

# HRDCinsight

The Official Newsletter of the Human Resource Development Council

ING HUMAN RESOURCE DEVELOPMENT AND EMPLOYABILITY THROUGH TVET SKILLS  
DATE: 23rd - 25th MARCH 2015  
Gaborone Botswana



**HRDC**  
HUMAN RESOURCE DEVELOPMENT COUNCIL

FIRST ISSUE | JULY 2015

# Editor's Note!



Dear Reader,

Welcome to the first newsletter of the Human Resource Development Council (HRDC). We have had an eventful year of transformation from Tertiary Education Council (T.E.C) into the Human Resource Development Council (HRDC).

We have been implementing our mandate in a quest to fully embrace the espoused High Performance Organisation (HPO) culture. We believe in the need for assiduous stakeholder engagement and as HRDC we will continue to position

ourselves through relevant marketing communications and stakeholder relations interventions.

The need for strengthened stakeholder engagement activities cannot be overemphasised. We will continue to strengthen relations across all segments of our stakeholders. In this edition, we share with you the objectives and functions of our organisation using various sector specific forums. These forums assist citizens in realising their potential. In return they assist in contributing towards the human resource development, thereby diversifying the economy of Botswana.

As a human resource development organisation, we will continue to identify platforms that accelerate our service delivery. We have fully embraced the concept of developing the National and Sector Human Resource Development (HRD) plans. These established sector HRD

plans, seek to inter alia address the misalignment between the supply of graduates and the demand for skills from the labour market.

Through departmental stakeholder engagement activities, we continue to realise that the need for our services is increasing daily. Therefore, we will continue to explore ways of satisfying our stakeholder needs. As we continue with our transformation journey, we promise our stakeholders that we will continue to look for strategic ways of educating, creating maximum awareness and persuading them to buy into our services.

On that note I wish to profusely thank the staff and our valued stakeholders for their patience and dedication in helping the HRDC to achieve its strategic goals.

Happy reading!

Faith Tuelo

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# Minister of Education and Skills Development pays a courtesy visit to Human Resource Development Council (HRDC)

On the 26th May, 2015, the Honourable Minister of Education and Skills Development (MoESD), Dr Unity Dow as well the Permanent Secretary in the Ministry of Education and Skills Development, Mr Richard Matlhare and other Senior Government Officials paid a courtesy visit to the Human Resource Development Council (HRDC). The objective of the visit was to appreciate the mandate of HRDC and its functions.

Furthermore, the purpose of the event was to meet with the Acting Board Chairperson, the Acting Chief Executive Officer, Senior Management and staff of HRDC. Dr Unity Dow, while greeting the staff, she said, "The aim of the visit is to share the vision of the Ministry of Education and Skills Development with the staff of HRDC and collectively explore ways of realising and establishing ways of supporting this noble vision".

Welcoming the Minister and her entourage, Dr Patrick Molutsi, the Chief Executive Officer of HRDC applauded staff and said, "We have since started implementing the mandate of HRDC and I wish to thank you for your

commitment and also for soldiering on despite the lengthy transformation process".

Hon Dr. Dow encouraged HRDC staff to work hard and stay focused during the on-going transformation of the HRDC. She earnestly expressed her confidence in the manner that the HRDC has been managing the transformation process and assured HRDC staff of her MoESD support.

She also delightfully announced the approval of the Education and Training Strategic Sector Plan (ETSSP) by the Cabinet. She echoed, "The ETSSP requires concerted efforts, therefore I call upon you to support the objectives of the ETSSP which among others are to; provide quality, relevant and sustainable life-long education which is globally competitive".

Finally, she thanked the HRDC for hosting the resoundingly successful sixth Botswana Tertiary Education Fair and the fourth Botswana Tertiary Education Conference.



Honourable Minister of Education & Skills Development Dr Unity Dow appreciating her gift from HRDC, with her is Mr Abel Modungwa, Acting Chief Executive Officer of the Botswana Qualifications Authority (BQA)

# HRDC advises learners to make informed career choices during the Career Guidance Clinics

The Human Resource Development Council (HRDC) in conjunction with All Brilliant Minds Organisation (ALBRIMO) and the Botswana Student Network (BSN) successfully conducted the first intensive Career Guidance Clinics. The event took place on the 23rd and 24th March 2015 at Ave Maria Pastoral Centre, Gaborone.

In line with the vision of the National Human Resource Development Strategy of producing a relevant Human Resource by 2022, the Human Resource Development Council (HRDC) introduced the Career Guidance Clinics under the theme "Exploring Career Pathways: Gateway to Realising your Potential and Shaping your Future". The aim of the Career Guidance Clinic's was to prepare students by furnishing them and imparting the knowledge to assist them in staying in touch with the relevant trends in the global economy. Research has shown that Career Guidance Clinic programmes can help students make good education and career decisions, and positively impact on their academic performance and well-being.

The goal of the Career Guidance Clinics was to assist students in making career decisions based on their interests, abilities and passion while considering current and future career opportunities. The students were encouraged to learn more about the world of work across different sectors and take positive steps to achieve their aspirations. The objectives of the Career Guidance Clinics were to; equip young people with the skills to enable them to set viable goals, continually learn and value add to their future workplace, build networks with the prospective sector of employment or employers, appreciate all types of careers and how they contribute to a well-functioning society and equip

students with information to positively engage their parents and other career influencers.

According to the Indicative Skills in Demand Consultancy, undertaken by the Department of Human Resource Development Planning (Demand), in Botswana, there are more than 100 existing skills in demand. Countless students do not know what they want to study and they do not receive adequate Career Guidance Counselling at their respective Senior Secondary Schools to enable them to make informed career choices.

Speaking during the official opening of the event, the Acting Director, Department of Human Resource Planning (Supply), Mrs Margaret Baiketsi advised the learners, "Nowadays, organisations are searching for best talent.

Best talent are those individuals who are able to perform extraordinary roles in their chosen fields and bring about results to organisations". She further advised students "This is where one needs to put immense efforts geared towards developing an insatiable ability to learn (accelerated learning) that enables one to always look forward to gaining relevant competencies in solving problems, thinking critically, decision making and creative thinking".

Presentations were made by members of the Human Resource Development Planning Sector Committees who provided guidance on the Careers available in their relevant Sector Committees as well as the qualifications needed for the different jobs available. Various expert motivational speakers provided words of encouragement to keep learners motivated on this exciting yet challenging time in their academic journey.



# Human Resource Development Council (HRDC) conducts a two day workshop in TVET



Mr Pasi Halmari, Program Manager, Global Education Services presenting his paper

The Human Resource Development Council (HRDC) is responsible for providing policy advice on all matters of national human resource development; coordination and promotion of the implementation of the National Human Resource Development Strategy; development of the National and Sector Human Resource Development Plans and planning and advising on tertiary education financing and workplace learning.

In a quest to accelerate effective education and teaching which have proved to be critical factors for the welfare and development and economic competitiveness, the HRDC hosted a workshop on the 16<sup>th</sup> - 17<sup>th</sup> June, 2015 at Cresta Lodge, Gaborone.

The workshop titled 'The Secrets of the Finnish Success - Excellence in Technical Vocational Education and Training (TVET)', is about the Finland Vocational Education System. This workshop was necessitated by the fact that Botswana is currently in need of different kind of skills therefore, compelling employers to upgrade their employees skills.

The aim of the workshop was to create maximum awareness and educate the participants about the

Finnish Education System with main emphasis on the success of their TVET system. During the workshop, participants got the opportunity to learn more about the valuable key factors and the competitive edge that positioned Finnish Education System as one of the world's successful education and training system.

The workshop was attended by stakeholders within the education sector. The workshop was officiated by officials from the Haagia -Helia University of Applied Science namely; Dr. Jari Luakia, Director, School of Vocational Teacher Education, Mr David Mauffret, Senior Lecturer, School of Vocational Teacher Education and Mr Pasi Halmari, Program Manager, Global Education Services. The participants got the opportunity to learn more on how they are going to apply lessons learnt from the best case studies of Finland.



# The Fourth Botswana Tertiary Education Conference (BTEC) 2015: A resounding success



The Human Resource Development Council (HRDC) successfully hosted this year's fourth annual Botswana Tertiary Education Conference (BTEC) under the theme 'Promoting Human Resource Development and Employability through Technical and Vocational Education Training (TVET) skills'.

The BTEC brought together different stakeholders including; career guidance teachers, representatives of the youth, academics, Government policymakers, business entrepreneurs and industry experts from all parts of Botswana and around the world. The aim of the Conference was to discuss ways of enhancing TVET skills for the wider population especially among the youth.

Since TVET has been viewed negatively as compared to tertiary education, the BTEC sought to provide a platform for debate to address the challenge of uptake of TVET skills. Furthermore, the discussions sought to provide policy advice on measures that can sustain TVET sector as a critical factor in the overall development of the Botswana's economy.

During his introductory remarks, at the official opening of the Botswana Tertiary Education Fair and Conference, the Acting Chief Executive Officer of the HRDC, Dr. Patrick Molutsi stated that, "This year we will delve into discussions that will be ignited by the scholarly papers to be presented in the next three days, leading up to the formation of policies around TVET. Through such discussions, it is hoped that not only will

policies be influenced and subsequently formulated to make TVET courses attractive to our youth, the discussions will ensure that the implementation of such policies will be undertaken with the speed and the seriousness they deserve." Dr. Molutsi also advised that as a country, Botswana needs a paradigm shift that embraces and gives TVET its rightful place in the contribution towards the Gross Domestic Product (GDP) of this Country.

The Minister of Education and Skills Development, Honourable Dr. Unity Dow also graced the event as the Guest of Honour. During her official opening remarks, Dr. Dow acknowledged the success rate of the Fair and Conference over the years as reflected by the increased levels of participation by the institutions and key line ministries. They collectively add value and shape the relevance of this annual undertaking in the Ministry of Education and Skills Development's calendar.

The three day Conference was overflowing with insightful discussions and contributions from luminaries and specialists in the education sector from nations around the globe such as of the United Kingdom, South Africa and Malawi as well as Botswana's TVET experts. The Human Resource Development Council through the National Human Resource Development strategy, aspires that by 2022 Botswana shall be famous for its quality, skilled, well-educated motivated and productive people, therefore initiatives like Botswana Tertiary Education Conference are a stepping stone towards this milestone.

# The sixth Botswana Tertiary Education Fair (BTEF) 2015: A Success

The Human Resource Development Council (HRDC) held the sixth Botswana Tertiary Education Fair (BTEF) at Ditshupo Hall from the 25th – 28th March 2015 under the theme Gateway to Realising Your Potential and Shaping Your Future. The objective of the BTEF was to offer potential learners the opportunity to actively interact and identify programmes of study offered by different institutions exhibiting.

Since its inception in 2010, the Botswana Tertiary Education Fair has become a calendar event for Botswana General Certificate of Secondary Education (BGCSE) leavers and other prospective learners interested in furthering their studies. This year, the BTEF attracted well over 21 000 prospective learners over the four day period. The BTEF 2015 drew 72 exhibitors locally and also from countries such as South Africa, the United States of America, Russia as well as a consortium of Canadian Universities etc.

This year, HRDC introduced an interesting element, which is the Human Resource Development Planning (HRDP) Sector Committees. There were seven Sector Committees exhibiting namely; of Mining, Minerals, Energy and Water Resources, Finance and Business Services, Tourism, Creative Industries, Agriculture, Health, Information and Communication Technology.

The Human Resource Development Sector Committees did set up marquees outside the Ditshupo Hall. Their aim was to educate and create maximum awareness to the prospective learners about skills in demand before making career choices and choosing programmes of study. The learners were advised to choose programmes of study aligned to Botswana's forecasted labour market demands, and persuaded prospective learners to choose programmes of study stipulated as skills in demand within the exhibitions from various institutions locally and internationally.

One student from Maun, Lizzy Boitumelo jubilantly remarked "I was not aware of the many career options available in the Agriculture Sector. I have always assumed one could only be a farmer however, I am delighted to learn that there are so many career options available within the Sector".

Speaking during the event, HRDC's Manager, Stakeholder Relations, and BTEF Project Manager Mrs Faith Tuelo asserted "HRDC has created the platform for students to explore their career choices and make informed decisions that will have a meaningful impact in their career. I am happy to inform our stakeholders that the BTEF 2015 was a resounding success that can be measured quantitatively through the adjudicators report and qualitatively through attendance".



Students at the Botswana Tertiary Education Fair 2015 at Ditshupo Hall

# HRDC espouses High Performance Organisation (HPO)

Increasingly around the world organisations strive to become world-class by creating conducive working environments full of energised employees who wholeheartedly support the vision of the organisation by outshining in performance measurement. The employees tend to effectively translate business strategy into a powerful people strategy that tends to attract the best talent.

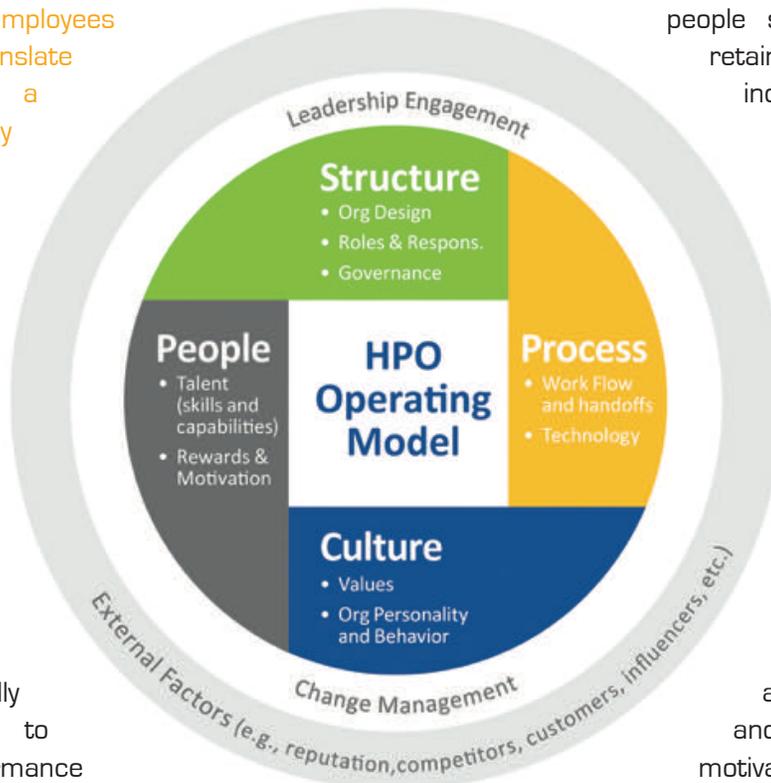
Human Resource Development Council (HRDC), a newly established organisation responsible for coordinating Botswana's human resource development, during its Soft Launch on the 1st April 2014, categorically stated that it wants to emulate the High Performance Organisations (HPO) culture in order to effectively deliver on its mandate. According to Boston Consulting Group, organisations become high performance organisations, when they know intuitively that their people possess capabilities that drive financial and operational performance and enable organisations to execute their strategy. However, most organisations do not know how to measure these capabilities and what steps to take to improve them.

Therefore, in order to fill this gap, the BCG have compiled a list of 14 organisational (See table one) and people characteristics that can be grouped into five broad dimensions (see below) and that lead to sustained performance.

**LEADERSHIP:** An aligned leadership is effective deep within the organisation.

**DESIGN:** A lean structure reflects the organisations strategic focus and has clear roles and accountabilities.

**PEOPLE:** The Organisation effectively translates business strategy into a powerful people strategy. Attracting and retaining the most capable individuals.



Source: BCG Analysis

## CHANGE MANAGEMENT:

The organisation has the ability to drive and sustain large-scale change and to anticipate and adapt to an increasingly volatile environment.

## Culture and Engagement:

The culture is shaped to achieve strategic goals, and its employees are motivated to go beyond the call of duty in pursuit of corporate objectives.

Since HRDC espouses the HPO Culture, it is paramount that it takes strategic approach in its pursuit of

monitoring and improving on its existing five envisaged broad capabilities and the 14 characteristics and what they represent so it generates lasting performance gains and a competitive edge.

HRDC vows to ensure there is adequate communication by engaging carefully with employees across all levels and seeks to at all times attend to organisational and people issues since they are critical in improving performance and competitive advantage. Furthermore, HRDC seeks to ensure that they are collaborations across departments and make certain that decision-making disciplines are not slack-ended and that there is consistent analysis and transparency. Additionally, HRDC has pledged to ensure that the existing comprehensive transformation program that sought

# culture to effectively deliver its mandate

Table One

ORGANISATION AND PEOPLE DIMENSIONS POSSIBLE INTERVENTIONS
<p><b>LEADERSHIP</b></p> <ul style="list-style-type: none"> <li>• Measure the impact of leadership appointments and intervene accordingly</li> <li>• Optimise the time and energy spent on an increasing variety of stakeholders</li> <li>• Establish a forward – looking leadership profile for recruitment purposes</li> </ul>
<p><b>DESIGN</b></p> <ul style="list-style-type: none"> <li>• Increase spans of control and reduce layers and the size of management ranks</li> <li>• Realign the organisation structure with strategic priorities and make appropriate tradeoffs</li> <li>• Redevelop the role of middle managers to drive impact and engagement</li> </ul>
<p><b>PEOPLE</b></p> <ul style="list-style-type: none"> <li>• Assess future talent needs and align recruitment with them</li> <li>• Re design the employer brand to resonate with employees and recruits and differentiate from competitors</li> <li>• Refresh the people development strategy to include divisional rotations for future leaders</li> </ul>
<p><b>CHANGE MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>• Build mechanisms to track the impact of corporate initiatives and anticipate when they might be at risk</li> <li>• Develop a disciplined implementation process that assigns individual accountability</li> <li>• Empower leaders and middle managers, according them the flexibility to anticipate and adapt to changing conditions</li> </ul>
<p><b>CULTURE AND ENGAGEMENT</b></p> <ul style="list-style-type: none"> <li>• Define the desired culture required to enable strategy</li> <li>• Refine recruitment criteria to ensure that cultural aspirations are clearly reflected</li> <li>• Assign horizontal accountabilities to drive cross-enterprise collaboration and engagements</li> <li>• Identify groups with missing or inappropriate career paths and make adjustments to drive engagement</li> </ul>

Source: BCG Analysis

to address structure, culture and operations is diligently monitored to ensure effective delivery. “In order to achieve this, each leadership layer will create its own role charters so performance expectations and accountabilities are clearly laid out” said the HRDC’s Acting Chief Executive Officer, Dr Patrick Molutsi during the Soft Launch of HRDC.

The espoused HPO culture will ensure Senior Management Team inculcates agreed - upon behaviours such as welcoming this change following the ongoing transformation, being solution oriented and taking an enterprise – wide approach.

The upcoming Three - Year Strategic Plan will reflect on the vision of the HPO culture and ensure that employees subscribe to its new values. HRDC will continue to monitor its performance across the five organisational and people dimensions and take action well on time when performance or the competitive environment changes.

The upcoming Organisational Strategy will also work hand-in-hand with the ongoing transformation by establishing clear targets for all departments and accountabilities. It is worth noting that leading HPO cultured organisations recognises the importance of middle managers, invest in their success and actively monitor and work to strengthen their engagement and skills.

In conclusion, table one entails the High Performance Organisations possible interventions that will assist HRDC to stay on track. HRDC understands the need to have all 14 characteristics present in its organisational culture and promises to take a coordinated approach in implementing them.

HRDC will also decide on which of the 14 are the most critical in sustaining competitive advantage and actively work as a collective in improving weak areas and thereby engage in a disciplined set of interventions and activities. The framework above (table one) gives HRDC a window into internal dynamics that have been indistinctly understood all along and access to this knowledge can lead to sustained performance.

# Botswana Women from remote communities sponsored to attend Solar Training in India



Dr Patrick Molutsi Acting CEO of HRDC, Mr Sebetlela Sebetlela, Chairperson, Sector Committees with Government Officials as well as the sponsored women during the send off ceremony

In line with the National Human Resource Development Strategy (NHRDS) goal of promoting lifelong learning, the Human Resource Development Council (HRDC) saw it fit to partner with Barefoot College in India as well as the Indian High Commission. The partnership entails skills training program that will transform the lives of women in communities around Botswana.

The HRDC has seconded five semi-literate women from Ngwatle village in Kgalagadi District and one from Poloka and one from Mokgenene villages situated in the Central District. The Solar Electrification Training Programme at the famous Barefoot College in India.

Barefoot College is an institution that has been providing self-sufficient and sustainable basic services and solutions to problems in rural communities around the world for more than 40 years. The women identified for the programmes are selected from the least developed countries and the benefits of the programme include, but are not limited to; skills transfer to rural, illiterate and semi-illiterate women, basic solar electrification of households in rural areas, promotion of sustainable self-managed development among rural communities.

The Barefoot College Solar Programme aims to empower women by enabling them to become entrepreneurs. It does so by training women to become Solar Engineers who upon completion of their training will be able to impart the skills to other villagers in their community and in return get payment for their services. Only villages that are inaccessible, remote and non-electrified are considered for the solar power training programme. Their villages have no electricity and there are no plans underway to include it in the national power grid in the foreseeable future. The premise for selecting these women was based on their maturity and stability. The selected are aged between 35 to 55

years old, they were the preferred age because they are mature women unlikely to relocate from their villages. The training is for a duration of six months and it will be conducted through stages, with progression to the next stage based on fulfilment of the preceding stage.

Upon completion of the training, the women in conjunction with the Village Development Committee (VDC) will establish a Village Solar Committee that comprise of three men and four women. The Chief of the village will be the Chairperson. The Committee shall among other things ensure that they have a bank account; that every member of the community pays the agreed levy; decide on the amount each 'Solar Engineer' should be paid and ensure that all the solar units in the village are working.

Speaking during the send-off ceremony for the women at the HRDC Boardroom on the 14<sup>th</sup> March 2015, the HRDC Acting Chief Executive Officer, Dr. Patrick Molutsi asserted, "HRDC's mandate entails the education and training pipeline as defined by the NHRDS. Therefore, the Barefoot programme is in order as it is aligned to the Mining, Energy and Water Resources Sector Committee training plan. Our interventions and search for training opportunities is across all groups of our population. Therefore, we ought to work with in - school and out - of - school groups and responsible bodies that deal with all types of education and training".

The Women were also informed that everything concerning their welfare in India will be taken care of by the Barefoot College, and these includes, their meals, telephone bills, clothes, medical expenses and travel.

The women identified are, Kaki Matlakala, Mmamonye Kabathophanye, Nelly Xhau, Sophie Matlakala, Mmadipasa Sebati, Letty Thaloganyo and Ikaneng Mothoiwa.

# The Education & Training Strategic Sector Plan (ETSSP) launch



Honourable Minister Dr Unity Dow launching the ETSSP to the media at the Ministry of Education and Skills Development headquarters

The long awaited education sector transformation strategic tool, the Education and Training Strategic Sector Plan (ETTSP) dubbed 'The Education Strategy 2020' has been launched. On the 2nd June, 2015, the Minister of Education and Skills Development, Hon. Dr Unity Dow while launching the ETTSP at the Ministry Headquarters, out rightly pointed that the Strategy seeks to address pressing issues within the Ministry of Education and Skills Development (MoESD). The objectives of the ETSSP are to provide quality, relevant and sustainable lifelong education which is globally competitive, so as to transform Botswana from a resource based to a skill and knowledge based society.

The Honourable Minister, Dr Dow asserted, "This comprehensive ETTSP was developed between the year 2012 and 2015, it is worth noting that it is aligned to the National Development Plan (NDP) 10 and other emerging educational sector priorities. ETSSP is a five year medium term strategy which spans from 2015 - 2020. It is designed to comprehensively and fundamentally transform the education from pre-primary to tertiary level." It is worth noting that the Ministry of Education and Skills Development carried out a comprehensive situational analysis in 2012 which focused on diagnosing the deficiencies in the entire education sector, with special reference to the low academic performance at all levels, access and equity to education by all and the quality and relevance of education.

Furthermore, it focused on the alignment of curriculum to the industry needs, educational management (accountability), skills development for the economy (TVET revitalisation), lifelong learning, multiple pathways at Senior Secondary level and professional teacher development.

Interestingly, the ETTSP was informed by the following public policies namely; Vision 2016, National Human Resource Development Strategy (NHRDS) of 2009- 2022, Botswana Excellence Strategy, Revised National Policy in Education (RNPE: 1994), Inclusive Education Policy (2012), Revised National Policy on Vocational Education and Training(1997). The ETTSP has set a number of critical sector strategic priorities geared towards convalescing its efficiency such as improving the quality and relevance of education and improving equitable access to education. Additionally, the ETSSP, seeks to improve learning outcomes, focus on life-long learning, strengthen skills development, develop new and alternative pathways. Finally, ETSSP is geared towards improving management of education (governance), developing a responsive tertiary education system, improving planning and budgeting of the sector, enhance utilization and integration of ICT and improving monitoring and evaluation.

The following are the expected outcomes of the ETTSP; universal completion of basic quality education for all, equity of provision and opportunity for all learners, enhanced skill development for the economy , transformed quality service delivery in the education sector, enhanced information management for quality decision making and enhanced educational governance/ accountability (operational efficiency). In conclusion, Hon. Dr Dow, profusely thanked the following strategic partners for supporting the development of the ETSSP such as European Union ( Technical Support), UNICEF (ECD - Technical Support ), GIZ (Skills development support), World Bank (Skills development Research) and Botswana Chamber of Mines ( Skills development support). The Human Resorce Development Council (HRDC) will align its policies with the ETSSP in order to realise its mandate effectively.

# HRDC Internal & External



Learners listening to the presentations at the Career Guidance Clinics



HRDC Staff dancing the night away during the Christmas party



HRDC Staff attending the BTEF 'Thank You' session



Vaal University of Technology Representatives during the courtesy visit



Students from Ledumang Senior School at their Career Fair



Dr Nomalanga Essilfie presenting her research to Dr Patrick Molutsi



HRDC Staff at the Annual Christmas party



Ndingo Johwa performing at the BTEC Cocktail Reception

# Activities

# in Pictures



Students attending the annual BTEF 2015



HRDC Staff hugging each other during the Valentine's Day celebrations



HRDC Staff at the Gaborone Half Marathon



The HRDC Christmas Party 'Secret Pal' session



HRDC staff member receiving a certificate of appreciation



HRDC Staff members during the BTEF Thank You session



HRDC Staff members interacting during the Get Together session



Students queuing at BTEF 2015

# HRDC employees embrace the Change Management Programme

On the 16th June 2014, an all-day Change Management staff workshop was held at Tlotlo Conference to induct staff about the change management programme, communicate the vision of this programme and also share what is expected from staff as change agents. Since its establishment on the 08<sup>th</sup> November 2013, the Human Resource Development Council (HRDC) has been undergoing an intensive transformation process from the then Tertiary Education Council (T.E.C.). The establishment of HRDC was necessitated by the recommendations from the National Human Resource Development Strategy (NHRDS). The NHRDS advocates for human resource development by ensuring that each citizen plays a meaningful role in their community, society and the world.

At the early stage of the HRDC transformation process, changes that were expected to take place were clearly communicated to staff members. These changes include the organisational structure, corporate culture, brand identity, job profiles, reporting lines etc. Furthermore, implications of this transformation process were clearly communicated to employees. This transformation process brought complexities

and challenges as it took inordinate lengths of time thereby aggravating uncertainty, fear and frustration amongst employees. As a way of managing change, (on the people side of change), HRDC saw it imperative to institute an employee centred change management programme. The objective of this programme was to manage the negative effects of the transformation on the employees. The HRDC Leadership identified a Change Management Team that was responsible for coordinating the Change Management programme. This Team comprised of all levels of staff members, who collectively developed Change Management activities plan geared towards assisting staff to effectively manage this transformation.

This Change Management Team designed tools and activities that assisted staff to shift from the current state to the future state (as defined by the change) in a way that minimises productivity loss, negative customer impact and employee turnover. Additionally, the Change Management activities sought to maximise the speed of adoption and ultimately utilise the change throughout the organisation. The HRDC Change Management programme was intended to enhance employees knowledge, understanding to totally



Team Building at Lions Park Resort

embrace the change taking place in the organisation.

According to Change First, a United Kingdom (UK) Based Change Management Consultancy Firm, implementing a successful Organisational Change Management process requires all the Organisation's employees to be onboard by collectively embracing change and driving it. Therefore, it is important to create urgency around what is needed to change and create the hype. Since the beginning of the transformation process, the HRDC has set its required Organisational culture to be a High Performance Organisation. A set of values that constitutes this envisaged organisational culture has been documented and are communicated frequently to staff members at different forums.

As part of the Change Management programme, several activities were also undertaken to motivate and uplift the morale of staff members in order to help them cope with the existing uncertainties and other negative factors brought along by this change. Staff went through a Leadership Emotional Intelligence Course to assist in molding their individual behavioral traits at professional and personal level. Continuous communication was also critical during this process and it was properly executed by the then Executive Secretary of Tertiary Education Council (T.E.C) and now the Acting Chief Executive Officer of HRDC, Dr Patrick Molutsi. Dr Molutsi, as a Change Leader, kept employees informed at all times about the Board

decisions concerning the ongoing organisational structure and other relevant issues. The Change Management Team, organised various activities such as NHRDS Fridays, CEO's Walk-about- sessions, team-building exercise and the famous Change passport etc. All these planned change activities, encouraged teamwork within employees. Several team building activities were also organized internally such as the born – fire experience. These activities immensely helped employees to relate to each other better and meaningfully as they experienced the effects of change management and supporting each other together as a team.

Finally, on the 17<sup>th</sup> October 2014, a teambuilding exercise was undertaken at Lion Park Resort, under the theme, 'Together We Can'. This teambuilding exercise, yielded results as employees had the opportunity to participate in different activities in an effort to encourage the spirit of team work. Employees during the game 'Knowing You, knowing Me' interacted openly and also candidly shared their feelings about how the existing change affected them (positively and negatively). This Change Management Program effected a successful transition and helped staff members to be relieved from old habits and adapt to the current organisation status and this programme is on-going.

Source: ChangeFirst



# HRDC introduces Lunch & Learn Session



Mr Oabona Nthebolang presenting His paper to staff

**O**n the 18th June 2015, in the HRDC Board Room during the Lunch and Learn Session, Mr Oabona Nthebolang, Institutional Planner, Tertiary Education Institutions presented a paper titled *Upskilling TVET Educators and Trainers in the Era of National Qualifications Framework: The Way forward for Botswana*.

The primary objective of the paper was to explore avenues of Technical Vocational Education and Training (TVET) Educators and Trainers re-skilling that could lead to successful implementation of the new Botswana Credit and National Qualifications Framework (NCQF) in TVET curriculum.

The key concern is to examine how the forces of National Qualifications Framework, which are judged to have impinged on schooling and education policy across the world, have influenced the work and identities of contemporary educators.

While virtually all public Vocational Education Training (VET) institutions are registered by Botswana Qualifications Authority (BQA), many do not have qualified facilitators required to deliver the programmes for which they are registered. TVET

instructors are mostly poorly qualified with insufficient industrial experience and lack pedagogical skills and Information Communication and Technology (ICT) skills for incorporating modern technology in TVET training.

About 700 TVET instructors, in public TVET institutions do not meet the pre-requisite for registration with BQA, some have been provisionally registered pending the required qualifications.

Furthermore, the curriculum for TVET instructors offered at Francistown College of Vocational and Technical Education (FCVTE) lacks emphasis on teaching and assessment competencies; working life and networking competencies; research-based development competencies and information technology literacy.

In a wide - range of national contexts, TVET Educators and Trainers have been key players in 'nation - building' through ideological and economic means. The paper is based on the presumption that, TVET Educators and Trainers with relevant skills are better at creating, implementing, and adopting the new NCQF. The paper provides an actionable framework for upskilling TVET Educators in the era of NCQF.

# UNESCO education for all report launch

**O**n the 28th May 2015, the Honourable Minister of Education and Skills Development, Dr Unity Dow launched the Education For All Global Monitoring Report, Education For All 2000 – 2015: Achievements and Challenges at Fairground Holdings in Gaborone.

The Minister of Education and Skills Development Hon. Dr. Unity Dow received the report from Senior Education Specialist for Education from UNESCO Regional Office for Southern Africa, Ms. Carolyn Medel-Anonuevo.

At the World Education Forum in Dakar, Senegal in 2000, Governments from 164 countries together with representatives of regional groups, international organisations and Non Governmental Organisations (NGOs) and other bodies adopted a Framework for Action to deliver 'Education for All' (EFA) commitments.

The Dakar Framework comprises six goals and their associated targets to be achieved by 2015 and 12 strategies in which all stakeholders are compelled contribute towards achievement of the goals.

The EFA Global Monitoring Report (GMR) has monitored progress on annual basis towards the EFA goals and the two education-related Millennium Development Goals (MGDs). The 2015 GMR provides a complete assessment of progress since 2000 towards the target date for reaching the Dakar Framework's goals.

The GMR serves as a monitoring tool towards the world's achievement of the EFA goals. It explains possible determinants of the pace of progress. Finally, it identifies key lessons for shaping the post-2015 global education agenda.



The Honourable Minister of Education and skills Development Dr Unity Dow receiving the Education For All Report from Ms Carolyn Medel-Anonuevo, Senior Programmes Specialist (Education), UNESCO Harare Regional office

# HRDC courts Student Representative Council (SRC) Members

In cognisance of strengthening stakeholder relations, the Human Resource Development Council (HRDC) held the meeting with the Student Representative Council (SRC). On the 4th February 2015, HRDC invited representatives from the Tertiary Education Institutions to brief them on our new mandate and to address questions they had regarding our new mandate and functions.

Welcoming the students, Dr Patrick Molutsi, the Acting Chief Executive Officer of HRDC stated that this meeting is an annual meeting where HRDC engages with the SRCs as our critical stakeholder. Additionally, he noted that the meeting was necessitated by the recent mushrooming allegations featuring in various media platforms thereby misinforming the learners.

He explained that the Department of Tertiary Education Financing (DTEF) and HRDC are still having discussions on the way forward regarding the administration of student financing and sponsorships. Dr Molutsi expressed gratitude to the attendants for turning up in good numbers as it showcases the level of interest the learners have in their welfare.

He further elaborated on the transformation of the then Tertiary Education Council (T.E.C.) into HRDC and the new mandate. He praised this noble move as it will be strategically focused on promoting the human resource development in Botswana. In reference to the learners, HRDC delivers its mandate by planning and advising on tertiary education financing and managing the tertiary education student fund.

Dr Molutsi lamented, "The country is now faced with high graduate unemployment rate. Largely this is due to skills mismatch between the qualifications of the graduates and the labour market demands. However, in responding to this issue we have since established seven Human Resource Development Planning (HRDP) Sector Committees in the areas of Mining, Minerals, Energy and Water Resources, Tourism, Creative Industries, Agriculture, Health, Information Communication and Technology and Finance and Business Services who will be developing the Sector plans for their particular sector".

In his presentation on the Rights and Responsibilities of the SRC's, Mr. Thabo Piet Buisanyang who is the Student Representative in the HRDC Board referred the members to the Draft Student Charter whose aim is to inform both the student and the institution's Management about the reasonable expectations from each party.

During the question and answer session, many issues were raised by the students mainly centered around student allowance, the quality of education they receive in their respective institutions and the general conditions of the facilities.

Dr Molutsi in responding to questions from the students regarding the sponsorship function, indicated that, HRDC will not be taking over the Department of Tertiary Education Financing (DTEF) as was reported in the media. Rather HRDC be administering three funds, namely the Human Resource Development Fund (HRDF), Public Tertiary Education Institutions Fund (PTEIF) and the Tertiary Education Sponsorship Fund (TESF). HRDC will only administer the new Tertiary Education Sponsorship Fund once the current DTEF current contracts with students have ended.

All parties agreed that it was of paramount importance to continue dialoguing with each other on issues within the Education and Training Sector on a regular basis. The students were re-assured that HRDC's mandate is geared towards improving the current unemployment crisis within the country. HRDC through the function of Student Planning and Welfare will continue to inform them of policies or strategies that have a direct impact on them.

In conclusion Ms. Faith Tuelo, Manager, Stakeholder Relations thanked the learners for attending and encouraged them to partner with HRDC in transforming the Education and Training Sector. She also encouraged them to dialogue with HRDC on issues that concern them as we are partners. Finally, she also informed them about the upcoming Botswana Tertiary Education Fair and Conference 2015 and that invitations to the Conference will be sent to their respective institutions.

## HRDC staff donates to Tsetsebjwe CJSS



The HRDC employees together with the members of the Village Development Committee (VDC) and teachers of Tsetsebjwe CJSS delightfully displaying the donated goods

Lord Holme and Richard Watts (2000), in the World Business Council for Sustainable Development's publication, 'Making Good Business Sense' defines Corporate Social Responsibility (CSR) as the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and the society at large.

The Human Resource Development Council (HRDC) offers a service geared towards harnessing the full human resource capacity of the nation by providing opportunities to citizens in order for them to realise their full potential. On the 16th April, 2015, HRDC employees saw it fit to look beyond their mandate and touched the less privileged in a village situated in Bobirwa called Tsetsebjwe.

This was in response to a 'Donate-a-Pair' initiative that was proposed to the HRDC by the Tsetsebjwe Community Junior Secondary School (CJSS). The Tsetsebjwe CJSS has learners who lacked full school uniform accessories. This therefore necessitated the employees of HRDC to individually contribute towards purchasing the 54 pairs of shoes, socks and learner promotional materials.

As the driver of the National Human Resource Development Strategy, it is essential for HRDC to adopt a good Corporate Citizenship culture which should be substantiated by developing and implementing initiatives which are beneficial to Botswana's Communities more especially on matters of Human Resource Development.

During the handover of the donations, the Chairperson of HRDC Wellness Committee, Mrs Masego Mokubung pointed out that, "The HRDC does not only concentrate in carrying out its mandate of co-ordinating and promoting the implementation of the NHRDS, but also subscribes to the principles of 'Botho and a Just and Caring and Compassionate Nation.

Therefore as individual employees, we found it fit to respond to the Tsetsebjwe CJSS request of donating pairs of shoes and the HRDC will continue with this spirit of sharing".

The HRDC Wellness Committee saw it fit to adopt this initiative annually and donate to different schools across Botswana. HRDC will develop a CSR policy which will help the organisation in sustaining its Good Corporate Citizenship.

# Human Resource Development Council Establishes Human Resource Development (HRD) sector committees

The task of developing Sector Plans is the responsibility of Sector Human Resource Development Planning (HRDP) Committees. These are sector level partnership that bring together the leadership from various jurisdictions (Government, business and employers; employees and unions, civil society, education and skills training and development) to form a single nexus in planning and designing collaborative actions around human resource development.

Sector Human Resource Development Planning Committees are Technical Committees of the HRDC. The HRDC will support and mentor their establishment and assist them to progress their work.

The establishment of Sector HRD Committees ensures that there is a direct linkage between the skills developed and the needs of the fast changing economy. Sector HRD Committees of key strategic sectors of the economy form partnerships that work together to form a strategic collaborative alliance. They provide excellent opportunity for a pan-sector collaborative approach to human resource development planning which strengthens the commitment of Government, Employers, Workers, Educators and civil society to work together in addressing Botswana's HRD challenges.

The key purpose of the Sector HRD Committees is to provide a single nexus which focuses on determining the human resource development needs and designing a collaborative education and skills training and development response that enables the sector to thrive and succeed.

Sector HRD Committees exist to:

- Produce sector specific HRD plans that will ensure a direct linkage between the education and skills that are being developed and the needs of the economy
- Provide a forum for constant dialogue and consensus building among stakeholders in the sector on all matters relating to HRD
- Provide advice to the HRDC on emerging economic trends and relevant education and training and skills needs in its sector
- Initiate and oversee the development and periodic review of sector specific HRD plans and research studies
- Provide advice on appropriate measures to deal with any mismatch between demand and supply of human resources in the sector
- Identify planned major projects that require human resource impact assessment studies and make recommendations for their formulation and



Some of the members of the Sector Committees attending the Induction Workshop



The then Honourable Minister of Education & Skills Development, Pelonomi Venson-Moitoi with the former Chairpeson of the interim HRDC Board, Mr Jacob Swartland and Dr Patrick Molutsi, Acting CEO HRDC with the Agriculture Sector Committee members

execution

- Provide a sounding board for the Sector to advise the HRDC to discuss, review and validate national and Sector HRD Plans
- Ensure a linkage with the strategies of Government by ensuring interaction Economic Diversification Drive (EDD), Cluster Strategy, National Development Plans (NDP), Hubs and other
- Ensure linkages with other sectors to deal with cross sector occupations and skills that fall outside the scope of a specific sector and which needs to be incorporated in the National Human Resource Development Plan
- Embed a commitment from employers within the sector to invest in the training of their employees and in the development of education and training institutions; to provide internships and to advise on the optimization of the use of the Department of Tertiary Education Financing (DTEF) and the Human Resource Development Fund.

**COMPOSITION OF THE SECTOR HRD COMMITTEES**

The composition of the HRD Sector Committees ensures that the sector is comprehensively represented with a mix of individuals that in composite demonstrate a combinations of qualifications, experience and relevant positions of leadership and authority.

**The membership is drawn from the following broad constituencies**

- Business and Employers
- Government
- Employees and Labour unions
- Advisory, Steering, Support and Regulatory Agencies

- Education and Skills, Training and Development Specialists and Institutions
- Professional, Employer and Employee Associations
- Civil society

**IDENTIFIED SECTORS**

The National Human Resource Development Strategy of 2009 identified ten (10) sectors of the economy which have been classified as Driving and Enabling sectors

**DRIVING SECTORS INCLUDE;**

- Mining, Minerals, Energy and Water
- Tourism
- Finance and Business Services
- Agriculture
- Creative Industries
- Manufacturing
- Transport

**ENABLING SECTORS**

- Education and Training
- Health
- ICT
- Public Sector
- Research and Innovation
- Science and Technology

HRDC in collaboration with stakeholders will continue to identify other key sectors of the economy in line with priorities of Government identified in the NDP 10, Economic Diversification Drive (EDD) and other national strategies and policies. In that regard, Creative Industries and Public Service Sectors have been identified.

Student Enrolment by Type of Qualification and Gender - 2014/15

Qualification Level	Female	Male	Total	%Female
Certificate <sup>1</sup>	1016	1422	2438	41.67
Diploma <sup>2</sup>	11809	7839	19648	60.10
Bachelor's Degree <sup>3</sup>	18898	14308	33206	56.91
Master's Degree	982	790	1772	55.42
Master of Philosophy (MPhil)	55	59	114	48.25
Post Graduate Diploma (PGD)	283	179	462	61.26
Doctor of Philosophy (PhD)	27	67	94	28.72
Professional Courses	1761	1088	2849	61.81
<b>Grand Total</b>	<b>38831</b>	<b>25752</b>	<b>60583</b>	<b>57.49</b>

Source: Tertiary Education Institutions.

As shown in this table the majority of Tertiary Education students enrolled for Bachelor's Degree programmes total 33206 which constitutes more than 50 percent of the total enrolment. This is followed by Diploma, Professional Courses, Certificate, Masters's Degree, Post Graduate Diploma, Master of Philosophy, and lastly Doctor of Philosophy with a modest enrolment of just 94. The lower number of PhD students could partly be that none of the private institutions in Botswana are offering PhD programmes.

Student Enrolment by ISCED Classification and Gender - 2014/15

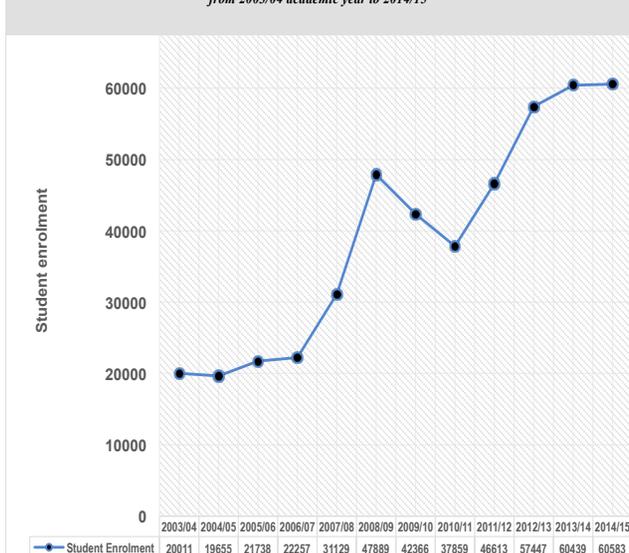
ISCED BROAD GROUP	Female	Male	Total	% Female
AGRICULTURE	439	501	940	46.7
EDUCATION	5043	2683	7726	65.3
ENGINEERING, MANUFACTURING & CONSTRUCTION	2101	5196	7297	28.8
HEALTH AND WELFARE	2670	1430	4100	65.1
HUMANITIES AND ARTS	2358	1629	3987	59.1
SCIENCE	4287	4942	9229	46.5
SERVICES	2454	1272	3726	65.9
SOCIAL SCIENCES, BUSINESS AND LAW	15377	8031	23408	65.7
UNKNOWN	102	68	170	60.0
<b>Grand Total</b>	<b>34831</b>	<b>25752</b>	<b>60583</b>	<b>57.5</b>

Source: Tertiary Education Institutions.  
Refer to Appendix 1 for information on ISCED Broad Category and Field of Education Classification.

This table reveals that out of the total enrolment of 60583 in 2014/15, the majority (23498) of students enrolled for Social Sciences, Business and Law programmes, followed Science, Education, Engineering, Manufacturing & Construction, Health and Welfare, Humanities and Arts, Services, Agriculture and lastly the unknown programmes with only 170 enrolment. Female students dominated across all programmes except in Science and Science related programmes. However, there has been a noticeable increase in female participation over the years in Agriculture, Engineering and Science. Overall, 57.5 percent of Tertiary Education students were females.

Enrolment trend (2003/04 – 2014/15)

This graph depicts the student enrolment trends in the local private and public tertiary education providers from 2003/04 academic year to 2014/15



The enrolment trends indicate that participation has been fluctuating since 2003/04 with a noticeable upward trend. Low constant proportions were experienced in the first four years under the following review: 2003/04 – 2006/07. This was followed by a sharp curve between 2006/07 and 2008/09. There was a two-year slump between 2008/09 and 2010/11, and a clear recovery between 2010/11 and 2012/13 thereafter. A depressed trend was experienced between 2003/04 and 2006/07 which represents a disquiet epoch in the developmental phase of tertiary education in Botswana when coordination of the system was almost obsolete mainly due to lack of overall policy of the tertiary education sector.

After the advent of the new Tertiary Education Policy (TEP) which was passed by Parliament in April 2008, improvement and growth in participation rates became visible. The introduction of the new policy eased coordination and promotion of the Tertiary Education (TE) sub-sector. Enrolment almost tripled, in the period following the introduction of the new Tertiary Education Policy (TEP). By the end of financial year 2014/15, a total of 41 Tertiary Education Institutions (TEIs) were registered of which 24 were public and 17 private institutions and have collectively registered 60 583 students.

# HRDC Athletics Team participates in Marathons

The Human Resource Development Council (HRDC) Wellness Committee promotes health and wellness in the workplace. It is through this conviction that the HRDC Athletics team was formed. The team comprises of HRDC Staff who embrace fitness and the athletics team also uses this platform for team building purposes.

The athletics team has participated in the following marathons;

1. Diacore Gaborone Marathon
2. Lady Khama charitable Run
3. PPC King of the Hill
4. Scania/Ultimate Cycle Base X-Country Train Run
5. Gaborone Half Marathon

Interestingly, on the 21<sup>st</sup> of June 2015, HRDC staff took part in a Gaborone Half Marathon.

The marathon was coordinated by Sports Entertainment for the benefit of Kagisano Women's Shelter. Kagisano Society Women's Shelter (KSWs) was established by the Kagisano Society in 1998 in response to gender based violence in particular violence against women.

The aim of the race was to raise funds for the Shelter and donate goods to women and children at the Shelter as well as raising awareness of Gender Based Violence.



HRDC Staff celebrating after the marathon



## LEADING BOTSWANA'S HUMAN RESOURCE DEVELOPMENT AGENDA



## HUMAN RESOURCE DEVELOPMENT COUNCIL (HRDC)

The Government of Botswana has through the approval of Human Resource Development Council Act No 17 of 2013 established the Human Resources Development Council (HRDC) that became operational on the 8th November 2013.

This therefore means the **Tertiary Education Council (T.E.C)** has ceased to exist and has been replaced by the Human Resource Development Council. The transition was assented to by the Minister of Education and Skills Development Order of the 8th November 2013 to commence the **Human Resource Development Council under Act No 17 of 2013**.

### THE OBJECTIVES OF THE COUNCIL SHALL BE TO;

- a) Provide for policy advice on all matters of National Human Resource Development;
- b) Co-ordinate and promote the implementation of the National Human Resource Development Strategy;
- c) Prepare the National Human Resource Development Plans; and
- d) Plan and advise on Tertiary Education Financing and Work-place learning