

## HRDC ADOPTS MALATSWAE PRIMARY SCHOOL



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Dear Valued Reader,

I am delighted to bring you the third quarter and 9<sup>th</sup> issue of the HRDC Insight Newsletter. The majority of articles covered in this issue explicitly cover the implementation of the HRDC mandate. Departments have been traversing the country creating awareness and educating stakeholders about the mandate, products and services offered by HRDC.

During this quarter HRDC continued to advise, plan, fund and coordinate the human capital development in Botswana. The Council is currently working on developing the National Human Resource Development Plan. HRDC has processed a sizeable number of claims for levy payers and guided the development of several draft Institutional Plans. More interestingly, HRDC developed the much awaited Student Affairs Services

Norms and Standards (SAS N & S), which essentially are ground breaking guidelines for Student Affairs Professionals working within Educations and Training Institutions. The Assistant Minister of Tertiary Education, Research Science and Technology, Honourable, Fidelis Molao launched the SAS N & S at the Botswana International University of Science and Technology (BIUST) Campus in Palapye on the 7<sup>th</sup> December 2017.

The Corporate Social Responsibility (CSR) Committee implemented the CSR Plan in earnest by identifying two schools namely; Malatswae and East Hanahai Primary Schools as schools that will benefit from the CSR Programme. We witnessed employees of HRDC making commendable benevolence efforts by displaying love and care towards learners of Malatswae Primary School. Staff of HRDC voluntarily donated school shoes, socks, polish, new and used clothing, stationery and toys for the learners.

Furthermore, HRDC has adopted the school for three years ending in the year 2020. In this issue we also celebrate HRDC Board Member, Ms Michelle Adelman, who has been recognised by CEO Magazine as both the Botswana and Continental Africa's 2017 'Most Influential Woman in Business & Profession Services'. Ms Adelman is an entrepreneur of note in a predominantly male dominated Agriculture Sector.

We are really encouraged by the feedback received during stakeholder engagement

activities around Botswana such as from Councillors in Jwaneng, Selibe Phikwe and Southern District Council and also from Open Days in Palapye and Maun just to name a few. There is a very strong evidence emerging now that our stakeholders would like to be engaged and that there is need for HRDC to continue implementing its Stakeholder Awareness Campaign across the country as it has proved to be extremely successful towards driving the mandate of HRDC. Our stakeholders prefer to be engaged at all times.

As usual, in compiling this newsletter, we acknowledge stakeholders, contributors from different departments and units 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 service rendering to enable us to serve stakeholders better. We welcome your opinions, suggestions and comments.

Send us your input on: [Marketingcomms@hrdc.org.bw](mailto: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](http://www.hrdc.org.bw).

Happy reading.

*Faith Tuelo*

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## HRDC HANDS OVER DONATIONS FROM STAFF TO MALATSWAE PRIMARY SCHOOL



*Dr Raphael Dingalo, HRDC - CEO handing over the gifts from HRDC Staff.*

*As part of the Corporate Social Responsibility (CSR) Programme for the year, the Human Resource Development Council's CSR Committee identified Malatswae Primary School as a school that could possibly benefit from the HRDC CSR Programme with an aim to improve the school's performance.*

The Committee developed and adopted implementation guidelines with initiatives focusing on; Education and Training, Health Education & Promotion, Environmental Sustainability, Sports Development, response to Natural Disasters and Community involvement.

Malatswae Village is located in the Central District of Botswana, about 110km North West of Serowe. The village has only one learning facility which is Malatswae Primary School. The residents of Malatswae face many challenges including unemployment and abject poverty. The CSR Committee identified the school because it has in the past faced challenges of poor academic performance.

Therefore, HRDC's intervention came in as a way of contributing towards ensuring that Botswana produces human capital with the right skills to meet the needs of

to adopt the school, HRDC embarked on a trip to inspect the school and the learning environment. It was during this trip that a meeting ensued between Malatswae Primary School Management and HRDC Officers where challenges were tabled and supported by empirical evidence to indeed prove that the school has been faced with many challenges leading to poor academic performance. Socially, some of the Learners did not have school uniform items such as jerseys, shoes and socks.

Administratively, it was clear that the school lacked teaching aid materials and necessities to make learning and teaching environment smooth. Stationery, printing peripherals, toners, books, pens, pencils and printing paper were items that Malatswae Primary School was in dire need of. This therefore necessitated CSR Committee to mobilise Staff of HRDC to contribute towards the course, a gesture

that staff embraced whole heartedly. The donation list ranged from; stationery, toiletry, new and used clothing, toys and school shoes etc. Since stationery was at the top of the needs list, through generosity of its Staff members, HRDC donated stationery close to Twenty Thousand Pula (P20 000.00).

It was after reaching the target that HRDC Senior Management, embarked on a trip to Malatswae to hand over the donations. This noble gesture coincided with the prize giving ceremony hosted by Malatswae Primary School on the 21<sup>st</sup> September 2017 where the donations were handed over to the school by HRDC Chief Executive Officer, Dr. Raphael Dingalo.

During the handing over of the stationery, Dr. Raphael Dingalo stated that, "There is nothing pleasing than seeing a happy child, especially considering that they are the future leaders of our nation.



*Dr Raphael Dingalo delivering the donations speech to Malatswae Primary School learners.*

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That is why we as HRDC employees found it imperative to undertake this initiative and dig deep into our personal pockets so as to buy stationery for the school for the benefit of the Learners”.

Indeed, the donations came at an opportune time for the school as the students especially Standard Seven (7)

pupils were preparing for their Primary School Leaving Examinations (PSLE) assessments. Furthermore, Dr. Dingalo explained that, “The mandate of HRDC is ultimately to improve human life and that includes celebrating good academic and social performance as exulted at this prize giving ceremony. That is aligned to Government’s vision to educate all

and shift from reliance on minerals resources to knowledge based economy”. He concluded by advising the attendees that the school needs all kinds of support from key stakeholders and made an undertaking that HRDC will continue to support Malatswae Primary School to improve its academic performance.



*Malatswae Primary School Choir entertaining guests during the donations handing over.*



*Malatswae Primary School Learners waiting to receive the donations.*



*HRDC Officials (Mr Mothusi Masole - Director, Funding and Dr Raphael Dinaglo HRDC CEO) handing over the donations to the Malatswae Primary School management.*

## HRDC HOSTS BREAKFAST MEETINGS AND OPEN DAYS IN PALAPYE AND MAUN



*HRDC Chief Executive Officer, Dr Raphael Dingalo flanked by Ms Tshepiso Leepo (L) Assistant District Commissioner and Hon Mphoentle Kabelo (R) Area Councillor listening attentively to the proceedings of the day.*

*The Human Resource Development Council (HRDC) has prioritised to embark on a number of stakeholder engagement as a vehicle to educate, inform and most importantly seek feedback from its diverse stakeholders.*

It is worth noting that a number of targeted stakeholder communication platforms have been implemented over time. Therefore, in an effort to continuously improve on the same, HRDC hosted its inaugural Open Day on the 2<sup>nd</sup> September 2017 at the Palapye Old Mall and another Stakeholder Consultative Business Breakfast Seminar and Open Day in Maun on the 27<sup>th</sup> and 28<sup>th</sup> October 2017.

Giving the keynote address during the launch of the Business Breakfast and Open Days in Palapye, the Chief Executive Officer, HRDC, Dr. Raphael Dingalo expressed his sincere gratitude to the Palapye Leadership and Community for having embraced HRDC in their locality. "This is an important day in the history of HRDC as this is our inaugural Open Day and it will accord us the opportunity to interact with

you our esteemed stakeholders including members of the public" said Dr. Raphael Dingalo. One of the key objectives of these series of Business Breakfast and Open Days is to take HRDC services to the public, especially to the far flung communities that do not have the means to easily access HRDC's products and services. It is through these activities that HRDC will be able to impart knowledge to its myriad stakeholders about its mandate as well as seek face - to - face feedback about its products and services.

Giving a vote of thanks during the inaugural Open Day in Palapye, the Area Councillor, Hon. Mphoentle Kabelo appreciated the initiative of an Open Day and noted that as the village leadership they have since learned a lot from the interaction and are in a better position to inform the public about the mandate of

HRDC and the benefits they can derive from HRDC. The attendants during these Open Days included; the village leadership, students, business owners and the general public. Some of the HRDC Departments that exhibited during the Open Days were; Funding Department showcasing the Human Resource Development Fund (HRDF) services; Statistics, Research Development and Innovation (DSRDI); Institutional Planning and Work - Place Learning.

A day preceding the Open Days, key stakeholders were hosted to a Stakeholder Business Breakfast Seminars. Some of the attendees included Levy Payers; Business Community, Education and Training Providers (ETPs) and Teachers from the local junior and secondary schools within and around the host villages of Palapye and Maun. Some of the main objectives

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of the seminar were to create awareness and educate stakeholders about the mandate, functions and strategic initiatives undertaken by HRDC and to interact with stakeholders and get their views and opinions about effective ways of transforming Botswana from a natural resource to a human resource based economy.

During the Breakfast Seminars, Dr. Raphael Dingalo informed the attendants that HRDC coordinates all efforts to develop Botswana's Human Capital. "The National Human Resource Development Strategy

(NHRDS) of 2009 highlights that Botswana needs to transform to a knowledge based economy. This will be evidenced by the production of new and innovative goods and services, development of sophisticated production processes and education and training that produces high level knowledge workers", said Dr. Raphael Dingalo.

In one of the thought provoking presentations, the Manager, Claims Assessor Mr. Ndiwo Makula implored Levy Payers to utilise the Training Levy, as failure to utilise the Levy indicates

that Companies are not developing their employees. He highlighted that HRDC will intensify Work - Place visits to guide companies on the process of developing and implementing their training plans and eventually be legible to claim from the training levy.

In conclusion, representatives from the Business community both in Palapye and Maun commended HRDC for the effort in educating their stakeholders on their mandate especially the programmes, initiatives and services offered.



*Ms Gaone Gaobotse (L) and Ms Amogelang Mokobela (R) HRDC Staff members educating stakeholders about Work - Place Learning during the Maun Open Day.*



*Ms Doreen Kokorwe Manager, Work- Place Learning presenting on her Units Processes during the Palapye Open Day.*



*Mr Oabona Nthebolang, Manager Graduate Research and Innovation interacting with a stakeholder during the Palapye Open Day.*

## HRDC ENGAGES THE BUSINESS COMMUNITY AT THE GLOBAL EXPO 2017



*His Honour the Vice President of the Republic of Botswana Mr Mokgweetsi E. Masi officially opening the 2017 Global Expo.*

*As part of its Stakeholder Engagement Plan, the Human Resource Development Council (HRDC) continually participates in Fairs and Exhibitions to create awareness and communicate its mandate to the general public.*

On the 31<sup>st</sup> October – 3<sup>rd</sup> November 2017, HRDC joined the local and international exhibitors at the Global Expo Botswana (GEB) which was held under the theme, ‘Unlocking Business Opportunities for Economic Growth’ at Fairgrounds Holdings, in Gaborone.

In its 12<sup>th</sup> Edition, the GEB as Botswana’s annual premier business to business exhibition organised and managed by the Botswana Investment and Trade Center (BITC) on behalf of the Ministry of Investment, Trade and Industry (MITI). The objectives of the Expo are; to attract investors into Botswana; promote imports, exports and joint venture partnerships between local and foreign companies.

The Expo also sought to promote a wide array of goods and services from different sectors of the economy, with a view of creating a platform for companies to interact, exchange contacts and discuss

business opportunities as well as engage in trade activities.

Giving the keynote address during the official opening, His Honour the Vice President of the Republic of Botswana Mr. Mokgweetsi E. Masi, noted that the Global Expo provides an excellent opportunity for the local business community to meet and develop strategic business partnerships with international companies.

“This is therefore a great opportunity to share business knowledge and learn from each other with a goal to prosper in our endeavours as businessmen and women. As local entities, we all have a responsibility to improve the employment rate in Botswana, therefore our key priority is to achieve an export - led economy that will create sustainable jobs” said His Honour Mr. Masi.

HRDC participated in this exhibition as a platform to reach out and educate the public about its mandate focusing on the Human Resource Development Fund (HRDF) and Work-Place Learning as key services targeting the Expo exhibitors and attendants. HRDC also interacted with stakeholders from different Sectors including, Manufacturing, Creative Industries, Education and Training and many others.



*Ms Keitumetse Tshotlego, HRDC - Fund Officer explaining the HRDF claims requirements to a stakeholder during the Global Expo.*

## HRDC COLLABORATES WITH UNIVERSITY BOTSWANA TO HOST SASE CONFERENCE



*(Left to Right) - Dr Elphinah Nomabandla Ciske (SASE President), Professor Kgomotso Moahi (Acting Vice Chancellor, UB), Dr Theophilus Mooko (Permanent Secretary, MoTE) and Dr Raphael Dingalo (HRDC - CEO) during the SASE Conference proceedings.*

*The Human Resource Development Council (HRDC) continues to coordinate, promote and supervise the implementation of the National Human Resource Development Strategy (NHRDS) through a process that engages and accommodate the input from different stakeholders.*

HRDC in collaboration with the University of Botswana (UB) hosted the 44th Southern African Society for Education (SASE) Conference, held on the 4<sup>th</sup> – 6<sup>th</sup> October 2017, at Phakalane Golf Estate and Resort in Gaborone.

The Conference underlined the need for collaboration, networking and alignment to ensure competitive education amongst regional and international Higher Education Institutions. The networking sessions facilitated sharing of experiences, good practices, research findings, promising approaches and innovations towards improvement of higher education in the region.

SASE Conference provided an international forum for debating issues that impact in the Southern African region and beyond. Held under the theme “Sustainable Development Goals (SDGs): Implications for Education Policy and Practice”, the SASE Conference recognised the importance of

Sustainable Development Goal (SDGs) and the important role that education can play in achieving them.

The participants of the SASE Conference were academics and/or scholars from different fields of education, including teachers, as well as senior students engaged in Masters and Doctoral Studies in higher education institutions. Botswana Education and Training Providers (ETPs) and Trainers can benefit from joining SASE through sharing and exchanging experiences, best practices and strategies for addressing SDGs in higher education and overcoming barriers to regional harmonisation.

Giving the opening remarks, UB’s Acting Vice Chancellor, Professor Kgomotso Moahi emphasised that the University intends to improve economic and social conditions of Botswana while advancing itself as a distinctive African University with a regional and international outlook.

“To drive towards this strategic intent, UB continues to collaborate with other strategic stakeholders to discuss ideas that can improve the quality of education in the Southern Region and Internationally. SASE Conference is one strategic platform that will contribute towards Botswana’s goal of transforming from a resource to a knowledge driven economy” said Professor Moahi.



*Dr Theophilus Mooko - Permanent Secretary, Ministry of Tertiary Education, Research, Science and Technology delivering Keynote Address One.*



On the other hand, SASE President, Dr. E Cishe officially opening the Conference, informed the attendants about the origins of the society. Dr. Cishe highlighted that SASE was first established in 1977 through a collaboration between three (3) Universities from South Africa. Dr. Cishe noted that SASE has now attracted an increased number of Universities across Southern Africa region as members, hence a great potential to achieve the Sustainable Development Goals in the region through strategic partnerships and collaborations. "The 44<sup>th</sup> SASE Conference will therefore address a variety of issues in Education Sector, those including; Teacher Education; Curriculum Development; Education Policy Development; Educational Leadership

and Management; Assessment and Evaluation in Education and many other crucial subject matters that could provide a breakthrough to achieving quality education for sustainable developments" said Dr. Cishe.

Giving the keynote address, the Chief Executive Officer (CEO) of HRDC, Dr. Raphael Dingalo informed the Conference attendants that HRDC strives to coordinate efforts by all strategic stakeholders to develop an efficient human capital. Dr. Dingalo highlighted that according to the 2013 Global Competiveness, Botswana is ranking less in different economic enhancers including Higher Education and Training.

"In light of this, we are very proud to have collaborated with UB and other strategic partners to host the SASE Conference which strives to achieve the Southern African Region's Sustainable Development Goals" said Dr. Dingalo. The CEO, also noted that as part of its sustainable development initiatives, HRDC has partnered with Barefoot College in India to identify semi-literate women from disadvantaged communities in Botswana and trained them in solar electrification. He concluded by noting that HRDC will continue to partner with its strategic partners to achieve the Country's goal of driving towards a demand driven economy.



*The 44<sup>th</sup> SASE Conference in session.*



*Dr Raphael Dingalo (HRDC - CEO) giving the Keynote Address Two.*



*Professor Kgomo Moahi (Acting Vice Chancellor, UB) giving the welcome remarks during the 44<sup>th</sup> SASE Conference.*

## HRDC ENGAGES SELIBE PHIKWE, LOBATSE TOWN COUNCILS AND SOUTHERN DISTRICT COUNCIL



*Dr Raphael Dingalo presenting on the mandate of HRDC during the Full Council Briefing at Lobatse.*

***As part of the Human Resource Development Council's (HRDC) stakeholder engagement campaigns, the Chief Executive Officer (CEO) of HRDC, Dr Raphael Dingalo addressed different Councils across Botswana.***

On the 19<sup>th</sup> September 2017, Dr Dingalo addressed Lobatse Town Council, informing them about all the strategic initiatives undertaken by HRDC in effort to coordinate and promote the implementation of the National Human Resource Development Strategy (NHRDS).

In his address, Dr Dingalo informed the Councillors that, in implementing the NHRDS, HRDC has since embarked on developing the National and Sector Human Resource Development (HRD) Plans which seek to address the misalignment between supply of graduates and the demand for skills in the labour market. "HRDC believes that through a truly demand driven system of skills development, challenges of unemployment caused by the mismatch of skills in the labour market will be addressed" emphasised Dr Dingalo.

To date, HRDC has established 12 sector HRD Committees whose one of their responsibilities among many others is to; advise HRDC on emerging economic

trends and relevant education, training and skills needs of the sectors. The CEO also informed the Councillors about one of the key functions of the HRDC which is funding. Through this function, HRDC is responsible for managing three Funds, namely; the Human Resource Development Fund (HRDF), Public Tertiary Education Institutions Fund (PTEIF) and Tertiary Education Student Sponsorship Fund (TESSF). HRDC oversees these Funds in order to ensure an effective, efficient and sustainable financing and foster the development of the necessary competent human resource to transit Botswana from

resource - based to knowledge - based economy. Dr Dingalo explained that, the Human Resource Development Fund (HRDF) is a Training Fund that has been established for skills development in the country. It is operated through a Levy Grant System in which companies pay a training levy into the Fund. The Levy Payers (employers) train their citizen employees and are reimbursed for costs they incurred for training.

Dr Dingalo stated that in a quest to find sustainable ways of funding of tertiary education in Botswana, the Ministry of Tertiary Education, Research Science and Technology (MoTE) in collaboration with HRDC hosted the first Tertiary Education Pitso in October 2016. "Since funds for education are not enough, this workshop was hosted to discuss ideas of funding Tertiary Education in Botswana" said Dr Dingalo.

Dr Dingalo extensively explained the different functions under the mandate of HRDC such as Institutional Planning, Work - Place Learning, Student Planning, Welfare and Academic Services as well Statistics, Research, Development and Innovation. The Council briefings were very successful as honourable Councillors appreciated the HRDC functions and engaged the CEO on matters they deemed necessary for improvement by HRDC.



*Selebi Phikwe Town Council briefing in session.*

## UNIVERSITY OF BOTSWANA (UB) EMBRACES HRDC'S INSTITUTIONAL PLANNING APPROACH

*The University of Botswana (UB) is one of the Tertiary Education Providers (TEPs) that has tremendously contributed to Botswana's Tertiary Education Sub - Sector, as well as the Country's economy.*

UB's history traces back to the year 1963 when the institution was first established through an affiliation between Botswana, Lesotho and Swaziland. UB has stood the test of time as it operated and remained relevant even before the existence of important regulatory bodies such as Botswana Qualifications Authority (BQA) and Human Resource Development Council (HRDC).

In order to stay relevant in the current market place, TEPs are now responsible of responding to the demand for skills in the labour market, this therefore means that they need to collaborate/work closely with strategic partners such as BQA and HRDC. On the other hand, regulatory bodies such as HRDC also has a responsibility to ensure that TEPs adequately respond to the labour market needs, thereby consequently striving to build and coordinate a robust education and training system in Botswana.

In pursuit of this strategic intent, on the 12<sup>th</sup> September 2017, HRDC through the Department of Human Resource Development Planning (HRDP) – Supply hosted a workshop with UB's Executive Management at the Gaborone Main Campus. Among others, the workshop discussed the need for TEPs to align to National Human Resource Development Strategy (NHRDS) and skills needs of the labour market.



*HRDC and University of Botswana's Executive Management discussing ideas on Institutional Planning.*

Giving the welcome remarks at the workshop, the Acting Vice Chancellor of UB, Professor Kgomotso Moahi stated that the workshop comes at a critical time when human capital development is essential for Botswana's economic sustainability. Professor Moahi also commended HRDC for supporting not only UB but even other TEPs in formulating Sector Level Institutional Planning Frameworks and Guidelines that link individual institutional plans to the National Human Resource Development (NHRD) Plan. She concluded by emphasising that HRDC and UB should work closely together to ensure that the University's Institutional Plan adopts a holistic approach that will determine the direction of the University in alignment to the Ministry of Tertiary Education, Research, Science and Technology Strategy.

The Chief Executive Officer of HRDC, Dr Raphael Dingalo while addressing the participants of the workshop, highlighted on the establishment of HRDC, clearly explaining its transition from the then Tertiary Education Council (T.E.C) to the current. He also clarified the difference

between HRDC and BQA emphasising the two organisation's roles and their strategic partnership in transforming Botswana from a resource based to a knowledge based economy. Dr. Dingalo noted that HRDC is committed to work with TEPs in coordinating the development of an integrated and coherent tertiary education system that balances the need for delivery, differentiation, accessibility and quality. "In light of this, HRDC does not dictate how institutions should structure their plans, instead we are open to dialogue and advice on how we can both ensure that this exercise is carried out diligently" said Dr. Dingalo.

The workshop culminated in HRDC sharing the governance, planning framework as well as the proposed roll - out plan for working with UB which essentially means guiding the institution to develop its Institutional Plan. UB's Executive Management is committed to working with HRDC to ensure that they develop robust Institutional Plan that will ensure that the University's output is as relevant to industry specific skills needs through internationally recognised qualifications.

## STUDENT AFFAIRS SERVICES (SAS) NORMS AND STANDARDS SUCCESSFULLY LAUNCHED



*Student Affairs Service (SAS) Norms and Standards launch at Botswana International University of Science and Technology (BIUST).*

*The SAS N&S are guidelines for student affairs professionals working within Educations and Training Institutions.*

The Honourable Assistant Minister of Tertiary Education, Research Science and Technology, Honourable Fidelis Molao launched the SAS N&S at the Botswana International University of Science and Technology (BIUST) Campus in Palapye on the 7<sup>th</sup> December 2017.

Speaking at the launch, Honourable Molao called upon all Tertiary Education Institutions and Student Affairs Services (SAS) Practitioners to make the implementation and practice of SAS Norms and Standards a reality and a true success, he advised, “include the SAS Norms and Standards in your priority agenda”.

He further echoed that this is for the benefit of both the Learner and Institution. Participants included all key stakeholders in Tertiary Education and Training and Student Development. Amongst them were Heads of Institutions, SAS Practitioners and Student representatives from all the Tertiary Education providers. The development of the SAS Norms and Standards is a ground-breaking initiative that was informed by a situational analysis

in the Botswana Tertiary Education landscape focusing on provision of student services. Although many institutions have made progress in improving their student services many are still not doing enough. It is apparent from the situational analysis that many Institutions did not regard this service as part of their core function therefore neglecting it.

There is need to standardise student services and provide assistance to those Institutions that are having challenges. It is in the interest of HRDC to ensure that the graduates are adequately trained and

nurtured (academically, professionally and socially). Student Affairs Services are complimentary to academic services and must be learner centred. Learners have the responsibility to organise themselves to participate in their institution’s governance structures and pursue their personal and social interests.

Technology and Innovation are important components that should aim towards changing the mind-set of Student Affairs Services Practitioners thereby providing world class service to their Learners.



*Assistant Minister of Tertiary Education Research Science and Technology (MoTE) Honourable Fidelis Molao giving opening remarks.*



*Dr Ellah Matshediso, Director HRDP (Supply), giving an overview on SAS Norms and Standards during the launch.*

The development of SAS Norms and Standards is expected to impact upon: programme development and targeting of appropriate students; ongoing professional development and improved effectiveness; the embedding of Student Affairs and Services staff and their work into the institution/agency, as well as into the broader community; lobbying/

politicising just causes, including genuine equality of opportunity; the securing of adequate budgeting for appropriate services; bench-marking that helps ensure comparisons with best practices and evaluation and assessment of programmes and services. It is widely accepted that learning inside and outside classroom should enable full student development.

Botswana prioritised 10 functional areas. These were prioritised on account that they need immediate attention as they are the fundamental fabric for student development and growth. However, they are by no means static nor exhaustive. In the medium and long term, the SAS professionals should identify other critical functional areas.

**Table One:** Functional Areas of SAS

1.	Academic Advising and Support
2.	Personal Counselling and Support
3.	Health and Wellness
4.	Residence Life
5.	Sports and Recreation
6.	Student Leadership and Governance
7.	Welcoming and Orientation
8.	Career Services
9.	Special Needs Services
10.	HIV and AIDS services

In conclusion, Mr Eric Sebokedi, Chief Executive Officer (CEO) of the South African Student Services Agency recommended the establishment of the Botswana Student Affairs Services Association (BOSASA) which will become the official professional body with the mandate to develop the SAS profession in Botswana. BOSASA would

not only become the custodian of the SAS Norms and Standards for tertiary education institutions in Botswana but would also facilitate the development, adoption and implementation of other instruments aimed at promoting the SAS competencies and advocacy. This thought was tacitly welcomed by the majority of attendants.

The different speakers reiterated that 'the Success of a Learner is the success of an institution'. They called upon all concerned parties to deliver on their role and ensure they immediately embark on the exercise as a collective.



*Students community being inducted on SAS Norms and Standards.*

## TERTIARY EDUCATION PROVIDERS ENCOURAGED TO DEVELOP THEIR INSTITUTIONAL PLANS RESPONSIVE TO BOTSWANA'S LABOUR MARKET NEEDS



*Mr Onkabetse Mmerekhi - HRDC Institutional Planner sharing the Institutional Planning Framework with workshop attendants.*

*Through the coordination and implementation of the National Human Resource Development Strategy (NHRDS), Human Resource Development Council (HRDC) seeks to drive the national education and training transformation from a supply to a demand driven system.*

The department of Human Resource Development Planning (HRDP) – Supply assumes this responsibility of steering and coordinating a robust education and training system that is aligned to Botswana's policies for economic development and is responsive to the labour market needs.

The HRDP – Supply through the Institutional Planning Unit, continues to work in collaboration with Tertiary Education Providers (TEPs) in developing effective Institutional Plans which are intended to produce quality and knowledgeable graduates with skills that meet the labour market needs.

On the 19<sup>th</sup> – 20<sup>th</sup> September 2017, HRDP-Supply hosted an Institutional Planning Capacity Building Workshop with TEIs in Kanye. This is a continuation of the country-wide Capacity Building Workshops that the unit is currently undertaking in sharing the roll-out Plan for working with institutions to develop their plans. The Institutional Planner, Mr Bautule Diboko opened the workshop by informing the attendants about the establishment and origins of HRDC, explaining its transformation from the then Tertiary Education Council (T.E.C) to its current status as HRDC. Mr Diboko explained the HRDC's functions and strategic initiatives which the organisation

is undertaking to drive towards its goal of transforming Botswana from a resource based to a knowledge based economy. Mr. Diboko informed the attendants that, according to the Global Competitiveness Report – 2013, there are problematic factors that negatively affect Botswana's economic overall rankings, among them; poor work ethics in national labour force, inefficient government bureaucracy and access to finance, inadequately educated workforce.

"In this case, as economic drivers, we need to take into consideration all these factors in order to improve the economy of the Country," added Mr. Diboko. Delivering the key note address during the workshop, the Manager, Institutional Planning Mr. Ralecha Mmatli encouraged Tertiary Education Providers to take the exercise serious as the process will help to improve their programmes and practices.

"Institutions must utilise their resources adequately to meet their intended targets.



*Mr Ralecha Mmatli Manager, Institutional Planning giving the welcome remarks.*

In order to respond to the skills needs in the labour market, it is important for Tertiary Education Providers to collaborate with relevant organisations and authorities so as to develop plans which are aligned to the strategies and policies that drive the economy” emphasised Mr. Mmatli The Institutional Planner, Mr. Onkabetse Mmereki shared the planning frameworks and Institutional Planning templates with Tertiary Education Providers. Furthermore,

he assisted them to populate the templates that will ultimately assist them to produce their draft Institutional Plans. While sharing the roll - out plan for working with Tertiary Education Providers to develop their plans, Mr. Mmereki encouraged the Institutions to endure any form of challenges that they may encounter while developing their plans. “While undertaking this exercise, it is important to focus on the strategic intent of the Institutional Plans, which

trickles down to producing well rounded graduates with skills and knowledge that is relevant to the labour market demands” stated Mr. Mmereki. The workshop was successful as corroborated by the level of interaction showcased by participants who fully engaged with HRDC officials with regards to challenges, opportunities and possible solutions in producing effective Institutional Plans which are responsive to the labour market needs.

## BREAST CANCER MONTH AWARENESS RAISED

*Conferring to World Health Organisation (WHO), breast cancer is the most common cancer in women both in the developed and less developed world.*

Although breast cancer is thought to be a disease of the developed world, almost 50% of breast cancer cases and 58% of deaths occur in less developed countries (GLOBOCAN, 2008).

Breast Cancer Awareness Month (BCAM) is an annual international health campaign organised every October to increase awareness of the disease and to raise funds for research into its course, prevention, diagnosis, treatment and cure. The Campaign also offers information and support to those affected by breast cancer.

On the 31<sup>st</sup> October 2017, Human Resource Development Council (HRDC) joined hands with the rest of the world to raise awareness about the breast cancer.

The Breast Cancer Awareness Month aids in increasing attention and support for the awareness, early detection and treatment as well as palliative care for the disease. During the event, HRDC invited Ms Boitumelo Maila, a surviving breast



*Ms Boitumelo Maila (second from left) and daughter (Left) during the Breast Cancer Awareness Month for HRDC Staff Members.*

cancer victim who informed staff about her experience when dealing with the disease and how she survived the deadly disease. Giving her testimony on surviving the breast cancer, Ms Boitumelo Maila emphatically shared, “A cancer patient needs a strong support system from friends and family members. I was able to gain strength from seeing my family supporting me and encouraging me to go through treatment with a positive mind. In a nutshell, their support infused with immense love made me strong at all times when I had to undergo chemo therapy”.

She also preached a message of hope, faith, grace, bravery and love. Ms Maila also motivated HRDC staff to ensure they go through medical check - ups every year as it is important to detect breast cancer at an early stage. The occasion was further lit by two HRDC male staff members who modeled with high heel ‘Stiletto’ shoes as a sign of awareness and support towards breast cancer patients for going through struggles. It is worth noting that, HRDC reception area in honour of Breast Cancer was dressed in all shades of pink colours throughout the month in remembrance of breast cancer.



HRDC Staff Members after handing over donations in Malatswae.



HRDC Staff Members engaging with stakeholders during Palapye Open Day.



The Team Building Exercise motivated Staff Members to embrace team work and become team player.



Dr Raphael Dingalo handing over a certificate to one of the HRDC Research Grants beneficiaries.



Malatswae Primary School learners visiting Radio Botswana studios.



(L-R) Dr Howard Sigwele, Mr Lesiga Segola and Mr Othata Batsetswe (Agriculture, Creative Industries and Finance and Business Services Sector Chairpersons), attending Malatswae Primary School learners visit to HRDC.



Malatswae Primary School learners and HRDC Staff Members posing for snap shot after lunch.



Some of HRDC Staff Members posing for a group picture wearing their vintage attire during the Christmas party.





*HRDC Staff Members clad in shades of pink and listening attentively to the motivational talk by Breast Cancer Survivor Ms Boitumelo Maila.*



*Malatswae Primary School learners visiting the Three Chiefs Monument in Gaborone.*



*HRDC Athletics team group photo.*



*His Excellency, the President of the Republic of Botswana, Lieutenant General Dr Seretse Khama Ian Khama handing over the new traditional dance attire to Malatswae Primary School during their visit at the State House.*



*World AIDS Day Commemoration hosted in Bobonong.*



*Mr Lebotsang Mohutsiwa - HRDC Communications Officer engaging with Maun residents during HRDC Open Day.*

## SRC UNDERGO LEADERSHIP TRAINING AND MENTORSHIP WORKSHOP



*Dr Raphael Dingalo, CEO flanked by HRDC Leadership during the SRC Leadership Training and Mentorship workshop.*

*According to the Human Resource Development Councils (HRDC) Strategic Plan 2016-2020, the student community is a strategic stakeholder that is valuable to HRDC and such expected to fully engage and consult them at all times thereby collectively transforming the Education and Training Sector in Botswana.*

Therefore, it is imperative for HRDC to uphold this obligation by conducting Annual Student's Leadership training that seeks to nurture young student leaders.

HRDC hosted a Student Representative Council (SRC) Leadership Training and mentoring workshop at TraveLodge, on the 20<sup>th</sup> – 21<sup>st</sup> September 2017, under the theme, 'Talking Change; Cultivating Student Leaders and Changing Mind Set'. The objectives of the workshop among others; were to inculcate leadership skills to nurture young student leaders. The outcome of this training in the medium and long term is to assist in moulding young leaders to enable them to sustain institutions that they lead and more importantly to lead amidst inherent leadership challenges.

Giving the opening remarks during the workshop, the HRDC Chief Executive Officer (CEO), Dr. Raphael Dingalo expressed his gratitude to the SRC

members for occupying leadership positions at an early age. Dr. Dingalo also appreciated the gender balance within SRC members and encouraged the approach to continue in future thereby curbing the problem of gender disparities within Botswana's leadership positions spheres.

Dr. Dingalo encouraged the SRC members to withstand challenges associated with leadership responsibilities and refrain from giving up having in mind that persistence

and resilience forms part of good leadership traits. "Leadership skill is a competency that aids in achieving the set goals that also come with challenges. As a leader one should go through challenges and soldier on in order to achieve the set goals" expressed Dr Dingalo.

The Director of Human Resource Development Planning (HRDP) - Supply, Dr Ellah Matshediso elaborated on the objectives of the training workshop. She further emphasised that some sessions will focus on various aspects of transformative and progressive leadership such as negotiation skills, conflict management, effective communication, leading a vision and inspiring others which are relevant for the 21<sup>st</sup> century leader.

In conclusion, Dr Matshediso encouraged the SRC members to utilise leadership skills acquired from this training to inspire others and lead by example while discharging their leadership roles. A two-day Leadership Training and Mentoring Workshop was filled with informative presentations and deliberations entailing; personality test; leadership concepts, principles and theories; student governance, team building; effective communication and making an impression and many others.



*Ms Boago Setiko (Botswana National Union of Students) sharing her experience as a female SRC member during the workshop.*

## APPLIED RESEARCH AND INNOVATION IS ESSENTIAL FOR BOTSWANA'S ECONOMIC GROWTH



*Mr Meshack Tafa - HRDC Chief Operations Office (COO) giving the welcome remarks.*

*Established as one of the 12 Sector Committees of the Human Resource Development Council (HRDC), the Mining, Minerals, Energy & Water Resources (MMEWR) Sector Committee was set up to guide the development and implementation of the Sectoral Human Resource Development (HRD) Plans that align labour supply to labour market demand.*

The Sector has different Sub - Sectors namely; Mining, Energy, Water, Unions, Education and Training Institutions, Government and Regulatory Bodies.

The MMEWR Sector Committee has developed a draft HRD Plan which is critical in guiding the production of skills and competencies required for the strategic direction of the Sector. It was during this process that research was identified as lacking. A Research Agenda was developed to guide researchers and other stakeholders on research priorities that could grow and sustain the sector.

The objectives of the Research & Development Agenda among others entail; promoting coordination, cooperation and communication of related research and

development, to ensure that the research programme for the Sector is adequately funded and directed towards the Sector's needs and priorities. Furthermore, the Agenda seeks to develop and provide the necessary human resource and capacity to sustain the long term development and management of national resources thereby meeting national targets for the supply and demand.

On the 26<sup>th</sup> October 2017, MMEWR Sector Committee held a workshop to solicit stakeholders input on the draft Research Agenda under the theme, 'Evidence Based Research, Gateway To A Knowledge Based Economy'. Delivering the opening remarks at the workshop Mr. Meshack J. Tafa, Chief Operations Officer (HRDC) emphasised that the Research Agenda

offers Researchers, Research Funders and other stakeholders some insights into research priority areas within the MMEWR Sector and how funding can contribute to advancements within the Sector.

Presenting the keynote address Professor Read Brown Mthanganyika Mapeo from the University of Botswana noted, "Botswana is operating in a rapidly changing global, social, economic and physical environment, therefore it recognises the need to move towards becoming a knowledge based economy and one of the approaches this can be achieved is through Research and Development. The digital economy has become the driving force of countries such as China and the United States of America. The two countries have made major investments in research and development and it is worth mentioning that developing countries should learn from them."

He further noted that the Government of Botswana through various interventions has concluded that the most suitable way of driving economic development is to enhance the role of Research and Development as it stimulates entrepreneurship and private sector growth.

In closing the workshop, Mr. Sebetlela Sebetlela, the then Chairperson of the MMEWR Sector Committee acknowledged and commended the participants for their valuable inputs on the Research Agenda. He assured them that their comments and suggestions will be assessed by the Committee and incorporated into the Research Agenda.

# THE HUMAN RESOURCE DEVELOPMENT FUND (HRDF) ACHIEVEMENTS AND CHALLENGES



*The Human Resource Development Fund (HRDF) was established in October 2008 as the Vocational Training Fund (VTF). The Fund is levy based and established to finance work - based training, with Levy Payers benefiting through reimbursement of training costs.*

The Human Resource Development Fund (HRDF) was established in October 2008 as the then Vocational Training Fund (VTF), popularly known as the Fund. It was primarily established for the purposes of financing work - based training. All Work - Places that have a turnover of the current Value Added Tax (VAT) threshold P1 000.000.00, automatically contribute towards this Training Fund.

This therefore means that Levy Payers who train their employees, through approved Work Skills Training Plans (WSTPs) automatically benefit by getting their training costs reimbursed. It is therefore, imperative for all Work - Places to ensure they contact HRDC prior to embarking on training and submit the plans accordingly.

The following is a short report that covers the achievements, challenges and future developments of the Training Fund aimed at improving its operations.

## 1) ACHIEVEMENTS

During the year, the Fund embarked on several initiatives with key ones including;

### a. ESTABLISHMENT OF THE HRDF CONTACT CENTRE

A Contact Centre was established with the aim to ensure good customer service and improved Fund utilisation. Its establishment has brought about commendable achievements which include the following;

- Strengthened Internal Controls - Clarity between various roles was achieved further safeguarding the Fund.
- Turn - Around times - the Contact Centre has enabled the organisation to improve turnaround from six (6) months to four (4) weeks.

- Process Review - There is need to continuously analyse and refine processes to ensure that business is effectively conducted for successful attainment of the intended long-term goals. HRDF therefore, continues to embrace the Kaizen approach of continuous improvement that has enabled the Fund to attain incremental changes ultimately resulting in improved customer service.
- Fraud Risk Management - Introduction of stringent measures to reduce fraud risks such as inclusion of bank payment proof as one of the key requirements has proven to be fruitful.
- Reduced Pending Claims - Long outstanding claims brought forward from the previous years were reduced **from 2170 as at January 2017 to 587 as of December 2017**. The Fund continues to work closely with levy payers to resolve the remaining claims.

*Table Two: Comparison on Outstanding claims before Contact Centre and to 31<sup>st</sup> December 2017*

	<b>NO OF CLAIMS AS AT 01 JANUARY 2017</b>	<b>NO OF LONG OUTSTANDING CLAIMS AS AT 31 DECEMBER 2017</b>
No Funds / Awaiting funds accumulation	234	513
Awaiting missing information	1055	0
Awaiting approval / rejection	72	28
Data Captured	809	46
<b>TOTAL</b>	<b>2170</b>	<b>587</b>

**b. STAKEHOLDER ENGAGEMENT**

The Funding Department in collaboration with the Work - Place Learning Unit have been engaged in Work - Place support visits targeting Levy Payers who are not utilising the Fund.

During the visits, it was observed that most of the companies did not understand the requirements of the Fund. This therefore, necessitated the two departments to ensure that awareness activities are implemented to educate, strengthen monitoring and follow up companies that are not utilising the fund.

**2) CHALLENGES FACING THE FUND**

HRDF just like any other business entity experiences challenges which include among others:

- a) Low uptake of the Fund
- b) Limited scope of training
- c) Incomplete submissions by Levy Payers
- d) High training costs.

**3) FUTURE DEVELOPMENTS**

HRDC is currently developing various mitigation measures intended to address the challenges mentioned above, some of which are;

- a) Reviewing of Regulations and Fund Order
- b) Carrying out a Fund Impact Assessment Study
- c) Submission of Annual Training Plans by Work - Places
- d) Branding of the Contact Centre
- e) Departmental Staff continuous capacity development.



## MALATSWAE PRIMARY SCHOOL DANCE TROUPE TOURS GABORONE



*Malatswae Primary School Dance Troupe performing during Mokaragana Show recording at Botswana Television.*

*His Excellency, the President of the Republic of Botswana, Lieutenant General Dr Seretse Khama Ian Khama extended a special invitation to Learners from Malatswae Primary School Traditional Dance Troupe to visit Gaborone from the 9<sup>th</sup> – 12<sup>th</sup> November 2017.*

The aim of the trip was to give Learners a rare opportunity to appreciate urban life in many facets, visit facilities that will equip them with appreciation and better understanding of historic sites as well as exposure to city life recreational facilities.

HRDC's involvement in the Learners tour was necessitated by the Memorandum of Understanding (MoU) that was signed by the Human Resource Development Council (HRDC) and Malatswae Primary School Leadership in October 2017. HRDC as the adopters of Malatswae Primary School, saw it fit to partake in this initiative by making the trip logistics successful.

It was during the trip that staff of HRDC displayed immense hospitality based on benevolence gesture by hosting the Learners and teachers accompanying them to delightful welcome lunch held in the HRDC Gardens. Over and above that, some of the HRDC staff took time from

their busy schedules to accompany the Learners on sightseeing trips including; recording of Mokaragana TV Show and daily preparation of meals for the Learners. Furthermore, the Learners were also taken on excursions around Gaborone such as: to the Three Chiefs Monument; Sir Seretse Khama International Airport; Lion Park Resort; Game City Mall; special visit to the

State House and BDF Band Concert at Sir Seretse Khama Barracks. It is worth noting that HRDC Senior Management accompanied the Learners to visit the State House where they were welcomed by His Excellency the President Lieutenant General Dr Seretse Khama Ian Khama and were treated to special networking session full of dance, music, native discoveries and laughter.



*The Learners together with their teachers enjoying their visit in Gaborone.*

## BOARD MEMBER, MS MICHELLE ADELMAN GETS PRESTIGIOUS ENTREPRENEURSHIP AWARD AND RECOGNITION



*Ms Michelle Adelman (HRDC Board Member) recognised as Botswana most influential Women in Business and Professional service.*

*The Human Resource Development Council (HRDC) congratulates its esteemed HRDC Board Member, Ms Michelle Adelman, who has been recognised by CEO Magazine as both Botswana and Continental Africa's 2017 'Most Influential Woman in Business & Profession Services'.*

**Agriculture is the backbone for any country's economic development and it generates employment opportunities since it is a labour intensive industry.**

Ms Adelman is one powerhouse, an entrepreneur of note in a predominantly male dominated Agriculture Sector. She has proved that indeed women are the axis of the economy and that their values govern the rural market. It is a popular belief that economic development takes place because of rapid industrialisation however, Ms Adelman has defied such notation. She continues to empower and motivate young farmers around the country and beyond borders.

In addition to her contribution to the boards of HRDC, Sir Ketumile Masire

Foundation and the Impact Fund, Ms Adelman was recognised by CEO Magazine for her ground-breaking Agriculture Businesses in Botswana and as a fierce social impact advocate. As the founder of Go Fresh!, Botswana's premier organic and sustainably grown horticulture brand, Ms Adelman was recognised for developing young Botswana leaders and using technology to drive transformation in the agricultural sector.

Go Fresh! uses high-tech, climate controlled greenhouses to grow fancy lettuce, herbs, tomatoes and cucumbers in Gaborone and Maun. Go Fresh! has been recognised as the Botswana "National Grand Champions in Horticulture" by the Ministry of Agricultural Development and Food Security and 'Farmer of the Year' by

the Botswana Young Farmer's Association. and employs over 40 Botswana college graduates and community workers. CEO Magazine is committed to playing a significant role in reflecting the transformation of African business.

Ms Annelize Wepener, Chief Executive of CEO Global mentioned that with presenting the Most Influential Woman in Business Award, "CEO Magazine celebrates our every-day African heroes whose gems of ideas blossomed into profitable business ventures which have benefited and transformed communities continent-wide". A big congratulation to Ms Michelle Adelman from the HRDC Family.

## HRDC JOINS THE NATION IN CELEBRATING BOT50+1



*HRDC Float in procession during the BOT50+1 independence celebrations.*

*Independence Day in many formerly colonised Countries symbolises a day of hope. It is a day celebrated across the world by developing countries to appreciate the successes made by their Governments. 51 years after Botswana obtained its independence from England, the day is still celebrated and cherished by citizens.*

If one was to travel to any village in the Country on the 30<sup>th</sup> of September, one would find the local people gathered at their 'Kgotla'. The day would be characterised by ululations, dance, music alongside cooking and slaughtering of beasts by men in the village.

Children would be playing games and elders of the village would be telling stories reminiscing on how life was before independence and cherishing historic moments.

Speaking during the Golden Jubilee Celebration in 2016 and also in 2017, His Excellency the President Lieutenant General Dr Seretse Khama Ian Khama said, "Let us therefore, today pay humble tribute to the founding patriots who started us on our journey towards achieving a 'United and Proud Nation.' Today's Botswana is thus the legacy of visionaries who had the

confidence to ignore the many sceptics who insisted that we were then too poor, too small and too weak. When others saw hopelessness, those Patriotic Pioneers were empowered by hope and wisdom. Above all they had faith in themselves and their fellow citizens." The Human Resource Development Council (HRDC) like many

organisations in Gaborone traditionally take part in the celebrations at the National Stadium. Staff of HRDC also wore Botswana colours every Friday leading up to the 30<sup>th</sup> of September. This year, there was a float procession where organisations showcased their mandate through their creativity telling their corporate story.



*Independence Celebrations.*



## HRDC COMMEMORATES WORLD AIDS DAY



*His Excellency, the President of the Republic of Botswana, Lieutenant General Dr Seretse Khama Ian Khama giving the Keynote Address during World AIDS Day Commemoration in Bobonong.*

***Founded in 1988, World Aids Day was the first ever global health day. The World Aids Day provides an opportunity for people worldwide to unite in the fight against HIV, to show support for people living with HIV, and to commemorate those who have died from AIDS-related illnesses.***

In a quest to complement the global World AIDS Day 2017 Campaign which promoted the theme, 'Right to Health', the Human Resource Development Council (HRDC) together with other organisations gathered at Bobonong Show Grounds on the 1<sup>st</sup> December 2017, to commemorate the day.

Giving the key note address during the event, His Excellency, the President of the Republic of Botswana, Lieutenant General Dr Seretse Khama Ian Khama, expressed that the World AIDS Day is an occasion to show solidarity with the millions of people living with HIV worldwide. His Excellency also informed the attendants about the support which the Government of Botswana has provided over the years and will continue to freely support its citizens living with HIV.

His Excellency also assured the attendants that the Government of Botswana will

continue to establish interventions towards fighting this epidemic. The World AIDS Day is important because it reminds the public and the Government that HIV has not gone away, there is still a vital need to increase awareness, fight prejudice and improve education. The World AIDS Day commemoration in Bobonong was filled with informative presentations as well as entertainment to amuse the attendants. HRDC as part of this event also believes

that the right to health should focus on fighting HIV/AIDS epidemic by ensuring that there is access to health care, availability of medicines, a healthy working environment including accessible information on how to prevent disease spread or infection. During this event, HRDC also had an opportunity to interact with its different stakeholders to discuss other issues that concerns human resource development.



*HRDC participating in Commemorations of the World AIDS Day in Bobonong.*

## THE RESEARCH GRANT STAKEHOLDER CONSULTATIVE WORKSHOP: A SUCCESS



*HRDC Research Grant beneficiaries in a group picture.*

***On the 14<sup>th</sup> November 2017, Human Resource Development Council (HRDC) in partnership with Ministry of Agricultural Development & Food Security (MoADFS) and Botswana University of Agriculture and Natural Resources (BUAN) hosted a Consultative Stakeholder Workshop on Research Grants at Cresta Lodge Gaborone.***

The workshop was enthused by two Agricultural Research Projects that were deemed to possess the potential for further upscaling. The two research projects are namely: Piggery Investment Guide (PIG): A Value Chain Analysis Based Small Scale Piggery Investment Viability Determination;

A Strategy for Increase Household Income by Dr. Ezekiel Chimbombi; and The Role of Indigenous Plants in Controlling Internal Worms of Small-Stock for Increased Productivity and Household Income by Professor Othusitse Madibela. The two aforementioned projects were among the successful proposals that were each awarded Fifty Thousand Pula Only (BW

50,000) research grants in the 2013/14 HRDC Research & Innovation Grant Project under the Household Income – Sources, Strategies & Survival theme. Of the 16 projects that were awarded grants, 14 successfully completed their research.

Upon evaluation of the 14 completed research projects, the above-mentioned two agricultural projects were earmarked for further upscaling. The stakeholder consultative workshop among others was intended to; promote industry-linked research; promote the uptake and utilisation of Tertiary Education Institutional Research outputs; as well disseminate the findings of two projects from the 2013/14 HRDC Research &

Innovation Grant Project. The workshop was attended by farmers particularly in Gaborone, Southern, South East, Kgatleng and Kweneng Districts, as well as private and public sector and media practitioners. The second workshop will be held to cater for and promote participation from farmers in the other regions of the country at a date yet to be determined in the next financial year.

Sharing their findings, the presenters sparked a significant level of interest with many participants applauding the aspiration to upscale the projects in order for them to have maximum impact on farmers. Applied Research in the Agricultural Sector has been limited and this initiative is an enhancement of usable products and implementable services within the sector.

The support from the Ministry of Agricultural Development & Food Security will therefore prove critical towards the success of upscaling and commercialising of these projects with the hope that buy-in will be vast for a wide array of stakeholders. Information accessibility will also prove to be a key component for farmers and other relevant stakeholders in remote areas.

It is evident that, from the 160 farmers and stakeholders that had been invited, a total of 113 registered and attended the workshop. This represents approximately 70% of the invited stakeholders. Lessons learnt from the first workshop and a way forward will be mapped out in order to improve on the execution of the second Consultative Stakeholder Workshop.

## TEAM WORK IS VALUABLE TO HRDC'S ORGANISATIONAL PERFORMANCE



*HRDC Staff Members participating in the aerobics exercise during Team Building Exercise.*

*According to the Human Resource Development Council (HRDC) Strategic Plan 2016 – 2021, teamwork is one value among others that form part of HRDC's Organisational Culture.*

Through teamwork, HRDC believes that its staff members will work together cohesively towards a common goal. In an effort to drive towards the aspired HRDC's organisational culture of High Performance Organisation (HPO), the Wellness Committee has been alive to sound wellness activities in the workplace therefore remains one of the active committees within HRDC.

The Wellness Committee as part of their plan for the 2017/18 Financial Year organised a resoundingly successful team building activity. The event took place on the 15<sup>th</sup> September 2017, at Bon Fame Gardens under the theme, '#WE4ME'. Different activities were undertaken to stimulate team work among staff members, those including Orio Challenge, Hoola Hoops Pool Relay, Balloon Games, Tangled Rope and Mystery Games and other exciting activities. This team building exercise was crucial as it offered staff members the opportunity to become more familiar with each other and learn how to work together.

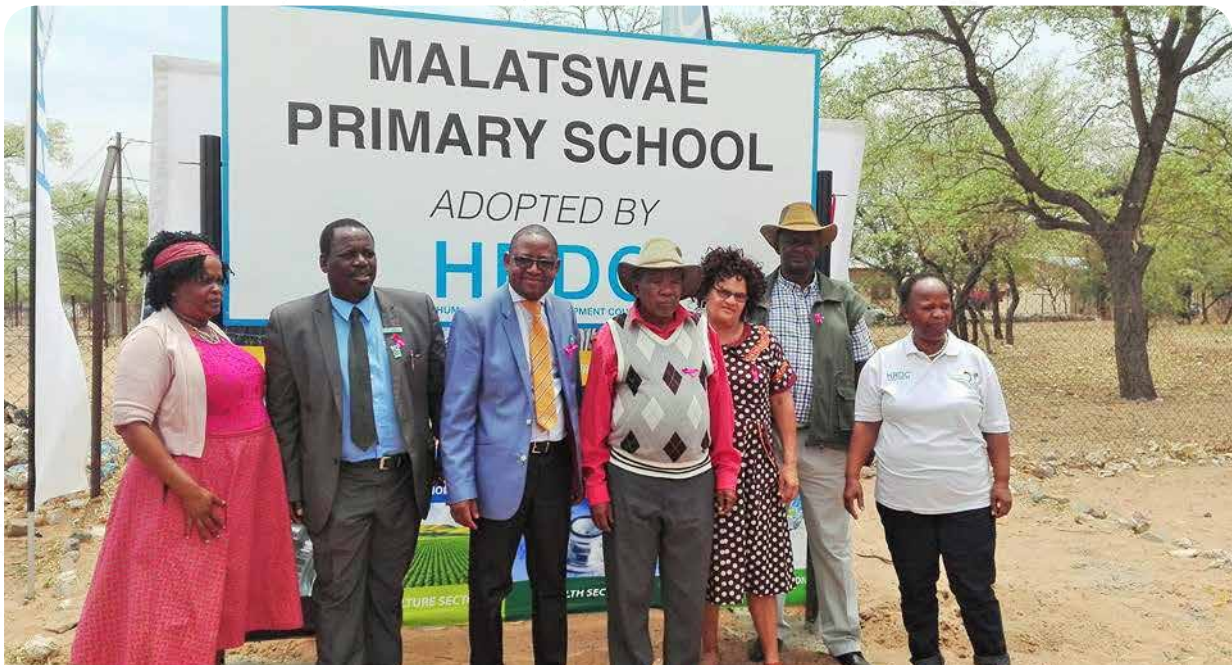
The importance of teamwork at work is vital to the success of the organisation and to the development of each employee. Understanding those important elements will go a long way in assisting HRDC to develop a well-rounded Wellness Strategy geared toward encouraging team growth in the workplace. The HRDC team building exercise was a colourful day illustrated by fun and laughter as showcased by staff enjoying working closely together

in teams demonstrating willpower to work with each other in order to achieve the set goals. The Team Building Exercise culminated in the HRDC Chief Executive Officer, Dr. Raphael Dingalo encouraging staff to continue upholding the spirit and attitude of togetherness thereby becoming team players, a competency that will assist HRDC to diligently achieve its mandate.



*HRDC teams competing with each during the team building games.*

## MALATSWAE PRIMARY SCHOOL PRIZE GIVING HAILED BY HRDC



Dr Raphael Dingalo and Ms Masego Mokubung (white t-shirt) posing with Malatswae Primary School Leadership in front of the adoption signboard.

*On the 26<sup>th</sup> October 2017, HRDC signed an Adopt a School Initiative Memorandum of Understanding (MoU) with the school and also sponsored the reception class graduation hosted by Malatswae Primary School during which a total number of 48 pupils (27 females and 21 males) graduated from the Early Childhood Development Programme.*

Delivering the key note speech at the graduation, Dr Raphael Dingalo, indicated that Pre-School Graduation marked the beginning of a new start towards formal education hence it was a special occasion to be celebrated by the community, parents and teachers.

Mr. Sonny Mooketsi, Director of Basic Education (Central Region), applauded the Human Resource Development Council (HRDC) Management and Staff for their dedication by assisting Government's efforts in providing quality education to its citizens. He also implored the School to leverage fully on the support accorded to them by HRDC and improve their academic performance.

When receiving the donations, the School Head Ms. Johanna Kgopo expressed her sincere appreciation to HRDC for the books, pencils, pens, cartridges for printers, erasers, rulers, manila paper and printing paper.'

'I consider HRDC as a Messiah from heaven because they chose to adopt Malatswae Primary School out of so many schools in the country, therefore, we are thankful for the support accorded to us by HRDC staff and we hope this relationship will go a long way in enhancing the academic performance of our students'. The MoU will be in place for three years ending in 2020.



One of the high performing students receiving an award during the prize giving ceremony.

## HRDC SHOWCASES DURING THE CONSUMER FAIR 2017



HRDC Stall during the Botswana Consumer Fair 2017.

*The Annual Botswana Consumer Fair 2017 is an interactive face – to - face platform for exhibitors and consumers to dialogue and share information on their products and services.*

The Human Resource Development Council (HRDC) annually participates in this exhibition with the aim to educate its targeted stakeholders about the its mandate. The exhibition was held from the 21<sup>st</sup> – 27<sup>th</sup> August 2017 at Fairground Holdings under the theme, ‘Shop. Discover. Explore’

HRDC educated fair attendants on its key functions such as; Work-Place Learning, Research Development, the Human Resource Development Fund (HRDF), Development of the National Human Resource Plan, Tertiary Education Statistics and Student Support Services.

## EMPLOYEES EXCHANGE GIFTS IN ‘SECRET PAL’ SESSION



Exchange of gifts during Christmas is part of HRDC's culture.

*As usual December for HRDC employees is indeed that time of year again, to show love through exchange of gifts. December comes and with its all the joys of Christmas and most of the joys for HRDC is the Secret Pal Session.*

The real meaning of Christmas, is the gifts under the well-dressed themed Christmas tree with the lights, laughter and joy for staff members. Dr Raphael Dingalo, CEO of HRDC when welcoming staff to the session said, “Christmas is a time of the year where we showcase love, we get to

spend time with our loved ones and share joy of Family. We spend more time at our Workplaces than at home during the week throughout the whole year. It is no surprise that we form bonds with our Colleagues and they are like family to many of us, so I encourage you to carry out exuberance and love showcased by all today”.

The Secret Pal event organised by the Wellness Committee of the Human Resource Development Council (HRDC) has been held for the past six years just before the Christmas party in preparation for festive break. Staff members register their names and they pick their names in form of a draw. Each staff member keeps her or his selected name private hence it is called ‘Secret Pal’. A budget is set at an agreed minimum amount that can be spent on gifts suitable for the secret pal. The gifts are then wrapped and presented to the organiser for registration and kept under the Christmas tree.

On the day of exchange of gifts, staff members then hand over gifts to their secret pals. The event fosters good relations between staff and the event also encourages team spirit. Staff members use this opportunity to improve staff relations as they get to know their ‘Secret Pal’ more and understand them better then ultimately they buy them a gift that suits their personality.

## NEW STAFF APPOINTMENTS



**Agnes Phuthego**  
*Manager, Internal Audit*

*Agnes Phuthego was appointed the **Manager, Internal Audit** under the Office of the Chief Executive Officer (CEO) effective 1<sup>st</sup> November 2017.*

She holds a Bachelor of Accounting obtained from the University of Botswana (UB). She is a Fellow Member of the Association of Chartered Certified Accountants (FCCA) obtained through the Botswana Accountancy College and a Certified Internal Auditor obtained from the Institute of Internal Auditors (Global).

As part of her continuing professional development she pursued a number of courses relating to Governance, Risk, Control, Fraud Investigation as well as Internal Audit Systems with various institutions. Agnes also successfully completed the Senior Management Development programme with the University of Stellenbosch – Executive Development.

As the Manager, Internal Audit she is responsible for setting up the Internal Audit Unit that will assist the HRDC to improve its operations through assessing effectiveness of controls, risk management principles and governance processes.

Agnes will be leading her team to develop and execute the annual audit plan which will then be approved by the Board Finance and Audit Committee. Through executing the plan she will assess the operational efficiency, risks, soundness of business practices, reliability of financial reporting and effectiveness of financial controls and procedures.



**Thato Lebogang Bolokwe**  
*Sector Analyst*

*Thato Lebogang Bolokwe was appointed **Sector Analyst** in the Department of Human Resource Development Planning (HRDP) – Demand, effective 4<sup>th</sup> December 2017.*

She holds a Bachelor of Administration majoring in Economics and Public Administration from the North West University in South Africa.

Prior to joining HRDC, she worked for Statistics Botswana as a Statistician in the Tourism Unit where she was mainly involved in the analysis of data and production of quarterly and annual Tourism Statistics in Botswana. She has also worked at Business Botswana as a Business Sector Coordinator.

Thato was greatly involved in efficient implementation of the organisation's business agenda, through advocating and lobbying for membership business interests and developing position papers on issues affecting the private sector.

As a Sector Analyst, her roles among many includes; supporting the Sector Committees in the analysis of data and information relevant to each sector's demand and supply for labour and consolidating inputs for drafting into Sector Plans. Revising and finalising the Sector Plans based on comments and inputs from the Sector Committees.



**Ms Joyce Bannyaditse**  
*Manager, Human Resource - Performance & Rewards*

*Ms Joyce Bannyaditse was appointed **Manager, Human Resource – Performance & Rewards**, in the Department of Human Resource effective 3<sup>rd</sup> October 2017.*

She holds Masters in Public Administration obtained from the University of Botswana. As Manager, Performance & Rewards, Joyce is responsible for coordinating and supervising provision of staff relations and welfare as well as performance, reward and remuneration management.

She is also responsible for planning and organising the resources of the unit, supervise, quality assure and oversee the work of subordinates and maintain direct oversight on the unit's operations.

Joyce also develops and implements (subject to review by Management) an effective reward strategy to successfully attract, retains and motivates the right talent in HRDC. She coordinates and supervises conduct of the following activities: Analysis of market data on reward and remuneration practices; market competitiveness tracking of HRDC's salary structure; benefits, salary reviews and job grading. She is also accountable for designing and implementation of staff compensation and benefits programmes and packages.

Prior to joining HRDC, Joyce worked at Botswana Vaccine Institute (BVI) as Human Resource Manager.

## HRDC CELEBRATES ITS CHRISTMAS PARTY WITH STYLE



*HRDC ladies clad vintage attires during the Christmas Party.*

*As an annual event, the Human Resource Development Council (HRDC) normally celebrates its end of year achievements through organising a Christmas Party as a way of unwinding.*

On the 15<sup>th</sup> December 2017, HRDC hosted its end of Christmas Party which was intended to encourage teamwork, social interaction within staff members and celebrate organisational successes together as a family.

Christmas Parties are a way for management to say 'Thank You' to staff for all their hard work throughout the year. It is a way of entertaining staff at Christmas as it is a way of getting them to return the favour in hard work, loyalty and motivation for the coming year. Christmas Parties provide an excellent opportunity to reiterate and deliver key HRDC messages, issue recognition awards to staff and share plans for the coming year.

HRDC has always incorporated fun into Christmas Parties with icebreakers ranging from music to attire and team building activities that always strengthen team dynamic and unite the workforce. It is an event that encourages HRDC Board, management and staff to mingle outside of a work setting thereby boosting morale for staff. During the event, staff were clad in jubilant mood and illustriously lived up to the event's theme as most of them came wearing vintage attires. Although staff members were free to casually interact with each other, prior to the

event they were inducted on Christmas Party Etiquette. This was to motivate staff members to understand how to carry themselves during the Christmas parties to avoid losing focus on issues of decency due to over excitement. The Christmas Party programme was modelled to encourage staff talent as staff members participated in different entertainment genres including choral choir, ballroom dancing, pantsula dance and disc jockey.

During the event, the Chief Executive Officer of Human Resource Development Council (HRDC), Dr Raphael Dingalo applauded staff members for being dedicated to their work and encouraged them to continue working together as a team in order to achieve the HRDC's objectives. "It is important to work together and celebrate our success as a family as this is key to building a strong team that will drive the HRDC's mandate" said Dr Dingalo.

The CEO also encouraged staff members to enjoy themselves and wished them well as they are headed to the Christmas Holidays. As an annual event, the HRDC Christmas Party is held with an intention to encourage teamwork and social interaction within staff members. This notion is buttressed by the famous words of Mother

Terressa when she said, "None of us, including me, ever do great things. But we can all do small things, with great love, and together we can do something wonderful."



*Mr Nyaladzi Dichaba wearing the vintage attire at the Christmas party*



# 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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