



**HUMAN
RESOURCE
DEVELOPMENT
COUNCIL**
of BOTSWANA

OUR PEOPLE • OUR FUTURE

The Official NewsLetter

Insight

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JOBSEEKERS DATABASE LAUNCHED



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This has been a challenging year of adapting to live in the 'new normal' to invariably accommodate the challenges that came with the COVID -19. As the Human Resource Development Council (HRDC), we are conscious of the crisis and have ensured that we provide efficient, supportive and flexible service -oriented solutions to our valued stakeholders to ensure the business of HRDC is not interrupted.

Announced in March 2020, the coronavirus disease (COVID-19) has totally changed our way of life. The be- safe protocols that have been introduced thereby affected the way we interact with stakeholders as engagement medium had to change allowing us to all quickly embrace digitisation for efficiency.

These changes have extended to our workplaces as well as we had to adopt

work related policies such as Working From Home (WFH) aimed at reducing congestion in the workplace. Staff are always encouraged to sanitise, wear masks and practice social distancing.

In a bid to embrace the new normal, HRDC's business continuity interventions were rolled out through the launch of the Job Seekers Database. The government of Botswana has decided to enhance the registration environment for employment seekers through the development of a Job Seekers Module in the Labour Market Observatory (LMO) housed at the HRDC. This is designed to enhance the online registration and administration of the job seekers data at a centralised platform for efficiency and for the convenience of customers. This is also in response to the current COVID-19 pandemic.

Further to key developments that HRDC has embarked on was the review of the Human Resource Development Fund (HRDF) as well as the automation of the Human Resource Development Fund System (e-HRDFS). These two major projects highlight the commitment by HRDC to improving on service delivery for the benefit of our Stakeholders.

HRDC welcomed the new Director

of Human Resources Mr Keefentse Gaebowe whose profiling interview can be read on page 20 . We also welcomed on board two Staff members from MELSD who have been seconded to HRDC for one year working on the Job Seekers Database.

I encourage all of you to continue washing your hands, sanitising, wearing your masks and social distancing to stop the spread of COVID-19. Through our different Departments and units we continue to engage with our stakeholders and we are committed to looking for innovative ways of educating, creating awareness and persuading our valued stakeholders to buy into our services.

We also appreciate hearing from you as feedback is valuable to continuous development. Kindly email to marketingcomms@hrdc.org.bw. For more information on HRDC's products, services, news, upcoming events, tenders and vacancies. Kindly visit our website www.hrdc.org.bw and Facebook page, Twitter handle and LinkedIn

Happy Reading.

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INTEGRATION OF JOB SEEKERS DATABASE IN THE LMO WEBSITE



Director, Directorate of Public Service Management (DPSM) Ms Naledi Mosalakatane (center), the Acting Permanent Secretary in the Ministry of Employment Labour Productivity and Skills Development (MELSD) Mr Claude Mojafi (left) and the Chief Executive Office of Human Resource Development Council Dr Raphael Dingalo (right) at the Launch of the Job Seekers Database at Botswana Television Studios in Gaborone

The Human Resource Development Council (HRDC) Act No. 17 of 2013, Section 4 (2) mandates HRDC to "Establish and manage a national Labour Market Information System and National Education and Skills Development Data Base". Based on this section of the Act, HRDC is currently working towards developing a comprehensive data and service driven Labour Market Information Observatory (LMIO) for Botswana.

An LMO website has therefore, been developed to become a platform that provides labour market information and also to serve as a platform for matching jobseekers with employers for available employment opportunities.

On the 17th November 2020, HRDC in conjunction with the Ministry of Employment, Labour Productivity and Skills Development (MELSD) and the Directorate of Public Service Management (DPSM) launched the Botswana Labour Market Observatory Website Jobseeker platform. The

platform is an integration of the MELSD Jobseeker Database and the Unemployed Graduate Database and the Unemployed Graduate Database (UGD) initially at DPSM. The launch was conducted at Botswana Television (Btv) during the Media Briefing programme.

In his address, the Chief Executive Officer (CEO) of HRDC Dr Raphael Dingalo indicated that HRDC is developing the Labour Market Observatory (LMO) to become a single source of comprehensive, integrated and up-to-date labour market related information covering education and training, labour economics as well as social welfare. He said it holds the promise of guiding learners towards skills in demand, occupations and economic sectors as well as informing Tertiary and Vocational Education Institutions on the outcomes of their graduates in the labour market.

Dr Dingalo informed the public that the development of the LMO Website Jobseeker Module in conjunction with MELSD and DPSM was in response

to the COVID-19 'new normal' way of doing business which requires curtailment of movement and reduction of physical interaction of people. He said this was embarked on to support the Government's long term commitment of providing online (automated) services.

Dr Dingalo informed the public on the national television (Btv) that the launch of the integrated jobseekers database marked a significant milestone in the efforts to make job opportunities more accessible and transparent to job seekers in Botswana, particularly the undergraduates, therefore facilitating better job-matches for available vacancies.

He explained that the LMO Website Jobseekers Database will complement the existing private sector efforts thereby providing another avenue for Botswana to explore and apply for job opportunities both locally and internationally, as well as allow employers to access a large pool of local candidates. He explained that in order to facilitate this employment

(Continued from Page 3)

and the jobseekers would be required to first register on the LMO website at the address www.botswanalmo.org.bw.

Dr Dingalo concluded his launch address by informing the public that the aim is to have one single national Jobseekers Database that will facilitate effective gauging of mismatches and unemployment in order to inform policy makers on skills supply and demand within the labour market.

In her remarks, the Director of DPSM, Ms Goitseone Mosalakatane, informed the public that DPSM has been administering the Unemployed Graduate Database (UGD), which was introduced by the Government in May 2008. DPSM has been registering and facilitating unemployed undergraduates to find employment at entry level jobs in Government, thereby partially withdrawing the delegated authority to recruit for graduate entry level (C-Band) vacancies within the Public Service.

She explained that following the launch of the integrated Jobseekers Database, the recruitment, selection and placement of job seekers into graduate entry level or C-Band vacancies will revert to

Ministries, Independent Departments and Agencies. She further explained that the Appointing Authorities in the Public Service will be encouraged to utilise the database not only for graduate entry level (C-Band) vacancies but for all vacancies existing in their organisations, as will be guided by the revised recruitment processes.

For his part, the Acting Permanent Secretary at MELSD, Mr Claude Mojafi informed the public that MELSD has been registering all types of jobseekers through its various Labour District Offices nationwide and assisting them to find employment across all sectors of the economy. He said the registration process has for a long time posed a lot of challenges given its manual implementation.

He therefore expressed gratitude for collaborating with HRDC and DPSM in the development of the integrated database citing that it will not only increase access to employment opportunities and improve the quality of service by MELSD, but will also inform jobseekers about occupations and jobs in demand within each economic sector as well as to the key facts/indicators

about each occupation.

Mr Mojafi explained to the viewers that all job seekers, skilled and unskilled intending to register for job seeking purposes would now be expected to use the integrated Jobseeker Database in the LMO website. He said unlike in the past where they had to physically visit the District Labour Offices to register their applications, curriculum vitae and job seeking documentation, they would now be able to use any device like cellular phone, PC, Laptop from wherever they are to register online.

In order to ensure continuous promotion of the use of the LMO Website jobseeker platform, HRDC has developed a long term Communication and Change Management Plan that seeks to aid awareness, educate jobseekers and solicit buy-in from all stakeholders. Furthermore, a dedicated toll-free number, email address and bulk sms (short message system) are being established to manage the enquiries and help jobseekers to understand the need for change (centralisation) as well as the benefits that are brought about by the change.



The Panelists, Btv Presenter Mr Thebeyame Ramoroka and the audience from DPSM, MELSD and HRDC at the Job Seekers Database Launch

HRD-FUND MAJOR PROJECTS UNDERTAKINGS FOR THE YEAR 2020



One of the Representatives from the Private Sector making a comment during one of the workshops for the Human Resource Development (HRD) Fund

Organisational change is unescapable today and requires organisations to undergo constant change in order to remain competitive and the Human Resource Development Council (HRDC) is by no means an exception. HRDC through the Department of Funding embarked on two (2) major projects being the Automation of the Human Resource Development Fund System (e-HRDFS) and Review of the Human Resource Development Fund. The two major Fund projects were instituted in the financial year 2019/2020.

About the e-HRDF System Project

The e-HRDF project formulation was necessitated by the need for efficiency and effectiveness in delivering service to HRD Fund stakeholders. The current system which has been in use for over 10 years could no longer meet the informational needs of HRDC nor could it be fully relied upon to effectively service and safeguard the HRD Fund assets. Under the e-HRDF System Project, the HRD Fund will undergo full process automation incorporating the latest functionalities and safeguards relevant to today's standards.

HRDC engaged a consultant in

2018 to conduct a comprehensive system audit which recommended for acquisition of a new HRD Fund system. The envisaged e-HRDF system will allow for online claims' submission, assessment and payment. In order to strengthen the focus and lead on project delivery, project governance structures were formed and have since resumed their responsibilities.

Comprehensive review of the Human Resource Development Fund (HRDF)

Based on extensive consultations with relevant stakeholders, HRDC has embarked on a project to review the Human Resource Development Fund (HRDF). The objective of the Project is to carry out a comprehensive review of the HRD Fund with specific reference to the Reimbursement and Levy Collection Models that seek to address issues of Accessibility, Effectiveness and Sustainability of the HRD Fund and recommend the best Model for Botswana. Subsequent to the review of the Fund, statutory instruments governing the HRD Fund, including the HRDC Act of 2013 will be amended to accommodate the new approach and alignment to the organisational

mandate.

Among other things, the project is intended to;

1. Study and review the current Levy Collection and Disbursement Models, identify limitations and make a comparative analysis with the global community to recommend a model that is appropriate for the country.

2. Understand other levies available in the country being; the Tourism Industry Levy (also called the bed levy) and the Construction Industry Levy that are also for skills development. Furthermore, it will identify possible duplications that can be eliminated and adopt a well-rounded, cohesive workplace learning funding structure.

In the wake of high rising unemployment in the country particularly amongst the youth, the project is envisaged to come up with a more holistic approach to skills development covering even the unemployed who need upskilling as well as entrepreneurial skills as we endeavour to transform the country from being a resource-based to a knowledge-based economy.

LEADERSHIP IN TIMES OF CRISIS – STUDENT LEADERS’ ROLE DURING THE COVID PANDEMIC OUTBREAK.



Student Leaders listening to presentations during a past training session

Crises are inevitable. There has been plenty of crises globally in the history of mankind ranging from wars, social ills, plagues, climate changes, and pandemics. Almost every nation has had to face one or several of these at one point or another. These crises pose a great deal of threat to human beings, animals and property and therefore cannot elude the interest of various squatters of the society from researchers, policymakers, scientists, politicians, leaders etc. This is so because the eminent threat would need a reliable and relative responsiveness and accountability in order to arrest it.

Though crises are in the most part unexpected, they need to be dealt with decisively, compassionately and appropriately at individual and collective levels. Psychologists and leadership experts often argue that effective leaders should always be ready and prepare for crises (says Fischhoff). At the height of the catastrophe, leaders in particular, are supposed to be at the fore front of their charges to stir the ship. It then follows that disasters can make or break a leader.

A quintessential example that is relatable would be the COVID-19 outbreak in recent times which has somewhat outsmarted leaders and uncovered poor qualities of some. Some leaders have

proven to make decisions that were relevant and others have failed dismally albeit in varying degrees. Rising to the occasion during this time was the most sensible and ideal thing to do under the circumstance in order to protect human life and protecting economies.

Similarly, university student leaders were facing the same calamity relative to their level of operation. They had to inspire hope in the midst of a storm that was threatening existence of their livelihoods and futures. The psychological and mental challenges that the student communities faced, needed student leaders with strong leadership mettle. This state of affairs demanded that they do the best they possibly could and help in making adjustment in the institution and beyond. Students living outside campus, for instance, were facing challenges such as feeding and that of evictions due to rental defaulting.

The principle of core governance as enshrined in the Institutional Planning Framework dictated that the student work closest with university management to circumvent these challenges. Though most of the time students’ leaders and institutional management appear to be foes and sitting at the two extremes of the continuum, the challenges that came with the outbreak of COVID-19

demanded that they work together in the interest of learners. Any deviation from this would have been sheer abdication of the role of leadership.

There are several attributes that students’ leaders, like any leader for that matter, needed to consciously consider to effectively triumph: Communication -Effective communication has no substitute. So communicating effectively, timely and with relevant information is a key ingredient of the winning menu; Togetherness - a sense of fighting a common enemy together would help allay fears of students by assuring them that they are alone in time of need; Decision making - making the right decision at the right time during a pandemonium cannot be emphasised.

Making decisions regarding when to stop classes and close the institution and then deciding what follows was critical and needed to be part of the process. And student leaders are proxies for student representation; Ability to inspire - leaders have to inspire their charges and they become torch bearers of hope. So, a leader who is not inspirational could perhaps not attract the attention of students even when they have made all the right decisions and communicating what needed to be communicated at that material point in time.

THE HUMAN RESOURCE DEVELOPMENT FUND OVERVIEW



Stakeholders listening to presentations at a past workshop for the HRD Fund

Established in 2008, the Human Resource Development Fund (HRDF) is an effort by the Government of Botswana to enhance workplace learning and skills development. It is operated through a levy grant system in which companies pay a training levy based on a percentage on their turnover into the Fund. The levy payers (Employers) train their citizen employees and are reimbursed for costs they incurred for training.

Levy Collection

The fund is currently governed by the Human Resource Development Council (HRDC) Act, Levy Order and the Regulations. The HRDC Act establishes the HRD Fund through a Levy Order with disbursements through the regulations. The Levy Order stipulates that all organisations or businesses with income above the Value Added Tax (VAT) threshold will be charged a training levy collected through the Botswana Unified Revenue Services (BURS) and administered by HRDC. The levy rates differ for different turnover categories and are as follows;

- a. No Charge for turnover less than P1 million or below prevailing VAT threshold
- b. 0.2 percent of the turnover in respect of an employer with a turnover of not more than P2 billion;
- c. 0.05 percent in respect of turnover in excess of P2 billion and

d. 0.05 percent in respect of employers in the oil industry

Disbursements

The HRDC Act also establishes the regulations and further stipulates the reimbursement model as the Fund's disbursement operational model. All organisations are eligible to claim from the HRD Fund according to the different categories and stipulations in the regulations. Entities registered with the Innovation and Diamond Hubs are exempted from paying and claiming from the fund. The eligible organisations train their citizen employees and are reimbursed for costs (tuition, salaries, utilities, transport, accommodation etc.) they incurred for training.

Notably, the regulations set the claimable limits for organisations. These limits are significantly incentivised to ensure that companies are motivated to utilize the Fund. The incentive formula for levy payers used is as below;

- a. Every Pula up to a maximum of P1, 000 per annum paid into the Fund as levy shall generate reimbursement of P7.50.
- b. Every Pula above P1,000 but below P5,000 per annum paid into the Fund as levy shall generate an additional reimbursement of P3.75; and
- c. Every Pula paid as levy into the Fund in excess of P5,000 per annum shall

generate an additional reimbursement of P1.50.

Non Levy Payers have a different formula which is also shown below;

- a. Small Micro and Medium Enterprises P11, 250 annually
- b. Special Groups (community and civic Organisations) - P50, 000 annually
- c. Emergent industry - P100, 000 annually

The HRD Fund also allows for external training provided there was pre-approval from HRDC. Only training that has been accredited or approved by Botswana Qualifications Authority (BQA) is claimable. Recently, HRDC developed some new criteria to allow for Unaccredited specialised equipment training provided approval was granted before training.

Furthermore, the Fund's objective is to ensure that all the amounts contributed each financial year (April 20xx March 20yy) is used up in the same year and as such there are no rollovers of unused balances.

Contact Centre

On the daily operational side, the fund has a Contact Centre, which is responsible for the receipt of submitted claims. Further to that, the Contact Centre advises and guides organisations on compliance issues. All submitted claims are settled within four (4) weeks of receipt.

TECHNOLOGY TRANSFER DEVELOPMENT VIRTUAL WORKSHOP



The Human Resource Development Council (HRDC) in partnership with the Southern African Research and Innovation Management Association (SARIMA) hosted a Technology Transfer Development Virtual Workshop for Learning Units 3 & 4 for Academic and Research Institutions. This Virtual workshop for Tertiary Education Institutions (TEI's) took place from the 26th - 29th October, 2020 through Adobe Connect online platform.

HRDC established through the HRDC Act No 17 of 2013, is charged with amongst others coordination, promotion and support of tertiary education industry linked research and innovation activities. In an endeavour to improve the competitiveness of Botswana's industry and generate the knowledge needed to transform it from a resource-intensive to a knowledge-based economy, HRDC has engaged the services of SARIMA to conduct a Technology Transfer Development Seminars for Tertiary Education Institutions.

The successful creation and development of Technology Transfer Offices (TTOs) can play a critical role in the economic development and diversification of a nation and possible financial gains for Universities. The under development of technology markets in Botswana has often been attributed to a lack of capacity and skills among research professionals as well as across the research value chain from conceptualisation through to successful innovation.

The Botswana research and innovation space is handicapped by lack of capacity to facilitate technology transfer and commercialisation. There is general lack of expertise to manage the technology transfer process that spans the stages from conceptualisation to commercialisation and beyond. Because of the severe consequences for economic development and industrial growth, this situation can be addressed through massive investment in a capacity building drive of Technology Transfer experts.

A key concern for policy-makers has been how to ensure that the wealth of knowledge generated within universities can be transferred to industry so that society in general and local businesses in particular, can benefit from university scientific and technological expertise.

The pattern of academic research conducted by Tertiary Education Institutions rarely having social impact is a result of bottlenecks in the commercialisation of university research findings. Resultantly, there has been increasing interest in finding the most adequate frameworks to promote university-industry partnerships for the transfer of technology. Most publicly-funded scientific innovation occurs in a university setting, and universities must be seen to be playing a leading role in technology transfer and commercialisation.

The Virtual workshop aimed at expanding participant's knowledge of the technology transfer value chain by workshoping them on issues related

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to the Management & Evaluation of IP Disclosures and Market Assessment. It is through this workshop, that HRDC supports TEIs as knowledge producers to develop Botswana into a knowledge based economy that will be globally competitive. The goal is to ensure the long-term capacity of researchers in conducting high quality technology transfer and commercialisation activities and protection of their inventions.

Presenting the welcome remarks during the seminar, HRDC's Chief Executive Officer, Dr Raphael Dingalo said "The greatness of a university lies in how it impacts and changes the world and society at large". He highlighted that the technology transfer process usually involves moving a technological innovation from a Research and Development (R&D) organisation to a receptor organisation (such as a private company). Further, Dr. Dingalo shared

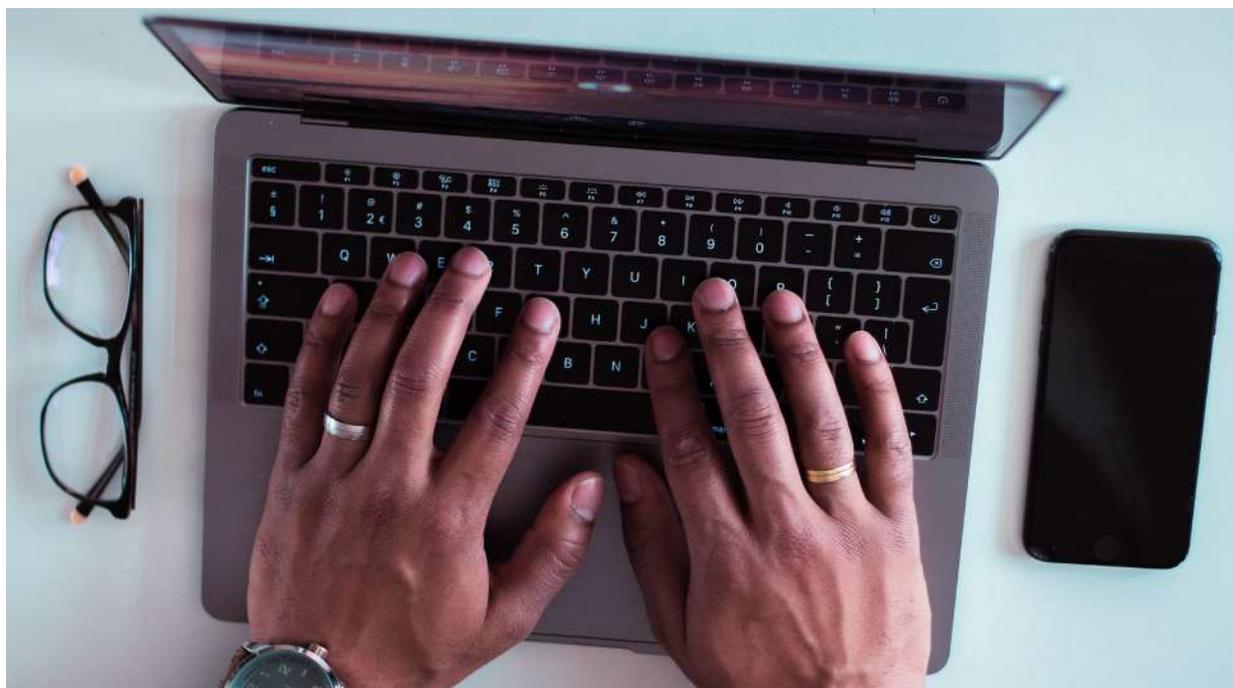
that technological innovation is fully transferred when it is commercialised into a product or service that is sold in the marketplace

The economic system in Botswana suffers from the absence of collaboration between knowledge producers (academia) and knowledge users (industry), which has a negative effect on the innovation and competitiveness of the industry and ultimately affects the sustainable growth of the country.

In his closing remarks, Research Analyst for Graduate Research and Innovation Mr Boikanyo Sekwati thanked the participants for attending the virtual seminar and indicated that, "we need to appreciate the value of information. Intellectual property needs to be protected as we continue to conduct research and find new solutions to problems."

He further said that, "the biggest asset in this current day and age is information. Let's find ways to protect the outputs of our hard researched work and let's find ways to benefit from our findings. As we go forward, let's position ourselves to be able to guide the path research takes from our respective institutions". He further thanked SARIMA for its guidance in sharing their specialised knowledge and experiences.

TEI's were expected to continue the further development of their Institutional Intellectual Property policies. They were reminded to submit their populated Skills Audits as these will form a benchmark of where they are (policy wise) prior to our interventions and allow HRDC the ability to monitor and evaluate progress being made in that regard.



EFFECTIVENESS OF QUALITY SKILLS DEVELOPMENT AND PLANNING



A learner enquiring about available courses at an Education and Training Provider (ETP) during a past Botswana Human Resource Development Skills (BHRDS) Fair and Career Clinics 2020

The world is moving at a fast pace and rapidly changing, therefore, the success or failure of organisations depends on the strength of their employees. Organisations need to ensure that their employees are well skilled and equipped to engage the emerging changes. Hence, skills development and planning is globally considered as key for productive employment. Skills development is considered an important factor for increased productivity, private-sector development, inclusive economic growth and poverty reduction. Linking skills development and planning to broader education and employment, growth and development strategies and systems is essential to ensure relevance, policy coherence, coordination and alignment.

Planning a country's future, mostly depends on the education system of the specific country. Therefore, a number of countries including Botswana have invested extensively in the education

system ensuring free access to primary and secondary education, expanding the tertiary education sector, and providing for vocational training at a secondary and tertiary level.

Skills development and planning is generally concerned with productive capabilities acquired through all levels of learning and training, occurring in formal, non-formal, informal and on-the-job settings. It enables individuals to become fully and productively engaged in livelihoods, and to have the opportunity to adapt these capabilities to meet the changing demands and opportunities of economy and labour market. The acquisition of such capabilities depends on many factors, including a quality lifelong learning system and a supportive learning environment.

One of the mostly used approaches in skills development and planning includes the Demand-led model whereby the involvement of critical stakeholders

within the education pipeline is crucial for purposes of planning and following up of responsive skills development programmes. It helps the training providers to better understand the variety of needs in the workplaces and respond appropriately. Such an interaction will create a conducive relationship between the world of learning and training and the world of work.

Another strategy that is commonly used in skills development and planning is establishing a system for labour market forecasting and information whereby up-to-date labour market information and forecasting is key to match current and future labour market needs for skills with the supply of skills. Such a system will provide necessary information for short-term and long-term planning as well as provide data to track changes in labour market outcomes for different population groups (e.g. women, youth, the disabled and minority groups).

HRDC PARTICIPATES AT THE BOTHO UNIVERSITY WEBINAR ON ‘GRADUATE SKILLS FOR A POST COVID-19 WORLD’

In the wake of Covid-19 pandemic, the fundamental question raised by many Tertiary Education Providers across the world, as they continue to churn out graduates is, will the skills the graduates have acquired be able to sustain them? The Human Resource Development Council (HRDC) is responsible for driving Botswana’s Human Capital Agenda as such it would have been remiss of HRDC not offer policy advise on all matters pertaining to human resource development.

In order to initiate this discussion and take forward this critical issue, Botho University (BU) on the 3rd June 2020 hosted a Webinar on the topic “Skills for African Graduates for a post COVID-19 world”, the theme of the webinar was, “Which critical skills and competencies do graduates need to cope with the new nature of work?”

Panellists in the discussion included Dr. Raphael Dingalo, Chief Executive Officer (CEO) for Human Resource Development Council (HRDC) of Botswana; Mrs Neo Bogatsu, Chief Executive Officer (CEO) for Botswana Insurance Fund Management (BIFM); Mr. John Foster- Pedley, Dean and Director Henley Business School, South Africa; and Mr. Kola Aina, Founding Partner at Ventures Platform, Nigeria.

The one and a half hour webinar was moderated by the Vice Chancellor of Botho University, Dr. Sheela Raja Ram and was attended by participants from Botswana, Nigeria, Eswatini, USA, France, India, Rwanda, Zimbabwe, Lesotho, Cameroon and South Africa, just to mention a few.

In his presentation, Mr. Kola Aina noted that the Fourth (4th) Industrial Revolution

(4IR) has considerably changed the way we live and work. Therefore Africa, needs scalable and innovative solutions in order to survive. He identified the following as critical skills that African graduates ought to have: heightened levels of curiosity, empathy (putting oneself in the reality of another), urgency (Africa’s problems are increasing due to its growing population), technical skills, entrepreneurship & soft skills for managing relationships.

The CEO for BIFM, Mrs. Neo Bogatsu, observed that graduates need to adapt quickly to the new normal and avail themselves of the many new business opportunities that have arisen. Prior experience has diminished in relevance and instead digitalisation has taken precedence. Employees need curiosity, they need to learn, unlearn and relearn. Attitude is everything and everyone need to think outside the box.

Mrs. Bogatsu noted a number of changes that have taken place in the financial sector including digitalisation and flexible hours. “Work is now about output as opposed to physical presence,” she added. She also highlighted that there is demand for Information Technology (IT) graduates, advertisers, graphic designers, website developers, cyber security experts and e- business professionals.

Mr. John Foster-Pedley noted that even though there are still concerns about safety, people are overcoming the fear of the new normal and adapting to new technology. According to him, the critical things to survive and thrive include innovation and growth mentality as well as agility, talent and management skills.

Dr. Dingalo reiterated the importance of

reskilling and retooling during this post COVID-19 era. He informed attendees that HRDC has developed the National Human Resource Development Plan, which indicates all priority occupations and skills that are in demand.

In closing, the Vice Chancellor of Botho University, Dr Sheela Raja Ram thanked both the panellists and the attendees and reminded them of the following practical skills that everyone need to learn to keep themselves and those they interact with safe from COVID-19 infection:

- How to wear a mask,
- How to wash hands and
- How to connect socially during this pandemic.

Conclusively, the session was very successfully received and attended by a large number of people across various sectors through predominantly from the education space across Africa. There are more such webinars on pertinent issues lined up from Botho University.



INSTITUTIONAL PLANNING UNIT ADOPTS COVID 19 CULTURAL SHIFT



The Institutional Planning Unit is charged with the responsibility of promoting the establishment, co-ordination and approval of institutional plans, as well as implementing and monitoring of institutional plans in Tertiary Education Institutions (TEIs). The main purpose is to guide Institutions to train alongside identified needs of the economy as informed by programmes, produce work-ready graduates and increase access to relevant and quality tertiary education.

However, with the outbreak of COVID-19, the Institutional Planning (IP) plans tend to resonate with sentiments outlined in a book called "The Mind of a Fox- Scenario Planning in Action" by Ilbury and Sunter (2001). This is so because the Unit used the tools of Scenario Planning in approach to adjust to the new normal, by embarking on new cultural shift of continued support towards Tertiary Education Institutions (TEIs) in a bid to develop and implement their institutional plans.

Working effectively within the 'new normal' was embraced by HRDC long

before COVID-19 pandemic outbreak by leveraging on Information and Communications Technology (ICT). The Council is executing its mandate largely through ICT virtual platforms such as WEBEX, Microsoft Teams and BITRIX 24. Since HRDC Staff have been trained on these platforms, they are now able to work from home and engage stakeholders virtually.

The following are the functions that the Institutional Planning Unit was able to embark in the midst of COVID-19 pandemic.

A. Monitoring and Evaluation support visits to institutions: The purpose of the visits were to firm up alignment between implementation and developed plans in preparation for M & E. This was instituted following all the protocols of COVID-19, such as social distancing, sanitisation of meeting places, limiting participants to a very small manageable numbers of five or less, and meetings were kept within the two hour limit.

Such support meetings were held with:

- i. Gaborone Technical College (GTC)
- ii. DDT College of Medicine
- iii. Botswana College of Engineering and Technology (BCET)
- iv. Gaborone University College of Law and Professional Studies

B. Other M & E visits could not materialise due to lockdowns and the Unit has since shared M & E tools to institutions to enable them to populate and submit for HRDC Institutional Planning (IP) Unit to assess. These institutions are:

- i. Botho University (BU)
- ii. Molepolole College of Education (MCE)
- iii. Institute of Health Sciences (IHS) Molepolole
- iv. Institute of Health Sciences (IHS) Gaborone

C. Institutional Plans Assessment- The institutional plans which were submitted by the institutions were subjected to a rigorous assessment process by the IP Team.

THE 2019 TERTIARY EDUCATION STATISTICS REPORT

The 2019 Tertiary Education Statistics is the fifth annual census statistics report published by the Human Resource Development Council for the academic year ending 30th June 2019.

The report provides a comprehensive set of 2019 tertiary education indicators to facilitate policy advice and decision making as well as monitoring and evaluation of the sector. It presents

real time statistics, data and indicators on the trends and 2019 landscape of Botswana's tertiary education.

The 2019 report is based on data derived from 44 Higher Education Institutions registered by Botswana Qualifications Authority (BQA) during the 2018/19 financial year with the following objectives:

- a) Produce 2019 tertiary education indicators
- b) Promote usage of timely statistics
- c) Provide baseline statistics for the Education sector
- d) Support planning and monitoring of the sector projects.

Key highlights from the 2019 Tertiary education Statistics Report are as follows:

Students' Enrolment



Figure 1: Student Enrolment Trends

2003-2019

Higher Education student enrolment has grown rapidly since 2000. Since then, the country has experienced tremendous growth over the last decade. There has been new universities entrants which contributed to the growth and diversity of the country's higher education system by allowing entry

of private higher education providers. Figure 1, shows the tertiary education enrolment trends from 2004 to 2019.

Tertiary education institutions enrolled a total of 53,930 students during 2018/19 academic year, making an increase of 0.9 percent (480) from the 2017/18

academic year. Sixty five percent (34,764) were enrolled in Public Institutions. The University of Botswana had the largest student population of 12,888 (23.9 percent) and the lowest enrolment, 1,174 (2.2 percent) were recorded in the colleges of education.

Enrolment by Institution Type

Type of Institution	Female	Male	Total	% Female
Private Institutions	4,941	3,216	8,157	60.6
Private Universities	6,122	4,887	11,009	55.6
Colleges of Education	813	361	1,174	69.3
Institute of Health Sciences	784	450	1,234	63.5
Technical Colleges	657	889	1,546	42.5
Public Institutions	5,121	2,947	8,068	63.5
Public Universities	13,817	8,925	22,742	60.8
Total	32,255	21,675	53,930	59.8

Student Enrolment by Sex

Female students constituted 60 percent of total student population. Gender Parity Index (GPI) for tertiary education is 1.5 (figure 2), indicating that rates of participation are significantly higher for women than for men.

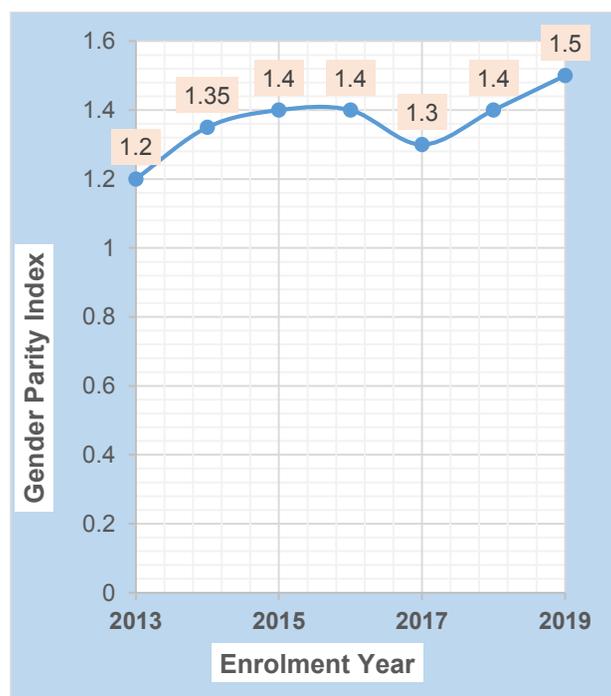


Figure 2: Trends of GPI in student enrolment 2013-2019

The Social Sciences, Business and Law stream have the highest concentration of students and accounted for 44 percent of the total student population. Education is the second major stream with 13 percent. Science, Technology, Engineering and Mathematics (STEM) are a third major stream and account for 24 percent (12 percent each) of the enrolment.

STEM programmes include four and three sub streams from science and engineering respectively which are; computing, mathematics and statistics, computer engineering and engineering trades. Agriculture and Services streams

were the lowest and accounted for 2 percent each of the total student population.

Gross Enrolment Ratio

Gross Enrolment Ratio (GER) in tertiary education is calculated for the 18-24 population age group. It is an indicator that shows the overall participation in the educational system as a ratio of the population eligible for participation. The indicator is also used to compare participation between areas in a given country or can be used for comparing two or more countries. Gross Enrolment Ratio was at 18.5 percent in 2019, registering a

0.2 percentage point increase from the previous year.

Transition Rate

The 2019 transition rate was 51.0%. The indicator conveys information on the degree of access from low to a higher level of education within a country.

Graduates

A total of 11,631 students graduated from tertiary education institutions in 2019. Figure 5 below show the graduate trends of tertiary education from year 2009 to 2018.

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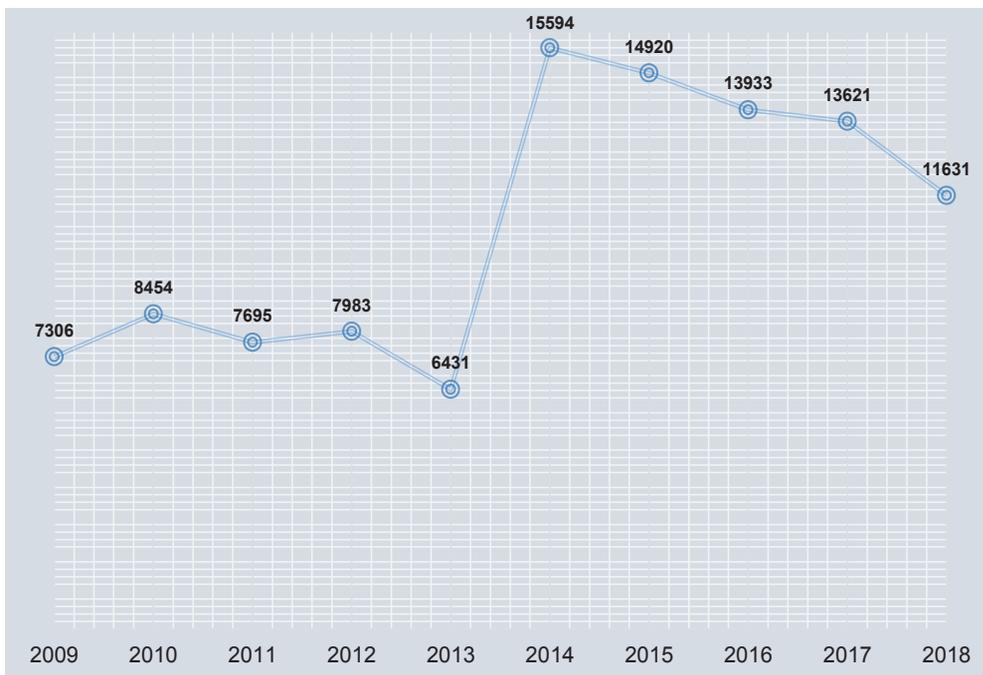


Figure 5: Tertiary Education Graduates trends

The graduation rate, which was calculated only for undergraduate level was recorded at 79.8% during the 2018/19 financial year.

A WALK DOWN MEMORY LANE



"Stronger together": Staff of the then Tertiary Education Council (T.E.C.) during a team building session at Phakalane Golf Resort in 2013



'Induction': Induction workshops for the newly elected HRD Sector Committee members in 2016



'In this together': HRDC Staff posing for a group photo during the team building session in 2014



'Values': An HRDC Staff member holding up the Botho placard during the launch of the organisation's values in 2018



'There is work to be done': HRDC Staff posing for a photo during the construction-themed Christmas party in 2018



'Mall Activation': Student volunteers ready to engage other Youth on the Botswana Human Resource Development Skills Fair and Career Clinics in 2019



'Partnerships': Media Briefing to announce the partnership between HRDC and Stanbic for the National Human Resource Development Conference in 2019



'Love is in the air': HRDC Staff during the Valentine's Day celebrations in 2019

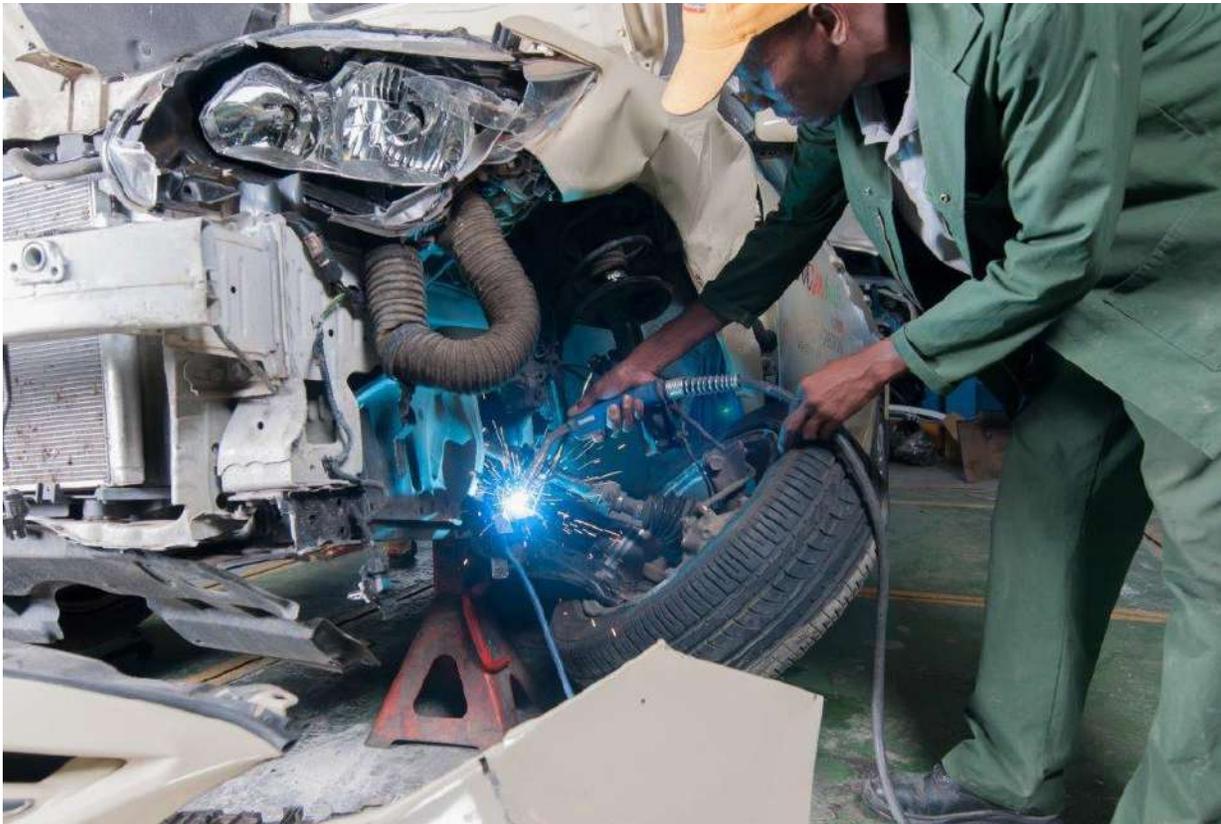


'Mmankgodi Ground Breaking': Dr Raphael Dingalo, HRDC Chief Executive Officer with Mmankgodi Village Leadership and Local Authorities during the ground breaking ceremony for the construction of the Setsiba family home in 2020



'Music to my ears': HRDC Choir entertaining guests during the Mmankgodi House handover in 2020

WHAT IS WORKPLACE LEARNING?



A welder at an Auto Repair Shop repairing a vehicle

WORKPLACE LEARNING

Workplace Learning means structured skills training and development strategies that are provided at the workplace to equip employees with operation specific competencies. These may include the following but not limited to apprenticeship, learnership, traineeship and internship.

ROLES OF WORKPLACE LEARNING

- Supports and promotes acquisition of relevant skills at workplaces.
- Aligns skills and competencies to the organisational skills needs as informed by the Work Skills Training Plan (WSTP), the National and Sector Human Resource Development Plans.
- Promotes and encourages industry

linked research and innovation initiatives geared towards achieving the National Human Resource Development Strategy.

- Validates applications for Pre-Approval of Training.

MAJOR ACHIEVEMENTS OF WPL UNIT

- TVET Pitso Recommendations Implementation Plan - The Plan is an outcome of the TVET Pitso which was held on the 20th and 21st February 2019 at Palapye. Stakeholders are being monitored for its implementation.
- The National Apprenticeship Training & Student Internship Policy is ready for submission to the Ministry for their consideration. The project had 8 deliverables of which 5 have been

completed and the remaining 3 to be completed in the last quarter of the current financial year.

- Product Related Training; the Guidelines and accompanying tools have been approved and workplaces are now accessing the service.
- Approval of Workplace training via on-line platforms as a way to respond to the challenges of COVID - 19

KEY CHALLENGES

- Covid-19 challenges have also affected progress in the uptake of Training.

INTERVIEW WITH DIRECTOR, HUMAN RESOURCE – MR KEEFENTSE GAEBOWE

Renee West once said, “You can have the best strategy and the best building in the world, but if you don’t have the hearts and minds of the people who work with you, none of it comes to life.”

Renee’s assertion cannot be over emphasised when it comes to Mr Keefentse Gaebowe, the new Director, Human Resource at the Human Resource Development Council (HRDC).

The HRDC Insight Newsletter caught up with Mr Gaebowe, who brings a wealth of experience in human resource management specialising in; HR strategy, policies and procedures development and execution, change management, recruitment, selection and on boarding processes, performance management, manpower planning, talent management, HR administration and employee relations just to name a few. He shares his human resource management vision destined to drive HRDC, an apex organisation to greater heights as we know the best asset that an organisation can ever possess is its employees.

Q-Who is Mr Keefentse Gaebowe?

A-I have spent almost all of my working life as an HR practitioner. I have worked in all sectors (government, semi-government and private). I have exposure to all HR facets and have operated at both lower levels and at Senior Management. I like to make a difference and want to see movement

from comfort zones.

Q - You have just been appointed as the Director, Human Resource, can you kindly share with the readers who you are and the vision you have for the organisation?

A - It has been a pleasure joining HRDC. My vision is to have in place a conducive working environment where all employees are able to showcase their highest work potential resulting in not only achieving results but exceeding expectations. Existence of a continuous pool of high calibre employees with adaptive work characteristics is the ultimate desire.

Q - Human resource management is central to any organisation, it is far more than just hiring staff, what is your forward – thinking philosophy regarding the discipline?

A - Human resources in my view is more about attracting, harnessing talent as well

as achieving maximum optimisation of the talent to achieve goals and objectives. My plan is to work with line management in achieving on this dream by having in place processes, policies and guidelines to ensure that we achieve together. Remember, all of us are to be at the same level in our talent management least the organisation we drive limps.

Q-Strong human resource management is all about nurturing of human talent so employees can become even more valuable to the organisation. What is your view regarding significance of talent management in an organisation?

A - Proper talent management means that as an organisation, we know where we want to go, how to get there, and how we would continue functioning even as the environment we operate in changes. Employees being the engine that drives the organisation, require constant polishing, updating, renewal and where necessary replacing.

Q-The responsibility of human resource management continues to grow in complexity and importance for all workplaces due to its impact both on culture and business strategy, what turn around strategies do you have in place for HRDC?

A-I believe in working in an environment where there is planning, turnaround times that work and prompt response by the team I work with. My customers have to know how I will help them and what they have to do to make the management of the employee lifecycle seamless. Effective staff engagement strategies are also a



must if we want to run an effective team.

Q-HR Management encompasses many aspects such as training, employee relations, payroll, benefits, compensation, safety, legal, communication and engagement, how do you intend to partner with other departments and units in driving strategy from the HR point of view?

employee relations, payroll, benefits, compensation, safety, legal, communication and engagement, how do you intend to partner with other departments and units in driving strategy from the HR point of view?

A-The starting point is to have in place an HR Strategy that seek to manage and operationalise the employee lifecycle. Managing an employee lifecycle is not just an HR function, but a combined function facilitated by HR. My role, working with my HR Team, will be to undertake trends analysis, follow HR trends in the market, anticipate burning platforms, and advice departments on the best way to deal proactively with concerns before they become problems or inhibitors

Q-In Botswana we have seen in media reports that there are inadequate industrial relations between employer and employees. Do you believe the Union has a role to play in managing relations between Executive Management and Staff?

A-Indeed, the union is a very important stakeholder as far as staff management is concerned. They help the employer inculcate harmonious relations between the employees and their employer. Having worked with union all my HR career, I have come to understand that their role, as they partner with

Management, has contributed positively to our retention. Cordial relations between management and Unions are therefore an important ingredient.

Q-What is the significance of aligning performance management system and strategy in ensuring there is effective delivery in the workplace?

A-Employees drive the organisation. It is therefore important that their efforts are directed towards driving and operationalising the strategy of the organisation. If they perform exceptionally well, that should be seen translating into the performance of the organisation. They are supposed to understand how at individual level and at collective level (as a team member) contribute to the achievement of the goals. They should understand the consequences of their non-performance on the outcomes of the organisation. Each should see him/herself as an important part of the vehicle that is HRDC. This is performance management being aligned and driving the employees to achieving that one purpose.

Q-Shifting labour market conditions and new ways of doing business call for Human Resource Management business strategies that include recruitment and retaining the right people as well as providing the ethical and cultural leadership. What is your view on this phenomenon?

A-The war for talent is exactly about what you have just described. Today and tomorrow's employee is looking for an employer who is about diversity in work arrangements, allowing for innovation and technology based working arrangements. They want automation

and do more with lesser physical and traditional working effort.

Q-Any last words that defines your vision for HRDC?

A-Change currently taking place in the HR Department will see a more focused, people oriented HR team that contributes positively and promptly to HR issues. The employees can start trusting that we will serve them better

KEEPING HEALTHY AND FIT DURING COVID – 19 PANDEMIC



Ms Victoria Ndzingo - Anderson representing HRDC during a marathon

As many of our daily routines remain restricted during the coronavirus pandemic, it can be difficult to find the motivation to exercise. With the challenges of working from home and limited access to fitness facilities, employees may be finding it hard to stick to a workout routine. However, even a small amount of activity can make a huge difference to how well a person thinks and feels.

Physical activity is one of the most powerful tools that can be used to stay physically and mentally healthy. Furthermore, there is a direct link between diet, physical activity, and health. Hence, nutrition is also very crucial in relation to physical,

mental and social well-being. And it's important for preventing diseases.

Physically active individuals usually live longer than those who are inactive or may have a risk of heart disease. Inactivity is a high risk factor similar to high blood pressure, smoking, or high cholesterol. Physical activity can help ease depression, stress and anxiety, and help in the management of chronic conditions such as high blood pressure and diabetes. It also improves bone and muscle strength and increases balance and flexibility.

By finding new ways to get moving and stay motivated, employees can take charge of their well-being and regain a sense of control during this time

of great uncertainty because lifestyle factors may determine if someone is going to get sick or remain healthy.

As with exercising at any time, it is advisable to be safe, wear good footwear, start slowly and give muscles time to adapt to any new activity. It is also critical to always seek a physician's advice if one has any underlying health conditions, takes medication for a heart problem or to control blood pressure or blood sugar, or experience dizziness, balance problems, or joint issues. Some convenient exercises that can be done at home include squats, lunges, planks, push-ups, dynamic-high knees to build strength and aerobic capacity.

WORKING FROM HOME ADVICE: 10 TIPS TO IMPROVE PRODUCTIVITY



Working from home, some people love it, other people hate it. Regardless of which camp you fall into, you're likely spending an increased amount of time in the confines of your own home these days. Even before the coronavirus was impacting our physical work environment, the number of telecommuters had been steadily ticking up. According to Global Workplace Analytics, telecommuting (working from home) has grown with 4.7 million people now working at least part time from home.

Working from home during a global pandemic adds an increased amount of pressure and strain beyond typical remote work environments and Leaders should take this into consideration and adjust their expectations of employees and of themselves accordingly. While we know these recommendations might not be feasible for all, below are 10 tips for establishing an efficient, productive, and sustainable home office setup.

1. Set a schedule

When you go into an office every day, you typically adhere to a routine with fairly consistent start and end times.

Those lines are blurred when you work from home. No one is paying attention to your arrival or departure times, so there's less accountability. For some, this may make it hard to stay on track.

Before you establish a start time, think about your morning routine. Allow plenty of time for the things you do to get your day off to a good start, such as eating breakfast, walking the dog, or taking a shower. Consider your evening routine as well. Make sure you make time for wellness throughout your day.

2. Get dressed

Even if you won't see anyone else for the entire day, it's hard to feel productive psychologically in your pyjamas. In the early days of working from home, staying in sweats might feel like a perk. But for many remote workers, this habit can cause a sense of sluggishness by the end of the workday. Even if you've accomplished a lot, it can feel like your work day never really started if you skip getting dressed.

Putting fresh clothes on can also help draw a line in your head between work and the rest of your life. You don't have

to pull out your 9 to 5 finest, but putting on something you haven't slept in will make your day feel more successful in the end.

3. Stay connected

Depending on your line of work, you may still feel connected through conference calls and virtual team meetings. But even if you're independent and don't join as many of those, try to find excuses to have regular, virtual check-ins with key colleagues. Consider starting your calls with them about what's going on in their lives or big projects they're working on. This helps to make up for some of the water cooler conversations you miss out on when working remotely.

Keep in mind that during the stressful times we're all experiencing due to the pandemic, you may need to be more flexible with yourself and with colleagues. Acknowledge that meetings may need to be cancelled or rescheduled on short notice and work with your team to keep lines of communication open. short notice and work with your team to keep lines of communication open.

4. Take a walk

Chances are, working from home means a much more sedentary lifestyle than you'd otherwise lead. Especially if you've suddenly made the switch to working from home, the shift can be unsettling. Taking a walk whether it's around your neighbourhood, up and down your apartment building's stairs, or even just around your backyard can provide a much-needed break to clear your head, get your blood flowing, and to look at something other than a screen.

You might be able to take a work call while you walk, but even a 10-minute break to get some light exercise is worth it for your mental health and your overall productivity. Plus, if social distancing leaves you feeling isolated, even seeing other people from a distance can help you feel less alone.

5. Designate an official home office

Just as you don't want to roll out of bed and start working in your pyjamas, it's also not a great idea to roll over in bed and grab your laptop from your bedside table. Having an established workspace will help you maintain boundaries between home and work life.

While we'd all love a spacious home office with grand windows that let in plenty of natural light, space is a luxury especially if you're not the only one in your household working from home. Ideally, you want to position your "desk" in a low-traffic area with minimal distractions. Even a small table or tray in a closet can work. If you can spare the funds, an ergonomically designed chair might be worth the investment, as are storage solutions that allow you to keep your desk decluttered.

6. Limit distractions

By far, one of the biggest challenges when it comes to working from home is finding ways to limit all of the distractions around you. With the current crisis, it's likely that you'll have to interrupt work for things that are normally not part of your routine. Acknowledge that you're doing

your best and that your team members are as well.

At the same time, having a set schedule and a designated workspace can help create and maintain work boundaries so you can limit unnecessary distractions.

7. Adjust the sound

For some people, it's too quiet at home. There's no office buzz going on around them and they miss it. For others, playing music especially with headphones can help cut out the noise from family members or roommates who might also be working or schooling from home. Figure out what works for you, whether it's quiet background noise from a playlist, your favourite band's music channel, or even the sound of a noise machine or a TV in the next room.

8. Create house rules

Many seasoned home-workers have experienced a partner or roommate coming home from work and asking, "Why didn't you clean up? You've been home all day!"

It's easy to put this pressure on yourself, too. Maybe one of the benefits of working from home is that you can take small breaks to tackle things like laundry, but that shouldn't be an expectation. You need to give yourself permission to focus solely on work when you're working, otherwise you'll never get anything done. Don't feel guilty about putting off other things on your to-do list. This is where that schedule comes in handy.

9. Set team norms

When teams are working remotely, check-in meetings are more important than ever. So is setting clear expectations with team norms. But before you send out a meeting invite, consider your colleagues' schedules and preferences. What added responsibilities have they recently taken on (such as home schooling or caring for children or ageing relatives, as is the case for many during the current coronavirus pandemic). What

is their ideal teleconference platform? Will you use video or not? Nobody likes logging on and find everyone on camera when you're still in your pyjamas (again, get dressed each day!) or haven't run a comb through your hair.

At the same time, video can help people feel connected and offers greater communication and focus. The key especially if you and your colleagues are newly remote is getting on the same page. Consider sharing this working from home advice list as a starting point for a conversation about shared expectations.

10. Be patient

In this time of uncertainty, it's particularly easy to feel stressed out or overwhelmed. As much as possible, try to practice patience with yourself, with your colleagues, your home schooling children if applicable and with anyone else you live with. Cultivating and expressing gratitude can make you a better leader and it can also help you thrive in the face of change.

Even if your organisation, routine, or other aspects of your life are changing dramatically, making time for your wellness and react patiently is worth the time and effort. It will also help you deal with uncertainty and anxiety.

As you and some or all of your colleagues settle into the life of working from home, remember that everyone's needs are different. People are facing unique challenges and distractions you don't always see on a video or conference call. Try to be flexible and understanding as you find your rhythm and dial into working from home. Even if this is only a temporary arrangement, you'll be glad you did.

Source: <https://www.ccl.org/articles/leading-effectively-articles/working-from-home-advice-10-tips/>

NEW STAFF APPOINTMENTS



Mr Olebile Mokgweetsi

Network and System Administrator

Mr Olebile Mokgweetsi is the Network and System Administrator, at the Human Resource Development Council with ten (10) years' experience working and providing support for various systems and applications in different industries including but not limited to mining, corporate and financial institutions.

The last two and half years has seen him engaged in different digital transformational projects aimed at promoting innovation in various organisations and ensuring end user satisfaction for both internal and external stakeholders. Mr Mokgweetsi possesses a Bachelor's Degree in Business Information Systems obtained from the University of Botswana (UB) as well as other professional certifications from; COMPTIA, Microsoft and ITIL.

His hobbies include; reading, exercising and cooking. His other interests are international travel, meditation as well as music production.



Ms Kebalemogile Mokopi

Principal Industrial Relations Officer

Ms Kebalemogile Mokopi is the Principal Industrial Relations Officer, also referred to as the Employment Bureau Coordinator under the Ministry of Employment, Labour Productivity and Skills Development (MELSD). She has been seconded to HRDC for a period of 12 Months effective from 1st November 2020.

She is part of the team that is working on developing the Labour Market Information System (LMIS) as well as the focal person between MELSD and HRDC on Employment matters and any other areas of interest from MELSD.

Her interests outside home is travelling internal and external, taking part in functions and reading. Ms Mokopi is from Tonota and Palapye.



Mr Kumbulani Senior Seleka

Administration Officer

Mr Kumbulani Senior Seleka is an Administration Officer II from the Ministry of Employment, Labour Productivity and Skills Development (MELSD). He is a Software Engineer by profession and has been seconded to HRDC as an Information Technology (IT) officer for a period of 12 Months effective from 1st November 2020.

Mr Seleka has more than eight (8) years' experience having begun his programming career in 2011. He is currently working in HRDC spearheading the development of the Labour Market Information System (LMIS) under the Department of Statistics, Research Development and Innovation (DSRDI).

He enjoys traveling and playing football. Kumbulani was born and raised in Nlaphkwane Village in North East district.

POEM I am Scared

CORONAVIRUS

I wake up feeling like I had been hit by an express train
My head as heavy as a crane while I gasp for breathe
A sudden dry cough, skyrocketing body temperature
Is it influenza?

Am I expectant or menopausal?

Is it senility?

Peering through the window, the streets are deserted

Where have the people gone to?

The chapel, village meeting?

Am I that late for the outdoor ceremony?

Suddenly, the shrill of a siren deafens my ears

An ambulance screeches to a stop

They have come to fetch Ouma Kathleen.

Immediately, I remember I haven't seen her lately

Her late afternoon walks to the corner store had

become a ritual. Neither do I remember seeing

her dog in front of my door at day break.

Instinctively I reach for the radio and the mood is sombre

Is it a trainee on shift?

Is it the correct frequency?

The monotony is broken by a familiar voice

It's the voice of authority.

A curfew? A lockdown!

A silhouette appears, it's the security forces

Decked in uniform of combat

What plight is it?

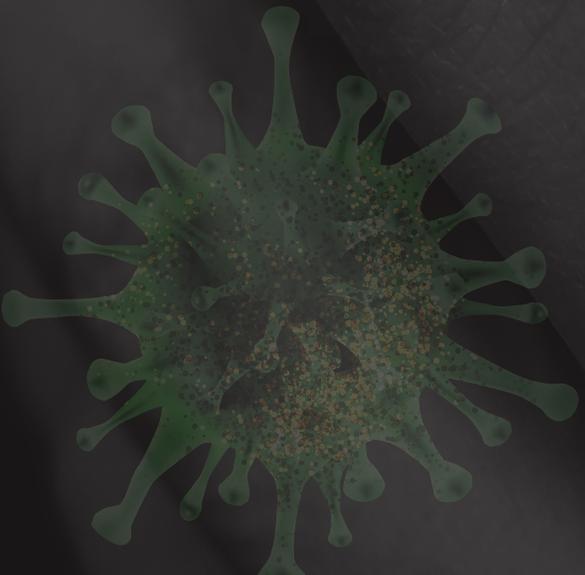
Oh no! We are besieged.

It's war.

Against a pandemic.

 Shadrack Botshelo

COVID-19
PANDEMIC





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
- Plan and advise on tertiary education financing and workplace learning

Vision

To make Botswana's human resource globally competitive by 2036

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

- Botho
- Excellence
- Teamwork
- Transparency
- Accountability

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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**HUMAN
RESOURCE
DEVELOPMENT
COUNCIL**
of BOTSWANA

OUR PEOPLE • OUR FUTURE