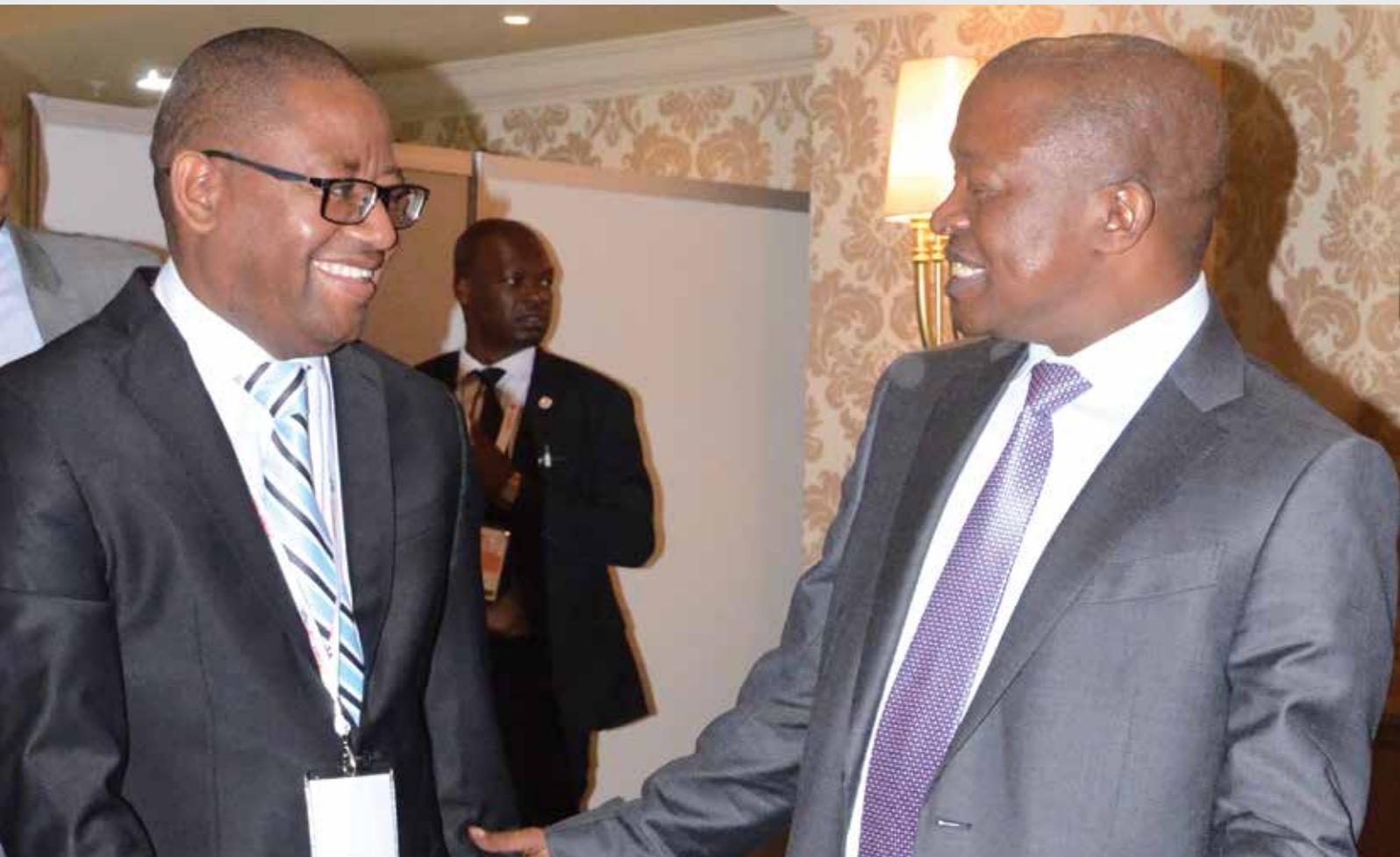


HRDC BOTSWANA PRESENTS AT THE 3RD HRDC OF SOUTH AFRICA SUMMIT 2018



inside

HRDC BOTSWANA PRESENTS AT THE 3RD HRDC OF SOUTH AFRICA SUMMIT 2018

3

NORTHERN BHRD SKILLS FAIR AND CAREER CLINICS WAS A SUCCESS

7

HRDC HOSTS THE INAUGURAL NATIONAL HUMAN RESOURCE DEVELOPMENT CONFERENCE

16

HRDC PLEDGES TO BETTA THEIR SERVICE DELIVERY

24

THE BOTSWANA LMO REVITILISATION STUDY DISSEMINATION WORKSHOP HELD

31



Dear Valued Reader

Welcome to the first quarter and the 10th issue of the HRDC Insight Newsletter. As we continue to make Botswana's human resource globally competitive, the Human Resource Development Council (HRDC), during this quarter engaged stakeholders locally, regionally and internationally. HRDC's departments and units immensely contributed towards attainment of the strategic objectives of the Council which displayed that indeed we are team players.

In this issue, we report on some of the activities the Council delivered on during the last quarter of the 2017/18 financial year and those already carried out in the first quarter of the current financial year. Some of the major projects that HRDC carried out include; continued development of the National Human Resource Development Plan which seeks to overhaul Botswana's human resource development landscape contribution towards the growth of Botswana's economy by aligning supply with demand, the Botswana Human Resource Development Resource Skills (BHRDS) Fair and Career Clinics for both Gaborone and Francistown. HRDC also

hosted the Inaugural National Human Resource Development Conference which coincided with BHRDS Fair and Career Clinics. The Inaugural NHRD Conference addressed issues in the areas of employability and Skills Development, excellence in research and innovation as well as competitive human Resource and entrepreneurship. Although it was the first of its kind, the Conference was embraced by both education and private sector luminaries and moving forward the Conference indeed will present a great opportunity that will inform human resource development policies and strategies.

During this quarter, HRDC also intensively engaged through a robust Stakeholders' Engagement Campaigns across the Country, reaching out to its diverse stakeholders with efforts to create buy-in towards the National Human Resource Development Strategy. Some of the stakeholder engagement campaigns implemented include: Ghanzi Open Day and Business Breakfast Seminar; Ministry of Tertiary Education, Research, Science and Technology (MoTE) Road Shows; Business Botswana Northern Trade Fair (BBNTF); and HATAB Conference where HRDC courted the Tourism Sector Stakeholders.

Since HRDC aspires to be a High Performance Organisation (HPO), this year the Council launched its corporate values, which staff members enthusiastically pledged to uphold. These values; Botho, Excellence, Transparency, Teamwork and Accountability are key towards facilitating the envisaged HPO culture.

HRDC has an effective Corporate Social Responsibility (CSR) Programme, it continued to undertake its CSR initiatives which among them included;

adopting Malatswae Primary School and refurbishing the East Hanahai Primary School Library. During this current year staff members also contributed from their own pockets to help with resources needed by Malatswae Primary School pupils. A noble goodwill gesture.

HRDC also attended the 3rd HRDC of South Africa where the Deputy President of the Republic of South Africa Honourable David Mabuza delivered the key note address followed by Dr Raphael Dingalo (CEO-HRDC) who gave an electrifying presentation on solutions to the regional labour market challenges and urged regional HRDC's to work as a collective in driving the knowledge economy by forming strong partnerships and be the epicenter of the SADC Industrialisation Strategy.

As usual, in compiling this newsletter, we acknowledge stakeholders, contributors from different departments who played a role in putting this publication together. Since the HRDC Insight is published quarterly, I implore readers to take advantage of this publication and provide HRDC with feedback (positive and negative) on our quality of service rendered in order to serve stakeholders better. We welcome your opinions, suggestions and comments.

Send us your input at: marketingcomms@hrdc.org.bw. For more information on HRDC's products, services, news, upcoming events, tenders and vacancies, kindly visit our website at www.hrdc.org.bw.

Happy reading.

Faith Tuelo

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HRDC BOTSWANA PRESENTS AT THE 3RD HRDC OF SOUTH AFRICA SUMMIT 2018

The 3rd Human Resource Development Council (HRDC) of South Africa Summit 2018, held under the theme, 'Partnerships that will revitalise work and learning for the 21st Century' was a significant assembly that recognised the need for greater collaboration between the education and training sector industry. The Summit provided a platform for regional human capital key stakeholders to belabour and reflect on skills development and employment creation.



Dr Raphael Dingalo, (CEO HRDC) presenting at the 3rd HRDC of South Africa Summit 2018

“This Summit must inspire hope and confidence in the millions of young people who are not in employment, education and training (NEET), displaying that as a country we can never give up on their dreams and potential. It is a gathering that yearns for leadership across all sectors of society. It yearns for leaders who will work tirelessly to lessen social tensions, unite our people and transform their lives. This summit must be remembered as a summit that ventured into solving the skills challenge of our time and one that offered innovative solutions and concrete areas of collaboration”, said the Deputy President of the Republic of South Africa Mr David Mabuza while delivering a key note address at the official opening held at the Emperors Palace, Kempton Park, Johannesburg, South Africa on the 10th May, 2018.

Deputy President Mr Mabuza implored summit attendants to develop new networks, strengthen existing

partnerships and share the latest lessons on how education and skills transfer within the region can create a more humane and equitable world where each individual can realise his or her full development potential and enjoy access to available opportunities for self – development. The key outcome of this Summit must point stakeholders to practical and concrete programmes of implementation and deepen collaborative partnerships that allow all stakeholders to respond more directly to the shortage of critical skills in our economies.

Dr Raphael Dingalo, Chief Executive Officer (CEO) of the Human Resource Development Council (HRDC) of Botswana delivering a presentation titled ‘Partnerships: A Key Solution to Regional Labour Market Challenges’, decried of youth unemployment as one of the biggest challenges facing most South African Development Community

(SADC) region economies. He noted that the challenge is exacerbated by declining, low and stagnating economic growth. Dr Dingalo implored participants to take advantage of the SADC Industrialisation Roadmap and embrace the power of partnerships to drive the knowledge economy agenda. “As drivers of the knowledge economy, HRDCs in the regions must form strong partnerships and be the epicenter of the SADC Industrialisation Strategy. We must address labour market challenges as a regional block, link the Labour Market Information Systems of the SADC countries to address issues of skills shortages and unemployment while developing the National Human Resource Development Plans (NHRDP) that are aligned and support the SADC Industrialisation Strategy”, emphasised Dr Dingalo.

(Continue to Page 4)

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The South African Minister of Higher Education and Training, Hon. Naledi Pandor giving the key note address on the second day of the summit posited, "First we need to offer practical opportunities for skills development to a very diverse range of young people and adults. The skills set must go well beyond formal education and life skills training. Our partnerships must include and focus on critical literacy and numeracy and include occupational and professional programmes that lead young people into work and entrepreneurship positions and working people into leadership in their workplaces. This summit must provide hope to young people and must clearly indicate that we know their plight and we have solutions. We must create innovative partnerships to advance our national goals".

Consequently, the Summit had four Commissions aimed at deliberating on pertinent issues raised during the official opening.

The First Commission on 'Youth Unemployment and Youth Empowerment', agreed that since youth unemployment is a national challenge and is central to economic inclusion, there is need to harness the innovative potential of technology and mediated learning to ensure that youth are prepared for the changing world of work for the 21st century.

The Second Commission on 'Partnerships that Work', focused on stronger partnerships between industry and institutions of higher learning and alignment of skills development outputs to the needs of the workplace and the broader growth needs of the country's economy.

The Third Commission on the '4th Industrial Revolution', called for urgent need to develop capabilities in the areas of science, technology and innovation. This therefore means that the 21st Century winners will be those that quickly adapt to the changing environment and meet such

change within the necessary set of skills. Lastly, the Fourth Commission on the Work and Learning, called for ways of partnering with business and forging partnerships between higher education institutions and industry with the aim of exposing students to the world of work so they deliver better at workplaces. The Commission also implored working citizens within industry to expose learners to the current trends and training at the workplaces.

The two – day Summit brought together key industry leaders, labour experts and academics to deliberate and address bottlenecks in the development of human capital and skills needs, youth unemployment and finding ways of advancing empowerment and the 4th Industrial Revolution amongst others.



Ms Faith Tuelo (Manager, Stakeholder Relations & Marketing Communications) and Mr Edloren Tachinyunyi (Monitoring and Evaluation Officer) welcoming Honourable Deputy President of the Republic of South Africa, Mr David Mabuza and other dignitaries to the HRDC stall



Dr Raphael Dingalo (CEO -HRDC) (left) and Mr David Mabuza (Deputy President of the Republic South Africa) (right) sharing a light moment during the summit

NINTH SOUTHERN BHRD SKILLS FAIR AND CAREER CLINICS HELD



The former Minister of Tertiary Education Research Science and Technology Honourable Dr Alfred Madigele, officially opening the Southern BHRD Skills Fair and Career Clinics 2018

Many learners look forward to the day they complete their Botswana General Certificate of Secondary Education (BGCSE). This essentially means no more early mornings, tests, exams and sticking to the learning programme imperatives. Anxiety becomes the only worrisome factor for many learners who have to impatiently await for BGCSE results.

The results mean a lot as they are a gateway to their future. Upon receiving the results, there comes an important decision of a lifetime. This decision must be an informed one. Many learners do not know what programme of study to embark on, let alone if the programme of study is in demand or if it resonates with one's interests or abilities. Yet again, making the wrong career choice is a dire mistake one will have to live with for the rest of their professional lives.

The Human Resource Development Council (HRDC), successfully hosted the ninth (9th) edition of the Botswana Human Resource Development Skills Fair and Career Clinics. The binary event was from the 19th – 23rd March 2018 and kick started with the Career Clinics that brought together industry experts and Career Guidance Teachers for them to provide information to learners for making informed career decisions. The theme for t

his year's event was 'Guidance for Human Resource Development; Gateway Towards Diversifying Botswana's Development'.

Giving the welcome remarks Dr Raphael Dingalo, the Chief Executive Officer of HRDC stated that the Fair and Career Clinics complement other activities that are being coordinated by other Stakeholders within the industry. "HRDC is working closely with different stakeholders in this endeavour, Career Guidance Teachers, Sector Committees and other critical stakeholders in ensuring that we develop adequately equipped human capital.

It is through engagement with different stakeholders that HRDC is yet to instigate innovative ideas for developing Botswana's knowledge economy which advocates for competitive human capital," emphasised Dr Dingalo.

Dr Alfred Madigele, the then Honourable Minister of Tertiary Education, Research Science and Technology while presenting the key note address indicated that "I wish to attest to my Government's commitment to access and equity, the 2017/18 proposed Ministerial Recurrent budget which includes tertiary education sponsorship which stands at P39.66 billion of which P4.25 billion or 10.7 percent, is proposed for allocation to the Ministry of Tertiary Education, Research, Science and Technology. This allocation covers provision for student financing in both public and private tertiary institutions amongst others."

He further highlighted that it is good that these Career Guidance Clinics aim to provide learners with industry knowledge so they can make informed career decisions. He also advised prospective learners to engage the Career Guidance and Counselling Teachers that are available at all public schools to provide them with career guidance information.

Speaking to Neo Mapula from Lobatse during the Southern Fair held in Gaborone, she proudly said, "I am interested in any marketable Information Communication & Technology (ICT) or related career that has been advised by HRDC as one of the careers in demand.



Potential learners engaging with Education and Training Provider at the Southern BHRD Skills Fair and Career Clinics 2018

(Continue to Page 6)

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Interestingly, what I have gained from attending the Career Clinics is information from experts working in the industry.

They have shared with me about various career options available within the industry and it is not just about being proficient in repairing and restoring computers as I

previous thought. I definitely encourage anyone to attend these Career Guidance Clinics so they broaden their understanding before making career choices.”

It is worth noting that for nations to succeed in their human capital endeavours, they first need to invest in trends such as the BHRDS and Career Guidance Clinics. They assist

to create knowledge and are useful as an input in the production process therefore contributing towards productivity gains, economic growth and performance.



Dr Raphael Dingalo (CEO-HRDC) giving the welcome remarks at the official opening of the 9th Southern BHRD Skills Fair and Career Clinics 2018



Career Guidance Clinics in session



Exhibition of the Southern BHRD Skills Fair and Career Clinics 2018 held in Gaborone

NORTHERN BHRDS FAIR AND CAREER CLINICS WAS A SUCCESS



Potential Learners sharing Career choices at the Northern BHRD Skills Fair and Career Clinics 2018

Career Guidance Clinics and Fairs are two very key events that learners must attend. In its quest to reach out to its stakeholders in the Northern Botswana The Human Resource Development Council (HRDC) yet again hosted the second (2nd) edition of the Botswana Human Resource Development Skills (BHRDS) Fair and Career Clinics.

It is one of the strategic initiatives that HRDC has been staging since 2010. This well attended event with amazing assemblage has proved to be a platform that assists HRDC to drive towards an aspired sustainable human capital based economy.

On the 6th – 9th March 2018, HRDC hosted the BHRDS Fair and Career Clinics in Francistown under the theme, 'Guidance for Human Resource Development; Gateway towards diversifying Botswana's economy'. The BHRDS Fair and Career Clinics aimed at offering potential learners in the Northern part of Botswana an opportunity to actively interact with Tertiary Education Institutions and identify career choices.

Giving welcome remarks, during the official opening of the BHRDS Fair and Career Clinics, Her Worship The Mayor of

The City of Francistown, Ms Sylvia T. Muzila expressed her gratitude to HRDC for yet again taking the initiative to bring the Fair to the city of Francistown, the 'City of All things Precious'. Her Worship Muzila acknowledged that there is a challenge of learners enrolling in programmes that are saturated therefore resulting in youth (graduate) unemployment in Botswana. "The BHRDS Fair and Career Clinics come at an opportune time to address these issues by availing information to prospective learners on skills in demand, programme requirements and which programmes are in demand thereby producing skilled and knowledgeable graduates who are not just job seekers but job creators." said Ms Sylvia Muzila.

Giving an overview of the BHRDS Fair and Career Clinics, the Chief Executive Officer of HRDC, Dr Raphael Dingalo stated that HRDC has decided to host the BHRDS

Fair and Career clinics for the second time in Francistown in order to cater for prospective learners from the Northern part of Botswana. Dr Dingalo explained that the career guidance and counselling part of the event serves as an organised activity that aids learners to make informed career choices.

He also noted that the Career Guidance and Counselling assists to train prospective learners to plan the appropriate steps to develop essential skills that lead to personal, educational, economic and social advancement for them as individuals, family, the society and ultimately the nation. "The Career guidance and counselling programmes help individuals acquire the knowledge, skills, and experience necessary to identify options, explore alternatives and succeed in society." Dr Dingalo emphasised.

(Continue to Page 8)

(Continued from Page 7)

The Executive Secretary (ES) of Botswana Examination Council (BEC), Professor Brain Mokopakgosi while giving the key note address stated that a forum of this nature should become a common phenomenon if we are to transform our education system in order to answer to both national and international labour market demands and issues of employability.

Professor Mokopakgosi posited, "As I reflected on Career Clinics and Skills Fair, it settled very well that it is indeed through this intervention that HRDC intrinsically seeks to address issues of employability,

innovation and global competitiveness." Considering the increased number of prospective learners who get exposed to the services rendered at this event, it clearly translates to improved progress in driving towards HRDC's long term goal of transforming Botswana to a knowledge based economy.

It is worth noting that the National Human Resource Strategy (NHRDS) of 2009 – 2022, states that, "For Botswana to successfully deal with the rapidly changing national context as well as highly competitive global market place, it will depend on the

endeavours of its people." In conclusion, it is through initiatives such as these ones that HRDC intends to develop Botswana's human capital which is globally competitive and contributes to the country's transformation from a natural resource to a knowledge based economy.

In order to drive towards achieving this strategic intent, HRDC together with its strategic partners will continue to undertake initiatives which are focused on addressing the misalignment between the supply of graduates and demand of skills in the labour market.



Officials visiting the Creative Industries Stall during the Northern BHRD Skills Fair and Career Clinics held in Francistown



A learner visiting the University of Botswana Stall



Potential Learners going through the registration process at the Northern BHRDS Fair and Career Clinics 2018

HRDC HOSTS YET ANOTHER OPEN DAY AND STAKEHOLDER BUSINESS BREAKFAST SEMINAR IN GHANZI



Ghanzi Stakeholders listening to the HRDC presentations during the Business Breakfast Seminar

Empowerment enables stakeholders to make informed decisions that concern them. The Human Resource Development Council (HRDC) has gone a long way supporting the popular adage, 'Knowledge is Power'. HRDC at all times in its stakeholder engagement initiatives informs, educates and communicates with stakeholders on myriad issues that have impact on their lives thereby improving their socio-economic conditions.

HRDC embarked on an education campaign that encompassed Breakfast Seminars and Open Days. The campaign started in Palapye and Maun in September and October 2017 respectively. Since the intention was to spread the campaign across the country, the third edition of the campaign was held in Ghanzi from 26th – 27th March 2018.

When addressing the attendees during the breakfast seminar, HRDC Chief Executive Officer, Dr. Raphael Dingalo emphasised the great importance for his organisation to continuously engage stakeholders on the mandate of HRDC. "The Breakfast Seminar and Open Day initiative seeks to take HRDC services and programmes to the people especially key stakeholders around the Country. By so doing, we will be able to gather feedback from our stakeholders with the view to improve service delivery", elatedly said Dr Dingalo. Some of the key objectives of the Breakfast Seminar and

Open Day were to create awareness and educate stakeholders about functions and strategic initiatives undertaken by HRDC.

The event sought to interact with stakeholders and get their view and input on effective ways of transforming Botswana from a natural resource to a human resource based economy and to seek buy in from stakeholders with regards to driving the implementation of the National Human Resource Development Strategy (NHRD).

HRDC Departments had an opportunity to present on their respective functions. Mr Mothusi Masole - Director, Funding, primarily focused his presentation on the Human Resource Development Fund (HRDF). He stated that the purpose of the Fund is to reimburse levy payers the costs of training their citizen employees. It aims to increase the quality of work based training which ultimately improves the

quality of human capital. Furthermore, Mr Masole urged the workplaces to utilise the fund in order to improve the employees' productivity and work ethic.

Ms. Oratile Madisa, Sector Analyst from Department of Human Resource Development Planning – Demand explained that a new approach to National Human Resource Planning is very important because it is a vehicle of change for the country's transition from an industry/resource based to a knowledge-based society where knowledge becomes the main driver for economic growth, it aligns labour supply (production) to labour market demand (employment) where skills competencies are aligned to the needs of the employers.

It also informs and guides resource allocation in human resource development, financing and programme planning.

(Continue to Page 10)

(Continued from Page 9)

The Department of Human Resource Development Planning – Supply was represented by Mr Jerry Mogopa, Work-Place Planner who indicated that the mandate of his department is to plan for education and training in accordance with National Human Resource Development Strategy.

He also mentioned that the Department works jointly with key players in the education and training sector including workplaces to advice, coordinate and monitor implementation of education and training plans or interventions. Lastly, Mr

Boikanyo Sekwati, Research Analyst from the Department of Statistics, Research Development and Innovation stated that his department is among other responsibilities mandated to coordinate, promote and support tertiary education industry – linked research, to operationalise the Labour Market Observatory (LMO) and maintain the Labour Market Information System (LMIS) as well as provide financial support through research grants.

It is worth noting that both the Breakfast Seminar and Open Day were a resounding success as showcased by assemblage.

Attendants included Levy Payers; Education and Training Providers and Teachers from the local Junior Secondary and Senior School in Ghanzi as well as the village leadership.

The Tertiary Education Institutions also exhibited their services and programmes in offer during the Open Day where scores of learners, parents and out of school youth flocked the stalls.



Ms Oratile Madisa (HRDC - Sector Analyst) presenting on the development of the National Human Resource Development Plan during the Ghanzi Business Breakfast Seminar



Mr Modiri Jerry Mogopa (HRDC - Work-Place Planner) elaborating on the role of Work-Place planning to an interested Stakeholder at the Open Day in Ghanzi



Stakeholders making enquiries during the Ghanzi Open Day

MoTE TAKES ITS SERVICES TO THE PEOPLE

In line with its mandate, the Ministry of Tertiary Education, Research, Science and Technology (MoTE) took its services to Batswana following the transition from the then Ministry of Education and Skills Development. The new Ministry therefore assumed the new responsibilities and has been working with new strategic partners among many others; include the Human Resource Development Council (HRDC).

On the 12th-16th February 2018, MoTE together with some of its parastatals undertook an information dissemination roadshow in the Mmathethe/Molapowabojang Constituency. The five-day roadshow sought to educate the stakeholders about the mandate of the Ministry and its Parastatals. This information dissemination campaign was also intended to inform the public about the overall strategic initiatives of the Ministry in which all its eight (8) Parastatals also contribute towards their achievement. The roadshows were particularly held at Mogojogojo, Gasita, Gathwane, Digawana, Maokane, Metlobo, Magoraapitse, Mmathethe, Gasegwagwa and Molapowabojang.

HRDC and other MoTE strategic partners such as: Botswana Qualifications Authority (BQA), Department of Tertiary Education Financing (DTEF), Botswana International University of Science and Technology (BUIST), Botswana Open University and Radiation Protection Inspectorate took part in this initiative.

The former Minister for Tertiary Education, Research, Science and Technology and Member of Parliament (MP) for Mmathethe/Molapowabojang Constituency, Honourable Dr Alfred Madigele welcomed the road show participants at the end of a



Dr Raphael Dingalo (CEO-HRDC) with Mr Lebotsang Mohutsiwa (Communications Officer-HRDC) at the official closing ceremony of the Mmathethe/Molapowabojang Constituency roadshows

weeklong roadshow in Molapowabojang Kgotla. He informed the public that Botswana Government encourages research and innovation therefore has created this Ministry which together with its strategic partners is responsible for driving research and innovation which sufficiently contributes to Botswana's Economy.

Dr Madigele highlighted that in order to drive towards the envisaged knowledge-based society, the Government has hugely invested in its citizens through education, training and skills development.

"Applied Research, Innovation, Science and Technology is considered a potential contributor to Botswana's economy, therefore is also critical to consider indigenous research which our local people can benefit from, through economic gain." elatedly said Dr Madigele

The Chief Executive Officer of HRDC, Dr Raphael Dingalo also informed attendants at the Kgotla about the mandate and functions of HRDC. Dr Dingalo emphasised in simple terms that HRDC together with MoTE considers Batswana as a crucial resource in the development of Botswana's sustainable economy. "In this case, we are



Stakeholders visiting the HRDC stall during MoTE Roadshows held at Maokane Village

(Continue to Page 12)

(Continued from Page 11)

mandated to ensure that we invest in you as valued citizens through facilitation of quality education and relevant skills development. As HRDC, we do so to ease the country from total reliance in the minerals sector and diversify towards the development of our Human Capital to sustain the economy," remarked Dr. Dingalo

The roadshows were beneficial to both the organisations (Parastatals) and the public since the two interacted on a wide range of topics which were crucial to both parties. It is worth mentioning that the public appreciated this intervention as they were able to learn more about MoTE and its Parastatals. On a positive note, organisations (Parastatals) received

very informative feedback from the public on how they can package some of their services to cater for the rural communities in far flung areas.



Mr Lebotsang Mohutsiwa (Communications Officer-HRDC) informing stakeholders about HRDC's mandate



Stakeholders in Mmathethe listening to the presentations from MoTE Parastatals



The then Minister of Tertiary Education, Science, Research and Technology Honourable Dr Alfred Madigele encouraging the youth to take their education seriously

BUSINESS BOTSWANA NORTHERN TRADE FAIR REFLECTS ON TOURISM SECTOR AS AN OPTION TOWARDS ECONOMIC DIVERSIFICATION



Mr Lucky Kgositlhe (Student Planner - HRDC) engaging with stakeholders during the Fair

Business Botswana (BB) since its inception in 1971, vouched to become the voice of business in Botswana by driving the process of sustainable economic and social development through promotion of good governance. BB discharges the function of advocating for a conducive environment that makes it easy for businesses to start and operate

It does so through organising the Business Botswana Northern Trade Fair (BBNTF) annually held in Francistown. The BBNTF on annual basis presents an opportunity for organisations such as Government departments, Parastatals, private entities and Small, Medium and Micro-Sized Enterprises (SMMEs) to show case their products and services as a way of promoting their businesses.

In facilitating stakeholder education and awareness about National Human Resource Development which is a national reform agenda with its envisaged social and economic impact, the Human Resource Development Council (HRDC) participated at the BBNTF held from the 23rd – 27th May, 2018 at Francistown, Business Botswana Grounds. It was held under the theme, 'Is tourism Botswana's Hope Amidst Dwindling Mining Fortunes?' It became evident that the theme indeed motivated fruitful conversations that proved that Tourism Sector is an alternative

for economic diversification. Since HRDC considers Tourism Sector as a potential contributor to Botswana's economy, the BBNTF theme was well aligned to one of its strategic functions.

Giving the opening remarks during the Official Opening of the BBNTF, BB President, Mr Kebusamang Keebine noted that among others, the Fair brings the business community together, creates business linkages, promotes networking and partnerships including the establishment of key business relations. "Many micro, medium to large businesses have benefited from this initiative and many businesses here today, if not all, started out by merely trading at a stall at this trade fair and today they are proud contributors towards the growth of Botswana's economy", said Mr Keebine.

In closing, the Business Botswana President, emphasised that neither the Government nor the private sector

alone can be the sole actor in ensuring Botswana's macro-economic growth. "An innovative entrepreneurship driven economy can result in a vibrant export led market, collectively, both parties must collaborate to ensure that the business environment thrives", Mr. Keebine added.

During the four (4) day Fair, stakeholders who visited the HRDC stall were enlightened about HRDC's various strategic initiatives including; the National Human Resource Development Plan (NHRDP), Human Resource Development Fund (HRDF), Work - Place Learning and Institutional Planning. The Fair also provided an opportunity for prospective learners who missed the Northern Botswana Human Resource Development Skills Fair and Career Clinics traditionally held in March, to engage with HRDC and learn more about the Priority Occupations in the labour market as identified by the Sector Human Resource Development (HRD) Committees.

HRDC BRIEFS GHANZI DISTRICT COUNCIL



The Ghanzi Full Council in Session

Stakeholder engagement continues to be of critical importance to the Human Resource Development Council (HRDC) as the Council continues to reach out to the majority of its stakeholders even in the far flung areas.

HRDC briefed the Ghanzi District Council on the 26th March 2018. Addressing the full council seating, Dr Raphael Dingalo, Chief Executive Officer (CEO) of HRDC informed the Honourable Councilors that the mandate of HRDC is to coordinate and promote the implementation of the National Human Resource Development Strategy (NHRDS) which seeks to ensure that the Country's training is aligned to the demands of the labour market. HRDC is also responsible for coordinating human capital efforts that drives Botswana's knowledge economy agenda.

Dr Dingalo further elaborated that the implementation of the NHRDS will ensure that there is a link between the different levels of education, training and skills development. "HRDC is currently developing the National and Sector Human Resource Development (HRD) Plan which seeks to address the misalignment between the demand and supply for skills in the labour market."

Currently, HRDC has established 12 Sector Human Resource Development (HRD) Committees which focus on determining the human resource development needs and designing a collaborative education and skills training and development response that enables each sector to thrive and succeed in their advisory role.

One of the key functions of HRDC is funding through the Human Resource Development Fund (HRDF). "HRDC currently oversees three funds namely, the Human Resource Development Fund (HRDF), Tertiary Education Student Sponsorship Fund (TESSF) and Public Tertiary Education Institutions Fund (PTEIF). Our organisation oversees these Funds in order to ensure an effective, efficient and suitable financing and nurture the development of necessary competent human resource to transit Botswana from a resource based to a knowledge based economy," elaborated Dr Dingalo. Companies that make a turnover of less than P1 million do not pay into the training levy and that only those which make a turnover of P1 million and above are levied and upon training their employees are reimbursed.

Dr. Dingalo extensively explained the other key functions under the mandate of HRDC such as; Work - Place Learning, Statistics, Research, Development and Innovation, Student Planning & Welfare as well as Institutional Planning. In conclusion, the Honourable Councilors appreciated the presentation by thanking HRDC and vouched to use the information shared to discharge their duties for the benefit of citizens in the areas they represent.



Dr Raphael Dingalo (CEO-HRDC) briefing the Ghanzi District Council about the HRDC mandate

REFURBISHED LIBRARY HANDED OVER TO EAST HANAHAI PRIMARY SCHOOL



Dr Raphael Dingalo (CEO-HRDC) flagged by Ghanzi District officials when handing over the refurbished Library to East Hanahai Primary School representatives

Many Organisations operating in today's ever changing business environment have to contribute their time and resources to activities that contribute to the social welfare of their Stakeholders. Corporate Social Responsibility (CSR) activities are testament to the fact that the Human Resource Development Council (HRDC) also takes keen interest in benevolence social issues that have no direct impact in its bottom - line or service delivery.

During the 2016/17 financial year, HRDC's CSR Committee outlined its projects aligned to the thematic areas in its CSR Policy. Among the projects was the refurbishment of the East Hanahai Primary School Library. The school was identified based on its below average performance during the Primary School Leaving Examinations (PSLE) results in 2015/16. It is under this note that HRDC partnered with Sebilo Books to refurbish the East Hanahai School library so as to create a reading room fully equipped with study materials. On the 28th March 2018, HRDC represented by Dr Raphael Dingalo and other members of staff officially handed the library to the School Representatives.

In his remarks Dr Dingalo indicated, "This partnership with Sebilo Books has been gratifying as we donate a modern school

library to be used for educational purposes. This initiative is aligned to our mandate of educating and upskilling Batswana. Developing grassroots education is crucial as Botswana makes advancements towards a knowledge based economy." Furthermore, Dr. Raphael Dingalo added that the library would sharpen the minds of learners and help them improve academic results as they become innovative.

He implored the school leadership to ensure the library is well taken care of and urged Parents and Teachers to assist the learners to utilise the facility to advance their learning and improve results. It is worth noting that, partnerships and cooperation between all Stakeholders including the Community and District leadership is critical as it produces the best performing learners.

The Director of Sebilo Books, Mr Lesedi Seitei proudly asserts, "We found it fit to donate a fully equipped library in partnership with HRDC after finding out about the school's poor performance". He said the library will assist in improving East Hanahai Primary school's academic results as well as capacitating teaching staff with the necessary resources. Mr Seitei stated that the library has an edutainment corner with games and computers which serves as an alternative learning tool that enhances mode of learning.

Giving the vote of thanks, East Hanahai Primary School Head, Ms Getrude Ketshabile expressed her gratitude to HRDC and Sebilo Books. "The donation comes at the right time as it will help overhaul the school's academic performance, which has not been good for the past three years," said Ms Ketshabile. She also highlighted that her school had shortage of recreational equipment, which compelled learners to spend most of their time in classrooms.

Ms Ketshabile therefore indicated that the donation will assist in opening their eyes to the world as they get exposed to a new learning environment and eventually learning to embark on independent work through usage of computers, equipment & research materials. This will assist learners as they get motivated along the process thereby improving the school performance.



East Hanahai pupils reading books at their newly refurbished school Library

HRDC HOST THE INAUGURAL NATIONAL HUMAN RESOURCE DEVELOPMENT CONFERENCE



The Inaugural National Resource Development Conference participants during the opening panel discussion. L-R: Mr Norman Moleele Acting Chief Executive Officer (Business Botswana), Dr Gape Kaboyakgosi, Chairperson (Botswana Association of Private Tertiary Education Providers) and Dr Samuel Mosweu, Manager Registration and Accreditation (Botswana Qualifications Authority)

The Human Resource Development Council (HRDC) has a long term goal to make Botswana's human resource globally competitive by 2026. Therefore, as part of its strategic plan to achieve this goal, HRDC has a responsibility to drive an effective Human Resource Development (HRD) through a process that engages and accommodates the input and broad participation of its myriad strategic stakeholders.

Indeed, the Council continues to engage with its stakeholders through different platforms to ensure that all pertinent HRD policies and strategies are harmonised to support its strategic goal of transforming Botswana into a knowledge based society.

On the 19th March, 2018, HRDC hosted its inaugural National Human Resource Development Conference at Fairgrounds Holdings, Gaborone. The Conference was intentionally planned to coincide with the weeklong activities relating to the annual Botswana Human Resource Development Skills Fair and Career Clinics whose main objective was to assist high school graduates to transit to tertiary education.

The Conference was held under the theme, 'Competitive Human Resource – A leading Driver for the Economy in the 21st Century'. The Conference's sub-themes were: Employability and Skills Development; Excellence in Research

and Innovation and; Competitive Human Resource and Entrepreneurship.

Giving the opening remarks, HRDC Chief Executive Officer, Dr Raphael Dingalo set the tone by explaining the objectives of the Conference which were to: provide a platform for information sharing on best practices and innovations in human resource development; present an opportunity for all stakeholders to exhibit and showcase their works in HRD; as well as share with stakeholder's human resource development products and services.

Dr Dingalo's emphasis while presenting was that, Botswana has resolved that skilled and productive human resource is critical for the country's sustained development and global competitiveness. In his presentation, Dr Dingalo also put it to perspective that the establishment of the HRDC and Botswana Qualifications

Authority (BQA) in 2013 demonstrated a paradigm shift in the Government's approach to human resource development. "A number of policies, strategies and programmes now do exist to enhance human resource development as a priority for all sectors of the economy", Dr Dingalo emphasised.

The discussions throughout the Conference focused on the proposed sub-themes, those that are mentioned above. Responding to the employability and skill development sub-theme, the Manager, Registration and Accreditation – Higher Education for BQA, Dr Samuel Mosweu informed the attendants that a new more robust and comprehensive regulatory framework has been established since 2013 when both BQA and HRDC were established from the then Botswana Training Authority (BOTA) and the then Tertiary Education Council (T.E.C).

(Continue to Page 17)

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Dr Mosweu added that the rigor of the new system comes from the fact that BQA through the new National Credit and Qualifications Framework (NCQF) has established a common quality platform for all levels of education from early childhood, primary, secondary, vocational-technical through to university and lifelong learning.

Presenting on issues of Excellence in Research and Innovation, Dr Budzanani Tacheba from Botswana Innovation Hub (BIH) explained that BIH's mandate is to promote technology, entrepreneurship and commercialisation of a purpose-built Science and Technology Park. Dr Tacheba

revealed that innovative ideas lead to innovative products and services which in turn led to innovative organisations which remain critical for economic development and social prosperity.

The last session of the Conference focused on issues of competitive Human Resource and Entrepreneurship. The submissions under this sub-theme indicated that entrepreneurial education and training should be integral to the revised outcomes based curriculum of Botswana's entire education and training system. This therefore, means that from the very beginning, every learner must be oriented

towards developing the right attitudes and ethics towards business and general entrepreneurship.

In conclusion, it is abundantly clear from the discussions that this Conference was necessary and it has successfully unearthed the achievements and challenges still facing the development of competitive human capital in Botswana. On the positive side, there are adequate policies, strategies, programmes and even though funding remains a challenge there are some funding interventions in place that support various human resource development initiatives.



Mrs Zoe Issacs, (Business Botswana) presenting during the NHRD Conference



Dr Howard Sigwele (Chairperson- Agriculture Sector) making some progressive contributions during the NHRD Conference



Dr Samuel Mosweu of BQA presenting during the Inaugural NHRD conference

HRDC SPONSORS THE 2018 HATAB CONFERENCE



Dr Thapelo Matsheka, Chairperson of HATAB giving the welcome remarks at the Conference

The Tourism Industry is regarded as one of Botswana's most important sectors of the economy after minerals as it contributes significantly to the Government's revenue including the positive impact it makes in creating employment.

Therefore, the Human Resource Development Council (HRDC) found it prudent to sponsor the 2018 Hospitality and Tourism Association of Botswana (HATAB) Conference that was held in Maun from 3rd – 4th May 2018. The Conference was held under the theme, "Communications, Information and Education: Power Lines of Tourism Development" and it was in line with HATAB's vision of promoting and encouraging excellence in tourism and hospitality.

In his welcome remarks, HATAB Chairperson, Dr Thapelo Matsheka declared that HATAB has 360 members in the tourism sector, therefore representing the largest employer within the tourism industry. "I am pleased to note that HATAB has a catalogue of issues and some have been resolved through partnership with the Government", professed Dr Matsheka. He noted that there are a number of achievements that have been realised within the tourism industry however, he decried of some challenges that need

urgent attention. Some of the identified challenges include reviewing of legislative documents such as the Tourism Policy of 1990, Impact Assessment Act, National Tourism Strategy and mandate of Botswana Tourism Organisation.

The guest speaker at the Conference Professor David Norris who is also the Vice Chancellor (VC) of University of Botswana underscored, "Tourism is one of the fastest growing economic sectors with 12 percent annual growth (tourism arrivals) since the year 2000 and with more than 26 000 employed personnel in Botswana. Therefore, it is critical at all times to conduct robust research which provides real - time data about the tourism sector to enhance decision making within the industry".

Professor Norris observed that some research information is available but unfortunately is not communicated to the industry and this may result in flawed decision making. He views research

as key in providing quantified data on tourism due to the fact that information is generally limited within African countries. He further highlighted that there are a number of areas that requires research and they include tourism labour related issues, climate change and tourism, human wildlife and tourism conflicts, diversifying from wildlife based tourism to other sectors such as culture, heritage, sports, agro and medical tourism.

During his presentation at the Conference, Dr Raphael Dingalo, Chief Executive Officer (CEO) of the Human Resource Development Council (HRDC) counselled that "there is need to link and strength the relationship between the private sector, the Government, academia and civil society in order to grow the tourism industry in Botswana".

Dr Dingalo emphasised the importance of conducting tourism related research as statistics and findings from the same could be utilised to increase Botswana's market share within the world tourism industry. "HRDC plays a significant role in human capital development hence the need to be alive to tourism industry's future projections, understand its current situation hence the need to gather data on the present situation" said Dr Dingalo.

In supporting the tourism industry, Dr Dingalo retorted HRDC is in the process of finalising the National Human Resource Development Plan (NHRDP) with anticipation that it will be sanctioned by the HRDC Board very soon. Some key burning platforms that the NHRDP will address include; graduates from Tertiary Education Institutions who according to research are too theoretical therefore lacking practical training, low labour

(Continue to Page 19)

(Continued from Page 18)

productivity and poor work ethic, education system that is producing job seekers instead of job creators, undeveloped value chains and lack of economic diversification.

Furthermore, Dr Dingalo advised that in order to discharge its supporting role which is part of the mandate, HRDC has partnered with the World Bank to revitalise the Labour Market Observatory (LMO). LMO is a one-stop shop repository system that will be available online and will show case trends on the following; employment,

educational attainment and illiteracy, sector employment intensity just to mention a few. Key stakeholders within the different sectors of the economy such as Tertiary Education Institutions (TEIs), Botswana Qualifications Authority (BQA), Botswana Unified Revenue Services (BURS), Statistics Botswana will be linked to the system. This approach has therefore improved efficiency in data and information exchange. Dr Dingalo implored the industry stakeholders to assist in maintaining the repository by frequently updating their data online.

In conclusion, Dr Dingalo urged all stakeholders within the tourism sector to fully participate in the implementation of the National Human Resource Development Plan as that will enable in diversifying of Botswana's economy from mineral based to human resource based economy.



Dr Raphael Dingalo (CEO-HRDC) presenting at the HATAB Conference informing attendants about the HRDC's mandate and the HRD Tourism Sector Plan



HATAB Conference in session

HRDF AIMS TO EXPAND THE KNOWLEDGE AND COMPETENCIES OF THE LABOUR FORCE IN BOTSWANA



Some of the HRDC - Human Resource Development Fund staff members responsible for assessing the Levy Payers' claims

It has been proven beyond reasonable doubt that the most important asset a country has is its skilled human capital. It is indeed the greatest asset any country can proudly own to drive its socio – economic development agenda.

In the 21st century, the knowledge is now regarded as the driver of productivity gains and economic growth, leading to a new focus on the role of information, technology and learning in economic performance.

The Human Resource Development Council (HRDC), continues to coordinate efforts by all parties to develop Botswana's education and skills development by administering the Human Resource Development Fund (HRDF). The HRDF was established in October 2008 as the Vocational Training Fund (VTF). Essentially, the HRDF's objective is to expand the knowledge and competencies of the labour force thereby increasing the supply of skilled human capital in Botswana and also providing for greater productivity and employability.

It is worth mentioning that all Work – Places that have a turnover of the current Value Added Tax (VAT) threshold - P1 000,000.00, automatically contribute towards this

Fund. The Levy - Based Fund finances work - based training in a way that enables Levy Payers to benefit from the Fund as they get reimbursed for training costs incurred while developing and improving the skills of their employees.

Firstly, the Work – Places have to submit their approved Work Skills Training Plans (WSTPs) to HRDC for consideration and approval. This then means that Levy Payers who train their employees, through approved Work Skills Training Plans (WSTPs) automatically benefit by getting their training costs refunded. It is therefore, imperative for all Work – Places to ensure that they complete the training plans and submit to HRDC accordingly.

Since 2014, the HRDF has witnessed some notable achievements, experienced challenges along the way and made some good progress towards improving operational efficiencies. On the

achievements side, the HRDF embarked on several initiatives with key ones including; the establishment of the Contact Centre. It was established in August 2016 with the aim of ensuring good customer service and improved HRDF utilisation. Although it took some sizeable investment and time for HRDC to establish this dynamic customer-focused HRDF Contact Centre, it was well worth the wait as both customers and the organisation have begun to enjoy the benefits thereto.

Interestingly and most importantly, the Contact Centre has enabled the organisation to improve turnaround time from six (6) months to four (4) weeks to process claims. Many of our stakeholders and in particular Levy - Payers continue to appreciate the commendable efforts as they are already relishing the benefits of a turnaround time that has improved tenfold from previous years. The claims are verified upon submission at the Contact Centre and

(Continue to Page 21)

(Continued from Page 20)

only accepted if they have satisfied the preliminary submission requirements. This therefore, has brought about easy tracking of claims submitted.

HRDC has since introduced claims collection points at various places across the country. This is done at the end of each financial year, a noble effort that has been embraced and appreciated by Levy – Payers based outside Gaborone as they are now able to submit claims at places near their business location. It is worth noting that, this initiative has been considered helpful due to the fact that Levy – Payers who have not been submitting claims are now able to do so. This gesture has also assisted Levy – Payers as they now get to engage with HRDC and have started to take steps towards upskilling their labour force and claiming from the Fund.

The establishment of the HRDF Contact Centre has brought immense benefits to HRDC as staff working in the Contact Centre has gainfully benefitted. They are now more customer centric and have provided Levy – Payers with a positive customer experience and are now better skilled to assist customers timeously and courteously. Moreover, the Contact Centre has brought

about other commendable achievements such as strengthened internal controls as there is sound clarity between various roles thereby safeguarding the HRDF. There is also an underlying principle of continuously analysing and refining HRDF processes to ensure that business is effectively conducted for successful attainment of the intended long-term goals. HRDC has also embraced the Kaizen (Continuous Improvement) approach and this has enabled the attainment of incremental changes that are ultimately resulting in improved customer service.

Fraud risk Management has been introduced as a stringent measure aiming at reducing fraud risks such as inclusion of bank payment proof as one of the key requirements has proven to be fruitful. Remarkably, long outstanding claims brought forward from the previous years were reduced from 2170 as at January 2017 to 587 as of December 2017. The HRDF continues to work closely with Levy - Payers to resolve the remaining claims.

Stakeholder engagement has been key, the Funding Department in collaboration with the Work - Place Learning Unit has extensively engaged stakeholders through Work - Place support visits targeting Levy

- Payers who do not utilise the HRDF. It was during the visits, where it was noted that the majority of Levy - Payers did not understand the HRDF Claims requirements and processes. This therefore, called for intensive stakeholder engagement geared towards creating awareness, educating Levy – Payers and persuading them to claim from the HRDF.

Just like any other Fund, HRDF has also incurred challenges which among others included but are not limited to low uptake, Levy – Payers submitting incomplete claim submissions and seemingly high training costs that are charged by some Education Training Providers (ETPs).

To address some of the challenges stated above, HRDC has come up with various mitigation measures such as reviewing of Regulations and Fund Order in line with the HRDC Act, IT System Audit and enhancement, and Fund Impact Assessment Study amongst others,

In conclusion, efforts are being carried out to continuously enhance services through the Contact Centre and capacitation of the Staff working on the HRDF to ensure that we continuously improve on service delivery to our clients.



HRDF staff members assessing Levy Payers' claims.





HRDC Staff Members celebrating Valentine's Day in style



Staff of HRDC listening attentively to the Corporate Values launch proceedings



The BHRD Skills Fair and Career Clinics 2018 Volunteers during mall activations in Gaborone



Botswana Accountancy College (BAC) receiving an award for Best Overall Stall during BHRD Skills Fair and Career Clinics 2018 Awards Ceremony



HRDC Botswana delegation led by Dr Raphael Dingalo (CEO-HRDC) met with the South African Minister of High Education and Training, Honourable Naledi Pandor during HRDC SA Summit 2018



Potential learners informed about Priority Occupations available in the Tourism Sector



Dr Raphael Dingalo (CEO-HRDC) cutting the ribbon to the East Hanahai Primary School



HRDC Values Ambassadors launching the Corporate Values in style



HRDC Staff celebrating after successfully completing the Old Mutual Marathon in South Africa



Some of the HRDC Delegates attending the HRDC South Africa 2018 Summit



Ms Masingoaneng Ramodimoosi (Board Secretary - HRDC) and Mr Mothusi Masole (Director, Funding - HRDC) during the BHRDS Fair and Career Clinics 2018 Awards Ceremony



Mr Shadrack Botshelo (middle) (Student Planner- HRDC) posed for a picture with Representatives of BWJobs Mr Opelo July (L) and Mr Christopher Seagateng (R)



East Hanahai Primary School Dance Group entertaining guests during the Library handing Over which is part of HRDC's CSR Programme



Northern BHRD Skills Fair and Career Clinics 2018 Organising committee



Ms Onkemetse Dibeko (Accounts Assistant- HRDC) sharing a moment with a Child from the Malatswae Community

HRDC STAFF PLEDGE TO BETTA THEIR SERVICE DELIVERY



Staff members pledged to live the HRDC Corporate Values

Every organisation has deeply held beliefs called values. These beliefs define the culture of the organisation. Values influence two important strategic areas — relationships and reputation.

The Human Resource Development Council was established in 2014 and developed its Strategic Plan (2016 - 2021) which oversees implementation of the mandate. Envisaged culture was one of the fundamental processes during the development of the Strategic Plan. The process entailed; identification of the desired Corporate Culture which is supported by the Organisational Values. HRDC Staff contributed towards identification of the Organisation Corporate Values which are; Botho, Excellence, Teamwork, Transparency and Accountability (BETTA). The values have icons that define them pictorially.

On the 25th May 2018, HRDC launched these values as the essence of its identity and principles that will help in serving the stakeholders better with underlying competencies that make the organisation to run smoothly. These values provide

both internal and external advantages to HRDC thereby ultimately helping HRDC to become globally competitive.

HRDC staff has to live these values and own them. The values were launched through staff centric activities such as theatrical performance showcased by staff across departments and levels. Each drama play communicated each of the Organisational Values with a key message. The stories depicted by Staff were relatable to the daily functions of the organisation and infused with humour to drive the message home to the minds of the audience. It is abundantly clear that these values were well received as a thunderous ovation and laughter remained the order of the day. Indeed this was a show to be remembered by all as the mood was receptive. As staff reported for duty in the morning, they were greeted by colourful balloons in the reception area and a wrapped surprise

values wall that was unveiled later.

Addressing Staff after the theatrical play, Mr Meshack Tafa, Chief Operations Officer at HRDC applauded them for their magnificent contributions which entailed display of performances that indeed proved that staff do understand the values and are ready to live them. "I applaud you all. I was not aware there is so much talent in HRDC. I can assure you we will make you realise your potential. Your drama play was amazing, indeed you contributed in making these values come to life. As HRDC aspires to be a high performing organisation these values will underpin our service delivery to our Stakeholders and I encourage you all to strive to do BETTA."

Cherry on top, was the seasoned motivational talk delivered by Mr Motshegwa Thekiso of Transformational Angles who gave humorous relatable

(Continue to Page 25)

(Continued from Page 24)

experiences on how to avoid letting other people's actions change who you are and the work we are all here at HRDC to deliver. He implored Staff to keep working hard as 'their one day is coming' as they continue to live the values'.

"The experience we shared today indicates that if we work together as a team we can indeed achieve a lot in delivering our mandate. This morning's activity has

been genuine and showed the variety of hidden talents Staff has such as singing and theatre", indicated Mr Ralph Maganu, Director Corporate Services when giving the closing remarks.

The event concluded with the unveiling of the Values Wall which serve as a display to our Stakeholders on what the Organisation values are and how we intend to live them. Staff further initiated their commitment

to upholding the organisations values by signing the Values Charter pledging and making a commitment and this charter once finalised and framed will serve as a daily reminder of this commitment.



Mr Meshack Tafa (COO- HRDC) Introducing HRDC Values Ambassadors to Staff



Mr Motshewa Thekiso (Motivational Speaker, Transformational Angles) Motivating HRDC staff members to live the HRDC Corporate Values



Mr Nyaladzi Dichaba (holding Teamwork Value placard) together with HRDC Staff pledged to work together cohesively towards a common goal

THE CREATIVE INDUSTRIES SECTOR HOSTS A PARTNERSHIP WORKSHOP



Ms Ontlametse Mokopakgosi (the then Acting Director, HRDP - Demand) giving the welcome remarks during the Creative Industries Workshop

The Creative Industries have gained prominence globally as viable and vital contributor in the growth of the country's economy. Notably, like other economy vital commodities like minerals, the Creative Industries are not a finite resource and therefore present considerable possibilities for employment creation, economic diversification and income generation.

Hence, the Sector offers a great opportunity of economic diversification and employment creation for Botswana. The Creative Industries are premised on the knowledge economy, which arise from conglomeration of the arts, business, culture, research, science and technology. On the 15th March 2018, the Human Resource Development Council (HRDC) through the Creative Industries Sector held a stakeholder workshop with a broad aim of forging partnerships with key stakeholders in the development of the Creative Industries.

When welcoming participants at the workshop, Ms Ontlametse Mokopakgosi the then Acting Director

of the Department of Human Resource Development Planning (Demand) stated that, "Government of Botswana took a deliberate decision to holistically address issues of Human Resource development through the approval of the National Human Resource Development Strategy (NHRDS)". As a result, "HRDC was formed with the broad mandate of implementing the NHRDS. The National Human Resource Development Strategy seeks to improve the quality, productivity and motivation of Botswana to transform the economy from a resource – based economy to a knowledge-based economy where people will be the country's valuable resource", reiterated Ms Mokopakgosi.

The Creative Industries Sector is among HRDC's established 12 Sector Human Resource Development (HRD) Committees. The Creative Industries are wide-ranging and all-inclusive in nature to the extent that they cover both the formal and informal sectors of the economy. They cut across most sectors of the economy, including indigenous knowledge.

Creative goods and services have the potential to boost the economy of a developing nation such as Botswana by capitalising on this country's arts and cultural heritage, intellectual property as informed by both contemporary and indigenous knowledge, innovation, beneficiation and job creation.

The success of the Creative Industries sector is dependent on the availability of skilled personnel, finance, relevant policies and infrastructure. It is worth mentioning that, to this end, Public Private Partnerships (PPPs) remain essential for the growth and development of the creative industries in Botswana, in terms of skills training and development, research, marketing and publicity, funding and the development of necessary infrastructure such as training institutions, communication networks, markets and business incubation sites. It is therefore imperative for the Creative Industries Sector Committee to establish partnerships with key stakeholders in the economy for optimal growth and development of the sector.

Ms Mokopakgosi advised that, "The arts and culture reflect the soul of a nation and can improve the quality of community life when appropriately infused into development through the creative

(Continue to Page 27)

(Continued from Page 26)

industries. For the creative industries to develop and thrive in Botswana, all the components of this sector must be nurtured both through practice and the engagement of the broader community. This therefore requires concerted efforts from all stakeholders". The stakeholders,

therefore become core to the evolution of the Creative Industries in Botswana because they are capable of assisting with training programmes, business skills, research, prototyping, marketing and branding, including the identification of regional and overseas markets for Botswana creative

industries goods and services. Scores of Creative Industries stakeholders attended the workshop in good numbers.



Participants listening to the presentations during the Creative Industries Workshop



Ms Neo Matome – Harun (Creative Industries Sector Committee Member) giving an overview of the Creative Industry Sector in Botswana



Mr Bafana Pheto (Creative Industries Sector Committee Member) explaining the contribution of NGO's to the Sector

HRDC ENCOURAGES SMMEs TO FULLY UTILISE THE HRDF



Mr Meshack Tafa (Chief Operations Officer - HRDC) giving the opening remarks during the SMME's Workshop

In many advanced economies, Small Medium and Micro Enterprises (SMMEs) create employment and are often the generators of innovative and creative business ideas that contribute to economic growth. They are driven by entrepreneurs who take risks on their business ideas after identifying a niche in the market with a potential for financial rewards.

In recognition of the role played by SMMEs, the Human Resource Development Council (HRDC) hosted a Breakfast Seminar on the 27th March 2018 at Fairground Holdings. The purpose of the Seminar was to educate and create awareness about HRDC mandate and critical functions of the Council that could possibly benefit their businesses such as Work-Place Learning and the Human Resource Development Fund (HRDF). The Breakfast Seminar was attended by 62 SMMEs from Gaborone and surrounding areas.

Mr Meshack Tafa, Chief Operations Officer while giving the opening remarks elaborated on the purpose of the Seminar and said it was for information sharing particularly about the HRDF and how they could access and tap into it as their

means towards contributing to Botswana's human capital development. "Botswana Government acknowledges the need to drive effective human resource development through a process that engages and accommodates the input and broad participation of the public sector, private sector, educational institutions and all other key stakeholders as partners in the establishment of an effective sector-based human resource development", said Mr Tafa.

He further indicated that at the end of each financial year, some of the accumulated funds that have not been claimed by Levy Payers are allocated to non-levy payers for the training costs they have incurred in upskilling their Citizen employees. Despite this opportunity being available to SMMEs, few Companies are utilising this

initiative. This therefore calls for HRDC to continue engaging stakeholders in forums such as seminars to create awareness and educate SMMEs on how they can tap into these opportunities.

Presenting the HRDF overview, Mr Ndiwo Makula - Manager, Claims Assessment said the aim of the Fund is to reimburse companies/workplaces who have incurred costs in training their citizen employees through Botswana Qualifications Authority (BQA) accredited programmes. He also highlighted that some of the challenges that they experience in administering the Fund include among others; low uptake of the Fund, fraud and accreditation of courses for training.

Ms Katlego Merafe - Fund Officer, HRDC presented on Special Funding and

(Continue to Page 29)

(Continued from Page 28)

specified that SMMEs were allocated five per cent (5%) of the Fund balance at the end of each financial year. She emphasised the responsibility of SMME's by identifying skills gaps in their respective companies/ workplaces and arranging for adequate training with BQA accredited institutions. It is critical for them to ensure that the training is conducted in accordance with the Regulations of the HRDF.

"Work-Place Learning is a tool for closing the gap resulting from skills mismatch," said Mr Kelesitse Maikaelelo, Work - Place Planner, HRDC. He further encouraged the SMME's to develop Work Skills Plans (WSP) that offer coordination and execution of skills development interventions as well as to play an active role in implementing

strategies for student attachments.

Mr Bakani Thothe, Manager, Customer Service from BQA presented on the newly approved and implemented BQA Regulations and encouraged SMMEs to embark on BQA accredited and recognised programmes as required by the HRDF. He further encouraged them to contact BQA if they wish to clarify an institution's accreditation status.

In conclusion, the participants embraced the Breakfast Seminar and stated that the seminar has provided them with important information on the HRDF that they were not aware of and will continue to make use of the Fund. Many SMME's expressed that inordinate lengths of time taken by HRDC to refund them after taking employees for

training is detrimental to their businesses as it negatively impacts their cash flow. SMME's therefore requested that an advance direct payment be made to training providers from the HRDF as this will enable them to train as many citizens as they can. They implored HRDC to continue to engage with them regularly as they are partners in upskilling Batswana for the improvement of the country's economy.



Invited SMME's listening to the presentations



Mr Ndiwo Makula (Manager, Claims Assessor- HRDC) giving an overview of the HRDF

HRDC ELECTED TO EXECUTIVE COMMITTEE OF IFTDO COUNCIL IN DUBAI, UAE



HRDC Delegation lead by Mr Meshack Tafa (COO -HRDC) had the opportunity to meet with one of the Conference Organisers

The Human Resource Development Council (HRDC) recently attended the International Federation of Training and Development Organisations (IFTDO) 47th Conference in Dubai, United Arab Emirates.

The Conference ran in conjunction with the Annual General Meeting of the IFTDO Council. It is during this international conference, that Mr Meshack Tafa, Chief Operations Officer of HRDC, having been nominated to stand for election by HRDC's CEO Dr Raphael Dingalo, was unanimously elected in to the Council by members present during the Annual General Meeting (AGM) for a two-year term (2019-2020). HRDC became a member of the IFTDO in 2017 and is in consultation with relevant authorities to host the international conference in 2022. Dubai

Police hosted this year's conference under the theme 'Future is Today - Creating Happiness at the Workplace'.

The United Nations (UN) Department of Public Information and the International Labour Organisation (ILO) accredited IFTDO as a Non-Government Organisation. As diversified network of human resource management and development organisations, IFTDO links Human Resource (HR) professionals in HR societies, corporations, universities, consultancies, government organisations

and enterprises. Through its member organisations, it represents more than 500,000 professionals in over 50 countries. IFTDO was founded in Geneva, Switzerland in 1972 in order to develop and maintain a worldwide network committed to identify, develop and transfer knowledge, skills and technology so as to enhance personal growth, human performance, productivity and sustainable development.

Among the benefits that HRDC will gain from this membership is access to extensive network of HRD professionals and sharing of leading edge trends. There are extensive opportunities to publish and present to a large, diverse global audience both inside of the IFTDO community and externally. The IFTDO enables access to the important publications of some of internationally respected member organisations as well as access to information about global events, access to world thinking and practices through global network projects and research through their website.

The IFTDO also represents the profession through its affiliation with the Economic and Social Council of the United Nations.



Mr Lebetsang Mohutsiwa (Communications Officer - HRDC) and Ms Ogomoditse Odirile (Manager, Sector Committees - HRDC) visited the IFTDO Stall at the Conference in Dubai, UAE

THE BOTSWANA LMO REVITALISATION STUDY DISSEMINATION WORKSHOP HELD



The LMO Workshop in progress

The Botswana Labour Market Observatory (LMO) is a platform that monitors, understand and report on labour market patterns and trends. The Human Resource Development Council (HRDC) is mandated to establish and manage a national labour market information system and national education and skills development data base.

It is on the basis of this function that HRDC is spearheading the constitution of LMO - to observe the market trends. In this regard, on the 13th March, 2018 HRDC through the Department of Statistics, Research, Development and Innovation (D.S.R.&I) held a workshop to disseminate the feasibility study on the revitalisation of the LMO at Avani Gaborone Resort & Casino. This dissemination workshop was intended to share the findings, validate the report presented by the consultants as well as to map the way forward.

Giving the opening remarks during the workshop, HRDC's Chief Operations Officer (COO), Mr Meshack Tafa informed the attendants that HRDC is responsible for coordinating the LMO development and its operationalisation in line with the Council's mandate. This is in an effort to advise Government on all aspects of human resource development. Mr. Tafa also explained that the LMO aims to provide relevant, quality and timely labour market information for users to make informed decisions regarding the

labour market situation in Botswana. "On this background, we found it fit to call you so that we share and discuss with you the findings of the feasibility study on the utilisation of alternative data sources for the LMO", said Mr. Tafa.

On his presentation, HRDC Acting Manager of Statistics & Observatory, Mr Kgomoiso Waditshwene gave an overview of the Botswana LMO. He noted that the LMO was first conceptualised and housed at the then Ministry of Finance and Development Planning (MFDP) under Manpower Unit. "The Planning Unit then moved to HRDC with the LMO in December 2011 in line with the HRDC ACT", Mr Waditshwene explained.

He also emphasised the objectives of LMO, some of which include: to generate and report real-time labour market information; to increase awareness of labour market information; as well as to increase the accessibility of labour market information.

In closing, the Director of Human Resource Development Planning (Supply), Dr Ellah Matshediso said the workshop succeeded in making it evident for us all that the private sector, Civil Society and other players in the economy have a stake in human resource development and employment creation. Dr. Matshediso also expressed her gratitude to HRDC and the LMO Technical Committees for the support they provided to the consultants in delivering the findings according to expectations.

In general, the workshop proved to be worthwhile as the participants were engaged in fruitful discussions which informed the findings even further. The workshop resolved that HRDC together with the LMO Technical Committee should fast track the implementation of the Labour Market Information System (LMI) framework.

LEVERAGING BENEFITS OF SCIENCE, TECHNOLOGY & INNOVATION TO BUILD SUSTAINABLE KNOWLEDGE BASED ECONOMIES



Mr Oabona Nthebolang (Manager, Graduate Research and Innovation - HRDC) attended the SARIMA Conference

The value of research in today's ever changing world cannot be underestimated. It is through research that new inventions are discovered that ease the way we live. It is through bodies such as the Southern African Research and Innovation Management Association (SARIMA) that promote and facilitate the best practice for research in Southern Africa.

Held under the theme: 'The Research to Innovation Continuum in the 4th Industrial Revolution', the 16th SARIMA Conference was held in Gauteng, South Africa from the 29th May- 1st June 2018. The Human Resource Development Council (HRDC) was represented by Mr Oabona Nthebolang, Manager Graduate Research and Mr Boikanyo Sekwati, Research Analyst from the Department of Statistics Research Development and Innovation (DSRDI).

The conference attracted various regional and international speakers addressing various aspects of research, innovation, intellectual property and technology transfer. The objectives of the Conference were; to gain insights into the impact of the 4th industrial revolution; to explore innovation modalities beyond the patent; and to discover how to adapt to changing parameters and funding opportunities in Research and Innovation Management.

Furthermore, the 16th Annual SARIMA Conference brought together stakeholders with the purpose of discussing the possible ways of leveraging the benefits of science, technology and innovation to build sustainable knowledge based economies through, among others, the effective use of intellectual property. The notions of ethics, scientific and technological integrity were a focal point with regard to the challenges and opportunities for policy development.

The facilitation of a forum for dialogue exchange between the key players of research, technology and innovation was designed to address Africa's often exacerbated reliance on natural resources for development towards knowledge as a resource to promote economic growth and development. It was also noted that these unique resources: flora and fauna, minerals, genetic diversity, biodiversity, traditional knowledge - rich wealth of "raw materials" could catalyse research and innovation and should be carefully leveraged to enhance the profile of African research and innovation.

Moreover, the Conference discussed a need to ensure new ways of conducting research that leverages the technologies, and assesses the impact of this revolution, in the social context. Plenary sessions explored what Institutional support structures, from managing research through to facilitating innovation & tech transfer, are doing to prepare for and embrace the opportunities and challenges of the 4th Industrial Revolution.

A lot of ideas and information were exchanged and a platform for future dialogue and collaboration was laid amongst the members, participants and stakeholders.

From HRDC's perspective, issues of research uptake, commercialisation and technology transfer were of significant interest. Opportunities for research funding were shared by the various participating organisations with platforms for funding open for research grant applications from Botswana researchers.

On another note, Mr Sekwati received an award for the best poster presentation which was titled The Research Value Chain: A Critical Component in Botswana's Transition from Being a Resource Intensive Economy to a Knowledge Based Economy out of the 15 posters that were on display during the Conference.

HRDC STAFF EMBRACE PHYSICAL FITNESS



HRDC Athletics team posed for a group photo after the Lady Khama Marathon

Doing regular physical activity is essential for human wellbeing since it has number of health benefits and can make one feel good about themselves in general. According to Dr. Colin Tidy, engaging on physical activities can reduce the risk of developing heart disease, stroke, high blood pressure, some cancers, type 2 diabetes and ‘thinning’ of the bones (osteoporosis). Regular physical activity also helps to control weight and may help to ease stress.

Most of the Human Resource Development Council (HRDC) staff members have embraced the culture of undertaking physical activities by utilising the HRDC gym as well as participating in different sport codes such as athletics and football.

Since its introduction, the HRDC gym has never been unutilised as staff members use it on a daily basis. Engaging in physical activities is very crucial to staff members as it strengthens their mental ability. “Physical activity is thought to help ease stress, boost your energy levels and improve your general well-being and self-esteem”, advises Dr Colin Tidy.

Apart from utilising the gym, HRDC staff members have also formed an Athletics Team which on regular basis participates on social marathon competitions throughout the year. These marathons help to keep staff members engaged on physical activities.

In the year 2018, HRDC staff members participated in the following marathon competitions: Om Die Dam Ultra Marathon, Gabz Half marathon, Lady Khama Run and Diacore Gaborone Marathon. On the 25th March, 2018, the HRDC team scooped position three (3) in the Gabz Half Marathon Corporate Challenge.

On another sport code, HRDC has formed a 5 aside Football Team which continues to participate in the 5-aside Corporate League. The HRDC 5-aside team is currently registered in the ongoing 5-aside Corporate League which started from the 8th February 2018 till the 14th June 2018.

These different sport activities do not only benefit staff members on their physically status, but also contribute to their social aspects such as teamwork, improved social interaction and enhanced work performance. HRDC therefore continues to encourage staff members to participate on physical activities through providing resources for the gym (gym space and equipment), football and athletics team (sports attire).



Some Members of the HRDC Athletics Team competed at the Old Mutual Om die Dam Ultra Marathon at Haartbeespoort, South Africa

INTERNAL AUDIT: A KEY TO STRENGTHENING GOVERNANCE

Internal Audit exists in any organisation to strengthen governance. Its role is to provide advisory services to both the Board and Management. Where governance, risk and control processes are strengthened, organisational objectives can be easily achieved.

The word audit refers to an official examination of the accounts of a business and producing a report on same. Internal Audit's mandate is broader than the above definition as it encompasses all areas of business both financial and non-financial. Its definition can be derived from the International Professional Practices Framework (IPPF). The IPPF lays out the professional standards for those practising Internal Audit.

Internal Audit is defined as 'an independent, objective assurance and consulting activity designed to add value and improve an organisation's operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.'

From the definition above the key words to note are;

1. Independent, Objective. This means that while performing their duties, Internal

Auditors are free from interference, have unfettered access to all records necessary and maintain a free state of mind to give an unbiased opinion on their work. This is achieved through many ways some of which include;

- Reporting directly to the Board through the audit committee (Board Finance and Audit Committee in the case of HRDC) and administratively to the Chief Executive Officer.

- Formalisation of the mandate of the Internal Audit activity through the charter which is approved by the Audit Committee or the Board. This includes commitment to accord auditors unlimited access to organisational records.

- Reviewing only those activities that the auditor had not performed.

2. Assurance – these are activities designed to give an opinion on whether existing internal controls are adequate to mitigate risks, governance and risk management processes are existent and functioning as expected. Internal Audit is also tasked with giving assurance on whether organisational goals are achieved by reviewing the strategy.

3. Consulting – this is an area where Internal Audit offers consultancies in its area of expertise or where competencies

have been developed to allow for such. Consulting activities may include areas like fraud and risk management, policy development, training in control self-assessments. When performing consulting activities Internal Audit is mindful of the need to guard against impairment of independence.

The above mandate of Internal Audit is carried throughout all the departments in an organisation be they technical or not. Prioritisation of audit areas is driven by risk. Resources are allocated to pursue risky areas first.

Value add of Internal Audit is realised through cost savings, process improvements and exposure of potential fraudulent activities among others.

The presence of Internal Audit does not absolve Management from taking responsibility for the control environment it rather complements management efforts and strengthens governance.



NEW STAFF APPOINTMENTS



Dr. Tlamele Sekambo
*Director, Department Of Statistics,
Research, Development and
Innovation (DSRDI)*

Dr. Tlamele Sekambo was appointed Director in the Department of Statistics, Research, Development and Innovation (DSRDI) effective 9th April 2018. She holds a Doctor of Philosophy in Development Economics, MSc in Research Methods and Statistics and a Bachelor's Degree (BA) degree in Economics & Sociology.

Prior to joining HRDC, Dr Sekambo worked for the Public Service and served in the following capacities: as the Deputy Coordinator for Public Sector Reforms in Office of the President under the Ministry of Presidential Affairs, Governance and Public Administration; as a Reforms Coordinator in the Ministry of Local Government and Rural Development; and also headed the Human Resource Monitoring & Evaluation Section under the Directorate on Public Sector Management. Dr Sekambo started her career as a Research Officer in the Applied Research Unit under the Department of Statistics, Research and Planning in the then Ministry of Local Government Lands and Housing.

As the Director in the Department of Statistics, Research, Development and Innovation, Dr. Sekambo is among others responsible for HRDC's research and development policy initiation, implementation, monitoring and evaluation, leads and oversees the Statistics, Labor Market Observatory and the Research & Innovation (R&I) in implementing the mandate of the Human Resource Development Council (HRDC). Dr Sekambo also promotes and supports cross functional exchanges and operations among other Departments within HRDC and works closely with other external partners and stakeholders towards achievement of the HRDC strategic goals.



Mr. Kago Ntwaagae
*Research Assistant (Supplies
Assistant) Department of Corporate
Services*

Kago Aubrey Ntwaagae was appointed Research Assistant - Supplies Assistant in the Department of Corporate Services (DCS), Procurement and Supplies effective 1st March 2018.

He holds Chartered Institute Procurement & Supply CIPS (Level 5) and advanced Certificate in Business Administration Certificate of Competence in Retail buying from Sefalana Cash and Carry Limited.

Prior to joining HRDC, Kago was attached at Unitrans Botswana on the Leadership & Development Programme under Administration Department and later Technical Workshop and Procurement for 12 months and also worked as Trainee Buyer at Sefalana Cash and Carry Limited. In HRDC, Kago is responsible for assisting in preparing invoices for payment to Accounts. Kago is also responsible for assisting in the preparation of reports on all outstanding invoices, assist to prepare EDD Report.

Kago further assists in receiving stock and ensures that it's packed according to the appropriate labelling in the store room. Kago also assists in record and maintaining a database of all items not listed in the inventory register and maintain a tracking system of their whereabouts.



Mr. Thabo Changu Matenge
*Records Assistant (Records)
Corporate Services*

Thabo Changu Matenge was appointed Research Assistant (Records) in the Department of Corporate Services (DCS) on the 1st March 2018.

He holds a Bachelor of Arts (Honours) in International Business from Limkokwing University of Creative Technology, Botswana.

Prior to his appointment, he was working as an Intern in the same position. As Research Assistant (Records), Thabo is responsible for processing staff requests for archived information as well as management of correspondence files and auctioning of returned files. He also collects and makes a follow up on files from action officers and files them accordingly.

Thabo is also responsible for labelling, recording archives, disposal of outdated records in accordance with retention periods. He regularly updates the files, tracks the database system and undertakes physical movement of records between storage areas. Thabo further receives, opens, sorts, records and distributes incoming and internally created mails. Furthermore he is also responsible for ascertaining promptness, collection and delivery of mail boxes and files on daily basis.



HRDC

HUMAN RESOURCE DEVELOPMENT COUNCIL

Mandate

The Objectives of the council are to:

- Provide for policy advice on all matters of National Human Resource Development
- Co-ordinate and promote the implementation of the National Human Resource Strategy
- Prepare the National Human Resource Development Plans; and
- Plan and advise on tertiary education financing and workplace learning

Vision

To make Botswana's human resource globally competitive by 2026

Mission

To advise, plan, fund and coordinate the development of Botswana's human resource to achieve a knowledge based economy by engaging and integrating stakeholders.

Values

- Accountability
- Botho
- Excellence
- Teamwork
- Transparency

Functions

1. Education & Training Financing
2. National Human Resource Development Strategy
3. Institutional Capacity Building
4. Workplace Learning
5. Human Resource Development Planning
6. Internship & apprenticeship
7. Education and Labour information
8. Human Resource Development Policy Advice
9. Research and Innovation



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