



**HUMAN
RESOURCE
DEVELOPMENT
COUNCIL**
of BOTSWANA

OUR PEOPLE • OUR FUTURE



CORPORATE PROFILE



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THE BEGINNING OF HUMAN RESOURCE DEVELOPMENT COUNCIL (HRDC)

The National Human Resource Development Strategy (NHRDS), was approved by Cabinet in January 2009. It recommended a rationalisation strategy geared towards eliminating the overlapping mandates and duplication of services between the then Tertiary Education Council (T.E.C.) and the then Botswana Training Authority (BOTA). It did put in place a holistic and integrated institutional framework comprising two new statutory bodies namely; Botswana Qualifications Authority (BQA) and the Human Resource Development Council (HRDC) through their Acts of 2013.

The realisation of the NHRDS will guarantee delivery of a range of national, societal, government, private sector, civil society and institutional reforms necessary to guarantee Botswana's future status as a 'Winning Nation'. Furthermore, the NHRDS is a key contributor to ensuring that Botswana is a 'nation at work' with its people employed in high-skill-high-value jobs. The citizens of Botswana are its greatest asset and the guarantor of the nations' long term prosperity. Their key aspiration is to have the critical capacities to realise those potentials.

They wish to utilise these potentials to lead full and better and productive lives that are of benefit to themselves as individuals, the family structures they support and the communities in which they live and the nation they belong to. They wish to have a high quality education, to possess the right knowledge, skills and competencies that will enable them to be employed in the high quality jobs that will benefit them as individuals and drive the development of a competitive, sustained and vibrant national and global economy. This requires high quality, effective and efficient human resource development structures and systems that can ensure the realisation of the potentials of each citizen of Botswana.

The key overarching goal of the NHRDS is to optimise the efficacy and outcomes of the HRD to drive Botswana's development agenda. The desired outcomes of the strategy are economic diversification and societal advancement.



NHRDS STRATEGIC GOALS

1. Our collective goal as a nation is to:

Harness the full human resource capacity of the nation by providing opportunities for Botswana to realise their full potential across all stages of the human resource development life cycle so as to build a stable, prosperous and globally competitive nation.

2. Our personal goal as individuals is to:

Achieve full potential as an individual by assuming a personal responsibility for own self development through determination, courage, self-sacrifice and by recognising that I am ultimately answerable for ensuring the maximisation of my own abilities.

The Human Resource Development Council (HRDC) was established by the **HRDC Act No 17 of 2013**, which became effective on the 8th November 2013. In a supervisory capacity and acting as Government's advisor on human resource development, HRDC provides a platform for the Public Sector, Private Sector and Civil Society to act in concert to drive the National Human Resource Development Strategy.

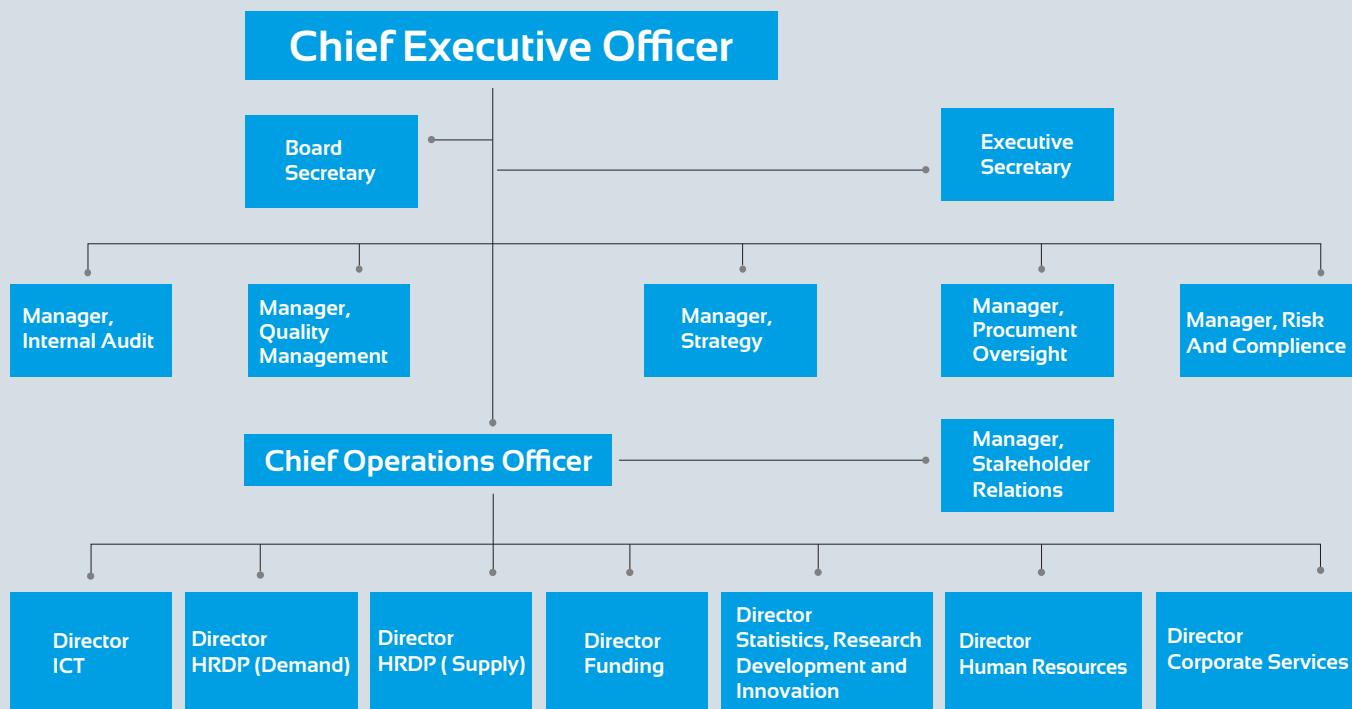
The establishment of the HRDC, represents a clear acknowledgement by Government for the need to drive effective human capital development through a process that engages and accommodates the input and broad participation of the public sector, the private sector, civil society, labour, youth, Education Training Providers (ETP), citizenry and other key stakeholders as partners in establishment of an effective sector-focused human capital development base in Botswana.

HRDC FUNCTIONS AS STIPULATED IN THE HRDC ACT ARE TO:

Without derogating from the generality of Subsection (1), the Council shall:

- a) Advise the Minister on all policy issues relevant to the implementation of the National Human Resource Development Strategy as developed by the Government from time to time;
- b) Formulate the National Human Resource Development Plan;
- c) Provide advice on Management, Planning and Financing with specific reference to:
 - I. Internship
 - II. Apprenticeship
 - III. Workplace Learning
 - IV. Reimbursing employers who have incurred training costs for apprentices or trainees
- d) Manage Funds established under Part VII of the Act;
- e) Promote workplace learning;
- f) Establish and manage a national labour market information system and national education and skills development data base;
- g) Promote the establishment, co-ordination and approval of institutional plans for public and private tertiary education institutions and post implementation monitoring and evaluation with specific reference to:
 - I. Human Resource Development
 - II. Research and Innovation, and
 - III. Institutional Capacity Building
- h) Co-ordinate, promote and support tertiary education-industry link research and innovation activities.
- i) Formulate human resource development plans for key sectors of the economy through linkages with employers in the public and private sectors;
- j) Develop strategies for student attachments and academically prescribed internships and promote methods of skills development; and
- k) Act as a supervisory agency and to co-ordinate the implementation of the National Human Resource Development Strategy and ensure a link between the different levels of education, training and skills development.

ORGANISATIONAL STRUCTURE



HRDC VISION, MISSION AND VALUES



VISION

To transform Botswana into a Globally Competitive Human Resource Hub by 2036.



MISSION

To drive the Development of Botswana's Human Resource to achieve a Knowledge Based Economy through the Provision of Policy Advice, Planning, Funding, Coordination and Effective Collaboration.



HRDC OBJECTIVES

The objectives of the council shall be to:

- Provide for policy advice on all matters of national human resource development;
- Co-ordinate and promote the implementation of the National Human Resource Development Strategy;
- Prepare the National Human Resource Development Plans; and
- Plan and advice on Tertiary Education Financing and Work-Place Learning.



VALUES



EXCELLENCE

Quality service and commitment to outstanding performance



EFFECTIVE COMMUNICATION

Effective and continuous engagement of both internal and external stakeholders.



TEAM WORK

Collectively working towards common goals.



INTEGRITY

Ethical, respectful, honest and Botho when dealing with customers and stakeholders.



INNOVATION

Continuously seeking solutions and improvements.



ACCOUNTABILITY

We act responsibly and commit to being answerable for our decisions and actions

DETERMINING DEMAND FOR HUMAN RESOURCE DEVELOPMENT

HRDC determines the demand by:

1. Preparing the National and Sector Human Resource Development (HRD) Plans.
 - Establish and manage sectoral advisory HRD Committees
 - Undertake sector related research and analysis
 - Engage industries to identify and address key HRD issues
 - Review priority occupations and skills in demand on periodic basis
2. Coordinating and promoting the implementation of the National and Sector HRD Plans
 - Disseminate the HRD Plans
 - Facilitate the Implementation of HRD Plans
 - Monitor and evaluate implementation of the National and Sector HRD Plans
3. Provide for policy advice on all matters of national human resource development
 - Continuously research on key HRD issues to influence policy direction and decision making
 - Packaging and sharing of information to various stakeholders

HUMAN RESOURCE DEVELOPMENT (HRD) PLANNING APPROACH

As encapsulated in the National Human Resource Development Strategy (NHRDS), the formulation of HRD Plans adopted the Human Resource Development (HRD) planning approach, which is industry driven, more comprehensive, inclusive, strategic and embraces the whole HRD lifecycle from early childhood to lifelong learning.

The benefits of human resource development planning include, but are not limited to:

- a) It is strategy driven and properly contextualises the broader policy environment
- b) Embraces the whole HRD life cycle.
- c) Links national economic and HRD strategies with global competitiveness and development.
- d) It is flexible and adaptive and can respond easily to rapid change.
- e) Matches labour market with education and training.

DETERMINING DEMAND FOR HUMAN RESOURCE DEVELOPMENT

Sector HRD Committees are established as an advisory structure for each of the identified key sectors of the economy. These are multidisciplinary committees comprising experts from critical sectoral areas such as private enterprises and associations, Government, labour unions, regulatory bodies and civil society in order to have adequate representation of the sector. Their roles include;

- Provide technical advice in development of the National and Sector Human Resource Development Plans.
- Provide a forum of constant dialogue and consensus building among stakeholders in the sector on all matters of Human Resource Development.
- Advice on emerging economic and labour market trends that impact on training needs.
- Monitor the local and global labour market trends and advice on future skills and future jobs.



COORDINATING SUPPLY OF HUMAN RESOURCE DEVELOPMENT

HRDC coordinates the supply of human resource by:

- Managing, directing, coordinating and supervising the development of institutional planning as well as workplace learning, in alignment to the mandate of HRDC;
- Ensure that the planning functions are performed in synchronisation with the National and Sector skills plans;
- Lead the preparation of Workplace skills plans;
- Provide advice on management and planning for workplace learning;
- Student Affairs Planning.

What is workplace learning?

Workplace Learning means skills training or development that is provided at the workplace for employees including informal skills training and development; on the job training; vocational and technical training which is not offered by tertiary institutions.

The HRDC planning functions support the Council's mandate by providing advice on the management of workplace learning with specific reference to apprenticeship; internship and workplace learnership and traineeship.

What are the advantages of workplace learning?

- Relevant skills developed, and aligned to the world of work and workplace skills requirements.
- Reimbursable training costs incurred from the training intervention through the Human Resource Development Fund (HRDF).
- Motivated workforce.
- Competent skilled employees from structured and quality assured Workplace Learning programmes meeting the needs of industry.



COORDINATING SUPPLY OF HUMAN RESOURCE DEVELOPMENT

What are the functions of workplace learning unit?

- Provide advice to workplaces, employers and / or organisations on workplace learning policy, regulations and guidelines pertaining to workplace learning in accordance with the HRDC mandate.
- Support and promote acquisition of relevant skills at workplaces.
- Align skills and competencies to the skills training plan as informed by the sector skills.
- Promote and encourage research and innovation initiatives geared towards achieving the National Human Resource Development Strategy.
- Pre-approves training to facilitate compliance with HRDC reimbursement requirements.
- Coordinate and monitor the implementation of structured workplace learning programmes to meet the national human resource development needs.

What are the regulatory instruments?

- Human Resource Development Council Act (2013).
- Human Resource Development Fund Regulations.
- Pre-Approval guidelines.
- Reimbursement guidelines.

What are the requirements to obtain pre-approval of training?

- Pre approval application form duly completed.
- Work skills training plan.
- Rationale (course objectives, course duration, cost analysis, etc.)
- Evidence of training provider's accreditation status (training provider must be accredited with the Botswana qualification authority or with a similar regulatory body in the country of origin if the training is outsourced outside Botswana).
- Certified copies of Omang for citizens.
- Certified copies of Passport for foreigners
- For training sourced outside Botswana.
- Non-citizens training in an area that is security related.
- Submit at least 10 working days before the training commences and training of non-citizens.

COORDINATING SUPPLY OF HUMAN RESOURCE DEVELOPMENT



ABOUT THE BOTSWANA HUMAN RESOURCE DEVELOPMENT SKILLS (BHRDS) FAIR AND CAREER CLINICS

The Botswana Human Resource Development Skills (BHRDS) Fair and Career Clinic is a strategic stakeholder engagement activity geared towards promoting the training and education sector. The Botswana Human Resource Development Skills Fair was first introduced by the Tertiary Education Council (T.E.C.) and its partners in March 2010 as an annual event. This initiative was enhanced in 2015 by using the binary approach which embedded the component of career clinics.

The two events convene a variety of audiences under one roof to reflect on strategic issues of the education and training sector. They also bring together various stakeholders among them, the Human Resource Development (HRD) Sector Committees, Botswana Qualification Authority's (BQA) registered Education and Training Providers (ETPs), current and prospective learners, institutions outside Botswana, professional membership bodies or regulatory bodies in Botswana, government, financial institutions (banks), private and business sector. The BHRDS Fair and Career Clinics have a central goal of creating maximum awareness as well as educating the stakeholders and the public on how the event contribute towards the growth of the education and training sector in Botswana.

COORDINATING SUPPLY OF HUMAN RESOURCE DEVELOPMENT

Additionally, the BHRDS Fair and Career Clinics do provide information to the learners using multiple approaches geared towards assisting them to make informed career choices, creates the opportunity for dialogue between the prospective learners and education and training providers, the HRDC's traditional partners including others; Botswana Qualification Authority (BQA), Botswana Examination Council (BEC) and the Department of curriculum Development and Evaluation (CDE).

The specific objectives of the Botswana Human Resource Development Skills Fair and Career Clinics are to:

- Promote the education and training sector in Botswana;
- Offer the exhibitors from different education and training institutions and potential learners the opportunity to actively interact and identify the career choices in programmes offered in each institution;
- To advice Botswana general certificate in secondary education (BGCSE) school leavers on career paths marketable in Botswana;
- To advice prospective learners about the programmes of study that are in line with the sector HRD Plans;
- Stimulate quality education amongst the public and private tertiary institutions in ensuring that they adhere to delivering quality education in Botswana.

In a quest to diversify the BHRDS Fair and Career Clinics, international institutions have been given the opportunity to also showcase their products and services. The two events have in the past proven to be a success.

ABOUT NON-CREDIT BEARING SHORT COURSES

Upon resuming the function of recognising Non-Credit Bearing Short Courses (NCBSCs) the Council established NCBSC Unit to implement the Function under the Department of Human Resource Development Supply.

What are Non-Credit Bearing Short Courses?

These are short learning programmes which have no credits awarded and therefore are not registered in the credit qualification framework as part or full qualifications.



COORDINATING SUPPLY OF HUMAN RESOURCE DEVELOPMENT

What is the purpose of NCBCSCs?

NCBCSCs are skills development interventions offered by Education and Training Providers (ETPs) to address the operational skills gaps in the industry and respond to the new skills demand of the economy.

What are the benefits of NCBCSCs to the Industry?

NCBCSCs support the Levy System interventions because workplaces that train their employees on recognised short courses are entitled to apply for reimbursement of their training costs from the Human Resource Development Fund.

Who is entitled to submit short courses for recognition?

All entities that have met BQA registration and accreditation requirements and awarded education and training provider status. The status quo entitles entity to offer education and training services. An approved education and training provider will be issued with Registration and Accreditation Certificate and the Scope of Accreditation.

NCBCSC Processing

Approved Education and Training Providers are entitled to develop short courses that are within their Scope of Accreditation and submit them to HRDC for validation and verification against the Recognition Guidelines. Short Courses that meet NCBCSC Guidelines are given a recognition validity of three (3) years.

ABOUT INSTITUTIONAL PLANNING

What is Institutional Planning?

Institutional Planning (IP) is a strategy that is employed to ensure that Tertiary Education sub-sector is systematically positioned to respond to the human resource development needs of Botswana's economy. As such, IP ensures that the output of the Tertiary Education Institutions matches the priorities of the economy needs, not just learner's preferences.

What are the objectives of Institutional Planning?

- To formulate a sector level institutional planning framework and guidelines that links individual institutional plans to the NHRD Plan and ensure a seamless integration between strategic and business planning.
- To coordinate development of an integrated and coherent tertiary education system that balances the need for delivery, differentiation, accessibility and quality.
- To support Tertiary Education Institutions (TEIs), monitor and evaluate efficiency of their programmes.
- To assist TEIs to ensure that their output is as relevant as possible to industry specific training, through internationally recognized qualifications and related skills.

COORDINATING SUPPLY OF HUMAN RESOURCE DEVELOPMENT

What are the benefits of Institutional Planning?

- Achievement of linkage between the demand and supply of national human resource
- Ensures that Tertiary Education Institutions assess their relevance from time to time
- Communicates to the stakeholders (students inclusive) the direction that a tertiary education institution is taking in addressing the HRD needs of the economy/community
- Facilitates attraction of partnerships with an institution – industry and international partners inclusive
- Gives a guide on the resources needs for an institution to achieve the targeted human resource development
- It informs development partners on the priorities, set at institutional level, to address the human resource development needs of the economy.
- Directs monitoring and evaluating the level of achievement of an institution against targets set, as it sets the basis for assessment of an institution



DATA MANAGEMENT, RESEARCH & INNOVATION



We are responsible for:

- Coordinating, promoting and supporting tertiary education industry-linked research;
- Building and enhancing capacity of tertiary education providers (TEP's) in research by providing skills along the research and innovation value chain;
- Operationalisation of the Labour Market Observatory (LMO) and Maintenance of the LMO Job Seeker Database (JSD);
- Development and management of the national labour market information system and the national education and skills development data base;
- Data management and production of tertiary education and training statistics as well as labour market statistics for policy advice and decision making; and
- Knowledge management of HRDC information and data.

FUNDING WORKPLACE TRAINING & SKILLS DEVELOPMENT

We are responsible for:

- Leading, managing, directing, coordinating and supervising the funding mandate of HRDC;
- Ensure that the funding functions are performed in sync with the National and Sector HRD Plans;
- Provide expert guidance and advice in funding to ensure effectiveness and sustainability of the Funds.;
- Approve allocated budgets to institutions and ascertain timely disbursement of funds.

ABOUT THE HUMAN RESOURCE DEVELOPMENT FUND (HRDF)

01 What is human resource development fund?

The Human Resource Development Fund (HRDF) is a levy based Fund that has been established to finance Workplace learning and skills development. It is operated through a levy grant system where companies pay a levy into the Fund and get to be reimbursed costs incurred for training their employees. The main objectives of the HRDF are:

- Motivate enterprises to train their staff
- Increase skills base at the workplaces
- Help to bring together supply and demand for training
- Create new opportunities in the training market
- Support the goal of cost-sharing in skills development in Botswana

02 What is training levy?

The levy is based on an employer's turnover. An employer is any person registered or liable to be registered under the Value Added Tax (VAT) Act.

03 Which companies pay training levy?

Any company that accumulates an annual turnover of over the current VAT threshold must pay the training levy.

FUNDING WORKPLACE TRAINING & SKILLS DEVELOPMENT

04 What are the training levy rates?

Turnover	Levy Payable
Less than P1,000,000.00	No levy
P1,000,000.00 TO 2 billion	0.2%
Excess of 2 billion	0.05%
Oil industry	0.05% on regulated petroleum products

05 Who is eligible to claim for reimbursement from the fund?

1. Companies paying the training levy benefit throughout the year from funds accumulated on their fund account.
2. Special groups as categorised as :
 - a. Small Medium Micro Enterprises: - refers to enterprises that have an annual turnover of less than the prevailing threshold amount.
 - b. Emergent companies- Is defined as an infant industry identified by the Council as requiring special training
 - c. Other Special Group- refers to organisations such as Civic and Community based and Non-Government organisations (NGOs) registered with the relevant authorities

06 How is the maximum claimable calculated?

1. The maximum claimable amount is calculated on the basis of the training levy paid by an individual company.
2. In addition to the amount paid, HRDC pays incentives of an average of 2.5 times of the amount paid with the aim of promoting active participation in skills development.
3. Special groups maximum eligible differ by category. For SMMEs the amount is calculated on the basis of the minimum amount paid by the levy payer which is P11,250, while for others it is P100,000 and P50,000 for emergent companies and non-governmental organisations respectively.

07 Which costs are claimable?

The claimable costs include among others; tuition or trainer fees; stationary costs or learning materials, travel and accommodation costs; trainee salaries prorated to number of days in training.

FUNDING WORKPLACE TRAINING & SKILLS DEVELOPMENT

O8 Which courses are claimable?

The Fund reimburses costs in respects of;

1. Trainings conducted by Educated and Training Providers duly accredited by the Botswana Qualifications Authority or as pre-approved.
2. All short courses accredited by Botswana Qualifications Authority or those recognised by HRDC.
3. Product related training that is a programme specific to the operations of a specific company.
4. Apprenticeship training- i.e. costs incurred for learners undertaking vocational courses in different trades and supported by the private sector.
5. Graduate Internship programmes-where graduates placed in the private sector through the National Internship programme are paid allowances.



FUNDING WORKPLACE TRAINING & SKILLS DEVELOPMENT

09 How does one submit a complete reimbursement claim?

1. A company should complete the reimbursement form obtainable from HRDC Contact Centre or the website (www.hrdc.org.bw).
2. Attach copy of the BQA Accreditation Certificate for the Provider and proof of accreditation/recognition of a programme
3. Pre-approval letters for training outside Botswana or of non-citizens.
4. Certified copies of valid identity cards (Oman) for trainees as would be sampled by HRDC.
5. Certified copies of certificates or progress reports or transcripts for trainees.
6. Certified copy of attendance register during training duly signed by trainees on each day of training.
7. Original receipts or other proof of payment for all costs incurred for the training.
8. Salary spreadsheet showing computations when claiming for salary costs and copy payslips as would be sampled by HRDC

10 What are the timelines/ turnaround time for reimbursement?

1. An application that is completed and in compliance with the reimbursement requirement takes from 10 to 30 working days to be paid depending on the value and completion of compliance requirements.
2. Payments maybe paid in part depending on the availability of funds on the company Fund account.

11 Can i train non-citizens?

1. A company can train non-citizens only after obtaining pre- approval from HRDC prior to training.
2. Training of Non-citizens allowed only for security and safety programmes

12 What happens if the training that i want is not available in Botswana?

Pre-approval to train in a foreign country should be requested from HRDC prior to training. The approval of the request should be obtained prior to undertaking the training. It is the responsibility of the employer to ascertain the accreditation status of the institution, programme and trainer in the host country.

N.B: PRE-APPROVAL WILL BE GRANTED WHERE IT IS CLEAR THAT THERE IS NO SIMILAR TRAINING IN BOTSWANA

FOR MORE INFORMATION, CONTACT: DEPARTMENT OF FUNDING HUMAN RESOURCE DEVELOPMENT FUND (HRDF):

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Email: hrdfclaims@hrdc.org.bw



| Picture courtesy of Construction Industry Trust Fund



HRDC INSIGHT

Employees become more productive when provided with continuous on the job training. It is possible with the Human Resource Development (HRD) Fund.

Learn more about the HRD Fund on

www.hrdc.org.bw +267 393 0741 or email hrdfclaims@hrdc.org.bw





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HRDC Ethics Hotline

To Report incidences of suspected fraudulent and corrupt activities affecting the HRDC use the following contact details:

1. By calling the toll free number: **16136** through Landline or Cellphone (all mobile service providers)
2. Emailing: HRDC@tip-offs.com
3. Through post to P O Box 448, Gaborone, Botswana
4. Through website at www.tip-offs.com

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