are achieving the intended objectives and how they could be improved.

I am delighted to share with this House that Government has developed an Indicator Framework for NDP 12 (Part III) that reflects the Government's commitment to track performance and improve implementation of the Plan.

Madam Speaker, the Framework includes a mix of Key Performance Indicators (KPIs) ranging from national to high level ministerial outcomes and outputs which are aligned to the National Vision and international agendas such as Sustainable Development Goals (SDGs) and Agenda 2063. The NDP 12 Indicator Framework is expected to be a living document that will consistently and constantly be reviewed with the intention to improve as implementation progresses.

Madam Speaker, the journey of preparing the NDP 12 is not just a tale of bureaucratic procedures and box ticking; it is an inspiring narrative of collective vision, commitment and resilience towards inclusive growth and changing lives aligned with the aspirations of this new republic. Therefore, joint forces and active participation of all stakeholders are imperative for the successful implementation of NDP 12. The Government is committed to fostering an environment where diverse perspectives converge to drive positive changes. This collaborative approach will not only strengthen the

foundations laid by the Plan but also impact on the prosperity and sustainability of the nation. Together, we embark on a journey path towards a brighter and more resilient future for Botswana.

Madam Speaker, in conclusion, NDP 12 represents our national aspirations and our collective commitment to a new era of inclusive growth. It is how we are turning the people's mandate into measurable progress.

I now lay before this Honourable House Chapters 1, 2 and 7 for debate, and I look forward to hearing the views of Honourable Members as we chart the direction of our Twelfth National Development Plan. Madam Speaker, I so move. *Ke a leboga*.

HONOURABLE MEMBERS: ... (Applause!) ...

MADAM SPEAKER: Order Honourable Members! The question is the that the Draft National Development Plan 12 be approved. Honourable Members, the deliberations thereon shall resume on Thursday 16th October, 2025. This is to allow members an opportunity to attended the prelude seminar on the Draft NDP 12 scheduled for 14th and 15th October 2025.

Order! Order! Honourable Members, as that concludes the business on today's Order Paper, I shall now call upon the Leader of the House to move a...

MR KAPINGA: On a point of procedure. Madam Speaker, we will be going for a seminar on the NDP 12, personally I have not had any documents delivered to me to prepare myself for that seminar. I am wondering whether we are expected to just go blindly into the workshop without having had the opportunity to read for ourselves.

HONOURABLE MEMBERS: ... (Murmurs) ...

MADAM SPEAKER: Ke tsone tse a di fang tse di kima tsele *Honourable Members*.

...Silence...

MADAM SPEAKER: I shall now call upon the Leader of the House to move a Motion of adjournment.

MOTION

ADJOURNMENT

LEADER OF THE HOUSE (MR MOHWASA): Thank you Madam Speaker. I beg to move that this House do now adjourn.

Question put and **agreed to**.

The Assembly accordingly adjourned at 2:37 p.m. until Thursday 16th October, 2025 at 11:00 a.m.

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