Dumelang Bagaetsho - Greetings.

Early this year, publishers of this fine coffee table book, Lebo Joseph and Delphene Lungah came to discuss their dream of launching this book project and to request me to be the Patron of their book. I was humbled that they chose me and not my husband the Honorable Minister of Environment, Wildlife and Tourism Tshekedi Khama II or his brother His Excellency The President Lt. Gen. Dr. Seretse Khama Ian Khama. I was captivated immediately by their enthusiasm for showcasing the social responsibility side of organizations and individuals who are determinedly focused on being a resource for the people and nature of this rapidly evolving democracy.

There are a plethora of books, films, documentaries and magazine articles being published about Botswana this month September 2016 depicting the intriguing history, people, plants and animals of this proud, peaceful nation. All of these publications expound the works and unique treasures of this vast land through the producer’s lens. This book, however, takes the brave approach of allowing the people and organizations themselves to be a part of its contributory legacy to Botswana, and indeed the world.

This book portrays the social endeavors and indomitable spirit behind the myriad of pioneering initiatives Botswana has to offer through the lens of the organizations and individuals who are passionate about taking the country forward.

Foreword

Dumelang Bagaetsho - Greetings.
Unsung heroes and heroines are highlighted for new lines of thought, activities or technical developments and their passions for beauty, nation building and love come alive in the breathtaking photos and design of this inaugural coffee table book. The exciting part is that according to Lebo and Delphene, this is just the beginning of their journey to uncover the best of our heritage.

I came to Botswana as a child and I stand now as a woman, mentored by its people and its land. In return, I give my whole self to the cause of leadership through the various and wide ranging works I am involved with. I am the patron, and founder of several initiatives relating to conservation and people. I have a busy life as an entrepreneur, writer, coach, mentor, wife, and mother to Kaedi Sekgoma and Tahlia Naledi, so I do not take on new projects lightly. This one however was too tempting to pass up and I am happy I took the risk.

As I write, this gentle country that I have the privilege to call home, is preparing to celebrate 50 years of sound independent governance. As the Government announced that it would be commemorating this occasion with a spectacular jubilee, the mood of Batswana could be described as hesitantly optimistic and timid. Now, as we near the 30th of September 2016 the air is crackling with good feeling, volunteering acts, cultural activities, proud displays of the nation’s unity and diversity as well as undeniable national pride. Indeed, as you will see in the pages of this magnificent portrayal, the people of Botswana have much to be proud of.

With Heart,

Patron of Our Heritage
FOREWORD

A LABOUR OF LOVE - OUR HERITAGE

We hope that as you settle down to read this maiden publication, Our Heritage, a compelling blend of inspired stories and glorious pictures, you are in good health, at peace and enthused to accompany us on a monumental journey around Botswana, as we explore our heritage.
We subscribe to the idea that heritage is the sum of humanity’s ongoing legacy, which includes social, economic, political and cultural inheritance, handed down from past generations, maintained in the present and bestowed to future generations.

Our Heritage stands to become our legacy, one that we have started, will vigorously maintain and dutifully leave behind for our families, loved ones and Batswana to treasure. It’s amazing to think that one day we were sitting as friends, chatting about our future plans, when our discussions revealed just how much knowledge of branding and marketing we had amassed, but had never considered using it to build our future in a more meaningful way, that would have far reaching benefits for our families, society and indeed our country.

Quite inevitably, this realisation seeded numerous ideas on how we might achieve this, but it was the simple thought of leaving something behind after such a life well lived, that captured our imagination. We visualised the nature of heritage as a living legacy that can be maintained into the next generations, and our thoughts, wishes, desires and knowledge gave birth to our company ‘Heritage’ and our first labour of love, ‘Our Heritage’.

We must confess, we are excited about this book, and believe it may be the greatest achievement of our lives. Needless to say, it was not easy to bring to life, but the sheer passion, energy and will power to realise a worthwhile dream kept our heads up. We took a lot of beatings but we embrace them as the motivation needed to keep our eyes on the prize. In our fears we found hope, and in our hope rose an enduring determination to build a lasting legacy, and we are proud that you can enjoy the fruits of our labour of love. As the saying goes, “Success is something earned. Something worthwhile. It comes only to those who are dedicated and committed to their goals”. With the support of our loving spouses and families, amazing contributors and collaborators, as well as a great team and illustrious clients, we have achieved our first goal.

Indeed we take this opportunity to thank all participants in this endeavour, our contributors and sponsors, corporate and individual, for their selfless contribution, whether financially or in kind, towards the success of Our Heritage.

We hope you enjoy reading this publication as much as we enjoyed bringing it to life. May you find your special connection to the legacies and heritage that shape your life in Botswana, as contributed to by the many participants in this book. Above all, please allow us through Our Heritage, to encourage and inspire you to build a legacy of your own.

Blessings! Pula!!!

Delphene and Lebo
Welcome to Our Heritage 12
Tourism 30
Aviation 86
Transport and Logistics 102
Training and Education 114
Technology 132
Mining 158
Energy 170
Contributor’s LIST

VINCENT GRAFHorST:
He is a published nature photographer who has an immerse passion and desire to capture the amazing natural beauty and wilderness of Africa and create visual art. Driven by an inexplicable passion for the Africa’s landscapes and its animals, Vincent Grafhorst aims to create inspirational artwork that evokes emotions and command respect for Nature. Vincent’s primarily focuses on photographing Southern Africa, and Botswana which are without a doubt his favourite places. As an award-winning photographer, Vincent expressed that wilderness areas found in Botswana are still very special, unique in Africa and the world.

ANN GOLLIFER:
Ann Gollifer, a visual artist, who has a great passion and practice in painting, print-making, writing and photography. Ann has lived and worked in Botswana for 30 years and has travelled extensively throughout the country gathering images and words from the people and places she has encountered. As a celebrated contemporary artist, Ann is a successful writer who has had two children’s books published, ‘The Nata baobab’ and ‘The frog in her throat’ and in partnership with Jenny Egner. She has also published the biography of the Kuru Art Project artist Dada Coex’ AeQgam, ‘I don’t know why I was created’. Ann’s most recent book is a collection of stories from the guides of the Okavango Delta entitled ‘Men with Tales’.

PETE HANCOPK:
Pete Hancock is a man who has invested in his life as a field biologist, professional conservationist and photographer. He shares his wealth of knowledge and experience with kindred spirits inside and beyond our borders, as an accomplished author. As a prolific writer, he has co-authored amazing books like the wildly successful Birds of the Okavango. Another of his books, The Chobe Companion, is an all in one guide to common animals and plants of the Chobe while a similar treatise; The Okavango Companion, tackles the common animals and plants of the Okavango. Pete has gone on to co-author Birds of Botswana, which in particular reflects his special interest in vulture conservation.

PAKO LESEJANE:
Pako Lesejane is a professional photographer, travel writer, adventurer, explorer, and student pilot with the love for travel and adventure.
DENISE PARENT:
Denise Parent’s interest in photography was sparked by living in Vanuatu in the South Pacific. The combination of location, ambiance and most of all colour, stimulated her desire to capture the image. Her philosophy is based upon taking a second look, and seeing things a little differently. It is not about what you see, but how you see it. As an established artist, she has travelled through Botswana, Canada, New Zealand, Australia, Vanuatu, Japan, Vietnam, Cambodia, Kyrgyzstan, Cuba and parts of U.S.A. Denise emphasizes a theme in her work that shows the complexity and simplicity of these subjects and the recognition that mankind cannot create something that does not already exist in nature. Her goal is to enable people to see ordinary objects in a different light, to take the time to notice their simple beauty and patterns that they create, a beauty that surrounds us all.

DR GRAHAM MCCULLOCH:
Dr. Graham McCulloch is Policy Director for Ecoexist and an ecologist who has spent the past 20 years in Botswana working in the wildlife conservation, tourism and environmental consultancy sectors. He has a great deal of experience in conducting ecological monitoring and scientific research as well as community-based natural resource monitoring and management planning in the region. After working in the safari industry as a professional guide for 5 years, Graham embarked on a PhD project aimed at understanding the wetland ecology of the Makgadikgadi salt pans. On completion of his PhD in 2003, he began his career as an ecological consultant. In 2005, he co-founded a new community owned nature reserve outside Francistown; Tachila Nature Reserve, which he project managed for the first three years. Since his departure from the reserves management position, Graham has gained considerable experience working on various community area and wetland management and development plans, and biodiversity assessments. He has also assisted Anna Songhurst coordinate a community based HEC monitoring and mitigation programme in the eastern panhandle of the Okavango Delta with the Okavango Elephants and People research project (OEPRP) and most recently through EcoStars, a Botswana based company he co-directs. Graham brings to the project a wealth of experience and skills that will help the effective and timely completion of project activities and facilitate due and appropriate consideration and leveraging of the country’s relevant national policy and legislation framework.

BENDAN PHOTOGRAPHY:
BenDan Photography is a full-service image development and visual curating house, committed to capturing people, events and organisation’s treasured moments. The company is 100% citizen owned and run by Directors, Benjamin Memo and Daniel Tawana. Their business involves skilfully preserving and portraying people, organizations, places and events in their natural glory, within time and space. BenDan believes that in blending photography with digital imaging and graphic design, thought processes should always remain uncomplicated. The experience must be an enjoyable one, with great emphasis placed on precise, attainable goals and objectives.
Many a traveller, who has had the privilege and opportunity to share stories of their visit to Botswana, is often moved to wax lyrical about the beauty of this land and her people. To understand the source of such passion, one needs only to immerse themselves in the inspiring lives of ordinary Batswana, who in their diversity wear their citizenship on their chests with such pride and joy. Even the multitudes of foreign residents spread around the sprawling desert nation find such welcome and acceptance among the population, that many have fallen in love with the land and evolved to identify with the endearing culture and infectious mannerisms of their hosts.
Our Heritage invites you on a unique and insightful journey, deep into the culture and heritage of Botswana. We will be your guide on this wide ranging trek across the country, exploring every facet of Botswana’s human and terrestrial endowments from the perspective of social and cultural values as well as capital investment and the economy. We will share inspiring stories of unflinching hope, irrepressible ambition and heroic conquests, which are all rooted in our rich legacy of effective leadership structures, innovative cultural and social institutions, inclusive social norms and sheer human perseverance.

In spite of this tempestuous and decidedly colourful history, Botswana today is a charmingly multi-ethnic nation of celebrated patriots that are bound together by common values and a passionate love for their country. The people’s overwhelming sense of identity, common vision and unity of purpose has helped to nurture a Botswana that is one of the most successful African nations.
As we begin our journey across Botswana, there is a need to reflect on the country’s history, as much to understand its present situation, as to get a good sense of its future. We seek to paint a good picture of the historic and cultural influences that helped to make modern Botswana a source of pride to its citizens.

"Batswana" as taught by Academic history, are an ethnic group, which is mainly descended from Bantu-speaking tribes, famed for living in tribal enclaves as farmers and herdsmen. Their migration into the Southern African region appears to have unfolded in tandem with their development of agricultural practices, mastery of ceramics and use of iron, which conceivably would have inspired a search for new ecological zones to exploit.

The record describes this migration as having largely displaced or assimilated the foraging San “Bushmen” and pastoral Khoi tribes, steadily supporting the dominance of Bantu populations in Southern Africa.

The “Khoisan”, a name that unifies the indigenous San and Khoi tribes was themselves uniquely distinguishable from the Bantu people through shared physical and linguistic characteristics. Historically speaking, they are easily the country’s most recognized ethnic group, and are thought to be among mankind’s most direct descendants of the late Stone Age. Depression Shelter in the Tsodilo Hills offers evidence of continuous Khoisan occupation from 17000 BC to 1650 AD, supporting the belief that they lived successfully as hunter-gatherer communities in the Okavango-Makgadikgadi area in particular, for over 20,000 years.

A thriving Iron Age settlement was founded on the elongated, flat-topped Toutswemogala hill in the Eastern region, which is within 100km of what is now Serowe. Keeping cattle was central to the economy of the Toutswe people, as well as foraging and rearing of goats and sheep as a supplement. In contrast, the adjacent Mapungubwe tribes relied on gold as proof of status and hierarchy.

Today, the term “Batswana” exists as an expression of national identity, which refers collectively to a wide cross section of ethnicities under the banner “people of Botswana”. Batswana is a name that embraces the Kalanga, Batswapong, Basarwa, Babirwa, Bakgalagadi, Basubia, Baherero, Bayei, and the Hambukushu. This of course is in addition to the ethnic Tswana as the largest group, made up of eight tribes, namely Bangwato, Bakwena, Bangwaketse, Bakgatla, Barolong, Balete, Batawana and Batlokwa.

"The people’s overwhelming sense of identity, common vision and unity of purpose has helped to nurture a Botswana that is one of the most successful African nations.”
OUR CULTURE
Every one of the many ethnic cultures in Botswana has its own heritage of myths, legends, rituals, values and traditional artistic norms. However, the overlapping similarities between the different components create a homogenous culture, giving a rich and colorful patchwork of the diverse whole. The modern lifestyle has permeated the cities, but traditions are still very much in evidence in communities through clothing, housing, dance and performances, music, food and rituals, all rooted in the Setswana language. Cattle are still a sign of wealth, and traditional medicine is practiced along with its modern equivalent. A smile and handshake are essential greetings, with the left hand placed under the right elbow. The same gesture shows appreciation for a gift or assistance. Politeness in everyday life is important to Batswana adding to why they are a peaceful nation.

English is the official language for Botswana, which was inherited from the colonial rule, spoken mostly in the work environment and in schools. Setswana is the most popular language spoken by majority of Batswana, but they are 20 other small languages spoken within the country.

Botswana’s common diet and cuisine consists of sorghum and corn (maize) porridge, beans and other pulses, and traditional spinach, supplemented by tomatoes, potatoes, onions, and cabbage usually purchased from stores. Meat consumption has become more common with the opening of small butcheries selling beef. Traditional foods include dried phane caterpillars from mopane woodland, eaten as relish or snacks, fruits such as the wild morula plum, and beer made from sorghum or millet.
In Botswana, marriage rites and ceremonies differ considerably between the tribes, but all are accepted in the many intermarriages taking place. Traditional music, based on stringed instruments, and dance generally declined during the colonial period. After independence there was a revival of interest, particularly in music on the radio. The best-known modern art form incorporating traditional craftwork is basketry; most of it from northwestern Botswana and is widely exported overseas. There is also a National Museum and Art Gallery in Gaborone and an increasing number of district museums founded by local community initiative, which exhibit artistic, cultural and historical collections of Botswana.

Botswana fashion is known for holding its dressing with respect and of high esteem. Cultural dressing varies in Botswana depending on tribes and events. The Northern part of the country has the Herero tribe who are known for their Herero dress, whilst the leather attire is still appreciated and worn when performing traditional dances. Most common and trending is the leteisi, known as German print, which is now being designed into contemporary dress, including stylish wedding gowns, fitting it into the modern world.

Poetry is considered one of the premier cultural arts, and is alive and well in 21st century Botswana. Recently, the ancient oral tradition of myths and the unique praise poetry were transcribed and recorded, ensuring the craft is not lost over the generations. The dominant religion is Christianity, with a number of sects represented.

One of the country’s most iconic symbols is the baobab tree, under which local matters were discussed and rulings handed down by village elders for centuries. The massive trees are still the center of rural life for many Batswana.
The economy of Botswana was built on its diamond and beef industries, but in recent years the tourism market has grown into the second largest industry in Botswana. Through sound conservation management practices nearly twenty percent of the country is gazetted wilderness areas, which has allowed the tourism industry to flourish.

Botswana is a country of superlatives - with its deserts, deltas, spectacular wildlife and game parks that are pristine and well-managed. Botswana is a country sought after by tourists around the world, and it is one that is growing in stature with its secure economy and political stability.

**From Desert to Delta**
From the semi-arid landscapes of the legendary Kalahari Desert to the pristine waterways of the Okavango Delta, Botswana provides one of the most sought after African safari travel experiences. The Okavango Delta in Northern Botswana is a priceless natural heritage site renowned around the world for the diversity of the wildlife species and general beauty.

Despite this wealth of natural diversity, the country has remained in the background when it comes to the recognition of its heritage. In fact Botswana only has two (2) sites on the World Heritage Site List namely Okavango Delta and Tsodilo Hills. The Tsodilo Hills are the sacred grounds of the first inhabitants of Botswana, the Bushmen people, and many have remarked on the spirituality of the place when they visit.

There are a number of places that have been submitted for proclamation as natural heritage sites but still awaiting clarification. These include:
- Toutswemogala Hill Iron Age Settlement (1999)
- Central Kalahari Game Reserve (2010)
- Chobe Linyanti System (2010)
- Gcwihaba Caves (2010)
- Makgadikgadi Pans Landscape (2010)
- Tswapong Hills Cultural Landscape (2010)

**Botswana Game Reserves**
The various Botswana attractions and adventure include numerous game reserves found in the country. The Botswana game reserves account for 10% of the country's 17% set aside as protected land for parks and reserves. The game reserves have been set aside to ensure the maintenance of wildlife for tourism and hunting purposes. Some of the game reserves found in Botswana are:
- **Central Kalahari Game Reserve**: the second largest reserve in the world.
- **Moremi Game Reserve**: within the Okavango Delta. It is considered the most beautiful game reserve in Africa with its diverse habitat, floodplains and lagoons.
- **Makgadikgadi Pan Game Reserve**: lies in a fossil lake, the reserve is popular for safari especially that for quad bikes.
Botswana National Parks
The Botswana national parks are found in protected areas for animal safety, recreation and education. Unlike game reserves, national parks have tight protection rules and hunting is prohibited. Some of the national parks in Botswana are:

- **Chobe National Park**: has the largest concentration of game than anywhere else in the world.
- **Kgalagadi Transfrontier National Park**: the merger of Gemsbok National Park in Botswana and Kalahari Gemsbok National Park in South Africa. Now animals move freely over a large area.

Tourism and diamond mining are Botswana’s main economic mainstays and the reason for its robust economy. Outside the southeastern region and the capital, the Kalahari and Okavango-Chobe regions are home to national parks and forest reserves famed for their wildlife safaris and big game reserves.

The thought of getting up close and personal with Africa’s Big Five (lion, elephant, buffalo, leopard and rhino) draws a huge number of visitors annually to the pristine wilderness, mostly unchanged since the dawn of human time.

Botswana’s wildlife is its main attraction, and there are numerous game lodges scattered across its savannahs. From inexpensive backpacker-style lodgings in the bush to top-of-the-line luxury resorts offering private cottages and fine dining, there’s something for all budget levels.

Two of the favorite destinations are the Okavango River Delta in the Kalahari Desert and the glorious Northern Tuli Game Reserve. Visits to native villages are fascinating, and the incredibly ancient rock art sites give a glimpse into ancient beginnings.
Gaborone, a sprawling one-horse town 50 years ago, is now a clean, safe city with good infrastructure and 400,000 inhabitants. Accommodation choices in the capital and smaller cities range from a few upscale hotels offering business and conference rooms through guesthouses, motel-style lodges, serviced apartments and bed and breakfasts. Standards vary greatly, dependent on price. The Batswana (people of Botswana) are a friendly crowd and welcome visitors, making this one of the safest and least corrupt destinations in Africa.

Tourism Highlights in Botswana

- Trek the Tsodilo Hills to uncover tangible proof of prehistoric settlement
- The Makgadikgadi salt pans see huge zebra migrations in the flood season
- The Red Desert of the Kalahari
- Kgalagadi Transfrontier Park for its diverse wildlife
- The Okavango Delta, the largest inland delta on earth
Botswana travel adventure: make use of the many adventure travel operators that will get you to every part of the country.

Botswana 4x4 adventure: frankly, it is okay to regard Botswana as a 4x4 vehicles’ country.

Camps and camping: if you want to enjoy the clean fresh air, setting camp is your way to go when travelling in Botswana.

Visit our Heritage Sites that include: Tsodilo Hills, Okavango Delta and Drotsky Caves

The Great Chobe one of Africa’s most successful natural habitats (Linyati, Savuti)

Botswana’s Fauna and Flora (grasslands and wildlife)

“Two of the favorite destinations are the Okavango River Delta in the Kalahari Desert and the glorious Northern Tuli Game Reserve.”
Botswana Holidays and Festivals

Botswana’s traditional village festivals were held in the same manner for hundreds of years until the country achieved independence. During the following decades, many of the smaller celebrations were combined to make more modern events, and now draw thousands of tourists to the fascinating indigenous displays of African music and dance. Two of the favorite offerings are Gaborone’s Maitisong Festival and the Maun Festival.

New Year’s Day
As in the rest of the world, the arrival of each New Year is a Botswana holiday celebrated with street parties, dances, traditional music, and inordinate amounts of food and drink. New Year’s Eve and New Year’s Day are great times to celebrate another year of life.

World Wetlands Day
This February event is popular across the country for its focus on environmental, conservation and tree-planting, as well as a Wetlands March. There’s great concern in Botswana over the protection of its wildlife and unique environment.

Maitisong Festival
Gaborone’s major festival takes place in March, and is a performing arts cornucopia of traditional music, dance and theater held all over the city and its suburbs. The event lasts for nine full days and sees the entire population take to the streets in carnival mode.

Maun Festival
Traditional poetry, music and dance are the hallmarks of the Maun Festival, held over a two-day period in April. The visual arts also have their place in this celebration, which is held for the benefit of local schools, as well as honoring northwestern Botswana’s rich tribal culture.
**Tjilenje Cultural Festival**
This festival takes place in May and is held in Botswana’s northeastern regional town of Nlapkhwane. Totally traditional, the event involves ancient games, dances and stalls crammed with local food and drink.

**Toyota 1000 Desert Race**
A must-see for fans of off-road motor sport races, this thrilling annual June event involves quads, bikes and cars, with 25 spectator areas set around the country.

**President’s Day**
Botswana’s President’s Day in July is a four-day national holiday across the country and sees inhabitants returning to their home villages for celebrations including speeches, traditional dance and singing.

**Kuru Dance Festival**
This unique event takes place every August on the only Bushman-owned game farm in Botswana. The Dqae Game Farm lies in the Kalahari Desert close to D’Kar and comes alive with traditional dance and music for three days.

**Botswana Day**
The Batswana are proud of the advances their country has made since independence, happily hitting the streets in celebration every year on September 30. Traditional events, street parties and parades are the order of this important day.

**Festive Season**
Most Batswana follow the Christian religion, and Christmas is a great time to visit as it’s a major holiday here. Seasonal events take place across the region and local choirs sing their hearts out in iconic African style at carol concerts. Western-style restaurants and pubs offer Christmas dinners and everyone gets together to celebrate.
In general, Botswana’s climate is classified as semi-arid, although seasonal and regional variations occur. It’s hot and dry across the country for the majority of the year with rains running through the summer months. During the wet season, heavy monsoon-style downpours are unpredictable, and very erratic. Summer weather runs from November to March, bringing soaring temperatures cooled by the annual rains. May through August is Botswana’s winter: extremely dry, sunny and cool to warm with never a drop of rain.

In winter, night time lows can sink below freezing, especially in the southwest region. April to early May and September through October are the shoulder seasons, tending towards the dry and with warmer nights and cooler days than in winter or summer. Immediately before the summer rains, the humidity hits up to 80 percent and the mercury soars to 100°F and higher.

In winter, the humidity falls to between 20 and 30 percent and clear skies allow temperatures to drop dramatically at night.

**Best Time to Visit Botswana**
Most visitors arrive from April through to October as the weather is less harsh and the wildlife viewing is at its best around the lakes, natural waterholes and dams fed by underground water. However, for the experience of a lifetime, visit the Okavango Delta after the first rain to see the streams, rivers and lagoons in full flood, the land carpeted with flowers and the vast herds gathering around the fresh waters. Game lodge prices are seasonal, with June through October the high season, and December through March the least expensive.
Botswana — Attractions

The best way to see everything this unique destination has to offer depends on two factors — time and money. For those with lots of the latter, private flights are the best ways to cover the most ground and reveal stunning landscapes in their full glory while following herds of wildlife as they roam. For those with time to spare, game safaris and exploration of the prehistoric sights can be drawn out as you may unearth different attractions each day. For less extravagant holidays, combination tours by road are the best bet for a well-rounded trip, plus several days of orientation in Gaborone and maybe a cultural tour of the 20,000 years of San Bushmen’s history.

Gaborone
Botswana’s capital has developed by leaps and bounds over the last 50 years and is the thriving commercial heart of the country. The modern city center lies around the now inactive rail station and includes the government area and shopping malls set around town. Phakalane, the newly build suburb seven miles from downtown includes a golf resort, perfect for fanatics who can’t miss a game, even on holiday. Kgale Hill overlooks the city and gives magnificent views, but visitors should watch out for the baboons.

Maun
The tribal capital of the Batswana indigenous peoples, Maun is tourist heartland for its location close to the Okavango Delta. It’s a unique mixture of native huts and modern buildings set along the Thamalakane River and offers modern hotels, shopping centers, car rental and many tour operators, all in a relaxed, rural atmosphere. Local tribal farmers still bring their cattle to sell in its market as they’ve done for a hundred years. The grazing grounds on the edge of town are home to donkeys, cattle and passing wildlife.

Khama Rhino Sanctuary
Established in 1992 to protect the swiftly declining rhino population of the region, this trust-based wildlife project is a community enterprise which also offers economic assistance to local tribe people. Eco-visitors can stay in comfortable chalets or use the campsites and their facilities, sharing the small game reserve with 34 endangered white rhinos and two representatives of the almost extinct black rhino species. Nearby is the Serowe tribal village for a cultural awakening.

San Villages
Opportunities to spend time in non-touristy authentic tribal villages are rarer than in other African destinations, and most visitors will only get to see specially-organized dance and similar events. However, there are San (Bushman) communities where traditional life continues, and which welcome strangers for whom understanding and communicating is paramount. The Tsodilo Hills hold several such opportunities, such as the Xai-Xai, and a visit here is sure to become a long-lasting memory.

Botswana National Museum
Located in Gaborone, this museum complex includes the National Art Gallery and a botanical garden. Its multi-discipline displays showcase the traditional artworks and crafts of the Batswana people, and there’s a section on the museum’s conservation work in the prehistoric rock paintings of the Tsodilo Hills.

Drotsky’s Caves
If life underground is as fascinating as above ground to you, a visit to these spectacular caves in northwestern Botswana is a must. Water dripping for 1,000 million years over the dolomite marble has created magnificent stalagmites and stalactites, incredible rock formations and frozen waterfalls. Visitors can camp at this remote location to experience day and night cave life.

“However, there are San (Bushman) communities where traditional life continues, and which welcome strangers for whom understanding and communicating is paramount.”
Orapa Diamond Mine, a well maintained engine of national development

Orapa town is located 150 miles west of Francistown and holds the largest open-pit diamond mine on earth. Security is obviously tight, but a visit gives a chance to see where the sparkling gems that men (and women) murder over originate. Around 18 million carats of precious rocks are extracted annually, and a visitors’ permit is essential. Tours of the mine show massive trucks and the blue-grey core of the diamond-bearing stratum.

Botswana, getting closer to mother Nature

Visiting Botswana isn’t really about exotic experiences like beach holidays, an insanely active nightlife, Michelin-starred fine dining or mega-shopping. Botswana delivers an unparalleled intimacy with the wonders of the natural world in an environment that has remained largely unchanged for millennia. Whether its day or night, the skies are unbelievable portals to the vistas beyond, which confirm the vastness of space and clear any doubts about the earth and humans being a very small part of an infinite universe. Activities in Botswana are all about seeing and appreciating rather than doing, and it’s hard not to leave changed by such a spiritual experience.
Wildlife watching, exploring the supreme, seasonal beauty of the landscape and delving into mankind's early beginnings are the main things to do in Botswana. Experiencing the sounds of the African night from a camp in the wilderness overlooked by a myriad of glittering stars, or deciphering the world's oldest rock art is as good as it gets.
The allure of Dining and Cuisine in Botswana
By first world standards, Botswana’s restaurants are by no means the greatest in the world, but the timeless experience of dining by candlelight in the country’s luxury game lodges is certainly something truly special. Meat-lovers are well taken care of with the sheer variety of classic protein sources such as the country’s excellent locally raised beef, chicken and succulent lamb. The menu of locally sourced meats extends to goat, mutton and river fish, which is real so immensely popular. The accompanying vegetables are mostly grown nearby.

Gaborone and the tourist town of Maun might just have the best selection of restaurants. Eating out in Maun is by any standards, a highly desirable and rewarding experience. Because the small city is a hub for day-safari trips to the Okavango Delta and other northeastern hotspots, it is well equipped to satisfy the highly demanding and varied tastes of foreign and local visitors.

Perhaps more predictably, some of the best places to eat in Botswana are the game lodges close to major towns or in the national parks and wildlife reserves. They are known to serve a healthy dose of local cuisines, with a fair nod towards meat-heavy Western dishes for less adventurous diners. Dishes range from simple cost conscious fares to glamorous spreads depending on the scope of the accommodations themselves.

We hope you have enjoyed the tour, and trust that you will take the time to retrace all the steps we have taken you along, enjoying the Botswana experience for yourself. Welcome indeed, to Our Heritage.
TOURISM

TRAVELLING - IT LEAVES YOU SPEECHLESS, THEN TURNS YOU INTO A STORYTELLER – IBN BATTUTA
Wilderness Safaris

A history of service and environmental responsibility
Wilderness Safaris was born in Botswana, in 1983, as the brainchild of two young guides. Today the organisation is widely recognised and highly regarded as Botswana’s leading ecotourism specialist, offering memorable wildlife experiences in some of the most remote and pristinely unspoilt areas in Africa. Clients enjoy private, environmentally responsible access to almost three million hectares of Africa’s finest wildlife reserves, which count among the precious natural and cultural resources that the company is passionately invested in protecting.

Wilderness Safaris has an Africa-wide footprint, operating camps and safaris in some of the continent’s best wildlife and wilderness reserves across seven different countries which include Botswana, Kenya, Namibia, Seychelles, South Africa, Zambia and Zimbabwe.
Wilderness Safaris believes that conservation is as much about people as it is about the environment, and pursues important goals to this end through its Children in the Wilderness programme, as well as the Wilderness Wildlife Trust. These initiatives have helped to change the face of nature-based tourism in Africa, and in the process built a sustainable business model that thrives on promoting environmental care, providing jobs, training, skills, careers, hope and adjusted horizons for people in vulnerable communities who might never have enjoyed these opportunities.
Thus Wilderness Safaris is less of an ecotourism company, and more of a conservation and community based development vehicle. As part of the wider Wilderness organisation, the group is uniquely positioned to use responsible tourism as a tool for building sustainable conservation economies in Africa.

The Wilderness Safaris experience is aimed at those who want to disconnect from the hustle and bustle of modern city life by truly “getting away from it all” to enjoy a quiet holiday in the natural space around them. It is somewhat of a spiritual journey into a time when life was much simpler and more nurturing, where human beings enjoyed a more direct connection to nature and the environment. While the ability to disconnect is a key part of the Wilderness Safaris promise, guests who are less inclined to totally drop off the grid are catered for at Wi-Fi connected camps.

In the modern world, two simultaneous trends emerge, one where people’s livelihoods are best served by being able to connect wherever they go, and another where more and more guests thrive on being immune to the stresses of being constantly “online”.

Such an opportunity to re-establish real relationships with spouses, children, friends and indeed themselves, is invaluable. The phenomenon of ‘disconnectedness’ as a travel highlight is increasingly taking centre stage, with “black hole” resorts becoming a sought after commodity. The Oxford Internet Institute sees disconnecting as increasingly important in escaping the noise of modern technological life and even helping improve creativity and decision making.

For an even more rounded experience with nature, Wilderness Safaris offers a continuously evolving range of privately-guided, on-the-ground Explorations, which provide guests with the opportunity to completely immerse themselves in some of Africa’s most pristine and remote wilderness areas.

Rather than simply being spectators, clients can enjoy experiential travel, with highly personalised offerings that allow them to participate in an adventure to the limits of their comfort zone. Wilderness Safaris Explorations, typically take place in exclusive private wildlife concessions, which are designed and optimised for such experiences. The wide range of activities allow guests to be completely immersed in the bush – whether it’s tracking wildlife on foot, or enjoying a dinner in the middle of the wilderness.

“The Wilderness Safaris experience is aimed at those who want to disconnect from the hustle and bustle of modern city life by truly “getting away from it all” to enjoy a quiet holiday in the natural space around them.”

OUR HERITAGE
Each exclusive Exploration is led by a passionate and experienced guide from start to finish, sharing his or her in-depth knowledge, while taking input on the course of the journey from the personal interests and preferences of the guests along the way. Because most Wilderness Safaris guides are accomplished wildlife photographers in their own right, they are often keen to share tips and use their experience to help guests who might want to capture the perfect image for their purposes.

For safety, and in the interests of keeping the experience intimate and more personal, explorations are limited to just seven guests per departure, guaranteeing a “window seat” on game drive vehicles.

Wilderness Safaris Explorations’ existing portfolio includes a range of journeys through Botswana, Namibia and Zimbabwe, with guests enjoying the option of customising their ideal Exploration.

“Rather than simply being spectators, clients can enjoy experiential travel, with highly personalised offerings that allow them to participate in an adventure to the limits of their comfort zone.”
Building up a legacy of conservation and sustainability

In April 2016, Wilderness Safaris won the World Travel & Tourism Council (WTTC) 2016 Tourism for Tomorrow Award in the Environment category for its pioneering Botswana Rhino Relocation Project. This latest accolade was awarded at a ceremony in Dallas, USA, at the WTTC’s Global Summit. It adds to the company’s impressive record of winning a Tourism for Tomorrow Award no less than three times (1999; 2005; 2016), and being a finalist a further three times (2007; 2010; 2012) in the last 18 years. This is an unprecedented level of recognition within such an influential and important industry. This year’s recognition is perhaps the most valuable to the company and its staff because of the critical nature of the work done by the Botswana Rhino Conservation Project.

Recognising the crucial importance of responsible ecotourism and the role it must play in the conservation of endangered species, Wilderness Safaris is proud to have successfully completed the largest ever cross-border translocation of Critically Endangered black rhino. Rhino conservation is a serious commitment, and the company’s award winning programme is designed to deliver long-term sustainability, in the protection of Africa’s spectacular biodiversity.

The successful reintroduction of white rhino into Botswana, which began as far back as 1999 was the result of a strategic partnership with the Botswana Government, which has seen the establishment of a very healthy rhino population in the Okavango Delta over more than 15 years.

In 2014 and 2015, the company would go on to carry out several complex and delicate black rhino translocations.

This project carved out the responsibility of constant monitoring and protection of what is now a population of continental conservation significance for both species of African rhino, jointly assumed by Wilderness Safaris’ Rhino Monitoring Officers, the Botswana Defence Force and the Department of Wildlife and National Parks’ specialised Anti-Poaching Unit.

The Tourism for Tomorrow Awards programme celebrates business leadership that works towards a more sustainable future by educating and inspiring governments, travellers and other tourism businesses. In particular, the Environment Award recognises organisations and companies that have achieved environmental best practice through biodiversity conservation, protection of natural habitats and carbon footprint reduction.

Wilderness Safaris triumphed in a 2016 competition that saw applications from 62 countries go through a rigorous three-stage judging process, with all submissions evaluated by a committee of independent expert judges against established sustainable tourism criteria, and the shortlist of finalists further evaluated in on-site assessments by recognised sustainable tourism experts from around the world.

Wilderness Safaris congratulates the President and people of Botswana, wishing all a happy 50th anniversary celebration. May the next 50 years bring us all closer to the global goal of reversing climate change and sustainable ecology. Pula!
Ker & Downey Botswana

A HISTORY OF SERVICE AND ENVIRONMENTAL RESPONSIBILITY

Ker & Downey Botswana is a name that is and always will be associated with exclusive, yet time-honoured safari experiences. It’s history backs to over five decades, back to East Africa at the end of the Second World War. Ker & Downey has developed into one of Botswana’s most esteemed safari operators, representing luxury service and personal attention to detail.
Ker & Downey Botswana is committed to providing guests the highest quality wildlife and adventure safari experience, whilst preserving the delicate environment and natural beauty of Botswana.

Today Ker & Downey Botswana is one of the most celebrated ecotourism escapes in Botswana with its prestigious tented camps in private concessions of the Okavango Delta, as well as Okuti within the renowned Moremi Game Reserve.

Ker & Downey Botswana have a reservations, communications and operations base in Maun, offering a level of service and modern facilities for all guests. The quality of the camps, service and cuisine is exceptional, whilst remaining time honoured and welcoming. Game viewing is superb and guests are assured of personal care and guidance at all times from the Professional Guides and Camp Managers. Their knowledge will help make your African Safari an incredible experience.
Ker & Downey Botswana constantly strive to maintain standards of excellence within the industry whilst fostering economic and social development of the local communities and Botswana as a whole which results in Ker & Downey Botswana’s philanthropy project being Bana Ba Letsatsi.

Bana Ba Letsatsi (which means Children of the sun) is a charity that was established in 2004 with the mission of supporting vulnerable, orphaned and at risk children living in Maun. There are over 200 children on the register; these children are registered as they have either never been to school or dropped out, suffer sexual or physical abuse, are orphaned or lack parental care, beg, work underage, abuse drugs etc.

Ker & Downey Botswana are committed to supporting BBL and as such have launched a range of safaris, whereby a percentage of which is donated directly to the charity.
Ker & Downey Botswana has managed to provide an environmental care community as much as they have created a conservation community for people who feel the need to get away be it as families or a romantic get away for couples who want to blend their love with nature and create a fresh start to their relationships. Ker & Downey Botswana provides a conducive environment for either reasons through its luxury tented camps and safaris activities.

Okuti lies alongside the Maunachira River which flows through Xakanaxa Lagoon within the world renowned Moremi Game Reserve. Okuti is built amidst the wilderness of one of Botswana’s prime game viewing regions. Refurbishment of Okuti took place at the beginning of 2014 and draws its influence from water which flows in front of the camp, with its abundant birdlife, fish and sandy river banks, it remains an oasis of serenity and peacefulness.

Experiencing the luxury camps and safaris

“The quality of the camps, service and cuisine is exceptional, whilst remaining time honoured and welcoming.”
A hidden jewel on the Xudum River, Kanana is located in the southwest of the Okavango Delta. The area encompasses a necklace of islands dotted with palms, figs, ebony and knobthorn, and is home to a myriad of birds, plants and animals. The nature of the habitat means it is the perfect place to experience the diversity of species found within the Okavango Delta.

Shinde is nestled on a lush palm island in the heart of the northern Okavango Delta, it is an intimate, classic camp located on the edge of Shinde Lagoon, which simply teems with animal and birdlife. The camps’ unique main area comprises a multi-tiered dining room and lounge which is set under canvas under the shade of ebony and mangosteen trees.

Ker & Downey Botswana’s specialist safaris, which include the unique Footsteps Across the Delta and Young Explores Safari.

Footsteps Across The Delta offers expertise in guiding with the emphasis on walking. The walking safari allows one to enter one of the great, untamed regions of Africa: the spectacular Okavango Delta. An immense experience seeing the astonishing contrasts created when the mighty Okavango River flows into the arid Kalahari Desert.

The result is a variety of habitats, riverine forest, palm islands, permanent swamps and dry sandveld all with an unparalleled wealth of animal diversity. This safari maintains the elegance and eccentricity of the original ‘under canvas African safari’. The emphasis is on exploring this breathtakingly beautiful and diverse environment as the first African explorers did, either by Mokoro (dependent on water levels) or on foot.
The Ker & Downey Botswana Young Explorers safari provides an exciting opportunity for families to explore the bush together. The package is a specially designed safari which offers families the opportunity to discover the wonders of the African wilderness together. One of the special attractions of this safari is its exclusivity.

Ker & Downey Botswana also own and operate a private aircraft, under Safari Air. The aircraft are used to transport guests to and from the safari destinations.

Today the company continues to evolve and develop, offering guests a safari experience drawn from 50 years of operations in Botswana. The Ker & Downey Botswana portfolio covers an incredibly broad range of habitats to ensure each guest has the safari of a lifetime, each and every time they visit.

Ker & Downey Botswana would like to congratulate the President and people of Botswana, wishing all a happy 50th anniversary celebration. May the next 50 years bring us all closer to the global goal of reversing climate change and sustainable ecology. Pula! 
Uncharted Africa Safari
As one of Botswana’s last remaining family run operations, dating back to 1993, Uncharted Africa Safari Co. draws upon six generations of safari passion and experience. With engaging meerkat interactions; adventures guided by bushmen trackers; quad bike rides across the vast Makgadikgadi Salt Pans; and game drives that immerse guests in the enthralling zebra and wildebeest migration – we offer an unforgettable and unrivalled experience. The team at Uncharted are dedicated to providing an authentic experience, and won the title of Best Mobile Safari Operator in Africa, The Safari Guide 2014 and 2016 thanks to our extraordinary expeditions to the Okavango Delta’s finest locations such as Moremi Game Reserve, as well as to the Central Kalahari Game Reserve.
Exploring the bush and discovering the wildlife within it is nothing new for the Uncharted family though. Back in the late 18th century Richard Granville Nicholson was selected to join the escort of Empress Eugenie to the site of her son’s grave after the Anglo Zulu War. In the 1960s his descendants were at the helm of the East African Game Department, training lions for films such as Born Free, and in the early seventies legendary safari specialist and crocodile hunter Jack Bousfield began a lifelong love affair with the Makgadikgadi Salt Pans.

Tragically Jack was killed in an aircraft accident, leaving his son Ralph to establish the legendary Jack’s Camp in memoriam, spurred on by Jack’s now infamous quote:

“Makgadikgadi? I asked what was out there, and they said ‘nothing – only idiots go there’. I thought fine, that’s the place for me.” – Jack Bousfield, 1963.

Award winning Jack’s Camp is simply incomparable. The elements so beloved by Jack himself: spectacular vistas; unique wildlife experiences and old world safari touches, combine with superb cuisine and expert guiding to make this a connoisseur’s choice. Real adventure in unreal style is the Jack’s way, with Persian rugs, cool cotton sheets and en-suite bathrooms lending the tents a 1940s demeanour. At the heart of the camp is a large mess tent with a natural history museum along with a library and an antique pool table. Those looking for a way to cool off meanwhile will find the shaded swimming pool their haven.

These are trips for those who want their eyes opened and their hearts touched, as Jack’s were all those years ago.
Camp Kalahari

Camp Kalahari is nestled amongst the acacias and mokolwane palms of Brown Hyaena Island, on the edge of the Makgadikgadi Salt Pans, adjacent to the Makgadikgadi-Nxai Pans National Park, in Botswana.

The camp is an eclectic mix of original African furniture and textiles paired with traditional campaign style furniture and colonial antiques. The camp has 11 spacious Meru tents, 6 Twin tents, 4 double tents and 1 family tent: 2 adjacent tents, accommodating 2 guests in each with an inter-leading bathroom. All eleven traditional safari tents are en-suite and outfitted with rich textiles, Moroccan kilims, and four poster beds.

Camp Kalahari is a relaxed, family-friendly traditional safari camp, ideal for those seeking fun and adventure, without sacrificing comfort or style. Because of its location, guests are requested to take a flight from Johannesburg to Maun and then a transfer flight from Maun to Camp Kalahari by a light aircraft.

Because of its location, guests are requested to take a flight from Johannesburg to Maun and then a transfer flight from Maun to Camp Kalahari by a light aircraft.

The camp is refreshingly simple, cosy and comfortable and traditional where guests can relax in a traditionally built thatch library, living and dining area and when it heats up, guests can cool off in the plunge pool. Camp Kalahari as part of Uncharted Africa is renowned for menus that emphasise fresh tastes and originality. The meals at the camp are plated, not buffet style and are comprised of interesting and delicious dishes. For those with special dietary requirements, Camp Kalahari ensures they are well catered for and should inform management upon arrival.
It is ideal for one to visit Camp Kalahari during the dry season (winter season) and during summer (the green season). Guests can make visits all year round, where they can enjoy an unbelievable up close and personal with a group of habituated meerkats, spend time walking with a group of Zu’hoasi Bushmen for a glimpse into their ancient culture and exceptionally unique game drives to experience desert wildlife. For an extra charge, guests can also take morning or afternoon Horse Ride excursion and experience the Makgadikgadi Salt Pans as the pioneers did, on horsebacks. Another highlight at Camp Kalahari is the Chapman’s Baobab site where tourists can visit and see Livingston and Selous’ campsite.

During the dry season tourists can look forward to quadbiking across the lunar expanse of the pans as well as lie out on the pans as the sun sets, and watch the planetarium show unfold with horizon to horizon stars. The green season tourists get to experience the migration of the zebra and wildebeest, the second biggest in Africa and the last remaining in Southern Africa.
The Makgadikgadi Salt Pans and its Flamingos

BY DR GRAHAM MCCULLOCH
The salt pans of The Makgadikgadi, in northern Botswana, are a relic of a large and ancient inland lake that once covered most of contemporary northern Botswana. Today remnants of that lake exist in the form of one of the largest salt pan complexes on earth. Two large salt flats, Ntwetwe and Sua Pan, covering approximately 16,000 km squared, make up the bulk of what now might resemble a portion of that ancient lake. These predominantly dry and desolate mudflats are seasonally inundated in the rainy season and, depending on the amount of rainfall, are transformed into vast shallow saline lakes.

Sua Pan, the lowest part of the salt pan complex, is the ‘sink’ of a large inland drainage system, with a combined seasonal input of water from five inflowing rivers. Rainfall fluctuates from year to year making inundation highly variable and, more often than not, the water on the pan dries up by the end of the rainy season. However with above average rainfall, the pan can be converted into a vast saline lake that can last for most of, if not all through the year. On such occasions, Sua Pan and the rest of the Makgadikgadi becomes one of the most important wetland ecosystems in Africa.
The first heavy thundershowers, at the beginning of the wet season, quickly start filling the pan. Almost in an instant millions of microscopic algae and diatoms emerge from their dormant stages on and just beneath the pan surface. The high salinity of the pan water and the abundance of nutrients brought in by the rivers make for highly productive conditions and very soon algal blooms start forming. Some of the algae provide food for various species of small invertebrates. Otherwise known as shrimp, small crustaceans hatch out from eggs that have lay dormant for sometimes years. One of the most primitive yet productive ecosystems on earth is, once again, rekindled. Attracted to these waters, to feed on this most ancient food source, is one of Africa’s most ancient and unique birds, the flamingo.

Mysteriously, thousands of flamingo somehow sense that conditions are good on the Makgadikgadi and begin to arrive. It is not known exactly where they come from but it is believed that flamingos from all over southern Africa and maybe from as far away as East Africa migrate here when conditions are good. As if dropped by the first heavy thunderstorms, their arrival is remarkably synchronized with the beginning of the rainy season. For this reason they have been termed ‘The Lightening Birds’, by the local Batswana people. Two flamingo species occur in Africa, the Greater flamingo, (Phoenicopterus ruber) and the Lesser flamingo, (Phoeniconaias minor). Both migrate to the waters of the Makgadikgadi to take advantage of the great feeding conditions. For over 30 million years or more flamingos have adopted a life on soda lakes, coastal saline lagoons and seasonally flooded saltpans, like this one, all over Africa. Under the most stressful conditions, they are alone in a niche that is dependant upon the tiny creatures that live in abundance, in these highly saline waters.
Everything about a flamingo is ‘designed’ in such a way as to maximize their ability to feed on microscopic plants and animals. Long legs and neck, longer than any other vertebrate in proportion to its body size, allow them to feed in various levels of shallow saline water, where their food is most abundant. Their complex curved bill, unique in the bird world, is designed specifically for filter feeding. Tiny hair-like lamellae that line the inside of the bill are used to filter their prey from water as it’s pumped in and out of the bill, a feeding technique similar to that of a Baleen whale. A pre-orbital salt gland enables them to excrete excess salt that they may take in. In fact, so close is the link in this ancient food chain that it is their prey that gives flamingos their characteristic pink colour. Carotenoids present in the crustaceans and more so in the algae eaten by flamingos are converted to feather pigments in the flamingos’ liver and are incorporated into growing feathers.

Sua pan also exemplifies many of the characteristics of a prime breeding spot. Along with a plentiful food supply, the pan also provides good nest building material in the south of the pan where flamingos are completely isolated and undisturbed by land predators. So important is this breeding site that, in exceptional years of high rainfall, hundreds of thousands of flamingos, Greater and Lesser, congregate to take advantage of the excellent breeding conditions.

Flamingos are an excellent flagship species for promoting conservation awareness and interest in their environment. The protection and conservation of flamingos has far-reaching effects on the conservation of their delicately balanced ecosystems. This has been illustrated at Sua Pan. A number of measures have been taken to protect the flamingos, which have resulted in the protection of other birds and wildlife in the area and to a greater overall awareness and understanding of the environment and its inhabitants.

Power lines have been rendered safe from bird collisions using florescent light bulbs placed on the lines. Projects, aimed at rendering some of the dangerous Vet fences safe, using home made reflectors, have been undertaken by local school children. Similar efforts have been taken by local industry and tourism to insure the integrity of the pan is protected for the good of the flamingos. The action is by no means complete and indeed it needs to be continuous.

We are still trying to catch up on our understanding of these birds that have managed to mystify us for so long. One thing we do know is that the unusual combination of fragility and beauty with robustness and enigmatic opportunism conjures up an overwhelming admiration that so many have for flamingos. These are the qualities that will help their endurance and protection of their habitat in the future.

“The protection and conservation of flamingos has far-reaching effects on the conservation of their delicately balanced ecosystems.”
Ecoexist

PATHWAY TO COEXISTENCE
About 70% of rural households in Botswana derive their livelihoods from subsistence farming, cultivating crops that are dependent upon seasonal rains. Low and erratic rainfall and the poor soils of the Kalahari Desert mean productivity is low and farmers rarely harvest enough to sustain their families for the year. Farmers who grow crops in northern Botswana are faced with another very big challenge when securing their food subsistence: elephants.

Botswana has the largest population of elephants of any country in the world, with a population estimated at between 130,000 and 160,000. Bountiful numbers of elephants and other large mammal species form the backbone of a thriving wildlife based tourism industry in Botswana: one that contributes enormously to the country’s economy.

A large and healthy population of elephants requires a lot of food and much of this food is found outside of national parks and game reserves. In these community areas, the need for food, water and space brings elephants in direct competition with people who seek the same resources.

The Eastern Panhandle of the Okavango Delta is one such area where people and elephants live together in a landscape made up of dry woodlands, Okavango swamp, farmland and villages.

“Ecoexist’s holistic approach, therefore, includes meeting the immediate needs of farmers, by mitigating crop raiding and reducing the frequency of negative confrontations.”

**Pathways to Coexistence: finding ways for people and elephants to coexist.**
Here, approximately 15,000 elephants live side by side with the same number of people and, like other communal areas in northern Botswana, elephants have a large impact on the lifestyle of rural people. Villages and fields are part of a landscape mosaic, in which elephants roam and feed and where confrontations are sometimes inevitable.

For farmers trying to protect their crops from thousands of elephants, these commonly termed ‘gentle giants’ are not so gentle. If a single herd of elephants enters a field during the crop season a farmer’s entire crop can be lost in one night.

Crop loss, damage to people’s homesteads and negative confrontations that sometimes result in the death of either elephants or people, are contributing to an escalation in what’s termed human elephant conflict (HEC). HEC now poses one of the greatest challenges to government agencies, conservationists and rural communities alike.

In this corner of the Okavango Delta there is, however, hope for a solution to HEC. Here in the eastern panhandle, communities, government agencies and the private sector are partnering with a project focused on one very important aim, to enable people and elephants to coexist.

The Ecoexist Project has five main focus areas. The first being to improve short-term strategies for conflict management by working with and for the government and communities to develop a Community Based Conflict Mitigation approach that incorporates shared responsibility, human-human conflict resolution, and a set of holistic and innovative mitigation techniques. The project is also working to improve farmer resilience to the effects of elephant crop raiding by improving agricultural techniques, including cropping system innovations and conservation agriculture practices.
Ecoexist also informs land use planning to consider elephant movement corridors and facilitate land use that will allow people and elephants to share resources and space.

A critical component of Ecoexist’s holistic approach is to gain private sector support for community-based tourism and other enterprise and revenue generating opportunities for people to gain more direct economic benefits from living in close proximity to elephants.

In addition, Ecoexist team conducts detailed research studies and population surveys of elephants to record elephant numbers and movements in northern Botswana, to identify areas of heightened competition and inform focused mitigation and management strategies.

Moving from conflict to coexistence requires a portfolio of management tools and strategies that provide short and long-term solutions. Ecoexist’s holistic approach, therefore, includes meeting the immediate needs of farmers, by mitigating crop raiding and reducing the frequency of negative confrontations, in the short term, and gaining support in the development of solutions to the underlying causes of HEC like land use overlap and competition and lack of benefits coming from living with elephants, over the long-term. The overarching goal is to create an enabling environment for policies and on-the-ground programs and incentives to support coexistence between elephants and people that can be extended across the Okavango, northern Botswana, and elsewhere.
Wild Scenics
African Nature Photography

BY VINCENT GRAFHORST
Published nature photographer, Vincent Grafhorst has an immense desire to capture the amazing natural beauty and wilderness of Africa and create visual art. Driven by an inexplicable passion for Africa's landscapes and its animals, Vincent Grafhorst aims to create inspirational artwork that evokes emotions and commands respect for Nature. “I believe that sharing the unparalleled beauty of the wild through photography will help create an appreciation for - and engender the conservation of - our fragile planet and its last wild places,” said Vincent.
Vincent primarily focuses on photographing Southern Africa, and particularly Botswana. As an award-winning photographer, Vincent expressed that wilderness areas found in Botswana are still very special, unique in Africa and the world. Through his work he tries to share his intricate love for this country’s secluded unspoilt wilderness in the hope others will start to appreciate these similarly. The relatively untouched vast wilderness areas of Botswana are the country’s biggest assets and have a wealth that exceeds any mineral or energy resource, something not all of us seem to see. Vincent illustrates that people come from all over the world to see lions roam wild and free, to see the largest elephant population on the planet and experience a solitude that is rare to find anywhere nowadays. I want the people of Botswana and beyond to understand how special Africa, and particularly our country Botswana, is!

Vincent strives to capture the essence of Botswana from the far south to the extreme north, not only by photographing its big beasts, but also its intricate little creatures as well as its the big skies, amazing trees and unrivalled wide wild scenic vistas. Locally he is a regular contributor of Air Botswana’s popular in-flight magazine ‘Peolwane’, as well the annual ‘Discover Botswana’ and its Coffee Table books. Apart from participating in these publications through photography, his skills extend to writing about the splendour and wonders of our magical natural world to accompany his evocative images, aiming to inspire a respect for our great wilderness and its wildlife.

Vincent has made donations of his art work and images over the years to various organisations. This included the Cheetah Conservation Botswana’s Golf Day for their prize giving as well as for a Maru-a- Pula School prize giving event. Images have also been donated for the use of calendars of Mokolodi Nature Reserve and Birdlife Botswana. Further, Vincent regularly contributes images to conservation organisations worldwide for use in promoting their various good causes, varying from educational books and displays in schools to the fight against Rhino poaching.

“Locally he is a regular contributor of Air Botswana’s popular in-flight magazine ‘Peolwane’, as well the annual ‘Discover Botswana’ and its Coffee Table books.”
**Fine Art Prints**

Fine Art Photographic Prints are our specialty. Our unique range of Limited Edition Fine Art Colour and Black & White or Sepia Prints are perfect to decorate the walls of Offices, Hotels, Lodges, Restaurants, Conference rooms, Shops and Homes to create either an arustic time-less African atmosphere or to fit a modern stylish appearance.

Prints are made on archival quality media, with premium archival inks that will last for many decades. These quality materials and the printers used moreover result in maximum detail and unmatched colour accuracy. Traditional paper prints can be offered on a variety of fine art archival papers, including the top of the range Hahnemühle papers, in various dimensions. Prints can be mounted and framed to suit your personal preferences and interior design. Alternatively we also offer a range of Prints on Canvas. Due to the texture of the canvas these prints have a completely different character. The affordable Canvas Prints have a modern look as they come stretched on a board and are ready to hang.

Black and white photographs look stunning printed straight onto brushed Aluminium Dibond, creating an extraordinary metallic appearance to suit a stylish modern interior.

For very eye-catching prints with vibrant colours and excellent detail on a high gloss stylish finish, consider direct prints on thick Acrylic (perspex) or toughened Glass.

**Image Library**

In need of digital images for editorial or advertising use? We have literally thousands in our image library to choose from. Our images have been used all over the globe for educational books, calendars, glossy magazines, book covers, adverts, brochures, bill-boards, screen savers, video productions, web design and lots more.
Kori Bustard
Our National Bird

BY PETE HANCOCK AND JOYCE BESTELINK
The Kori Bustard has always been a special bird for Batswana – it has long been regarded as ‘royal game’ and its meat reserved for dikgosi alone, a tradition that persists to this day. It is firmly entrenched in our culture, and is the subject of the Setswana saying: “Kgori e bona mae, lerapo ga ele bone” – the Kori Bustard sees the eggs but not the trap! Its stronghold in southern Africa is in Botswana, which still supports a large and healthy population. It is one of the few southern African birds in which the English and scientific names are taken directly from the Setswana name.
Outside Botswana, the Kori Bustard is also well known, as it is the heaviest flying bird in the world. A large male can tip the scales at over 20 kilograms, about the same weight as a 5 year old child!

Unfortunately the southern African range of the Kori Bustard appears to be steadily shrinking, and it is no longer widespread outside of protected areas such as national parks and game reserves. For this reason, it was declared a globally Near Threatened species in 2013. We need to take special care of our national bird to ensure that in 2066 it is still abundant and widespread in Botswana.
Pete Hancock is a field biologist with a consuming interest in Botswana’s fauna and flora. His work as a professional conservationist has taken him to virtually every corner of the country over the past 25 years. He is a keen photographer and natural history writer. He has a special interest in vulture conservation and is shown here releasing a Critically Endangered Hooded Vulture.

He has co-authored the following books:
- **Birds of the Okavango** – a celebration of the Okavango’s rich birdlife
- **The Chobe Companion** – an all-in-one guide to common animals and plants of Chobe
- **The Okavango Companion** – an all-in-one guide to common animals and plants of the Okavango
- **Birds of Botswana** – a comprehensive field guide to all 600 bird species found in Botswana. He lives in Maun, and spends his spare time in the Okavango and at Lake Ngami.
Ann Gollifer

ANN GOLLIFER, A VISUAL ARTIST, WHO HAS A GREAT PASSION AND PRACTICE IN PAINTING, PRINT-MAKING, WRITING AND PHOTOGRAPHY.

Ann has lived and worked in Botswana for 30 years and has travelled extensively throughout the country gathering images and words from the people and places she has encountered. She is interested in the disparate communities she meets and their relationships to one another and the landscapes in which they are embedded.
Ann believes that everyone has a story to tell but often not the means to communicate, expand and develop the details. Ann’s work is an attempt to reveal the heart and soul of the people she meets and amplify their diverse histories.

She has exhibited her work in Botswana, South Africa, Mozambique, Zimbabwe, Zambia, the UK and the USA. She also freelances for Imprint Botswana Publications, Peolwane and Discover Botswana.

As a celebrated contemporary artist, Ann is a successful writer who has had two children’s books published, ‘The Nata baobab’ and ‘The frog in her throat’ and in partnership with Jenny Egner. She has also published the biography of the Kuru Art Project artist Dada Coex’ Ae Qgam, ‘I don’t know why I was created’. Ann’s most recent book is a collection of stories from the guides of the Okavango Delta entitled ‘Men with Tales’.

Ann reveals her role as an artist, the driving force to her passion, “my role as an artist is to search, discover and communicate personal histories and their relationships to a collective human memory. My wish is to remind myself constantly that we are all connected by our common humanity and to celebrate the landscapes from which we have emerged and the multifarious environments in which we live.”

As Botswana celebrates 50 years of Independence, Ann Gollifer is proud to have experienced the 30 years of this Independence in a country full of peace and harmony and that is welcoming. Happy 50th Anniversary! Pula!
Art has been mankind’s way of capturing the human experience on earth since time immemorial. From the simple yet fascinating rock paintings of the ancient world to Michelangelo’s celebrated work on the Sistine Chapel at the height of the renaissance, we found ingenious ways to freeze moments and share ideas with succeeding generations. Somewhere along the line, progress in science and technology gave birth to photography, and as the very best practitioners of this venerable trade master their tools, it evolves into an ever-higher art form.

While BenDan’s in house studio gives the company full control over the quality of images required, it is proud to offer clients a flexible and cost effective service. The business is just as keen to step out on location, in pursuit of that great image.

Building a competitive Edge
Among its many unique abilities, the company considers its program of going beyond a single photographic event, to provide a series of ongoing portraits that capture special moments in a family’s life, as a highly competitive proposition. This is particularly relevant in that the digital images are made available for easy and affordable distribution on the Internet.

ENVISIONING A BETTER BOTSWANA THROUGH THE EYES OF BENDAN PHOTOGRAPHY
Masa Square Hotel
Masa Square Hotel is a business-first luxury hotel located in Gaborone’s central business district at the iconic Masa Square. The hotel is redefining the Hospitality experience of business travelers in Africa through its attractions and activities. The 4-star hotel has 152 rooms comprising of standard rooms, club rooms and suites. The rooms also feature en-suite bathrooms, high speed internet access and a large work area perfect for the business traveler. Masa Square Hotel has recently added another 30 Masa Executive Apartments for those travelers requesting more spacious, self catering luxurious suites.
The Hotel has a well-equipped conference centre ideal for business meetings, conferences and functions, an infinity swimming pool at the rooftop where guests can relax and enjoy the afternoon sun. In the basement of the building, is a state of the art digital cinema with 3D and 2D projection technologies with fully immersive Dolby Digital Surround Sound.

Masa Square Hotel’s highlight is their in-house restaurant Don Carlos, a connoisseur of food inspired by traditional and Mediterranean flavours. Alongside is Carlito’s Café for those in need of a quick coffee and or a light bite.

Masa Square Hotel has immense pride in their success so far of redefining the hospitality industry through its location and services it provides. The management and staff look forward to more years of good service and traceable success.

Masa Square Hotel would like to wish the President and the people of Botswana a happy 50th of peace, harmony and development. It has been a successful 50 years of infrastructural, economic and social growth and Batswana should continue to maintain these standards. Pula!
Tlotlo Hotel & Conference Centre
AN EMERGING GIANT IN THE HOSPITALITY INDUSTRY
As a people, Batswana are recognised for their brand of hospitality, characterised by a genuine warmth, generosity and friendliness towards guests, visitors or strangers. The Hospitality industry has been identified as one of the country’s most promising growth areas, and there is no shortage of contenders lining up to develop the sector. With competition so tight, it is incumbent upon businesses concerned with hospitality to find a niche and differentiate themselves on service and value for money.
Tlotlo Hotel & Conference Centre is a relatively new entrant into the business, trading under the parent company, Tlotlo Recreation Centre (Pty) Ltd. It offers luxury accommodation and associated amenities that address the wide-ranging needs of local regional and international travellers and tourists. Specialised facilities for business include conference and meeting rooms as well as exhibition space. The facilities are well equipped with state of the art public address systems and brand name conferencing equipment, with high levels of security to ensure peace of mind.

The facility is the realisation of Mrs Antonia Majinda’s dream, which started as a humble conference facility in Gaborone West Phase 2. The demand for additional services saw the company growing and relocating to a much bigger piece of land at Plot 11683, at the fringes of Block 5. It has since become a fully-fledged hotel comprising of 84 guest rooms, 8 conference rooms, a wedding parlour, a fitness facility, hair salon and two swimming pools; one of which is exclusively for residence and the other open to the public. With just a few years of operation under its belt, Tlotlo Hotel & Conference Centre was recently graded by the Botswana Tourism Authority and accorded a respectable three star rating.

Mrs Majinda is a banker by profession, and serves the company as Managing Director. A Board of Directors, which currently consists of one executive director and five independent non-executive directors, who include the Chairman of the Board, have the task of guiding the business. The Board has within its mandate, the principal responsibility of fulfilling the hotel’s mission, and also bear legal accountability for its operations.

As the organisation builds upon its vision to become the leading independent five star hotel in Gaborone, Tlotlo Hotel & Conference Centre has committed itself to providing excellent products and services at reasonable prices to every customer, every time.

“With competition so tight, it is incumbent upon businesses concerned with hospitality to find a niche and differentiate themselves on service and value for money.”
Based on a strong conviction that customers are the company’s priority, Tlotlo works hard to deliver a quality service experience which is second to none. To ensure the achievement of this treasured ideal, Tlotlo recognises the importance of empowering and motivating its employees. The business continues to invest significant resources towards creating a pleasant work environment which rewards commitment and hard work while encouraging loyalty. The management team at Tlotlo strives for excellent leadership, committed to conducting all company business and related activities in an honest and ethical manner, in their quest to deliver a fair return on our investment.

As a business with lofty ambitions to lead the Hospitality Industry, Tlotlo is determined to set a glowing example through its core values. These include respect for others, adopting a customer-centric approach, staying committed to service excellence, delivering innovative solutions and offering the highest levels of courtesy in all human interactions.

The business has challenged itself to achieve a set of strategic goals, as a way to channel the bubbling energy and commitment of its people towards lasting personal and collective achievements. Tlotlo aims to increase the number of repeat customers to 40% within three years, increase customer satisfaction levels to 90% within 2 years, continuously increase internal and external quality audit scores, reduce employee turnover to 20% within three years, achieve an average rating of 75% from employee engagement surveys and introduce a bonus scheme for all employees within three years.

Having achieved so much in such a short time, the business shares an optimistic view of the future with Batswana, as the country celebrates 50 years of independence, peace and development.

With the support of Batswana and visiting connoisseurs of quality hospitality, Tlotlo Hotel & Conference Centre is well positioned for ongoing success into the next 50 years. In Tlotlo Hotel & Conference Centre you are in good hands. Pula!
Kondwane Boutique Hotel
It goes without saying that Botswana’s hospitality industry is one of the fast growing industries in the country since the nation attained Independence. With more and more people venturing into hospitality, the industry has not only managed to picture the beauty of our nation but the industry has poised to add growth to Botswana’s economy.

Situated in the heart of Francistown Hotel hub along Tati River lays Kondwane Boutique Hotel, a luxury guest house that has boded well in the hospitality industry offering bed and breakfast services. It is located a stone’s throw away from a bustling shopping center whilst also enjoying the advantage of being close to Tachila Game Reserve where one can enjoy nature walks and game drives.
Kondwane Boutique Hotel is a 10 roomed guest house with colonial architecture, sprawling verandas and meandering iceberg roses give one the impression of being transported back in time. It is a priced pearl hidden in a rough water beaten shell. It is a juxtaposition of themes, from its Balinese roof overflowing over 2.5m Victorian verandas. One is falsely lulled into a sense of being on an old style country lodge, only to be awed by the gem hidden within. Kondwane Boutique Hotel is sassy in its total disregard of motifs and themes and its resolution to merge several contrasting themes. Kondwane is filled with little wonders hidden where one least expects.

The boutique guest house is set under canopy of cascading age old grand motswere trees that lend a calm and serene ambience to the property.

Kondwane Boutique Hotel is set on a sprawling 4 hectare property that boasts a 300 meter frontage of the Tati River. It is dotted with imposing indigenous river trees and foliage. Best of all is the Hotel’s sprawling 11 acre gardens nestled under nature’s best air conditioner of the indigenous trees. One gets the feeling of being deep in the heart of a nature reserve whilst enjoying the luxury of the proximity of a bustling metropolis hardly 5km away.

Kondwane Boutique Hotel is ostentatious because it was designed to impress its guests. The Hotel came as a vision to offer a limited number of rooms in order to maintain the hotel’s exclusivity. Kondwane was made with a view to cater to the customer who knows their wants and needs. The Hotel aims to exceed all customer expectations. It is their goal to be over the top opulent in everything.

"As a facility that thrives to deliver quality services, Kondwane Boutique Hotel’s mission is to ensure that they are synonymous with quality, personalized service and African hospitality.”
Kondwane Boutique Hotel is grand from its meandering 12m wide road, which boasts 3m tall London street lights, to the decadent daring décor and impressive fittings in the rooms. It is truly the first of its kind in its unique fittings with two, 500mm, his and hers rain showers, to the double chocolate brown marble hand wash basins, gigantic stone resin free standing bath tub, to its free standing taps. Because they can, at Kondwane Boutique Hotel, rooms are so flamboyant they even have a telephone in the shower and they are exquisitely finished with all the modern fittings befitting a truly luxurious boutique hotel.

The luxury rooms are made with the aim to ensure that the discerning traveller’s needs are all pandered to. The Hotel has 8 rooms fitted with luxurious king size beds and two twin rooms that enjoy two 3 quarter beds. All rooms are fully furnished with televisions, air conditioners, under bar fridges, coffee bar, ironing boards, weight scales and safes. Six (6) of the rooms are super luxurious with giant twin rain showers, and spacious stone resin baths. The Hotel also has floors clad in rich dark teak as well as majestic teak sliding doors. Kondwane Boutique Hotel’s theme of nature meets urban chic is embodied by the seamless assimilation of the outdoors with the indoors. Among other services the Hotel also provides Wi-Fi, airport transfer, a shuttle service, a full laundry service, a full maid service, full coffee bar and under bar fridge to their guests.

As a facility that thrives to deliver quality services, Kondwane Boutique Hotel’s mission is to ensure that they are synonymous with quality, personalized service and African hospitality. The Hotel also strives to be the employer of choice by empowering, uplifting and motivating Batswana who want to excel in this industry. Thus, the Staff at Kondwane Boutique Hotel is professionally, well trained to ensure that all the guests’ needs are met.

The Hotel’s objective is to provide luxury accommodation to a growingly discerning clientele. They aim to offer exceptional service and consistently exceed the customer’s expectation, through both their physical development and service delivery.

Kondwane Boutique Hotel proudly stands as one of the leading hospitality facilities in the county and is positive about its future in the hospitality industry.

As Botswana celebrates 50 years of Independence, peace and prosperity, Kondwane Boutique Hotel would like to congratulate the President and the people of Botswana for the achievements and progress the nation has attained. Pula!§

“The Hotel came as a vision to offer a limited number of rooms in order to maintain the hotel’s exclusivity.”
AVIATION

AVIATION IS PROOF THAT GIVEN, THE WILL, WE HAVE THE CAPACITY TO ACHIEVE THE IMPOSSIBLE – EDDIE RICKENBACKER
Civil Aviation Authority of Botswana

UNVEILS GIFT TO BATSWANA ON GOLDEN JUBILEE

As Botswana marks its Golden Jubilee, 50 years of progress and development, the Civil Aviation Authority of Botswana (CAAB) is emblematic of how far the country has come and the bright future ahead.
In June 2016 a glowing report came from the European Commission Directorate for Mobility and Transport which confirmed that Botswana had vastly improved the effective implementation of international safety standards.

“The improved implementation of international safety standards and the available safety information show a strong development of the CAAB and do not indicate that there are remaining negative trends relating to the safety of air carriers certified in Botswana which would form a reason for concern from an aviation safety perspective,” reads the statement.
However, even more good news is on the way for CAAB CEO, Geoffrey Moshabesha, his team and stakeholders in the aviation industry.

International Civil Aviation Organisation (ICAO) president, Dr. Olumuyiwa Bernard Aliu, to Botswana informing her of the organisation’s intention to award Botswana through CAAB, “The Council President Certificate”, becoming one of the first and the only country in Africa to receive the new accolade.

“I am pleased to inform you that, in recognition of your State’s progress in resolving its safety oversight deficiencies and improving the effective implementation of applicable ICAO Standards and Recommended Practices during 2015, your State has been selected to receive a Council President Certificate.

“The Council President Certificate was established in support of the “No Country Left Behind” initiative. The eligibility criteria used for this recognition are objective and transparent and are based on the results of ICAO Universal Safety Oversight Audit Programme Continuous Monitoring Approach activities,” Aliu wrote.
According to ICAO, the Council President Certificate, an initiative born in 2016, is designed to more publicly acknowledge global activities and commitments geared towards the Effective Implementation (EI) of ICAO Standards and Recommended Practices (SARPs).

The certificates are conferred annually on States demonstrating 15% or higher EI progress in their most recent Universal Safety Oversight Audit Programme and which have also attained the ICAO Global Aviation Safety Plan target, 60% minimum EI rating for all member states.

Auditors from ICAO who carried out a Coordinated Validation Mission on Botswana in December 2015 found an improvement of the Effective Implementation of International Safety Standards up to 71%.

At 71% Botswana ranks well above the world average, which currently sits at 63.44%, as well as ranking above the average regional ratings for Africa, Latin America and Asia at 48.24%, 70.13% and 60% respectively. Regional rankings for Europe and North America are currently highest at 76.17% and 92.32% respectively.

“The CAAB’s forerunner, the Department of Civil Aviation, had the mammoth task of establishing a functioning, regulated and conductive civil aviation sector that would later allow for the establishment of the national airline, Air Botswana.”
The latest positive news is a dramatic transformation from previous years. The CAAB’s efforts to promote the growth of the aviation sector took a knock in April 2013 when ICAO slapped Botswana with two “Significant Safety Concerns” (SSCs) around operations of aircraft and airworthiness of aircraft. The listing effectively placed the local aviation sector on an international blacklist.

An even greater threat in the SSC listing was the potential of a ban by the European Union (EU). A ban by the EU would have been a massive setback, particularly for the country’s tourism sector for which Europe is a key source market.

Botswana adopted a corrective action, with ICAO providing continuous monitoring every step, meaning all stakeholders had to commit to improvement and uninterrupted feedback to the international body.

The efforts paid off. In January 2016, ICAO struck off the safety concerns, scoring Botswana marks that are above the African and global average in terms of effective implementation of EI standards and recommended practices.

The latest developments mean the CAAB, which was established through the Civil Aviation Act of 2004 and repealed in 2011 by the Civil Aviation Authority Act of October 2011, can continue to among others, the regulation of air transport and enforcement of civil aviation regulations, the provision of air navigation services as well as the operations and development of airports and advising Government on civil aviation matters. Most of these functions were previously performed by the former Department of Civil Aviation (DCA). CAAB commenced full operation as an autonomous regulator on the 1st April 2009 as a statutory Corporation under the Ministry of Transport and Communications.

However, the history of aviation in Botswana stretches back to the early 20th century, a time when fixed wing aircraft surveyed the
Okavango and Chobe river area, taking off from Johannesburg. The country’s early aviation sector was dominated by private, small craft over the tourism heartland and later, military endeavours. The CAAB’s forerunner, the Department of Civil Aviation, had the mammoth task of establishing a functioning, regulated and conductive civil aviation sector that would later allow for the establishment of the national airline, Air Botswana.

Air Botswana today credits the CAAB with “energetically upgrading the country’s aviation capacity”.

“Civil aviation is a key barometer of national development. A country’s ability to provide reliable air services and to handle air travellers safely and efficiently is essential if it is to take its place as a full member of the international community,” the national airline says.

The transformed CAAB is looking forward to providing world-class aviation services at commensurate costs and contributing to the country’s economic growth. The new CAAB looks forward to raising its own revenue, retaining and nurturing a highly skilled workforce and reducing its reliance on government funding, which will free up public funds for other priorities.

Batswana and international visitors can look forward to safe, secure, world-class facilities, where potential operators can have faith in investing in flights, leveraging on the 23 Bilateral Service Agreement Agreements, the Government has signed with various countries across the world.

The new CAAB will be on show for Batswana to see on September 24 2016 when it hosts the Gaborone International Air Show together with Botswana Tourism Organisation to mark the country’s 50th Anniversary of Independence.

“In addition, we will continue to provide all aviation services for all flying into Botswana during the preparation and; celebration of the country’s 50th Independence Anniversary,” the CAAB said.
Air Shakawe

EXCELLENCE IN AIR TRAVEL SERVICES
Air Shakawe is popular in providing immerse luxurious and convenient air travel services to its clients. The air service plays a vital role in the Botswana tourism industry as they provide aircraft to transport guests and tourists to camps, scenic sites and resort destinations within and outside Botswana.

Air Shakawe had a humble beginning of a small operation in June 2010 in Shakawe village with 1 aircraft. Shakawe is more of a big village than town, situated on the border of Botswana and Namibia in the North, North Western part of Botswana, were the Okavango River flows in from Namibia to eventually drain into the majestic Okavango Delta. The aircraft was to do mainly scenic flights over the pan handle area and Okavango Delta.
In its second year of operations, a second aircraft was procured and the operation moved to Maun to cater for the buzzing Okavango Delta. On the 8th of February 2014, Air Shakawe was certified under the new Civil Aviation Authority of Botswana (CAAB) legislation which is in accordance to the International Civil Aviation Organisation (ICAO) standards. This coincided with the addition of yet another aircraft bringing the total to 3. The certification also meant that it could extend its air charter and cargo operations to the whole Southern African Development Community (SADC) region. On January 2016, Air Shakawe became a subsidiary of Advanced Global through its sale of shares from the founder, Mr. George Teessen.

Advanced Global Limited was recently developed as the central point and holding company for the growing group of companies that span across industries like aviation, education & skills development, engineering, property and family oriented entertainment designed to foster ambition and lasting memories.

Air Shakawe now owns 6 light aircraft (5 passenger type) and leases 2 larger aircraft (8 passengers jet and a 9 passenger jet-prop). Although at Air Shakawe they do the occasional cargo run, most of the business is in the transport of passengers mainly in the Northern parts of Botswana as well as carrying out scenic flights in Maun.

Air Shakawe is proud and stands tall for a successful 6 years of service and growth in aircrafts and clientele. Today they stand as one of the most reliable and used air services in Tourism whose footprints are spreading within the SADC region. Air Shakawe management and staff are excited about the future.

As we celebrate the 50th Independence Anniversary, Air Shakawe would like to congratulate the President and the people of Botswana for attaining 50 years of democracy, peace and growth, may we remain a united progressive nation we are known to be. Pula!
IAS Aviation Academy
LEARN TO FLY, WITH IAS
IAS – Aviation Academy, the first and only flight school to offer Commercial Pilot Licence, started flight operations in late 2013 by a young citizen entrepreneur with his own aircraft. The academy was established on the vision of producing skilled and safety-oriented pilots locally to tackle the growing demand for pilots globally. It was a humble beginning for the institution, with the first group summing up to 15 students, and a fleet of only 1 aircraft. IAS is based at the Sir Seretse Khama International Airport in Gaborone, Botswana and is approved and recognised by Civil Aviation Authority of Botswana (CAAB) and accredited by Botswana Qualifications Authority (BQA). This allows students to experience the reality of flying in commercial air space and to gain experience in coping with the strict procedures and regulations. The airport has all the internationally recognised ground based facilities that a student will require to complete advanced phases of their flight training.
IAS continues to increase its resources to meet the increasing demand. Since its establishment, IAS has made a tremendous improvement by adding more classroom facilities, having over 12 skilled instructors and their fleet has grown to 16 aircraft. In addition to breaking boundaries and providing quality training, IAS boasts the first FNPT II Flight Simulator in the country. This allows for students to train the basics of Dangerous Procedures and Instrument Flying in real time without compromising their safety on an aircraft before they are skilled. It has dual configuration as a single and multi-engine aircraft for advanced and uncompromised training. This is yet another breakthrough for the country and the aviation industry.

Today, IAS stands proud as it continues to lift the aviation flag up high for Botswana, having grown to enrolling over 100 students into the Commercial Pilot Licence program with 35 of them having graduated and received their Commercial Pilot Licence.

Commercial Pilot Licence program with 35 of them having graduated and received their Commercial Pilot Licence. This is a major achievement considering the duration and time-frame in which this was achieved. In March 2016, IAS gained ICAO recognition through the TRAINAIR PLUS program, making it the only flight school in Southern Africa to be given this recognition. A very proud achievement because it defines the commitment IAS has to international standards through their quality of training. As we celebrate Botswana’s 50th Independence Anniversary, IAS also celebrated 15 of its first students receiving their Commercial Pilot Licence, a program that has never been trained for in Botswana before the establishment of IAS Aviation Academy.

IAS Aviation Academy would like to congratulate the President and the people of Botswana on attaining 50 years of peace, prosperity and growth. May we continue to remain a peaceful, united and successful nation, that is driven to see Botswana progressing. Pula!
WE ARE WHAT WE REPEATEDLY DO. EXCELLENCE, THEN, IS NOT AN ACT BUT A HABIT – ARISTOTLE
Botswana
Railways
History
Botswana Railways (BR), a state-owned railway company, transports bulk freight and parcels within Botswana and to the neighbouring countries. The Company has established rail links with South Africa, Zimbabwe and Mozambique hence it is strategically located to serve as a conduit for transit business between these countries and others in the interior of Africa (Walvis Bay Corridor Group, 2014). Since its establishment in the 1890s, the railway line has played a pivotal role in the development of Botswana. Besides being a bulk carrier of goods, the railway line has spurred development along its path from the south to the Eastern part of the country, facilitating mining activities and catalysing the growth of urban areas and commercial and trading activities. It is not by accident that the most urbanized and developed part of Botswana is along the line of rail. This report traces the major milestones of the railway line, its successes, and how it has navigated challenges faced along the way.
Botswana Railways (BR), a 100% Government of Botswana-owned statutory body, was established by the Government through the Botswana Railways Act (CAP 70:01 of the laws of Botswana) in 1986, moves to establish a national railway company were initiated in 1984. The 1986 BR Act was preceded by an earlier enabling legislation known as Botswana Railways Act of 1984 (Act 12 of 1984) which facilitated negotiations, eventual purchase and transfer of National Railways of Zimbabwe (NRZ) assets in Botswana to Botswana Railways.

At the time, Mr. C. M. Lekaukau, Permanent Secretary in the then Ministry of Works and Communications was given the task to ensure that the process of the railway takeover by Botswana was a success. To facilitate the process towards the takeover, a Unit was set up in the Ministry of Transport and Communication. It was headed by a Railway Project Coordinator who was assisted by a Railways Implementation Officer. Other officers in that Unit included a Chief Civil Engineer, a Chief Signal and Telecommunications Officer, a Financial Controller and an Assistant Civil Engineer. Of these, three were on secondment from the Indian Railways through the Indo-Botswana Protocol of 1981 (Botswana Railways, 1989).

The 1984 Botswana Railways Act was repealed by that of 1986 whose intent was to “set up a hybrid commercial enterprise of the Government which was nevertheless autonomous of other Government procedures and operated like a parastatal” (Botswana Railways, 1989). In other words, Botswana Railways was set up to operate as a commercial entity of the Government of Botswana with a focus on the provision of efficient and cost effective railway service within Botswana and providing a rail link to South Africa and Zimbabwe and beyond into the interior of Africa.
In order to facilitate the takeover of the railway service from the National Railways of Zimbabwe, the Government appointed Transmark, a consultancy unit of British Rail to provide the necessary advice. Following recommendations from Transmark, the Government decided to locate the Botswana Railways headquarters in Mahalapye, which was considered the midpoint along the railway line where locomotives and crews would do change-overs. Another decision that facilitated the takeover of the railway line was the recruitment of key staff, a process which the Government found difficult as "railway men do not easily give up their jobs for short term contracts. They would rather opt for secondment" hence government opted to use the Services of Transmark which would be able to source staff on secondment from British Rail. To further prepare for the eventual takeover, Transmark had recommended that a human resource study be undertaken to determine staffing needs as well as develop an organisational structure, terms of conditions for staff and salary bands. The outcome of the study was processed through the Wages Policy Committee of Government in 1988 (Botswana Railways, 1989). With the purchase from the NRZ of the railway line running through Botswana and related assets eventually concluded, the takeover was effected in January 1987.
Aramex is a leading global provider of comprehensive logistics and transportation solutions. Established in 1982 as an express operator, the company rapidly evolved into a global brand recognised for its customised services and innovative multi-product offering. In January 1997, Aramex became the first Arab-based international company to trade its shares on the NASDAQ stock exchange. After five years of successful trading, Aramex returned to private ownership in February 2002 and continued to expand and excel as a privately owned company, establishing global alliances and gaining stronger brand recognition.
In June 2005 Aramex went public on the Dubai Financial Market (DFM) as Arab International Logistics (Aramex) with its shares traded under ARMX. Today, Aramex employs more than 13,900 people in over 354 locations across 60 countries, and has a strong alliance network providing worldwide presence.

The range of services offered by Aramex includes international and domestic express delivery, freight forwarding, logistics and warehousing, records and information management solutions, e-business solutions, and online shopping services.

Aramex is a founding member of and chairs the Global Distribution Alliance (GDA), which brings together over 40 leading express and logistics providers from around the world, each specialising in their own region and together covering the world with the same, unified quality standards and technology of Aramex. The network has more than 12,000 offices, 33,000 vehicles and 66,000 employees serving alliance customers and attending to their business around the clock in more than 240 countries.

Innovation is deeply ingrained in Aramex’s corporate culture, and has long been a driving force in the growth of Aramex services. It originally stems from listening to customers and developing new products and services that address market needs. At Aramex, creativity is celebrated and rewarded. Small and big ideas come from all levels of the company to achieve the highest levels of customer satisfaction.
Improving processes, eliminating bottlenecks and increasing efficiency of daily operations is an ongoing cycle in Aramex. High value is placed on maintaining and enhancing quality in every facet of the organisation. Aramex has designed and implemented a quality management system to ensure a consistent level of high standards at all times, which is evaluated regularly and technological and process innovations improved on.

The E-Commerce sector is experiencing continuous growth in emerging markets and Aramex is utilising its logistics expertise and infrastructure to partner with entrepreneurs and online retail sites to create economic opportunities in these markets. The growth of E-Commerce also has potential environmental benefits resulting from reductions in energy and paper consumption.

For Aramex, sustainability is a strategy. Corporate activism is embedded in the Aramex business model, and is a reflection of how Aramex chooses to exist and operate. Aramex continuously practices its citizenship by being an active partner in development and serving its communities and the environment.

Aramex supports entrepreneurial initiatives, education and youth empowerment, sports and community development models as a way to highlight the importance of human capital, citizenship and activism.
TRAINING & EDUCATION

EDUCATION IS THE MOST POWERFUL TOOL WHICH WE CAN USE TO CHANGE THE WORLD – NELSON MANDELA
Leadership Education And Development (LEAD)

REDEFINING EXCELLENCE IN LEADERSHIP

Management is doing things right; leadership is doing the right things.

- Peter F. Drucker
Leadership Education and Development (Pty) Limited is an organization dedicated to the sustainable development of organizations and their leaders in Botswana and the region, through provision of customized leadership development training programmes, and targeted business consultancy services.

LEAD takes pride in being a 100% citizen owned company that offers extensive international expertise and experience, delivering local solutions at global standards.

LEAD consultants bring a wealth of global experience having lived and worked in the United States, Italy, Germany, Brazil, Canada, Belgium, and Poland, as well as numerous countries in Africa including Namibia, Botswana, DRC, South Africa, Zimbabwe, among others. They offer leadership and business management credentials that include Economics, Business Administration, Six Sigma, Strategy Execution, Leadership Training and Change and Transformation Management.

Over the past 7 years, the company has grown to eight full-time employees, and touts nearly 90% citizen employment.
LEAD Solutions
As Botswana works to diversify her economy away from dependence on diamond revenue, increased productivity and effective execution will be fundamental to the pace and ultimate sustainability of this vital transition. LEAD contributes directly to the development of both leadership in Botswana, and organizational capacity to transition through customised training and performance solutions.

LEAD is one of the few regional companies that develop solutions applicable to the local environment and equally recognised on a global level.

Training and personal development are at the core of the organisation’s mission. LEAD offers leadership and professional training solutions at various levels (young professional to seasoned executive) that include Management and Executive Development Programmes, professional short courses, management and executive coaching and international professional accreditations.

The company’s operations extend into consultancy services, where emphasis is placed on the application of leadership from a more “hands on” and practical perspective.

These services include Strategy Development and Execution, Change Management, Culture Transformation and Performance and Productivity Improvement.

Botswana’s Comparative Advantage
In terms of the African region, Botswana is in a good position to lead sustainable economic development systems and structures. LEAD recognises this strength and plans to expand its operations throughout the region. This will allow LEAD to not only leverage the reputation and experience of Botswana, but share its proven solutions and expertise with other regional players.

“I see Botswana leading the African continent in governance and sustainable economic development. It also has a great potential to serve as an educational destination if it continues to strengthen its capacity in these areas,” said Mr. Hughes.

LEAD Growth Opportunities
LEAD’s main challenges as a business are similar to many other organizations, namely the availability of skilled local resources and financial sustainability in such a small market. Botswana is also a largely conservative country with a relatively risk averse disposition.
This typically increases the time it takes to deliver services and realize meaningful change.

To address these issues LEAD establishes close partnerships and working relationships with other skilled local professionals, working hard to train staff and closely manage growth for sustainability purposes. They are continuously developing new innovative approaches to increase uptake and impact of services.

LEAD believes in strong work ethic and professionals should be ready to learn. Citizens should always be more interested in developing themselves than the position they are in or the money they receive. Obviously these things are important to us, and we all need enough money to live a comfortable life, but these will always come in time. At LEAD, they require resources with significant practical experience dealing with real problems in organizations. The LEAD team members have spent many years working in various organizations dealing with the real problems organizations face. This positions them much better to provide practical solutions to their clients.

LEAD headquarters is in Gaborone, Botswana. LEAD is registered in the United States and has partners in the US, Canada, Singapore, and South Africa. LEAD serves a broad base of customers across Public Sector, Parastatals, Private Sector, Academia, and Civil Society.

**Corporate Social Investment**
LEAD understands that great leaders develop from a young age. For this reason, LEAD is the primary benefactor to a non-profit organization named WorldLEAD. WorldLEAD develops leadership in youth and communities. LEAD, through WorldLEAD, has trained a large number of youth, mentored up and coming leaders, and sponsored a number of youth to expand their education and experience.

**Client Base**
LEAD stands proud of what they have accomplished and they have their client base to show for it, which has been one of their greatest marketing assets through repeat business and referrals. Their local client base has included brands such as, Botswana International University of Science and Technology (BIUST), Botswana Qualifications Authority (BQA), Human Resource Development Council (HRDC), Botswana Telecommunications Corporation Limited (BTCL), Public Enterprises Evaluation and Privatization Agency (PEEPA), Botswana Fibre Networks (BoFiNet), UNICEF, First National Bank Botswana (FNBB) and many others.

LEAD has managed to build a name for itself through developing strong leadership and breakthrough performance in these organisations.

LEAD would like to congratulate the President and the people of Botswana for achieving 50 years of true leadership accompanied with peace and harmony. May we continue to shine and achieve more growth as Batswana and as Botswana. Pula!
Botswana International University of Science and Technology (BIUST)

A CATALYST FOR INNOVATION AND TRANSFORMATION
The Botswana International University of Science and Technology (BIUST) is the planned brainchild of the Botswana Government, established through the BIUST Act (CAP 57:05). It was conceived as a research-intensive University, specialising in Engineering, Science and Technology at both undergraduate and graduate (Masters and Doctoral) levels. Botswana’s emerging bastion of applied and transformative knowledge is sited on 2,500 hectares of gently sloping, ecologically diverse real estate in the Tswapong Hills, south east of Palapye.

BIUST describes a vision where it is the premier research-based university of science, engineering and technology internationally recognised for the quality and excellence of its teaching and learning; research and innovation and engagement.

The University’s mission is to produce world-class research and innovation in science, engineering and technology contributing to industry growth and development and advancement of a diversified knowledge-based economy.

- To produce tomorrow’s leaders in industry and society through the provision of relevant, innovative, quality research-intensive education of an international standard.
- Promote community, national, regional and international development through the transfer of the university’s knowledge, and the provision of its skills and expertise.
In carrying out its mission, realising its vision and in all its actions the University is guided by the following core values:

- **Equality and diversity** – fair and equal treatment, respect for the rights, differences and dignity of others, promoting an inclusive culture for all.
- **Sincerity and trust** - genuine, truthful, honest, transparent, integrity, reliability.
- **High performance and quality** – hard work, teamwork; strong work ethics; commitment, dedication, fast-paced, successful, accountability, quality and results-oriented, ambitious, recognition and reward, talented staff and students.
- **Innovation** – creative, open-minded, resourceful, entrepreneurial
- **Quest for knowledge and understanding** - freedom of thought, inquiry and expression and the encouragement of a questioning spirit.

---

**Stakeholder Value Proposition**

The University is committed to delivering maximum value for its defined collective of key external stakeholders, by satisfying their diverse needs through deliberate measures.

BIUST will meet the requirements of students by providing excellent research-based academic programmes, backed by quality teaching, effective learning aids and relevant institutional resources designed to advance knowledge and enhance performance. Such efforts will promote deeper understanding and absorption of skills that graduates can wield in developing and realising their own individual and collective potential within and beyond their time at the University.

BIUST will impress society with excellent research and quality graduates that are equipped to guide and galvanise the development of society, contributing to sustainable economic development as well as desirable social transformation.

BIUST will delight employers with a dependable supply of highly skilled and very capable graduates, paired with relevant research that works to amplify business growth and development in a meaningful and sustainable way.

BIUST will honour government’s investment, trust and confidence with all the achievements detailed for students, society and employers, which will continue to be delivered through an institutional operating environment that bears justifiable and unambiguous characterisation as high performance.

As a national strategic initiative, BIUST was created to be one of several key platforms for transforming Botswana’s largely extractive economy from resource dependence to being knowledge-based, through skills capacity building in Engineering, Science and Technology (SET). The deliberate slant towards research capabilities allows BIUST
to complement and synergise harmoniously with Botswana’s private sector in identifying challenges that can be solved through applied research, while contributing to the development of new industries. The University serves to also supply the nascent demand for unique and dynamic skills by existing and emerging industries. The BIUST curriculum is not just tailored to the needs of the private sector, but is also strongly driven by the University’s cherished mission to aid the development of Botswana’s economy into a knowledge-based juggernaut through strong research practice.

To this end, BIUST provides the best teaching and learning environment for students, professors and researchers, and is also keen to develop a Science, Engineering and Technology Research Park. The University anticipates that such an institution would attract a profusion of local, regional and international researchers to its campus. At full capacity, BIUST will enroll approximately 6000 full-time equivalent (FTE) students, including Undergraduate, MSc and PhD candidates. To stimulate and sustain public interest in the wider opportunities that the University offers, as well as creating conditions for increased enrolment, BIUST has assumed the mantle of champion for Science, Technology, Engineering and Mathematics (STEM) literacy in Botswana. The University organises annual campaigns under the theme “STEM for Development: Creating a Sustainable future for Botswana”. The festival brought students, researchers, public institutions and industry together for a powerful cause.

The objectives of the STEM Festival are: a) To showcase STEM and its role towards national economic transformation and demonstrate socio-economic advancement espoused through our organizations; b) To showcase peculiar STEM niches businesses are leveraging on in contributing to the national development; c) To provide a platform for students at all levels and researchers to celebrate their achievements and dreams; The STEM festival is an initiative of BIUST, which is meant to stir a process of strengthening mathematics and science student pipeline leading to the tertiary education landscape by stimulating interest in mathematics and science across the tertiary and pre-tertiary education sector through and linking learning science with technology that is used in real life including business.

As the country welcomes its 50th anniversary of independence, Batswana must take only a moment to reflect on the phenomenal achievements of the past, before diving headlong into an exciting future that must surely be driven by STEM. BIUST stands ready to lead the way. Pula!
Maru-a-Pula School
The quality of education in any society feeds directly into its potential for producing world-changing ideas, influencing the path of mankind’s development, and promoting the efficient management of available resources. It is conceivable therefore, that government, local communities and indeed private individuals should prioritise the development of an education system that doesn’t just deliver universal literacy, but empowers learners with the tools they need to compete favourably with their peers on the world stage. Only through well-educated citizens can Botswana establish and competently promote its national interests, coherently articulate its needs, convincingly defend its values, as well as effectively secure its identity and culture on an equal footing amongst the world’s community of nations.

Maru-a-Pula, more fondly referred to as MaP, is one privately owned and run secondary school in Gaborone, which has taken up the challenge to deliver quality education in earnest. Just as its Setswana name translates directly to “clouds of rain” or more philosophically to “promises of blessings” Maru-a-Pula is ripe with potential to produce Africa’s future leaders, building on the talent, ambition and creativity of both its teaching staff and their students. Since establishment in 1972 the widely celebrated academic institution continues a cherished tradition of actively pursuing excellence, and regards itself as one of Africa’s best.

At Maru-a-Pula, the positively charged air of infinite possibilities is palpable and unmistakable, precipitated by a shared sense of purpose and responsibility among the staff, and perhaps even more strongly within the students. MaP students are so passionately driven as to be constantly eager to engage, supported by teachers who are just as spirited and characteristically generous with their time. It bears saying that the teaching and learning environment at MaP is such a delight for students and teachers alike.

In a world where innovative thinking is critical, the MaP philosophy is never really about just asking “Why?” students are rather challenged to ask “Why not?”

The results are quite evident with the school consistently delivering world-class academic results. The relentless performance of Maru-a-Pula students in the Cambridge IGCSE and A-Level examinations strongly positions the school as one of Africa’s top achievers. MaP students broke records in 2015 with over 60% of their exams earning either an A* or an A at A-Level.

“MaP students are so passionately driven as to be constantly eager to engage, supported by teachers who are just as spirited and characteristically generous with their time.”
The school takes a lead in promoting better communities through a 44-year tradition of community service, which is unparalleled for a secondary school. Under the banner of its world-class service programme, students get to choose from over 35 different activities weekly, which provide opportunities to make a hands-on difference.

MaP is home to a diversity of students from different nationalities from all over the world, making it part of a mooted global community with global reach. In 2016, two thirds of the 750 students on the school’s books were Batswana, while over 270 were expatriates representing 35 different nationalities. MaP students enjoy valuable exchanges with more than 20 schools in the USA, UK, China, Japan, Switzerland, France and Australia.

The Student Exchanges offer opportunities for exemplary Form 5 students to gain fully-funded, year-long scholarships at prestigious independent schools such as Taft in Connecticut, Deerfield in Michigan, Catlin Gabel in Oregon, Menlo in California, and Keystone Academy in Beijing. Short-term exchanges are also in place with the Brooks School in Massachusetts as well as Horace Mann in New York, which are both in the USA. Other partners are Ecole Alsacienne in France, Tamagawa Academy in Japan and Chinese International School in Hong Kong.

Over the years, MaP has built an outstanding co-curricular programme to help students exploit more of their talents outside the academic arena, and allow them to develop into well-rounded members of society. From basketball and karate to chess and debating, MaP has produced students who continue to excel in local, regional and global competitions. In recent years, MaP has fielded national championship teams in netball, basketball and rugby, while some of the school’s elite athletes have gone as far as representing Botswana at the African and Olympic games.
On the creative arts front, Map has developed and nurtured many of the country’s creative and performing talents through the school’s much celebrated and nationally famous Maitisong theatre. Marimbas are an important part of the music and performing arts culture at MaP as they represent the most visible, audible and recognisable element of the genre.

As an institution with a historical commitment to serving and uplifting the communities around it, as well as Batswana in general, MaP offers unparalleled opportunities to the disadvantaged. The school offers generous financial aid to deserving, academically gifted citizens. In a widely acclaimed and noble standing initiative, MaP hosted 20 orphans and vulnerable children on full scholarships in 2016.

In terms of priming graduating students for tertiary education opportunities, MaP is renowned for its pace-setting partnerships. Every year, six exceptional Harvard University undergraduates mentor MaP students for eight weeks in June and July, while four Princeton in Africa Teaching Fellows work with the school’s students for a full year.

Placements to top-tier universities are an important part of this process. In 2016, six MaP students were enrolled at the USA’s top-ranked Stanford University, two each were placed at Princeton and Columbia, four at the UK’s top-ranked University of Cambridge, three at the London School of Economics and more than a dozen at the University of Cape Town.

The school has a progressive, open door policy, welcoming individual and institutional visitors to come and talk with MaP students, teachers and where necessary, even parents. As one of Botswana’s most beautiful and all round exceptional schools, MaP takes the opportunity to wish the President and People of Botswana a happy 50th anniversary of independence. With continued investment in quality education, the future can only get brighter. Pula!
Maitisong ("place of entertainment" in Setswana) is owned by Maru-a-Pula School, and is located in the heart of Botswana’s capital city, Gaborone. Maru-a-Pula School has had a policy of outreach to the community since the school was opened in 1972, so when the school realized that it needed a hall, the Headmaster at that time, David Matthews, campaigned to raise money to build a space that would fulfil a dual role of school assembly hall and community theatre venue. Money was raised in the USA and South Africa, and architect Ian Marshall drew up the construction plans.

Building began in 1986, and on 22 March 1987, the doors of Maitisong were officially opened. The Maitisong Festival was created to give the public an opportunity to be inspired by the best of the local arts scene. Many groups came together and performed in the first Maitisong Festival. Music, dance and drama burst onto the stage like it never before in Gaborone. A new theatrical age for Botswana had dawned.

The community welcomed a new, user-friendly theatre, and it soon took off. The Botswana Defence Force Band, embassies, promoters, schools, choirs and Maru-a-Pula School have staged shows at the theatre. High-profile local and international artists such as Abdullah Ibrahim, Sibongile Khumalo, Pieter-Dirk Uys, Oliver Mtukudzi, Shanti Lo and Sedibeng Choir have also performed on the Maitisong stage.
Maitisong is a pioneer in celebrating the arts in Botswana. The Maitisong Office has become a useful cultural resource; information and advice regarding performers, music lessons, theatre management and fund raising has been sought at Maitisong over the years. Maitisong’s voice has even been heard on the Botswana Cultural Council – the country’s highest cultural body. It has also been closely associated with the Botswana Music Camp and the ‘My African Dream’ national talent search.

Maitisong is a visible symbol of Maru-a-Pula School’s policy of reaching out to the community, as thousands of people come onto the school campus each year to attend shows in the theatre hall.

From the school’s point of view, the shows and performers that visit Maitisong have added a valuable, cultural facet to the education offered and has led to a flourishing drama studies program at the school.

Maitisong has certainly made its mark in a way that founders could not have foreseen and has established itself as leader for showcasing the performing arts in the region. In 2016, for example, Maitisong partnered with the UK High Commission and the GREAT Britain Campaign to deliver the ‘Shakespeare Lives in Botswana’ project, which culminated in a sold-out show at Maitisong during the 2016 Maitisong Festival.

“Money was raised in the USA and South Africa, and architect Ian Marshall drew up the construction plans. Building began in 1986, and on 22 March 1987, the doors of Maitisong were officially opened.”
TECHNOLOGY

TECHNOLOGY CONNECTS US. TECHNOLOGY UNITES US. TECHNOLOGY AMPLIFIES OUR POWER. – VIVIENNE HARR
Botswana Communications Regulatory Authority (BOCRA)

A HISTORY OF CITIZEN POWERED SERVICE AND EXTRAORDINARY PERFORMANCE
Established through the Communications Regulatory Authority Act, 2012 (CRA Act) on the 1st of April 2013, Botswana Communications Regulatory Authority (BOCRA) exists to regulate the communications sector in Botswana. Its mandate includes oversight and regulation of service provision in telecommunications, Information and Communications Technology (ICT), Internet, broadcasting and radio communications as well as postal services and related matters.
The CRA Act replaced the Broadcasting Act [Cap 72:04], the Telecommunications Act [Cap 72:03], causing the amendment of the Postal Services Act to create a uniquely converged and integrated regulatory authority for the communications industry.

The Communications Regulatory Authority Act, 2012 spells out the role of the Minister responsible for communications, and also outlines the administrative and regulatory responsibilities of the BOCRA Board of Directors as well as the roles of the Chief Executive. The Minister signs a Shareholder Compact Agreement with the Board of Directors and the Board in turn signs a Performance Contract with the Chief Executive. This arrangement ensures a cordial relationship between BOCRA and Government.

The powers and functions of the authority are exercised and performed by a seven member strong Board of Directors, which is appointed by the Minister of Transport and Communications. The Board provides strategic direction and is responsible for delivering value to the government as the sole shareholder, and other stakeholders. While the office of Chief Executive is tasked with running BOCRA’s daily operations, it does so within specific parameters and policy guidelines as directed by the Board, which ultimately takes responsibility for the efficient administration and organisation of the Authority.

At the helm of the BOCRA Executive Management team is the Chief Executive, assisted by two Deputy Chief Executives. One is seized with portfolio responsibilities for Regulatory Affairs while the other takes care of Operations & Strategy.
A little way downstream, the portfolio responsibilities are delivered through nine directors with specific areas of expertise. There is a Director of Broadcasting Regulation, Director of Technical Services, Director of Internal Audit, Director of Business Development, Director of Postal Regulation, Director of Legal Services, Director of Finance, Director of Human Resources and a Director of Compliance and Monitoring. Two specialised units charged with Corporate Communications and Performance Monitoring functions are headed at Deputy Director level, completing the Executive Management Team.

With all positions in the organisation well accounted for by Batswana, BOCRA takes great pride in its achievement of employing 100% citizen skills. As at 31 March 2015, there were 83 such individuals working to deliver on the organisation’s mandate, with a closely matched gender split of 44 men and 39 women.

This is reflective of a society where women’s rights are respected, and their socio economic contribution is valued to what might be the highest degree in Africa. It follows that BOCRA is not just a great example of how active citizen empowerment is a viable and indeed attainable goal, but the organisation is also a shining beacon for gender parity in the workplace. The quality of BOCRA’s citizen skills paints a clear picture of an organisation that has success engineered into its design, with 31 of its 83 employees equipped with post graduate qualifications, 32 armed with graduate qualifications and only 20 wielding other qualifications below that. While BOCRA alone employs just over 80 Batswana, the organisation is in charge of a burgeoning sector whose employment roll runs into thousands of jobs.
BOCRA regulates the entire Botswana communications sector; except for the government’s own communication entities. It delivers its national mandate from two offices in Gaborone. The main office is by Main Mall on Independence Avenue, while the technical office is situated in Phakalane.

BOCRA is well equipped, skilled and competently qualified to regulate Botswana’s communications sector, ensuring the safety, reliability, efficiency and affordability of related services throughout Botswana. In today’s increasingly digital world, practically all other sectors of the economy depend on ICT services to function effectively, which uniquely places BOCRA at the centre of virtually all economic and social activities. It is a critical position, with material influence on the development of the national economy, given the significant contribution to GDP made by existing ICTs. A thriving and well-regulated ICT sector creates a nurturing environment for the development of knowledge and skills around computing and communications devices, the software that operates them, the applications that run on them and the systems that are built with them.
This has profoundly exciting implications for youth employment, new avenues for entrepreneurship as well as scope for increased business efficiencies. BOCR’s activities are not just crucial in allowing Botswana to keep pace with rapid political, economic and social developments on the global stage in real time, but also enable the development of a sustainable alternative source of revenue to minerals. Under BOCR’s charge, the country’s ICT rankings continue to improve.

BOCR began life as a Regulator under the name Botswana Telecommunications Authority (BTA) in 1996. When in 2013 it was rewarded with an increased mandate to regulate the whole communications sector under one roof, it assumed the name Botswana Communications Regulatory Authority (BOCR) and today marks a total of twenty (20) years in operation. While the organisation’s extensive mandate is spread across the following communications regulatory services, the list of responsibilities is by no means exhaustive.

- BOCR takes care of licensing communications service providers.
- BOCR protects and promotes the interests of consumers, purchasers and other users of products and services in the regulated sectors, particularly with respect to pricing, availability, quality and variety, throughout Botswana.
- BOCR is responsible for approving the chargeable tariffs for services offered by licensees.
- BOCR handles the management of Radio frequency spectrum.
- BOCR manages the numbering resources.
- BOCR manages Type Approval of communications equipment.
- BOCR manages the Country Code Top Level Domain (ccTLD or .bw).
- BOCR advises Government on all matters relating to the regulated sectors, including proposed policy and legislation for those sectors.
- BOCR represents Botswana at regional and international level on matters concerning the communications sector.

“In today’s increasingly digital world, practically all other sectors of the economy depend on ICT services to function effectively, which uniquely places BOCR at the centre of virtually all economic and social activities.”
The world of ICTs offers endless possibilities. BOCRA notes that while the Botswana market is yet to achieve universal access across all the facets of communications, the rapid growth trajectory of the communications market in particular, is irreversible. In the context of addressing life’s everyday challenges, services are yet to reach every person at every corner of the country, but technological innovations continue to offer new solutions where such gaps exist. The greatest area of growth that BOCRA is passionate about, and would like to see fully exploited to great effect, is the development and promotion of local content. To date, Botswana-specific online content, broadcast content as well as e-Government service content are resources that are still woefully in short supply.

BOCRA is an avowed champion of employee development, and especially so as an organisation that is staffed entirely by citizens. It is certainly not by chance that 63 of its 83 strong workforce are degree holders with impressive qualifications. An annual training plan with a supporting budget is in place to develop staff through formal training, professional development training, on the job training, coaching, mentoring and related programmes. BOCRA also exposes its employees to national, regional and international communications forums to compare notes, exchange ideas and share experiences with their peers in the field.

In line with the Government of Botswana’s lauded ambition to develop Botswana into a regional ICT Hub, BOCRA supports the visionary establishment of the national Maitlamo ICT Policy, the substantial investment in international broadband undersea cables, the empowering Nteletsa initiatives, as well as the creation of the Botswana Fibre Networks (BOFINET) as a strategic broadband wholesaler. BOCRA views these efforts as key steps to realising the ICT hub dream, and the organisation’s mission and vision are deliberately biased towards ensuring the realisation of this national goal.

Batswana are counted amongst the most active users of social media in Africa, which is a trend that could be exploited to systematically transform Botswana into a knowledge society. Also, by implementing and promoting eGovernment services, we should begin to see Batswana counted amongst the highest users of ICTs, earning the desired reputation of our country as an ICT led knowledge society within the community of nations.

"The greatest area of growth that BOCRA is passionate about, and would like to see fully exploited to great effect, is the development and promotion of local content."
BOCRA continues to consolidate gains towards this ideal with the establishment of a Universal Access and Service Fund (UASF), which was designed to help subsidise financing of the rollout of communications services to underserved and unserved locales. The Fund has already financed the on-going rollout of WiFi hotspots in public areas, including shopping complexes, hospitals, bus stations, taxi ranks and other convenient social installations. The Fund is also in the process of connecting primary schools in remote areas to high-speed broadband Internet access. In stepping up efforts to seamlessly usher the digital era into Botswana, BOCRA has also started the process of licencing more players in the broadcasting space.
Indeed the Communications industry faces several challenges. On the broadcasting and Internet front, generation capacity challenges and the subsequent shortage of quality local content guarantees the domination of our airwaves by foreign music and low appreciation of Internet based opportunities for entrepreneurship. On the telecommunications side, issues of Quality of Service measured in terms of Network Availability Rate, Call Set Up Success Rate, Call Hand Over Success Rate and Drop Call Rate, continue to pose challenges.

The conventional postal business of moving mail has been forced to innovate or die, as it faces sustained challenges from increased use of ICT substitutes that offer more convenience and infinitely faster turnaround times. The sector is also grappling with Cybercrime, which is a problem with global dimensions, possibly at par with worldwide concerns around the suspected harmful effects of electromagnetic fields to human health.

BOCRA continues to engage with licensees and other stakeholders across all the communications subsectors to find lasting solutions to such problems.

Promoting economic diversification and a robust creative industry
Using the UASF to assist with the roll out of services to every corner of the country has proved to be one way of addressing the challenge of developing and promoting local content. Licensing of additional players in the broadcasting space is expected to encourage innovation by increasing competition and motivating licensees to find solutions to wider issues affecting them.

BOCRA is pleased with Government’s active participation and substantial contribution towards resolving some of the problems facing the sector. The heavy investment in undersea cables has brought high-speed Internet capacity to Botswana’s shores, and helped to drastically reduce the costs of access.

Continuous audit, review and revision of laws and policies governing the sector help to maintain an enabling environment for the sector to flourish. The organisation encourages Batswana to embrace ICTs and other communications services in earnest, as ICT services enhance their livelihoods.

As a Regulator, BOCRA needs a variety of skills sets. Because Regulation is a legal balancing act, lawyers are key resources. It is in equal measure, an economic balancing act, which requires economists and statisticians. With ICTs being inherently technical, an array of engineering skills is required, ranging from broadcast engineers, to telecommunications engineers, as well as IT specialists. Other support services include human resources specialists, finance specialists, communications specialists, broadcast specialists, postal services specialists and so on.

All consumers of communications services are by extension BOCRA customers. However, the more direct customers are the licensees that comprise, Three Public Telecommunications Operators; One wholesale operator; One Postal operator; Twenty Courier Services Companies; Three commercial radio broadcasters; 1 commercial television broadcaster; Over sixty Value Added Network Service providers and a couple of Private Telecommunications Network Service Providers.

BOCRA is not in competition with any other organisation, and only collaborates with other sector regulators. The organisation’s ambitions are encapsulated in its vision statement, which reads, To have a Connected and Informed Society. BOCRA aspires to facilitate 100% connection of Botswana with a view to realising the existence of an information society. BOCRA’s key role is to level the playing field for competition to thrive and secure the growth of the communications sector with a view to offering consumers a variety of services at affordable costs.

“Licensing of additional players in the broadcasting space is expected to encourage innovation by increasing competition and motivating licensees to find solutions to wider issues affecting them.”
The Communications Regulatory Authority Act, 2012 from which BOCRA derives its mandate, also requires the organisation to facilitate and encourage private sector investment and innovation. It is thus BOCRA’s ambition to seek stakeholder growth to attract more investment and innovation in the sector.

BOCRA has a standing social investment initiative through which it reaches out to the disadvantaged and less privileged members of our society across the length and breadth of Botswana. This vehicle has been used to build houses, donate ICT equipment to numerous beneficiaries, sponsor youth innovation projects, and sponsor the development of an ICT strategy for Youth, Women and People with disabilities, among other initiatives.

On an annual basis BOCRA also coordinates the commemoration of the World Telecommunication and Information Society Day (WTISD) through which it mobilises other ICT stakeholders to address ICT needs for the host community, in a sustained bid to close the digital divide.

BOCRA’s track record is certainly one to be proud of. In 1998, the organisation liberalised the market and introduced competition through licensing new mobile operators and commercial radio broadcasters. This move increased telephone reach from just over 130 000 fixed telephone lines or 8% tele-density to well over 3.5 million mobile subscriptions or 170% tele-density. Radio broadcasting has also grown with the 1998 introduction of commercial broadcasting.
Today commercial radio broadcasting boasts of a national coverage of around 60% while state broadcasting covers well over 80% of the population. At a regional level, BOCRA was involved in the establishment of the Communications Regulators Association of Southern Africa (CRASA), a regional body for communications authorities that strives to harmonise regulatory policies in the Southern African Development Community Region. BOCRA hosted CRASA for years and remains its Treasurer to date. At international level BOCRA received awards from the International Telecommunication Union (ITU) and the Commonwealth Telecommunications Organisation (CTO) for being the best regulatory model, and for the best universal access initiative, respectively.

Caught up in the infectious spirit of celebration, BOCRA will actively join the rest of the nation in commemorating Botswana’s 50th Anniversary of Independence. The organisation will proudly take its place in a grand procession, as part of a spectacular Ministry of Transport and Communications’ float. BOCRA will also seek to add its voice to those of other corporate citizens and Batswana putting out 50th anniversary messages through traditional communication channels such as billboards, flyers, newspapers, radio, television and online media.

BOCRA wishes His Excellency the President and the people of the Republic of Botswana a happy 50 years of Independence and a bright future beyond.
ICL Botswana

Approaching ICL Botswana’s Head office in Gaborone’s International Finance Park, a true patriot can’t help but feel their heart swell with pride at the gleaming modern edifice lying at the foot of the city’s iconic Kgale hill. The impressive office block is resplendent with large tinted glass panes, fancy polymer signage with backlighting and smartly covered parking spaces.
The pride and joy one feels ultimately comes from the knowledge that ICL Botswana is a wholly Citizen owned company, which has over the years, earned pride of place as one of the country’s luminaries in the Information and Communications Technology Sector (ICT).

Alongside a few competitors in a difficult market, ICL Botswana provides a full range of ICT solutions and services, but distinctively stands head and shoulders above the rest with its active strategy of continuously aligning its resource pool to the changing needs of customers in a dynamic environment.
The company started weaving its colourful story into the fabric of Botswana’s history as early as 1977, when its operations were first established. ICL Botswana was a subsidiary of ICL South Africa, which in turn was a subsidiary of ICL UK. The organization was the sole supplier of mainframe computer platforms to the Botswana government and the mines, and the biggest of these was with Central Government, hosted by a department called GCB. Being born in 1977, ICL Botswana interestingly, shares the same birth year as such iconic public institutions as the Botswana Federation of Trade Unions, Botswana’s military Ground Force and the Botswana Police XI Sporting Club, which all continue to play a significant role in the socio-economic progress of the country some 39 years on. One might say that ICL Botswana shares the same relevance and staying power as these organisations, being born at a time when the country was considered poor, with nothing but hope to build upon. It can be argued that while this was a period in Botswana’s history when the Jwaneng kimberlitic finds of 1972 had already sparked excitement and increased exploration activities, the outlook for Botswana’s future was only beginning to change amongst those who were sufficiently informed.
These were the heroic and indeed nostalgic years when the daily lives of most Batswana still revolved around subsistence farming, and the indomitable spirit of ipelegeng drove the national agenda. It is inspiring to see how from these humble beginnings, ICL Botswana already had a vision to help develop a sector that is one of the key enablers of Botswana’s sophisticated economy today. Perhaps drawing from the optimism and perseverance that allowed our communities to thrive in the face of poverty, ICL Botswana remained fully invested in its operations over the years.

ICL Botswana pioneered the ICT industry in Botswana, first as a purely technology company vending and supporting mainframe platforms, and would retain its status when convergence brought the communications dimension into play. The company however remains heavily biased towards technology in terms of its core day-to-day activities. As an employer, ICL Botswana is proud to count the Honourable Minister Kitso Mokaila and Mr. Thuli Ntsatsi among many illustrious alumni who have graduated into higher positions of influence and public office, having exercised their business savvy and honed their skills in key administrative positions within the company.

The company’s commitment to growing with Botswana was consolidated by a Management buyout in 2004, which instantly turned ICL Botswana into a wholly owned Citizen firm. This has allowed greater flexibility to establish and maintain long-term relationships with an increased diversity of clients, which now include government, parastatals and private sector corporate.
ICL Botswana actively invests in and encourages continuous staff training, having recognised that superior people skills are at the core of the company’s capabilities, and indeed its competitive advantage in an oversubscribed ICT solutions and service industry. With a team that is so deliberately driven to stay ahead of the curve, ICL Botswana is uniquely positioned to contribute significantly to the Botswana Government’s ambition of establishing the country as a major technology and innovation hub.

The company currently employs more than fifty (50) permanent staff, many of who are in quality, well-remunerated skilled jobs. Although it is primarily run from its impressive Head Office in Gaborone International Finance Park, ICL Botswana offers its brand of solutions nationwide. A separate Services and Maintenance wing is located in Commerce Park, Gaborone, housing a workshop and spares facilities which are used to support clients. Satellite offices in Francistown and Palapye allow the company to extend its reach quite effectively to all other clients in the major villages such Molepolole, Mahalapye, Kang, Ghanzi, Maun and Kasane. Because of road infrastructure challenges impeding easy terrestrial access to Maun, plans are in place to have a physical presence there in the near future.

As a direct response to the more obvious challenges of Botswana’s small population, ICL Botswana’s short to medium term vision is to expand into the SADC region. Starting with a subsidiary that was established in Zimbabwe as of 2010, the Market diversification strategy will take the company to Zambia, Namibia and Mozambique. Regional opportunities that extend as far as East and West Africa remain on the table, but will not be actively pursued in the short to medium term.

On this journey, the company will actively maintain highly skilled and motivated teams in all the diverse and dynamic markets, continuing to leverage on human resources, as its greatest asset.

Promoting a culture of empowerment and continuous development
This strategy will ensure the effective empowerment of citizen employees to reach their highest potential, and deliver the highest standards of performance wherever ICL chooses to operate. The goal is to always do everything that the company does, better than anyone else. Just like the open crucible of Botswana’s creative culture and heritage within which the company’s history was forged, the ICL Botswana solution will remain unique, superior and very hard to replicate. Key to this is the idea of customer service as a continuous process, where every touch point must demonstrate care, integrity and commitment to the very best outcome for the customer at all times. The company has developed an incredible track record of delivering successful projects which it marries with superb after sales support, for an unbeatable customer experience.

Mr. Anderson Kgomotso, ICL Botswana’s General Manager and primary shareholder explained the company’s vision for sustainable growth by stating that “Our strategy for regional expansion is to establish independent entities that partner with locals, to stimulate meaningful citizen participation and empowerment under the same philosophy employed in Botswana.”

Beyond regional expansion, the company’s long-term desire to wade into the global market is premised on forging ICL Botswana into an Enterprise titan. The dream is to rise above hardware sales, pushing enterprise software development and growing ICL Botswana into a Citizen giant that is sufficiently equipped to support young startups interested in filling the gap it leaves behind. Diversifying the business into other sectors is also a necessary consideration for sustainability into the future.
Traditionally, ICL Botswana has always deployed its social responsibility efforts through supportive partnership roles. Whether it is fund raising for different causes and charities, or physical involvement in like-minded activities, ICL Botswana’s bigger corporate clients have always championed such initiatives, as they typically have established corporate social investment vehicles.

“We have always participated in charitable activities, but through our clients. In other words, it would not be us, directly driving the social responsibility activity, but rather opting to partner with our clients such as Bank Gaborone for example, in contributing funds to their established activities.” Explained Mr. Kgomo to.

The year 2015 however marked a special milestone in the company’s corporate social investment ambitions with the adoption of a school in Monong, some 50kms from Hukuntsi. The initiative is borne out of a strong belief in ensuring that younger generations are strategically empowered to take the country and Batswana’s future forward.

While the firm’s level of involvement is currently constrained by limited budgets, ICL Botswana remains thrilled with the possibilities of future success and its commitment to the Adopt a School Programme is matched only by the Minister of Education.

Beyond the adoption of the school, ICL Botswana’s ultimate ambition is to effectively adopt the whole community as well. Encouraging parents in this vulnerable and disadvantaged community to passionately commit to the education of their children through active involvement, would help nurture and encourage children to value their education.
In such an area where parents themselves tend to lack enlightenment, and are hardly involved in their child’s education, such a decisively positive impact is needed. As the company grows, budgets may likewise grow to fund its vision to expand activity in such key areas of community development and empowerment, by contributing significantly to the quality and accessibility of work relevant education and training at all levels.

A good example of this philosophy in action is the company’s ongoing initiative to engage with Botswana’s Human Resource Development Council (HRDC) in the vetting of young Citizen graduates whose unemployed status is currently being perpetuated by their lack of work relevant skills. In partnership with HRDC, ICL Botswana committed itself to help retool some of these young people for a more comfortable and productive industry fit.

Thus ICL Botswana can honestly say that 39 years on, it is a company that stands tall and proud of where it is today, considering what it has managed to achieve so far. In a uniquely challenging environment, where the wheels of bureaucracy are often known to turn very slowly, things generally take too long to happen in the market, so perhaps a lot more could have been done.

Speaking at length, Mr. Kgomotso, explained this view by saying “We could have done more. The sales cycle in Botswana is very long, so if those things could become easier we could have done much, much more.”

Considering that Batswana started life as subsistence farmers before diamonds were discovered, some would contend that there is a need to build on that legacy by developing road and social infrastructure that promotes and accommodates a return to that lifestyle for so many like-minded Citizens.

Government’s diversification drive can only benefit from this. Within the realm of the ICT industry however, there is a crying need for Government to empower and support the ambitions of companies like ICL Botswana to grow to enterprise level, and realize the dream of Botswana becoming a technology and innovation hub sooner rather than later.

Mr. Kgomotso expressed that, “We have national budget allocations whereby we totally forget about building infrastructure to allow better access to, and more flexible use of our traditional wealth and assets, which could unlock more elements and factors of development through widespread innovation in agriculture. In ICT sector, the capital costs required to start up a successful enterprise company are very low, and worse still entities like ICL Botswana already exist. Therefore, government could pour in investment and support, as found in territories like Singapore, where there are ICT companies with 51% government shareholding and 49% private. We are not necessarily advocating for this particular model, which is nothing new as it is in the mold of the BTC structure. Rather, government could adopt a deliberate support mechanism to stimulate and help companies like ICL Botswana to find the traction to move quickly into manufacturing consumer and business technology as well as software for export. For me, looking into these two areas can go a long way in galvanising Botswana’s diversification efforts”.

At this time, ICL Botswana takes the opportunity to congratulate the President and People of Botswana on attaining 50 years of peace, democracy and prosperity. May we be blessed with many more. Pula!
To say that the Internet has brought the world together is an understatement. Connecting individuals and whole communities across the divide of time and distance is a concept that mankind has worked towards bringing to life for decades, if not centuries.
The virtual connectivity of the World Wide Web has given humanity our first taste of what it is to break down barriers to real-time communication and collaboration between people and cultures at opposite ends of the world. With billions of people connected via smartphones, computers and other devices across the planet, it has provided a sturdy platform for the phenomenal transfer of inspirational ideas, popular culture and social influence on an unprecedented global scale. Perhaps with equal significance, the Internet has also created vast opportunities for creative new business models and innovative entrepreneurship, along with a diversely capable and vibrant industry of ICT solution providers to support the revolution.
Zebranet is an Internet Service Provider (ISP), which offers a range of solutions such as ADSL, Broadband, leased line, Wi-Fi, VSAT, Data links, Metro-Ethernet; Domain, web and e-mail hosting services; as well as VOIP and related support services. In a highly competitive market, the tight regulation of Internet pricing by the Botswana Communications Regulatory Authority makes it essential to offer customers other value based incentives to earn and maintain their loyalty. Managing Director of Zebranet, V.R Reddy Pallapolu, observed that prices could not be relied upon as a key factor of competitiveness. Instead, his focus is on deploying well-trained and sufficiently motivated staff, who understand the importance of delivering quality service. Zebranet employees strive to give customers more than just a customary smile, and this is reflected in the time it takes to respond to customer queries and needs. We would like to server our customers how they wanted to be served.

“Our prices are 10 to 15% higher but there is more value added. Customers don’t mind paying a bit more because of the quality of service they get from us,” Pallapolu said.

As a committed ISP, Zebranet offers reliable customer service around the clock, with standby staff dedicated to fielding calls outside normal working hours. It is standard practice that all Zebranet customers are given cellphone numbers they can reach for service after normal working hours. According to Mr. Pallapolu, no other ISP in Botswana offers that kind of commitment. With such attention to detail, the company has an ever growing client list which currently includes the Cresta Group of hotels Countrywide, Limkokwing University of Creative Technology, De Beers Holdings Botswana, e-Botswana, CA Sales, Jack’s Gym, Reddy’s Group, Software Applications and information Services (SAIS), Tech Bulls, Options, Hungry Lion, American Embassy Gaborone (CDC), Big 5 Lodge, Majestic 5 Hotel, the Non-Banking
Financial Institutions Regulatory Authority (NBFIRA), Business Botswana, ASA Enterprises, Clover Chemicals, Cool Mater, Steag Energy, Book World, Botswana Saving Bank (BSB) and more clients National wide.

Zebranet counts among its strengths, the flexibility that it brings to the ICT business in Botswana. By using Bofinet FTTX, wireless technology, its solutions can be deployed in any environment, allowing access to every part of a given building and residential customers countrywide. Zebranet resells Bofinet Botswana Hotspots countrywide with more affordable prices. Zebranet would like to bundle the wifi with their already existing customers and provide the wifi countrywide with seamless connectivity.

Although the company is a reseller for the Botswana Fiber Networks (Bofinet) and Botswana Telecommunications Corporation Limited (BTCL), as a user of its backbone, Zebranet deploys its own Internet Protocol (IP) structure, through which it is able to remotely log in and assist a client. Such assistance is typically rendered within an hour. In instances where a customer’s modem is ruined and needs to be replaced, Zebranet sends a new one by courier service. The result is that the company has been able to retain 98 percent of its clients all the while acquiring new ones.

“We are also getting clients from other ISPs, some of them transferring their connection to us after we assist them with a problem,” revealed Mr. Pallapolu.

By design, the choice of employees has to be aligned with the company’s expansion plans. People from Gantsi, Francistown and Kasane have been hired based on solid plans for future expansion to those areas, and the vision is for these employees to be deployed to their respective areas to run Zebranet franchises as owner-managers.

The timeline for this citizen empowerment initiative to be realized is reasonably estimated to be within the next five years.

This approach dovetails neatly with the Botswana government’s e-governance strategy through which it plans to modernize its service delivery by creating online platforms. Mr. Pallapolu expressed the hope that the roll-out of this strategy would expand Zebranet’s clientele as more and more villages join the information super highway.

While Botswana and other SADC countries are now connected to two submarine fiber-optic cable systems (EASSy and WACS), Mr. Pallapolu pointed out that the region is not yet reaping all the benefits of this new level of connectivity.

“SADC itself still remains to be interconnected,” he said, citing the example of a user in Zambia who has to access a website through a United Kingdom based service provider when it would be more desirable to connect via a regional source.

The Ministry of Transport and Communications is working towards becoming that source by negotiating with the Southern African Development Community, for the country to host the regional fibre networks. Botswana’s central location makes this bid a natural course of action. With the deal sealed, there will be need to physically lay cables (pretty much what was done with EASSY and WACS) and SADC will be interconnected. Mr. Pallapolu said that when the project is complete, connection would be much faster. This development would help Zebranet (and indeed other service providers) penetrate the SADC markets.

Zebranet takes this opportunity to join the people of Botswana in celebrating 50 years of Independence, democracy, peace and development. Pula!
MINING

I MAY WEAR A GLASS SLIPPER
BUT MY HERO WEARS MINING
BOOTS – ANONYMOUS
Botswana’s mineral industry has dominated the national economy since independence in 1966, with diamond production at the top of the pile ever since the commencement of large-scale mining of the country’s bounty of precious stones. Endowed with predominantly gem quality stones, the country steadily carved out its enviable position as the world’s leading producer of diamonds by value, and rapidly lifted Botswana out of the poverty scales. While coal, copper, gold, nickel and soda ash have had a smaller, yet significant impact on national revenues, they all combine towards a respectable 40% of GDP.

Because the sector is so important to the country, the Botswana Chamber of Mines was set up to look after the interests of mining and related companies in Botswana. The non-profit making organisation has existed since 1984, but it’s Secretariat was established in 2010, and strategically located in Gaborone. The Secretariat is empowered and sufficiently motivated to champion the causes of mining and related companies. Mr. Charles Siwawa currently serves as the head of the organisation, in the role of Chief Executive Officer. He is supported by a purposefully lean, responsive and efficient team, made up of a single Project Manager, Accountant and Receptionist, who are all citizens of Botswana.

This reflects a company that is very clear about its commitment to citizen empowerment, even in its infancy stages. The organisation’s four citizen employees are permanently retained, and in order to function effectively in their different roles, they are required to have experience in mining operations.

Through its advocacy services to its thirty-plus members, the Chamber of Mines makes a valuable contribution to Botswana’s economy by promoting the efficient, sustainable and profitable production of minerals, which in turn contributes to 40% of the country’s GDP. While the Botswana Chamber of Mines notes with concern that current prospects for growth in the sector are seriously constrained by a depressed minerals commodity market, most forecasts indicate a significant improvement in the near term.
Part of the extensive mandate of the Botswana Chamber of Mines is providing skills to the specialised commercial organisations it serves. To this end, the Botswana Chamber of Mines evaluates and monitors the performance of graduates during their studies, with a view to placing suitably talented and skilled candidates in the mining industry. The organisation has also embarked on a vocational skills development programme to bolster the supply of industry specific trades and niche competencies. There are currently 100 students enrolled into a variety of trades, who are due to graduate in 2017, while a new group joined the programme in June 2016. The scope of the training has also been expanded to accommodate additional trades, which had been left out of the initial programme. The Botswana Chamber of Mines is very excited about the emerging reality of a steady supply of younger, motivated and energetic skilled citizens who are more focused, effective and efficient in improving mining output.

The organisation is keen to see Botswana contributing a more significant percentage of appropriately skilled young people into the highly competitive international labour market, with a view to easing the high rate of youth unemployment in the country. Inspired by the growing trend of Botswana graduate skills being successfully deployed in other countries, the Botswana Chamber of Mines believes it should never be reversed, but rather accelerated by deepening the quality and market relevance of graduate training.

A culture of youth empowerment and citizen participation

Part of the extensive mandate of the Botswana Chamber of Mines is providing skills to the specialised commercial organisations it serves. To this end, the Botswana Chamber of Mines evaluates and monitors the performance of graduates during their studies, with a view to placing suitably talented and skilled candidates in the mining industry. The organisation has also embarked on a vocational skills development programme to bolster the supply of industry specific trades and niche competencies. There are currently 100 students enrolled into a variety of trades, who are due to graduate in 2017, while a new group joined the programme in June 2016. The scope of the training has also been expanded to accommodate additional trades, which had been left out of the initial programme. The Botswana Chamber of Mines is very excited about the emerging reality of a steady supply of younger, motivated and energetic skilled citizens who are more focused, effective and efficient in improving mining output.

The organisation is keen to see Botswana contributing a more significant percentage of appropriately skilled young people into the highly competitive international labour market, with a view to easing the high rate of youth unemployment in the country. Inspired by the growing trend of Botswana graduate skills being successfully deployed in other countries, the Botswana Chamber of Mines believes it should never be reversed, but rather accelerated by deepening the quality and market relevance of graduate training.
The organization also encourages more citizens to get involved in the mining industry simply by taking active interest in understanding the processes and identifying niche business opportunities that may spawn suitable roles in the industry. The view is that increased citizen participation, either in the extractive activities or in upstream and downstream industry related businesses, would significantly help to grow and retain mining revenues within the country’s borders. This can only boost Botswana’s economy and align with the organization’s commitment to growing the mining industry, not only at its base, but cutting right across to assessing the viability of downstream beneficiation of minerals, stimulating the provision of employment to citizens.

A legacy of solutions and sustainable interventions

Prevailing challenges faced by the mining industry are firmly rooted in the current volatility of the commodities market, which has manifested in operational difficulties. There are tremendous pressures on the viability of some mining operations, leading to drastic cost cutting measures that have regrettably included job losses. Only a positive change in the commodity prices will stabilise operations and save or restore jobs. Unfortunately, this is one kind of crisis that the Botswana Chamber of Mines is powerless to resolve such issues because the issues are of external origin, international in nature, and play out over time. The only workable solution is to ensure that any particular industry remains at the bottom end of the cost curve and ensure companies survive through the harsh economic climate.
The Botswana government itself has always played a commendable role in ensuring the continued viability of the mining industry, but there is also a limit to what state interventions can sustainably achieve. The Botswana Chamber of Mines is proud to say it enjoys a good rapport with the Government as represented by its various Ministries, and a lot has been achieved through this cooperation.

In terms of a palpable legacy however, the CEO is determined to continue delivering more results through the organisation’s strategic intents and then reflect after another five years or so, on the critical deliverables that are currently set out.

The organisation’s vision is to be a respected effective and unified voice for the mining industry, which educates and shares knowledge with its stakeholders. It harbours strong ambitions to expand its customer base within the country and perhaps expand its mandate. Its business operations seek to benefit communities through well-managed corporate social responsibility programmes.

The most significant portion of corporate social responsibility is however carried out by the organisation’s member companies, with virtually all of them having standing budgets focuses on these initiatives as part of their operations.

According to Mr. Siwawa, the 50-year milestone of Botswana’s peaceful development is a big achievement for the country by any means, and the Botswana Chamber of Mines will find suitable opportunities and ways to get involved with proceedings around the country.

He concludes with a wish for this momentous occasion to be celebrated with the joy and dignity that it deserves.

“The organisation has also embarked on a vocational skills development programme to bolster the supply of industry specific trades and niche competencies.”
Khoemacau Copper Mining Company

ANOTHER RISING CHAMPION OF DEVELOPMENT
Khoemacau Copper Mining (Pty) Limited, previously known as Hana Ghanzi Copper Pty Ltd was established in 2013, as an ambitious project to exploit the copper deposits. Khoemacau, which means “the hills of the people”, is the endearing tag that the children of Kuke Primary School proudly dreamed up in a competition, to name the emerging champion of employment and community empowerment in their region. It is a subsidiary of Cupric Canyon Capital, a group whose primary source of equity capital is Global Natural Resource Investments.
Khoemacau has its headquarters at the Fairgrounds Financial Centre in Botswana’s capital city, Gaborone. The locally themed name was adopted after a full feasibility study gave the project a healthy prognosis, and was subsequently followed by a submission for a mining licence in September 2014. As a name that takes relevance from both the region’s people and the physical features of their land in the Ghantsi and Ngamiland Districts, “Khoemacau” commits to improving lives by creating employment opportunities, downstream businesses and accelerating development in the nearby villages, as well as the country at large.

It was of particular significance that the local children should name the project, as they are the generation that will benefit most over the course of the mine’s life. This will be an underground operation, and predictions are that Khoemacau will yield at least 50,000 tonnes of contained copper per annum. The final product will primarily be exported as a copper/silver concentrate.

Khoemacau brings exciting new possibilities to Botswana’s resilient extractive industry and as construction of the mine and related facilities continue to take shape throughout 2016 and 2017, commissioning is expected in the fourth quarter of 2017.
While the mine has an estimated lifespan in excess of 20 years, other deposits on the project’s prospecting license areas show a huge potential to extend activities much further into the future. In order to secure the steady supply of power and water that are necessary for the mine to function, both in terms of health and safety requirements and for production reasons, significant infrastructure investments are being made. And as the mining operations inch ever closer towards commissioning, the benefits to communities in the region, as well as the impact on their quality of life will be phenomenal.

“Initial operations are focused underground, and predictions are that Khoemacau will yield at least 50,000 tonnes of contained copper per annum.”
Because employment is arguably one of the most significant gains for the community, the mine has a three-pronged recruitment strategy in place, deliberately targeting the best people on a regional, national and international basis in order to have the optimum balance of core competencies to complement, as well as upskill local people in the long term. Khoemacauu has taken the task of registering number of job seekers in all surrounding villages, in order to optimise the use of citizen labour and skills.

In terms of scarce underground mining skills, expatriates will provide effective training to local personnel using rapid training techniques such as simulators and other innovative teaching facilities, with the aim of having an effective skills transfer plan within six to eight years. Khoemacauu is a proud member of the Botswana Chamber of Mines. For Khoemacauu, the Chamber of Mines works to bridge the inherent gap between Government and the industry, allowing projects to comply with, and keep abreast of industry regulations.

In setting up its operations, the mine has already demonstrated a clear understanding of the importance of a comprehensive community health and safety policy. The site already had an HSEC Manager, its own doctor and two nurses, even before construction began.
Cutting Through Complexity -

CSR is more than just donating money. But getting involved in community causes

Khoemacau Copper Mining does not only abide by the law, it is a good corporate citizen and adheres to government and professional compliance codes and requirements to display an elevated level of quality in all its operations.

“In Khoemacau Copper mining family, we strive to perform to a higher standard than that which is required by law,” attests Environment and Community Relations Coordinator, Johnny Marudu.

Khoemacau’s corporate strategy in addition to operating a responsible and ethical company is committed to achieving a healthy relationship with the community and stakeholders through engagements and advocacy on important issues based on the needs of communities.

Khoemacau has made donations to neighbouring villages and primary schools as a contributions towards Botswana’s 50 year Jubilee celebrations.

Such contributions help to build stronger relationships with communities and create a sustainable future as communities will celebrate independence with a sense of purpose and accomplishment. Corporate and social support is underpinned by Khoemacau’s principles of engagement, inclusiveness and participation as the centre of its community strategy. Khoemacau’s principles, together with values and commitment to operating with integrity, drive its focus on building strong partnerships. In essence therefore, Khoemacau promotes and embodies these values across all of its businesses. As the country approaches its 50-year milestone of democracy and independence, Khoemacau takes the opportunity to wish the President and people of Botswana a safe and happy Golden Jubilee celebration. Pula! ■
ENERGY

ENERGY IS THE INHERENT CAPACITY OF THE UNIVERSE TO MAKE MATTER EXIST
Botswana Oil Limited
Botswana Oil Limited (BOL) was established to support the Government of Botswana to achieve two broad, national economic objectives. These objectives are to ensure the security and efficiency of fuel supply to Botswana and promotion of citizen involvement in the petroleum industry. BOL is wholly owned by the Government of Botswana, represented by the Ministry of Minerals, Energy and Water Resources (MMEWR) and incorporated under the Companies Act of Botswana. The company aspires to be a significant player in the oil and gas industry.
To meet the company’s strategic intent, BOL will embark on strategic projects that aim to increase strategic storage facilities and develop alternative petroleum supply routes to mitigate risks associated with single source supply. In addition, the national oil company optimally manages Government strategic stock and storage facilities.

As the national oil company of Botswana, BOL will contribute to the diversification of the economy and support the country’s drive to be fuel self-efficient through exploring the use of environmentally friendly technologies that convert Coal to Liquid (CTL) or Gas to Liquid (GTL).

Since commencing operations in July, 2013 BOL has achieved various milestones. The company was officially launched by His Excellency the President of Botswana, Lt. General Dr. Seretse Khama Ian Khama in October, 2014.

Since then, the company has made strides towards achieving set corporate objectives, these include expansion of the Gaborone Depot to achieve effective customer service, hosting of an international conference on Storage and Distribution of petroleum in conjunction with African Refiners Association (ARA) and officially launching the BOL Tip Off Anonymous hotline. BOL has also forged strategic partnerships in India, Angola, Kuwait, South Africa and with locally owned oil companies.
AGRICULTURE & MANUFACTURING

AGRICULTURE NOT ONLY GIVES RICHES TO A NATION, BUT THE ONLY RICHES SHE CAN CALL HER OWN – SAMUEL JOHNSON
Having been established from a small project, Food Technology Research Services (FTRS) under the then Botswana Technology Centre, the National Food Technology Research Centre (NFTRC) is now a fully-fledged organisation with its own corporate governance systems and a trail of good results to show.

_Naftec_, as it is affectionately called by hordes of its users, beneficiaries and stakeholders, is now an employer of over 70 people. Sixty percent (60%) of them are highly educated professionals in the various scientific fields that are essential for it to achieve its mandate.
It is also known as the go to place for food product and process development, food testing for safety and quality, as well as nutritional counselling and dissemination of food related information.

To its credit, **Naftec** has fully equipped modern laboratories and technology testbeds, for water and beverage processing and bottling, canning of horticultural and meat products and milling of cereals and legumes, which are available to any Motswana in the food processing industry or planning to venture into the food industry.

Participants in the technology test-bed programme are enabled to produce test batches of their products for the consumer acceptance trials and market testing.

NFTRC has a technology transfer and training programme that has so far trained large numbers of people who can confidently identify entrepreneurial opportunities in agro-processing and go to the different financial institutions and government departments to request for loans and/or grants to start their own food processing businesses at cottage, small, medium or large scale(s).

Such businesses could go a long way in addressing the scourge of unemployment, especially of the many graduates who are currently roaming the streets, after millions were spent on their education.

NFTRC is ready to stand in the gap for both sides to facilitate funding and provide technical support necessary to ensure success of the projects.
The Centre also contributes to ensuring that Botswana is both food secure and safe through its analytical services, which provides testing for toxic elements like mycotoxins and pesticide residues, as well as undesirable pathogenic microorganisms.

Food or agro-processing could incentivise agricultural productivity and encourage more people to till the land, as it could provide an alternative market for their produce. In an effort to demystify the viability of the food processing industry and to demonstrate the potential of its homegrown technologies, NFTRC, through its commercial wing, Naftec Investment (Pty) Ltd, has set up a spin off plant in Selebi Phikwe in eastern central Botswana, to process horticultural produce from the SPEDU region into value-added products.

NFTRC has installed a gold standard non-invasive rapid and more accurate body composition measuring equipment (BOD POD) as well as having also built capacity for determination of body composition using stable isotope techniques.

The National Agro Processing plant (NAPro)’s sole mandate is to process horticultural produce into a variety of shelf stable products that can then go onto the market to compete or outcompete current imported ones. The products would sell under the brand name ‘Harvest Haven’.

It is envisaged that the plant will encourage local investors to set up similar entry level or large scale processing plants for different products such as meat, dairy, beverages or fish to name a few.

“In an effort to demystify the viability of the food processing industry and to demonstrate the potential of its homegrown technologies, NFTRC, through its commercial wing, Naftec Investment (Pty) Ltd, has set up a spin off plant in Selebi Phikwe in eastern central Botswana, to process horticultural produce from the SPEDU region into value-added products.”
Yes, there are challenges as it is to be expected, especially financial constraints, but NFTRC’s dedicated board, management and staff are putting their ‘best foot’ forward to do the most with the little that they have for the benefit of the country. NFTRC is a registered and incorporated company limited by guarantee, funded by the Government of Botswana and reports to the Ministry of Agriculture.

NFTRC recognises that working alone has limitations, and therefore has forged collaborative partnerships with other institutions locally and regionally such as the Council for Scientific and Industrial Research, Human Sciences Research Council, University of Stellenbosch, North West University, Walter Sisulu University, University of Namibia, and ICRISAT-Matopos.

The institute also participates actively in programmes of the International Atomic Energy Agency, Southern African Network for Biological Sciences, WAITRO and SARIMA.

Over the years, NFTRC has devoted its efforts to ensuring the availability of safe, quality and nutritious food to Batswana through a number of activities in the area of food quality, development and dissemination of food processing technologies as well as food and nutrition programmes.

With the principal objects to:
- Promote the development of the food industry on an integrated and collaborative basis;
- Carry out research, development, and commercialisation of food technology and nutritional products;
- Promote job creation; and
- Contribute to import substitution and export promotion; among others,

NFTRC is geared towards generation of food technologies that enhance economic diversification, food security and quality through sustained end user focused research and development. Its efforts are beginning to bear fruit as it is known throughout the country as the go to organisation for food processing, testing and safety.
Its vocational training programme equips existing and potential entrepreneurs with Botswana Qualifications Authority (BQA) accredited food and agro-processing skills using its research and development outputs, by accredited training personnel in accredited facilities.

The subjects of the course include Processing of Meat Products, Processing of Fruits and Vegetables, Processing of Cereal Products, Processing of Dairy Products, Processing of Oilseeds (peanut butter and oil), Processing of Legumes and Pulses, Handling and Processing of Honey, Packaging of Food Grains, and Food Safety Management.

Specific topics covered in each food processing course include, but are not limited to, Botswana Food Legislations, Hygiene and Sanitation, Basic Principles of Food Processing, Product Manufacturing Equipment Requirements, Good Manufacturing Practices (GMP), Hazzard Analysis Critical Control Points (HACCP) and Hands-on Demonstration Sessions.
Botswana Meat Commission

Meat Perfection Defined.

SUPPORTING A HISTORICAL TRADITION OF WEALTH CREATION AND FINANCIAL SECURITY IN MODERN TIMES
The people of Botswana have been inextricably linked to their cattle for hundreds of years, relying on them for milk and beef to support a growing population. With expansive terrains that range from fertile floodplain deltas to areas of fragile eco-systems impaired by fluctuating rainfall, the landlocked Southern African country is home to hardy, nutritious grassland interspersed with low bush. These are great conditions for supporting large populations of free ranging cattle, and the people of Botswana continue to take advantage of this.

It is no exaggeration then to say that Botswana is cattle country, because in 2011 the country was estimated to have a national herd of some 2,554,000 beasts, which comfortably exceeded the citizen population figures reported in the census of the same year.

This technically puts Botswana in the same light as Uruguay, New Zealand, Argentina, Australia and Brazil, which are also prolific beef producers, and are officially recognized as having more cattle than people. Botswana still has a national herd to be proud of and having more cattle than people is an endearing distinction that some local politicians have proudly cited in speeches, and which even a foreign comedian found the funny side of. It is to be expected though, as most Batswana have faithfully maintained the tradition of cattle farming, which is a thriving legacy from a long history of cattle ownership as both a sign of wealth and financial security. After diamonds and tourism, cattle remain a significant contributor to Botswana’s economy, as they represent the country’s third largest income earner through beef exports.
Established by an Act of Parliament in 1965, Botswana Meat Commission (BMC) exists to serve cattle producers in the country, and is the definitive heart and soul of Botswana’s beef industry. While BMC promotes the development of the country’s livestock industry in general, it is a particularly important conduit for trade in the country’s beef and related products across the world. The Commission runs its thriving business from Lobatse, which serves as headquarters, and has also been pivotal in helping the town to flourish. BMC is a large employer, with multi-skilled human resources committed to an abattoir, cannery, tannery and a plant for other byproducts. All operations are housed in a single integrated complex, which is also capable of processing pork, mutton and game meat. In addition to a total of three abattoirs in Botswana, BMC’s key infrastructure extends beyond the country’s borders, and includes cold storage facilities in South Africa and marketing subsidiaries in the United Kingdom, Germany, Holland and South Africa.

The main business of the Commission is to purchase and slaughter cattle, as well as prepare and sell the various products arising from such slaughtering. The Commission may within its mandate, sell on the hoof cattle so purchased and at its own discretion by consent of the Minister, promote schemes for the development and improvement of the livestock industry.

Throughout its entire processes, BMC is certified to the ISO 9002 quality standard, which guarantees local and foreign customers the best quality beef. In fact, the company’s quality standards are recognized by a critical mass of important international bodies, and the country is considered among the world’s best five producers of quality beef. This comes as no surprise because the country has more than enough landmass to accommodate free range, natural farming methods, to the extent that Botswana’s beef enjoys the distinction of being among the most naturally grazed varieties. Over the years, breeds and Genetics have been updated and carefully selected to produce uniquely flavoured lean beef, whose textures and taste confirm the natural grassland production systems. Botswana’s commitment to natural cattle production is quite evident in that it often sits alongside and in some cases amidst...
diverse wildlife populations, with which Botswana is well endowed. While this introduces challenges such as the risk of communicable diseases passing between wildlife and cattle, as well as the ever-present danger of predators, the benefits in terms of a premium product that stands out on the world market, make it worthwhile.

Indeed a balance between conservation of wildlife as a valuable resource for tourism, and the needs of the commercial cattle industry is a complex yet necessary intervention. All sectors involved are called upon to cooperate and maintain a viable model that delivers significant and sustainable benefits to all stakeholders. To this end, the country is divided up into regions, and surveillance measures are in place to monitor herds, with strict controls on livestock movements. This intervention and the success with which it is run promotes confidence in Botswana’s beef, and is largely the basis upon which the country enjoys access to markets with the highest animal health requirements, such as the EU.

Botswana has become a leader in cattle identification and traceability, with a system of cattle implanted rumen boluses, which transmit unique electronic radio frequencies that are scanned to provide animal history back to the National Data Base. Based on global best practice, this allows tracking of the product from the unique number of each packaging carton; by which the Commission is able to trace meat back to a specific farm, greatly encouraging consumer confidence. BMC products are also Halaal as supervised and certified by the Botswana Muslim Association.

BMC is proud to stand with Batswana in celebration of 50 years of independence, peace and development. The Commission remains committed to helping the country and its citizens reap the benefits raising cattle, and securing their future. Pula!
ARCHITECTS & HOUSING

AS AN ARCHITECT YOU DESIGN FOR THE PRESENT, WITH AN AWARENESS FOR THE PAST FOR A FUTURE THAT IS UNKNOWN — HERMAN FESTER
Architects International

WRITING A HISTORY OF PROGRESSIVE INFRASTRUCTURE DEVELOPMENT
The hallmark of national development in modern society is typically the magnitude, quality and state of its architectural landscape. These vital assets, which typically exist in the form of uniquely functional, beautiful, or inspiring buildings, roads, bridges and other public and private infrastructure, offer clues about the prevailing higher needs of that society, reflecting its level of sophistication. Botswana is no exception, and stands up to deserve favourable comparison with the best economies in Africa, thanks to an ambitious crop of architectural firms with a wealth of design and engineering competencies.
Architects International is emerging as a leading player in this vibrant market. It is a young, dynamic and proudly citizen owned business, established in 2009 to deliver top shelf architectural and project management services. Architects International is 100% owned and managed by a distinguished citizen and Chartered Architect, Mr. Pedriel Mokwadi Nyame, who is not only registered as a Professional Architect in the republic of South Africa, but is also a member of the South African Institute of Architects, as well as a member of the Royal Institute of British Architects. The company is itself duly registered with the Public Procurement and Asset Disposal Board (PPADB), well-resourced and insured, and enjoys active membership of the Architects Association of Botswana (AAB).

Architects International currently runs its business from a single location, at its head office at Kgale Mews, Plot 115, Unit 26, Millenium Office Park in Gaborone. The company’s office space is customised to the exacting needs of the world class architectural firm that is Architects International, and each member of their professional staff is equipped with a fourth generation workstation, primed with integrated data and communication facilities.

The company currently employs 11 people, under a core management team made up of the Managing Director himself, overseeing three highly qualified architects, a specialist interior architect, two senior technologists and a professional accountant who takes care of the firm’s financial administration and health. The gender split is heavily skewed towards males at the moment; with eight men employed against a complement of only three women, and it is the firm’s hope to correct this imbalance as it grows, and more women enter the market. The company thrives on hiring industry professionals who are goal driven problem solvers, self-managing, planning oriented and independent decision makers.

Recruitment of key personnel is based on experience, talent, technical abilities and the candidate’s broader outlook on all aspects of the construction industry and community sensitivities.

While the company has a fully established localisation policy designed to train and retain the best citizen students from local technical institutions, it currently has three expatriate staff members out of sheer necessity. To achieve the desired goal of 100% localisation, the firm actively takes on architectural students during their vacations and ‘year out’ internship studies for their professional qualifications, allowing them to acquire first-hand knowledge and practical training. All these young citizens enjoy financial support from the company as well as the competitive advantage of job experience, while the very best of them are guaranteed permanent employment with the firm.
In seven years of operation, the company has worked to realise its vision of being a partner of choice for clients and employer of choice for staff. It has shown commitment to building a regionally and internationally recognised architectural practice that is sustainable. Architects International continues to provide amazing career growth and wealth creation opportunities for its employees, while delivering remarkable value for money and phenomenal return on investment for clients.

Because Architects International is a home-grown company, that is owned and run by patriotic citizens with an ambitious vision for their country, it is essential for Government to reserve the most significant tenders for Batswana as their interests go beyond just making a profit. The firm also encourages the public and corporate clients to engage citizen professionals like Architects International on their projects, to ensure that the country’s architectural landscape paints a beautiful picture of a progressive and modern society. Well-trained partners like Architects International handle project design and planning based on a sound understanding of function, aesthetics, economy and consequence, resulting in housing and infrastructure projects that deliver maximum economic value, utility, environmental harmony and lasting durability.

Promoting a modern, environmentally friendly architectural landscape

“Architects International continues to provide amazing career growth and wealth creation opportunities for its employees, while delivering remarkable value for money and phenomenal return on investment for clients.”
Actively listening to customers is key to Architects International philosophy, allowing the company to articulate their vision more accurately and deliver the project at the lowest possible cost, in the least amount of time.

Environmental impact is always a key consideration in the way the company approaches a project, and sustainable design is at the core of this policy. Architects International's approach is not only qualitative in its endeavour to understand the underlying conditions affecting a project and generating insights on appropriate solutions and techniques, but also demands active emphasis on new methods of conceptualising and constructing projects. Critical considerations include the need for aesthetic integration into the environment, use of planet friendly and energy efficient materials, as well as promoting the preservation of natural resources.

Integration into the environment promotes sustainability when the completed project complements, enhances, or looks and feels like part of its surroundings, allowing it to connect with the host community's ideas of aesthetics, utility and social acceptance.

Use of materials is typically guided by a conscious appreciation of the environmental cost of chosen materials, based on their life cycle from manufacture to potential recycling. Preferred materials are those with the least amount of grey energy during extraction, transportation, transformation, packaging and storage as well as elimination and recycling. Grey energy is defined as the hidden parts of an energy chain, which are not readily associated with, but form part of the complete life cycle of a product.

The preservation of natural resources is a step above simply saving energy. Through the application of deliberate technical interventions, this concept guarantees efficient use of available energy, in a manner that reduces consumption of resources and effects a related fall in harmful emissions into the environment. The Architects International approach is based on a principle known as 'Trias Energetica', which is a concept developed around showing ways to tackle energy use generally. It translates to minimising demand for operational energy, optimising the use of renewable energy and having recourse to low energy use techniques.
Water management is also taken into consideration, which is particularly critical and relevant for Botswana and indeed the SADC region. Key concerns are the treatment of this resource according to nature and planned use, ranging from available drinking water to rainwater and wastewater, with a view to saving supplies and reducing potential pollution.

Architects International is indeed a proud citizen company with a grand vision for Botswana’s infrastructural development, and the successful achievement of her economic diversification goals.

With active support from government in terms of citizen focused policy and sector prioritisation, the company is determined to lead the march to first world status, and empower others to play their part.

As our country celebrates 50 years of steady progress and development, Architects International joins other corporate and individual citizens in wishing the President and our People a future of even greater achievements, good health and sustainable prosperity for all.
Botswana Housing Corporation

SECURING A BETTER FUTURE THROUGH AFFORDABLE HOUSING
According to the United Nations it is every human being’s right to have a decent, safe, affordable place to live. This ideal is so important that the intergovernmental body created World Habitat Day, which is observed every year on the first Monday of October throughout the world. Officially designated and first celebrated in 1986, the purpose of the day is to reflect on the state of the world’s cities and towns, with respect to the basic human right to adequate shelter. The day is also meant to remind the world of its collective responsibility for the habitat of future generations. Botswana has had a deliberate land allocation system in place, since independence in 1966, under which every citizen enjoys entitlement to a plot. Demand for serviced land has however proved to be astronomically higher than the rate of supply, in spite of Botswana’s massive land mass.
With the unrelenting deluge of applications to Land Boards, which commonly take years before allocation, Government needed to mountain effective and sustainable response. Given that the demand for accommodation is particularly problematic in Gaborone, where Batswana drift perennially into the capital city in their thousands, in search of employment and education, they find that a roof over one’s head comes at a prohibitive cost.

Botswana Housing Corporation was established by an Act of parliament (CAP 74.03) of 1971, and is constituted as a parastatal under the Ministry of Lands and Housing. Section 14 of the BHC Act unambiguously states that among other responsibilities, the Corporation exists to provide for the housing, office and other building needs of the government and local authorities. This explicit mandate covers the provision of housing to the general population through a variety of initiatives and structures that include the Government housing pool, sales of houses to government and its agencies, assistance with project management services, as well as the undertaking housing projects for extensively staffed government departments such as the Botswana Defence Force and Botswana Unified Revenue Service.

At the core of its explicit mandate however, lies the Corporation’s defining responsibility to make housing for citizens more affordable. To this end, BHC offers Batswana opportunities to rent or buy the properties that it builds and maintains, at affordable rates. In defiance of a difficult operating environment exacerbated by global financial shocks, BHC has acquitted itself well over the years, adapting to changes in order to survive and thrive as a business.

As a parastatal, the Corporation also recognizes its implicit mandate, as expressed through Government Policy pronouncements, with respect to directives, economic or business imperatives, as well as public and other social considerations.

The Corporation has since completed a number of SHHA projects in various constituencies around the country, and is continuously engaged in the process of identifying plots for the Public Housing Initiative.
Key responses to resurgent housing challenges over the years

**SHHA Low Income Housing Programme**
The Self Help Housing Agency (SHHA) initiative was established in 1973 to assist the low-and middle lower income households to access housing in urban areas. Government took a decision to extend the SHHA programme to Non Township areas in terms of Government Paper No. 2 of 2000 (National Policy on Housing in Botswana).

**SHHA Home Improvement**
The main objective of this scheme was to provide funding for extending or renovating existing houses, or completing existing structures for housing purposes. Beneficiaries of the SHHA Home Improvement loans are those who start construction of their houses with their own resources, and SHHA loans are then mobilised to complete the projects. Councils typically undertake on site inspections to ensure that applicants have already started construction before the loan can be released. Assessments are done to verify the level of development, and loans are only granted if required amounts allow for completion of the projects. Materials purchased by the loan must be used strictly to build the proposed structure, and failure to do so is a violation of the agreement.

**SHHA Turnkey**
The programme involved the design and construction of basic core houses for eligible low-income households. Upon occupation, beneficiaries pay the cost of the built houses for a period of 20 years at the rate of P375.00 per month at no interest, save for a penalty interest charged to beneficiaries who default.
Public Officers Housing Initiative
Having acquired land and funds, the Corporation has started constructing POHI houses, with the first project being rolled out in Kgatleng. Public Officers Housing Initiative was launched as part of the Government Economic Stimulus Programme in Machaneng earlier the year 2016, and the Corporation is currently building 25 houses to address shortage of accommodation among civil servants. This is a project where BHC is going to build housing units in different parts of the country at a capped cost of just under P153 million. The houses will be bought by citizens and rented out to Government to house civil servants. The rental amount will serve as repayment or mortgage for the house in each case. Where houses are not bought outright, Government will pay BHC the rental amount equivalent to the amount payable under the Tenant Purchase Scheme (TPS) until such time as the outstanding amount has been fully paid off. So far a list of 540 plots has been submitted to BHC, 417 of which has been acquired and is ready for future development.

Instalment Purchase Scheme & Youth Housing
The scheme involved the design and construction of three storey flats, (2 beds) at Tsholofelo, Gaborone. The Corporation has started the construction of the houses, which will mainly house the youth and Batswana earning between P3 000.00 and P 7 000.00.

Initially the Corporation was to build 1000 housing units in 2016, and for another 3 years, in which one quarter of the units goes to the youth and the remaining units are available to other Batswana who may be eligible for the scheme. In continuing efforts to adequately house Batswana, the Corporation will construct 636 housing units. The 372 housing units will be built in the 4.2-hectare plot in Tsholofelo, while the 264 units will be built on another plot measuring 2.7 hectares, which is also sited in Tsholofelo. In a total of 636 housing units built, the youth will have exclusive access to 250 housing units, and the remaining 386 units will be offered to Batswana eligible for the scheme. Because the plot in Tsholofelo has proved unable to accommodate the 1000 units initially envisaged, the Corporation will acquire more land to meet the target.
The Scheme will be piloted first in Gaborone and is expected to start during the first quarter of the 2016/17 financial year. It will be subsequently extended to Francistown and Palapye respectively, where the high demand for housing persists.

**Tenant Purchase Scheme (TPS)**

Tenant Purchase Scheme is a BHC program designed to allow tenants to purchase their leased BHC property through instalments. The instalments are determined from the price of a housing unit, and the age of the tenant. The scheme assists Batswana to purchase properties on instalment terms over a maximum repayment period of 25 years. It is deliberately set up to encourage home ownership, with tenants eventually becoming owners of the properties they are leasing from BHC.

With easy payment terms that are affordable, the Tenant Purchase Scheme (TPS) offers Batswana an incredible opportunity for home ownership. Typical customers are those who cannot afford or qualify for mortgages with commercial banks largely due to loan pre-requisites such as deposit, transfer costs and registration fees required upfront.

Through TPS these upfront payments are eased into the instalments regime and conveniently spread throughout the payment period.

The re-introduction of Tenant Purchase Scheme seeks to accommodate Batswana trying to buy new properties with limited purchasing power to achieve it through financial institutions. BHC will vet buyers that would otherwise not qualify for mortgages from financial institutions for possible sales through TPS.

As the country celebrates 50 years of independence, BHC continues to lay the foundations for a safe and secure nation, and build lasting prosperity through affordable home ownership for all. The Corporation wishes to congratulate Batswana on the delightful occasion of Botswana’s golden jubilee. Pula!
Letlole La Rona

LLR CONTINUES TO CREATE OPPORTUNITIES FOR BATSWANA
LR was established in 2010, and in June 2011, the Company listed on the Botswana Stock Exchange as a variable rate loan stock with a view to creating wealth for Batswana through buying shares from a property investment firm. Naturally, the legitimate expectation of the initial set of shareholders was that the share price and capital value of LLR’s asset base would grow in real terms over time. LLR rose to the challenge, as the share price grew from P1.50 in 2011 to P2.20 in 2016, an increase of approximately 50%. During the same period, the aggregate market value saw an increase of 74% from P407 million to P710 million.
The Mission of LLR is “to invest prudently in real estate and real estate instruments that create a quality, balanced and diversified property portfolio for optimal returns.” This vision is solidly founded on a mission that is decidedly growth driven; “to be the premier real estate company in Botswana and selected markets in Africa.”

LLR’s asset base cuts across a spectrum of property sectors, such as industrial, commercial office, retail, residential and leisure. Among properties in the leisure space are four well known hotel properties operated by Cresta Marakanelo; President Hotel, Cresta Lodge, Bosele Hotel and Thapama Lodge.

The latest acquisition by the company is a quality and centrally located residential estate in Gaborone, known as Red Square that saw LLR investing a sum of P42 million. The CEO of LLR, Mr Paul More said that, “this acquisition is aligned to LLR’s growth strategy, which places a responsibility on the Board and Management to cherry pick quality property with a view to growing the asset base and diversifying the property portfolio.”

The company is fully committed to exploring ingenious means of consolidating its domestic real estate investment base. According to Mr. More, “the choice of investments is ordinarily guided by the need to diversify the Company’s property portfolio, choosing quality investments braced to grow in capital value over time while retaining their strength in income generating potential and thereby optimising returns for the Company.”
In assessment of opportunities for growth, LLR considers acquisitions and new developments. The major consideration is the impact of such acquisitions or developments on sustainability and growth of contractual income and by extension on the bottom line. Of prime concern to the Board and Management is the need to avert unwittingly compromising shareholder value through unhealthy investments. To this end, LLR is on the verge of acquiring another property, this time a significant stake in a strategically located shopping centre in Francistown with an investment value of P35 million. This acquisition will drive up the aggregate market value of LLR’s property portfolio by a factor of 5% while increasing exposure to retail property.

Over the years, LLR’s performance has been impressive. For the 2015 financial year, while the property market faced challenges, with some sectors affected by dropping rentals, LLR achieved a gross yield of close to 11%. For the same period, the company’s property portfolio grew by 8%. All this performance resulted in LLR recording a profit before tax of over P97 million representing a 5% increase over the prior year.

Relative to other investment classes, property investment remains a veritable vehicle of choice for creating and sustaining wealth in the long haul. With a market capitalisation of over P600 million, sustained growth in share price over the years and consistency in bi-annual distribution of dividends, LLR’s investors have all the reasons to be confident about their choice of investment. The Management and the Board appreciate that the company has to sustain momentum through judicious investment decisions. Hence, all investments will continue to be carefully picked and costs will continue to be contained.

The Board and Management work as a Team that seeks to find innovative and winning ways of leading in property investment without compromising shareholder value. As the nation prides itself with all developments accomplished in the last 50 years, LLR stands tall as a fully dedicated and committed partner in development.
FInAnCE

AFTER ALL IT IS NOT WHAT YOU MAKE, IT IS WHAT YOU KEEP OR PASS ON – SEAN NOVINSON
A towering champion of Citizen Empowerment, CEDA

One of the defining duties of any responsible and democratic government is to advance the interests of citizens by creating and maintaining an environment that enables them to enjoy optimum levels of social and economic infrastructure, with unfettered access to public goods and services.
A progressive and people centred government goes even further to protect property rights, facilitate strategic ownership of the means of production by citizens, and allow their meaningful participation in, and control of the economy. Social cohesion, peace and development can only be guaranteed when citizens feel they have equal access to opportunities, and all the benefits that the economy can provide for their personal and collective growth.
Citizen empowerment has always been one of the highest priorities for Botswana’s government, which can easily be interpreted from the 50 years of peace, uninterrupted democracy and a rapid rate development after the discovery of diamond wealth. The creation of the Citizen Entrepreneurial Development Agency (CEDA) is the clearest policy embodiment of this cherished ideal. CEDA is a development finance institution (DFI) wholly owned by the Government of Botswana. Its primary mandate is to provide support for citizen entrepreneurship and business development through various funding mechanisms, thereby promoting citizen economic participation and empowerment.

CEDA was incorporated as a company listed by guarantee on 12 April in the year 2001, and commenced operations in June 2001. The establishment of the company was in direct response to a recommendation made by the National Conference on Citizen Economic Empowerment (NCCEE) which was held in July 1999. The conference was organised to introduce professional management into Government financial assistance initiatives and for the purpose of streamlining the numerous projects in place to provide similar schemes.

CEDA offers assistance to citizen businesses under various priority sectors, namely Agribusiness, Services, Property Development and Manufacturing. CEDA is however also empowered to assist citizens who may wish to partner with non-citizens in joint ventures through a specific funding vehicle called Structured Finance. This innovative intervention by the Agency is carefully calculated to pave way for new industries, supporting intrepid entrepreneurs in their efforts to blaze new trails, and encouraging others to follow. This is key to diversifying the economy and delivering prosperity and stability to entrepreneurs, with knock on effects to the sustainable growth of Botswana’s economy.

“CEDA operates with a stated vision to be the premier citizen empowerment partner, and the Agency proudly proclaims and passionately executes its avowed mission to fund and support the development of viable and sustainable industries.”
Operationally, CEDA is overseen by a Board of Directors whose main function is to direct, monitor and control the Agency’s strategic direction in order to ensure that sound business policies are practised, for the objectives of the Agency to be met.

CEDA’s financial assistance extends to start-ups, expansions, stock or working capital in new and existing businesses. To enhance the success of investments made in citizen owned business ventures, entrepreneurs and businesses can also benefit from advisory services offered by the Agency, based on the various skill sets and competencies built into the CEDA value proposition. Under this regimen, the Agency is able to tap into the business expertise; skills and wisdom of senior business and professional people, making their services available to CEDA funded entrepreneurs in small, medium and micro enterprises. The key intention remains to enhance the sustainability, profitability and collective contribution of the SMME Sector to the overall economic performance of the country.

CEDA operates with a stated vision to be the premier citizen empowerment partner, and the Agency proudly proclaims and passionately executes its avowed mission to fund and support the development of viable and sustainable industries.

The Agencies core Strategic Objectives include fostering the entrepreneurial spirit of citizens and their empowerment, promoting Economic Diversification as envisioned by the Government of Botswana, encouraging the development of competitive and sustainable citizen enterprises, creating sustainable employment opportunities, as well as promoting the development of vertical and horizontal linkages between citizen enterprises and primary industries in Agriculture, Mining and Tourism.

CEDA remains a powerful champion of citizen empowerment, and wishes to extend its patriotic fervour to celebrating Botswana’s 50-year anniversary of independence with the People and President of the peaceful and democratic republic. May universal citizen empowerment continue to be a central theme for Government and an achievable priority over the course of the next 50 years.

“To enhance the success of investments made in citizen owned business ventures, entrepreneurs and businesses can also benefit from advisory services offered by the Agency, based on the various skill sets and competencies built into the CEDA value proposition.”

May universal citizen empowerment continue to be a central theme for Government and an achievable priority over the course of the next 50 years.
IT'S NOT JUST ABOUT INSURANCE,
IT'S ABOUT GROWTH
Credit-smart entrepreneurs are teaming up with BECI and growing their businesses faster and stress free – even in these uncertain times.

A string of late paying customers can easily kill a business. It happens to companies of all sizes, all over Botswana, every single year. Death by credit mismanagement is slow, painful and undignified.

It’s also preventable.
‘Bad debts are not a worry for those intelligent entrepreneurs who are protected by the BECI Umbrella,’ says BECI General Manager Cowell Habana.
The BECI Umbrella

So, what is the BECI Umbrella? You can summarise it in three words: trade credit insurance. It’s a simple concept, and it could save the life of your business like many before you.

Simply put: BECI will compensate you if one of your customers defaults, goes bankrupt, or delays paying you for too long.

‘Trade credit insurance provides year-round protection for businesses with both domestic and overseas customers, which is especially valuable in uncertain times like these,’ assures Cowell Habana.

‘There will always be companies going hungry. The invoices you deliver to them – even those with a good payment history – may not be paid on time, or at all. They simply may not have the money to pay you with.’

Cash flow is like a chain. And when one link in the chain breaks, it affects everyone.

You may say that you know your customers well and that, in your experience, they have always been honest. Which may well be true. But your best customer could go bankrupt for many different reasons:
- A fallout with key suppliers or other customers
- Internal fraud
- A protracted law suit
- Failure to collect payments.

And that’s why trade credit insurance is so important. It takes uncertainty and risk out of the equation.
A Tool for Growth

Trade credit insurance is also an extremely effective tool to grow your business faster than ever before. Many business owners in Botswana are waking up to this fact.

**Why?**
‘Growth needs cash,’ says BECI General Manager Cowell Habana.

‘If you’re constantly making a high level of sales, but struggling to collect cash on time, then your business will always struggle to scale up and pay you the rewards you deserve.’

You may feel cautious to bring on new customers, especially those who lack cash upfront. Or, if you’re an exporter, you might be a bit scared to deal with people you can’t see or visit easily.

‘BECI can help you to vet new customers – allowing you to filter out those with bad credit histories. If you could access valuable business information about the customers you were about to do business with, wouldn’t you?’ he asks.

Collecting payments is expensive. It costs time, money, energy and stress.

With BECI working in the background, you can get back to doing what you do best: closing sales, making contacts, exploring new opportunities and growing. Develop as many new contacts as you want without having to worry about the risk of non-payment.

‘BECI makes faster growth – and less stress – a possibility,’ proclaims Cowell Habana proudly.

“Our Heritage

“Cash flow is like a chain. And when one link in the chain breaks, it affects everyone.”
Banks Love Trade Credit Insurance

Banks in Botswana are willing to give more attractive loan terms to businesses that are covered by trade credit insurance policies.

‘Throughout 2016, we embarked on an energetic stakeholder education campaign to show the business community just how valuable trade credit insurance can be,’ he says.

One of the key outcomes, he says, is how favourably banks now look at companies who have their debtor’s book insured.

Marketing Manager, Bonani Dube observes, ‘Our coverage means entrepreneurs can expand with confidence and earn more leverage when dealing with the banks.’

The prime advantage being bigger loan facilities.

Dube explains the factors that banks look at when appraising a loan application from one of their customers. These are, among others:

- Balance sheet strength
- Profit margin per unit sold
- Ability to be a ‘price maker’
- Experience and skill level
- Track record of collecting credit payments on time
- If exporting, political risk of markets in which the company operates.

‘Arming your business with a trade credit insurance policy from BECI can improve performance across all of these key factors, resulting in a much stronger loan application. This is what banks are now looking for,’ he asserts.
Why do you think your company isn’t growing as fast as it should be? At BECI, we spend all day speaking to SMEs, so we think we’ve pinned down the answer.

It’s this simple: you made plenty of sales, but your customers didn’t pay you on time. It’s a recurring theme in Botswana. In every industry. For businesses of all shapes and sizes.

‘And that’s why we now offer Invoice Discounting to our policy holders: it’s a guaranteed tool to keep cash flowing into your business, regardless of how long it takes your clients to fulfill their end of the bargain,’ says Bonani Dube.

Invoice Discounting from BECI is a fast-acting, flexible financing option that gives you the power to grow based on the value of your current sales. (After all, if you’re performing well, then you should be entitled to the rewards.)

‘So if you’re good at getting deals signed, but not as good at collecting payments on time, this is a perfect option for you,’ he says confidently. Invoice Discounting eliminates your need for expensive overdrafts or bridging finance loans, freeing you to focus on the big picture.

Now, you can use the money you haven’t even collected yet as collateral in exchange for a cash injection into your business. When you invoice a client, this entitles you to receive up to 70-80 percent of the invoice amount instantly and directly from BECI, which you can start drawing on straight away.

‘As you make more sales, so the cycle repeats,’ he explains.

In other words, you always have the working capital you need to keep the business going. And you can grow in line with the market’s demand for your goods and services.

**Visit us in 2016 -17**

In 2016 -17, we predict that BECI will become an even more important player in the growth and development of local businesses.

Bonani Dube concludes, ‘It’s going to be a great year. We have the products, skills, experience and passion to help more entrepreneurs achieve their goals this year.’

As the entire country celebrates 50 years of independence, the organization takes the lead in ensuring that the next 50 years deliver a nourishing environment for the smooth flow of credit and associated economic growth. Pula!
HEALTH & WELLNESS

WHEN YOU DISCOVER SOMETHING THAT NOURISHES YOUR SOUL AND BRINGS JOY, CARE ENOUGH TO MAKE ROOM FOR IT IN YOUR LIFE – JEAN SHINODA BOLEN
AVIWE Health Care Resource and Training Institute is a 100% citizen owned company that offers training, recruitment, consultancy and human resource solutions mainly to the health sector.
AVIWE was registered in Gaborone, Botswana in accordance with the laws of the land and the Companies Act of 2003. The company’s vision is to be internationally recognized as an authority in integrated health care training, research and consulting; while its mission is to deliver sustainable quality training; top notch research output and value added consulting services to the health sector.

Over the years, AVIWE has managed to maintain its position as a leader in the health sector by upholding its values of reliability, transparency, BOTHO, offering customer centered solutions, building sustained relationships, commitment to life-long learning and embracing cultural diversity.

To date, AVIWE has stuck to its objective of becoming a strong and sustainable resource institute by offering the highest standards of continuous professional development training for healthcare workers (HCW). The company remains committed to developing and delivering evidence based research and consulting services, as well as building a strong and sustainable resource institute.

“We are committed to providing top notch human resource solutions to the health care and scientific industry; and we have played a major role in helping to develop professional and leadership skills and competencies for the industry,” says AVIWE’s Operations Manager.
AVIWE offers streamlined human resource solutions like recruitment, psychometric appraisals, contracting, mentoring and retention to private and public sector health care institutions. AVIWE delivers its monitoring and evaluation (M&E) consultancy services through its network of consultants and experts, who boast of relevant skills and professional experience from a variety of industries. It’s M&E consultancy services include project and program design, organizational M&E tools and measuring systems, project evaluations, development of M&E indicators and data systems as well as designing and managing of M&E data systems. AVIWE also offers courses in Basic M&E and Results Based M&E Systems, which are designed to provide skills needed to design and manage effective M&E systems.

The company also offers event management solutions with a special emphasis on scientific conferences, seminars, symposiums and exhibitions. The highlight of AVIWE’s success in this area was when it hosted the first ever Botswana International Nursing Conference (BINC) in 2015, which attracted over 500 nurses and healthcare professionals from all over Southern Africa. The conference, which was held under the theme ‘Efficient and Effective Nursing Through Evidenced informed Practice: A Key to Improved Customer Care’ provided the nursing and healthcare community with an opportunity to network and share experiences and expertise. It was graced by high level government and health sector delegates, Botswana’s current Minister of Health, Permanent Secretary in the Ministry of Health and the President of the International Council of Nurses.
AVIWE will once again host the biennial conference in 2017. The company also hosted a Health Ethics Seminar in mid 2016 under the theme ‘Upholding Health Care Ethics in Modern Society.’ The seminar attracted various speakers including the Permanent Secretary in the Ministry of Health, Professor David McQuoid-Mason from University of KwaZulu Natal, Professor Keith Bolton from Wits University and Dr. G.M. Ssebunnya, an ethics specialist in Botswana. It will also be an annual event.

AVIWE’s training division is tasked with ensuring the continuous professional development of health care workers. The certified courses, which are designed and delivered by scientists, clinicians and associated professionals, focus on in-depth information, advanced knowledge and practical applications.
The company has a staff complement of 20 permanent employees and consultants in various specialist fields. The amazingly young citizen employees, many of whom are aged below 30 years, were recruited fresh from university.

“Most of our staff members did not come with loads of experience. They just learned on the job and have typically grown into their roles over the years. They are amazing because they combine youthful exuberance with ambition and an admirable work ethic. That is what makes AVIWE unique,” says The Operations Manager.

Also pertinent to AVIWE’s operations are an array of qualified professionals like certified trainers, human resource specialists, researchers and scientists who are constantly called into offer their expert input as the company continues to offer its variety of services.

At almost three years old, AVIWE has experienced satisfactory growth and development. The company is immensely proud of its role as a tax paying corporate citizen, a prolific provider of gainful employment and a major player in the country’s health sector. AVIWE is a dynamic and highly ambitious brand that is alive to Botswana’s aspirations of ensuring health for all and becoming a health hub in the region.
“We are committed to playing a galvanizing role in facilitating medical tourism in Botswana. With the right mix of world-class facilities, specialist skills and medical credentials, Botswana can quickly become a prime destination for people seeking quality treatment in a uniquely stimulating environment. We want to be a part of that legacy,” says The Operations Manager.

Going forward, AVIWE intends to expand its operations into Southern Africa within the next two years. The next destination will be East Africa and later West Africa.

Building up a legacy of opportunities and sustainable growth

As a way to giving back to the community, AVIWE has plans to offer some of its services for free, packaged as a strategic response to identified needs among selected groups.

All in all, AVIWE is pleased with its relationships in the private and public health sector, having been well received by all stakeholders. As a corporate citizen, AVIWE is proud of how far Botswana has come and is proud to have been part of such an amazing journey.

AVIWE celebrates its success and strives to do more. Accordingly, AVIWE dedicates the next 50 years consolidating gains and securing the future. May we forever remain united and proud. Pula!
As a modern African society, we are so consumed by the need to earn a decent living and meet personal goals that we hardly give a thought to the associated demands on our physical and mental wellbeing. Healthy communities are built on thriving families and individuals, who must make the necessary effort to take care of themselves physically and mentally, if we are to sustain our rate of social development.
The beauty therapy industry is a niche segment that answers an innate demand, which has existed for as long as mankind has roamed the earth. A simple truth is that in order to achieve a sense of acceptance, belonging and confidence, which tend to motivate people to function at their best in society, they must look and feel good. Civilisations across the world have used forms of cosmetics that may even be entirely unrecognizable from what is acceptable today. For centuries, records show the practice of religious rituals to enhance beauty and promote good health. The type and nature of a society’s cosmetic usage is typically influenced by their practical concerns, which could be environmental, class or conventions of beauty.
Unsurprisingly, in all cases the ancestry of Botswana’s own diverse people, there are colourful histories replete with cultural traditions that include body art, piercings, scented oil ointments. In Botswana today, these rich traditions are preserved, perpetuated and modernized by companies like Body Signature.
Body Signature is located at The Village Complex; Plot 4921 on the fringes of Gaborone, an area bordering Tlokweng in the South East district. The business appeals to people’s individual desire to stay beautiful, promoting a higher level of confidence and enhanced self-esteem. Body Signature provides massages, customized beauty treatments, skin care packages and nail services that deliver a sensual experience and a timeless aesthetic. With a team of certified professionals, Body Signature promises its clientele an unbeatable service experience in a pleasantly sanitised environment.

The business is built around sustainable and responsible client care practices as well as environmentally friendly products. Body Signature carries the ESSE skincare range for gentle, yet effective therapies, which are based on organic products that contain natural herbs, oils and extracts. There are no synthetic pesticides, fertilisers or genetically modified ingredients involved in the production of the ESSE range, which makes it better for the environment, and allows the products to be gentle on the skin, with drastically reduced chemical residues. ESSE is certified by Ecocert in France, and Beauty without Cruelty.

Body Signature is the place to visit for a delightful and deeply relaxing spa experience with an alluring pool view, where one can spend unforgettable moments in the capable hands of the friendly staff. The services menu includes inexpensive and reasonably priced treatments that are designed to encourage more Batswana to take better care of themselves, as part of a healthy lifestyle.

Body Signature congratulates the President and the people of Botswana on achieving 50 years of uninterrupted democracy. The business is committed to helping Batswana stay beautiful, and will increase its efforts to deliver a universally confident, productive and beautiful society over the next 50 years.
Bonitas Aqua and Day Spa
THE EPITOME OF WELLNESS
The beauty and wellness industry is rapidly evolving into the next trillion-dollar industry globally. Growing on the back of a massive health & wellness marketplace that cuts across religions, races, countries and nationalities, the industry is currently dominated by beauty and anti-aging product sales, fitness as well as mind and body exercise, along with the healthy eating, nutrition and weight loss. A significant change in attitudes among key demographics in modern society is that a lot more people, including men are increasingly obsessed with spending whatever it takes for them to look and feel good.
Botswana is one of many communities in Africa that have embraced this expansion and are supporting the growth of businesses offering spa treatments. Spa treatments sit somewhere at the apex of the health and wellness revolution, promising a variety of benefits that include luxurious grooming, relaxation and healing. Bonitas Aqua and Day Spa is one such destination in Gaborone, where clients are welcomed into a calming atmosphere of serenity and wellness filled with luxuriously seductive aromas. Located at Riverwalk, Courtyard, Bonitas Aqua is designed to be the perfect sanctuary for the busy professional, offering a pleasant respite from the daily grind. Ideal patrons vary from young executives finding a moment to catch up, to brides preparing for their big day and even couples that are keen on spending quality time together, away from their busy lives. As African men in general and Batswana in particular, continue to recognise the importance of taking care of their bodies in response to global influences, Bonitas Aqua and Day Spa is actively accommodating their needs.

The spa was created around the vision that investing in beauty and wellness is not a waste of money, but rather a vital need for surviving the demands of social life in today’s world. Bonitas Aqua remains the unfolding realisation of a dream, where an assertive young woman saw the need to improve people’s lifestyles and well-being. As our communities commit to living healthy lifestyles, there are benefits to be enjoyed in terms of a physically, mentally and spiritually vibrant and healthy society.

Among a comprehensive range of services, Bonitas Aqua is renowned for its relaxing and revitalising body massages, which can be combined with grooming and skincare treatments such as facials, manicures and pedicures, eye treatments, waxing and special packages for brides and couples. The Spa is the proud owner of a Vichy Shower, which is aptly called the Aqua Vichy Shower. This exclusive technology allows customers to enjoy a unique method of achieving effective body scrubs and exfoliation. The vitalizing shower utilises three special oils and combines three different non-abrasive forms of bodywork that address bones of the head, spinal column and sacrum.
Bonitas Aqua and Day Spa doesn’t just stand tall and proud of its success as a business, but also as a strong contender in offering wellness services to Batswana, and the public at large. The company continues on a growth trajectory with a committed management team and amazing staff whose welcoming approach and expertise in the field of beauty care and wellness command a loyal following. The company takes particular pride in ensuring that only a satisfied client leaves their premises, magically transformed inwardly as much as they are transformed outwardly.

Bonitas Aqua and Day Spa join the President and the People of Botswana in celebrating 50 years of independence, peace and development. As a proud corporate citizen, the company will continue to make its contribution to a prosperous nation by serving the beauty and wellness needs of Batswana into the next 50 years. Pula!
FASHION & BEAUTY

I LIKE MY MONEY RIGHT WHERE I CAN SEE IT... HANGING IN MY CLOSET – SARAH JESSICA PARKER
Fashion reveals an individual or society's sense of style and aesthetic, showing the world exactly who they are or who they might want to be. In a dynamic and connected world, defining fashion has always been a difficult task, because it is essentially the epicentre of complex mechanisms, which mirror changes in the economic and political landscape. Indeed fashion is a clear reflection of social, economic, political and cultural changes. It expresses our concept of what is considered modern and more accurately than any other indicator, captures the spirit of the times.
OUR HERITAGE
Botswana is home to a growing crop of talented and highly creative fashion designers, and Eccèntric Style Loft (ESL) is among the leading lights. Tentatively established in 2013, ESL might be one of the youngest players, but it is by no means a lightweight. Founded by two young citizen graduates who trained as Quantity Surveyors, but found their calling in the world of fashion, ESL is an exciting new company in an emerging industry with vast potential to compete beyond Botswana’s borders. The two young business partners, Dikatso Motlapele and Anita Molosiwa met in Manchester England, where they were both studying for qualifications in Quantity Surveying and they fancy their chances against established brands like Chanel, Dior and Gucci. With an intuitive mastery of combining desirable textures, colour and style, the young entrepreneurs are confident of making an impact on the world stage with their creations.

While Anita was completing her studies and Dikatso was only starting hers when they met, the two young ladies discovered a common love for shopping in general and clothes in particular. As they got to know each other and develop their friendship, they realised that they liked similar things, which included taking apart some of the clothes they bought and putting them back together in an altered and infinitely more trendy state.
During the course of her studies, Anita ran a blog with Dikatso doubling up as her photographer and part-time model. She toyed with the idea of creating a fashion magazine upon her return to Botswana, and when she came back into the country, Anita only used her skills as a quantity surveyor for eleven months before quitting her job to pursue her dream. At this time, in 2014 Dikatso had completed her studies and returned home without any intention of looking for a job. Because the two ladies were entirely self-funded, they could not afford to hire a tailor and had to learn how to operate the machines they had acquired and make their creations come to life on their own.

Driven by their passion for fashion, and a determination to make ESL work the ladies took every opportunity to get their products into the hands of discerning customers and their brand into the public domain.

Their efforts bore fruit only a year into their existence, with an invitation to the annual Wedding Expo Fashion show at Masa Centre. The ESL Bridal Collection made such a splash that they were featured prominently in Botswana’s leading tabloid The Voice and the Mmegi Newspaper among other local media. It was a turning point that would bring more engagements and opportunities for business. ESL was among the four top designers invited to dress contestants in the Ms Botswana pageant. It was a particularly triumphant moment for the fledgling business when the two ladies they dressed won the Ms Botswana crown and First Princess title respectively. ESL is a brand that values beauty in all things, and favours quality over quantity. While this philosophy and positioning may potentially put their products beyond the reach of most people, the directors are determined to deliver only the best that Botswana has to offer.
Mediocrity is not an option, so while the brand may not be affordable to everyone, it must be relatable to all Batswana as a source of national pride.

The two entrepreneurs are a great example of the Botswana they believe in, where the spirit of entitlement does not exist. They are young people who took their destiny into their own hands and are doing whatever it takes to succeed. Passion, dedication, commitment, sacrifice, creativity and innovation are some of the words that describe the spirit of ESL. There is no room to wait for government or officialdom to offer solutions, when everyone is equipped with a mind generate ideas.

These are the words that the youthful owners of ESL would like to share with Batswana as we celebrate 50 years of independence, and position ourselves for the future. Pula•
Thapelo Letsebe

Thapelo Letsebe a glorified make-up and fashion pundit in Botswana, is a young and driven ambitious individual whose path has always been mapped out for designing, styling and make-up.

Inspired by his mother whom from a tender age seeing her preparing everyday for work, led Thapelo to hang his college degree in Accounting and pay extra attention to his love for fashion and make-up. He cites that the way his mother would team up her skirts, blouses and her pantyhose was incredible accompanied by an amazing make-up sense.
As a fashion pundit, Thapelo through Yarn Hipster, has dressed people from all walks of life whom he describes as fun and are keen on setting trends for their demographics. He has also dressed local celebrities like Sasa Klass, a celebrated hip-hop artist in Botswana and Tshepo Ntshole (a radio presenter).
Thapelo describes fashion as his adrenalin rush, an inborn passion and talent rather than an adopted or acquired talent also influenced by people like Tom Ford’s crisp clean lines and Olivier Rousteing’s ability to mix classic pieces and trend.

Driven by his passion Thapelo opened his own company called Yarn Hipster, a make-up and styling entity which turned a year in June. As a fashion pundit, Thapelo through Yarn Hipster, has dressed people from all walks of life whom he describes as fun and are keen on setting trends for their demographics. He has also dressed local celebrities like Sasa Klass, a celebrated hip-hop artist in Botswana and Tshepo Ntshole (a radio presenter).

Apart from having his own company, Thapelo works for MAC as a make-up artist. The joy he feels when he sees a woman looking and feeling beautiful after a successful make-over, through his special techniques of applying make-up makes Thapelo value his job.

When Thapelo is not working or attending fashions shows in and outside Botswana, he likes spending time with his mother and sisters. The women who have always been a centre of his life with their encouraging words and helpful tips on his creations.

Thapelo is proud of his legacy Yarn Hipster and looks forward to more years of success and growth in his company and career life. He would like to wish the President and Batswana a happy 50th and wishes to encourage them to remain a united and peaceful nation that supports its people especially the young in all their endeavors. Pula!
The Makeover Place

BECAUSE LOOKING GOOD IS NOT A LUXURY BUT A NECESSITY
In this modern society looking good is not a luxury anymore but has soon become a necessity as women all over the world are seen investing more in their look as much as they invest in their health. More and more women feel the need to look good on the outside as they do on the inside. As beauty plays an essential role in boosting self confidence, beauty salons all over the world are making it their mandate to transforming a simple look to a glamorous look in a matter of minutes. The Makeover Place has become one of those places that provide such an experience.

The Makeover Place is located in Extension 10, Gaborone offering a vibrant energetic and relaxing atmosphere as the perfect accompaniment to a variety of beautifying services. The Makeover Place has an eclectic fusion of styles provided to clients by its artistic stylists.
The Makeover Place is a beauty salon that provides clientele with beauty tips and hair services. The salon offers hair scalp analysis and treatment services to their clients, if they are not familiar with any of their clients’ scalp and hair problems they recommend their clients to see a dermatologist. Apart from hair scalp analysis, The Makeover Place is big on relaxing, colouring of hair, plaiting, weaving, hair care products and blow waving. The salon also offers hair removal services like threading and waxing as well as manicures and pedicures for a perfect beauty makeover. The salon also extends their services to offering make-up tips and applying make-up to clients.

The Makeover Place was created by a passionate and talented hair artist. Her passion in hairstyling and seeing the smile on a client’s face after a successful hairstyle drove her to open up a sophisticated salon that not only offers hairstyling but other services related to beauty. The Makeover Place has young, vibrant, qualified and professional hair technicians that are in touch with the latest stylish trends, beauty tips and products that bring satisfactory results to clients.
The salon has so much to offer its clients like free internet connections for clients to stay in touch with friends and family as well as work whilst in the salon. The internet is also for clients to search the latest trending hair dos and manicure styles for the stylists to try out on them. The Makeover Place is one of the few salons that offer point of sale system for its clients, providing a safe and efficient environment.

These are some qualities that have led The Makeover Place to take part in a couple of well recognised beauty pageants since its establishment. For them it was an experience with mixed emotions, both exciting and also required so much work. Nonetheless, they gained so much experience and made a name for themselves as they were seen also participating in the Miss Inter-banks 2016, earlier this year.

The Makeover Place is proud of the path they have began on and with only 2 years in the industry they have managed to make their name a big brand due to their efficient and reliable services and lasting looks. As they continue to deliver in their service and building relationships with their clients, The Makeover Place would like to take the opportunity to congratulate the President and the people of Botswana for attaining 50 years of Independence. May we continue to prosper! Pula!

“For two years, 2015 and 2016, the salon and its hairstylists were in charge of styling the models hair during a live production show.”
NIGHT LIFE

DARLING, WHEN THINGS GO WRONG IN LIFE, YOU LIFT YOUR CHIN PUT ON A RAVISHING SMILE, MIX YOURSELF A LITTLE COCKTAIL – SOPHIE KINSELLA
Cigar Lounge

“AN UPMARKET SPECIALTY BAR FOR THE WELL HEELED, CIGAR LOUNGE IS THE PERFECT PLACE TO GO AFTER A LONG DAY’S WORK.”
Phakalane, a plush neighbourhood on the northern outskirts of Gaborone, plays a worthy host to Cigar Lounge. An upmarket specialty bar for the well heeled, Cigar Lounge is the perfect place to go after a long day’s work. It offers a relaxed and luxurious environment for taking a deserved break and unwinding to the soothing sound of music, pleasant chatter of conversations and the stimulating company of friends. Nothing beats a stiff drink in your hand and the satisfying taste of a hand rolled cigar in your mouth, infusing its richly textured aroma into the air. The Cigar Lounge experience is really something to be desired and savoured.

As a 100% citizen owned and managed business, Cigar Lounge is a concept that reflects the heightened sophistication of urban society in Botswana. It is the realisation of yet another savvy business move by Chartered Architect and serial entrepreneur, Mr. Pedriel Mokwadi Nyame.Cigar Lounge started life as La Casa del Habano, which was an exclusive retreat for a close-knit, members only club of cigar connoisseurs. Mr Nyame was one such member, who appreciated cigar smoking as a great way to celebrate special occasions, and enjoy a unique tradition that is more of a hobby than a habit.

A fine cigar is typically enjoyed with a good wine or a truly special drink, which helps to enhance the smoking experience and bring out the flavours. Varieties like Port, Cognac, Bourbon, Scotch, or full-bodied red wine such as Cabernet Sauvignon easily come to mind. This was the way in which Mr. Nyame and other like-minded cigar aficionados reveled in the La Casa del Habano experience.
Often meeting after hours, members would relax in each other’s company to enjoy their cigars with a drink or two. Each of the members was afforded their own locker cubicle, to keep their cigars and liquor securely stored over time. The locker cubicle was situated in a temperature controlled, and well-humidified room, helping to age the cigars for that perfect flavor and aroma.

When the management of La Casa del Habano saw a need to put their business on the market, it was no surprise that Mr. Nyame jumped at the opportunity to buy, and refurbish it to his taste. While maintaining the concept of cigar smoking, he re-launched it as the Cigar Lounge in 2014, adding upmarket nightclub facilities that opened doors to a wider clientele. Cigar Lounge thus offered a more rounded experience, hosting entertainment and social events with inimitable flair and sophistication.

The terrace is the highlight of the lounge, being a popular section of the lounge where one can sit and enjoy the evening air and scenic night views of Phakalane. The VIP area offers a luxurious and exclusive environment for more privacy-oriented patrons, who insist on enjoying the scenery in their own space. To promote relaxing feelings of freedom and homely opulence, loungers are encouraged to buy their drinks in full bottles. This unique service deliberately reduces the incidence of waiters taking too long to serve patrons. Cigar Lounge offers a full bottled range of whiskies, brandies, champagne, wines and liqueurs. Cocktails and beers are also available.

A selection of high quality Cigars of varying grades are sold in the Lounge and prices range from P100 up to a modest P600. Mr. Nyame contends that Cigars priced beyond P600 would simply be too expensive for the market to appreciate at this time, and it is necessary to keep the offer reasonable.

To maintain the characteristic sophistication and luxurious ambience favoured by the business’ key audience of mature and well-heeled patrons, Cigar Lounge is age restricted to 23 years and above. A dress code of smart casual is enforced to ensure that revelers meet the minimum standards of decorum. No trainers, caps, sneakers and other items of casual wear are allowed.

The safety, security and well-being of customers are an important part of the Cigar Lounge experience. Among many ethical considerations, the lounge does not let in revelers who display visibly obvious signs of intoxication. Mr. Nyame is so committed to providing a secure and relaxed environment for clients that entry is strictly denied to anyone who might present themselves as disruptive in any way.
2016 marks Cigar Lounge’s third year of operations, and the business is still going strong. Its management looks to the future with great optimism, and immense pride as the brand delivers a unique package deal of atmosphere, entertainment and class that are hard to beat.
Sky Lounge
Perched atop the soaring I-Towers, Botswana’s tallest building, one finds Sky Lounge. It is an opulent hangout mothered by Lewama Investments (Pty) Ltd, with the enviable reputation of attracting a cross section of discerning well-to-do patrons. Located in the capital city’s pristine CBD for the prestige as much as maximum accessibility, Sky Lounge is themed around aviation, the metropolis, and Lebanese cuisine which combine to offer a premium dining and entertainment experience. It is primarily a ‘members only’ establishment with an age restriction policy of patrons above the age of 23 years and caters to a high-end clientele thus ensuring that Sky Lounge attracts the kind of maturity and sophistication that is expected.
The Sky Lounge experience is uniquely served high up in the skies at the top floor of the lofty I-Towers building. This allows patrons to enjoy unprecedented 360-degree views of the sprawling city below. In a well-coordinated and simultaneously dissonant atmosphere, one is seduced by the theme that draws inspiration from the shape of the roof and the Sky Lounge tagline; “heights of bliss” which also relates to the metropolis.

The design of the space attempts to create a sense of being inside an aircraft and observing the city from the ‘Sky’, complemented by classy low chaises and sleek stools. This works to deliver a distinctly upmarket ambience, and an exclusive lounge experience where members and their dapper guests can relax and enjoy the city’s view. Privileged access is very much central to the unique Sky Lounge concept, as dedicated hostesses are in place to direct patrons in. This system allows for seamless personalization and priority seating, guaranteeing exclusive reservations and special requests. On the contrary non-members can also enjoy access of the lounge through bookings and/or events.
The revamped and face lift Sky Lounge will now have conference facilities and hosting 300-400 people comfortably. The conference services are to commence as from mid-September 2016. Patrons can also let their hair down on the polished dance floor, enjoy snacks and meals in the romantic dining area, or simply indulge their compulsion to exchange ideas in the elegant lounge and on the immaculate deck. The addictive throb of international trance and techno music beats creates the perfect backdrop for patrons to step out and mingle as a rhythmic mass of couples, individuals, and groups on the open floors. Large curved sofas send out an irresistible invitation to loosen up while the more ‘formal’ settees lure guests into secluded and more private lounging for the business person looking to unwind. These unique details make Sky lounge more than just a nightlife experience in Gaborone.

Having undergone a complete face-lift to reveal that this brand really is a dynamic force and marking its third year of business in 2016 the franchise has enjoyed incredible growth in such a short time.

It has now morphed into a bigger and better lounge that tourists still flock to in order to catch a glimpse of the city and its mesmerizing sunsets paired with delicious cocktails and excellent service. Sky Lounge really is the best place in town!

The management and staff of Lewama Investments (Pty) Ltd take this opportunity to show their gratitude by joining their clients and the generality of Batswana in celebrating Botswana’s 50th anniversary of independence. May the next 50 years offer more opportunities for all, and deliver an even better life for Batswana. Pula!

“Privileged access is very much central to the unique Sky Lounge concept, as dedicated hostesses are in place to direct patrons in.”
Chez Nicolas
The measure of a modern city’s cultural sophistication is perhaps best reflected in its nightlife. People’s true personalities come alive at night, away from the hustle and bustle of the workday, where relationships and interactions are inordinately constrained by contrived protocols, simply to facilitate daily trade and commerce. There is a clear need for any emerging metropolis worthy of its ambitions to support a healthy demand for entertainment and constructive social contact. Conceivably for this reason, Gaborone’s Central Business District plays host to some of the best nightclubs, restaurants and bars that Botswana has to offer.

The Chez Nicolas bar environment is more of a scaled down version of the Sky Lounge scheme, offering a vibey lounge with a small dancefloor for those who want to dance the night away. A resident DJ takes care of the music selection and mood, while popular cocktails such as sangrias, Moscow mule and a variety of special Japanese delights flow freely from the big bar area.

Chez Nicolas is certainly an innovative concept that brings colleagues and friends together for an unforgettable night out, working hard to vary the entertainment and achieve an awesomely different experience every time.

Chez Nicolas Lounge delivers quality service through its management, servers, and hostesses who make sure your glass is always filled by constantly checking up on their customers. Loungers are ensured of high security levels as Chez Nicolas has security inside and outside of the lounge.

This year, September marks two (2) years for Chez Nicolas Lounge in business and they continue to deliver ecstatic entertainment events for their clients. Mr Nicolas Zakhem (owner) is happy to see the business increasing in growth and assures people to continue to provide revellers with exceptional classy, sophisticated entertainment at Chez Nicolas Lounge.

“The Chez Nicolas bar environment is more of a scaled down version of the Sky Lounge scheme, offering a vibey lounge with a small dancefloor for those who want to dance the night away.”
FINE DINING

ONE CANNOT THINK WELL, LOVE WELL, SLEEP WELL, IF ONE HAS NOT DINED WELL – VIRGINA WOLF
Jessy’s Bistro
In a modern economy, where people spend more of their time trading their skills at the office or other places of work than at home, the catering business is not just a lucrative venture but an essential part of the social fabric. With the increasing number of high-earning professionals in modern Botswana who cannot afford the luxury of cooking wholesome meals at home, the fine dining restaurant business is really taking root as something of a critical service sector. Such establishments offer healthy, well-prepared dishes with fresh ingredients, served in a pleasant environment that feels a lot like home – only better!
Gaborone has many good examples of this growing culture, which is providing a wealth of opportunities for savvy business people. The owner, Mr. Nicolas Zakhem is already the proud owner of Sky Lounge and Liban Mediterranean Cuisine businesses, but he continues to demonstrate his passion for serving the needs of hard working urbanites. He has tapped into a wider demographic with the launch of a new pair of themed establishments namely; Chez Nicolas Lounge and Jessy’s Bistro. All four entities are boasted under the mother company Lewama Investments (Pty) Ltd, all located in the I-Towers building.

Jessy’s Bistro is another classy luxury restaurant of Mr. Nicolas Zakhem, headlining Mexican cuisine. It is positioned and modeled after a traditional Venetian Wine café, offering a classic Parisian street café ambience.
The roomy establishment has dedicated wine cooling facilities with a juice and coffee section that allows it to cater for the most demanding connoisseurs and the widest range of tastes. With the explicit aim of attracting patrons who have a little more than just fine dining on their minds, Jessy’s Bistro is equipped to host amazing cultural events and entertainment. Current standing calendar events include Jazz Sundays and Acoustic Affair Thursdays, which are trademark musical treats with a huge client following. The trendy establishment’s periodic fashion events ‘Fashion and Dining Mondays’ are also a huge fan favourite, adding to a customer centric appeal that is second to none. A generous happy hour tradition offers 20% discounts on all drinks purchased between 5pm and 8pm.

Jessy’s Bistro varies its Mexican menu by including standard international cuisines for less adventurous diners. The Mexican fare trades heavily on wines, cheeses and fresh cream as well as specialty fajitas, sumptuous sauces for steaks and fillets, chillies and black beans, all variously presented in astonishing arrays of different colours, textures and aromas. A budget friendly highlight on this extensive offering is the unbelievably tasty and flavourful breakfast menu.

While it measures up to the very best dining experiences on the market, the Jessy’s Bistro venue is designed to also accommodate business conferences and meetings. With purpose built facilities that are fully wired for sound and vision, HD projectors and large LCD screens combined with high speed broadband internet to deliver functionality as both an excellent entertainment venue and an effective conference facility.

Thus far, Nicolas Zakhem’s vision has delivered a full flavoured experience of Lebanese, and Mexican cuisine as well as a healthy appreciation of the cultural traditions associated with the food. In an interesting way, he makes it unnecessary to cross borders for that worldly experience, but what’s even more exciting than that is thinking about what he might be bringing next!

“With the increasing number of high-earning professionals in modern Botswana who cannot afford the luxury of cooking wholesome meals at home, the fine dining restaurant business is really taking root as something of a critical service sector.”
Fego Caffe

PROMOTING A BETTER WAY TO LIVE
Eating out is an indulgent convenience for families, friends and businesspeople. The growth, success and sustainability of the food service industry is assured in a modern economy, where vast amounts of time are consumed in the daily challenges of earning a living, conducting business or simply managing a productive lifestyle. In our work and remuneration driven society, time is increasingly evolving into the most valuable commodity, and the distraction of home cooking is a luxury many cannot afford. While this maybe a sad development that erodes core cultural traditions in society by many accounts, it undoubtedly offers opportunity for a better, more fulfilling way to live in a fundamentally changed world.
Fego Caffe is a franchised brand, whose origins can be traced back to trendy Johannesburg South Africa. The Brand was founded in 1997. The Fego Caffe Gaborone franchise was established in 2008 as a wholly citizen owned establishment. Fego Caffe promises to make an ordinary experience extraordinary, based on fine food and fine dining. After its acquisition in 2012, the Famous Brands Group now owns the brand. Fego Caffe is positioned as more than a high-end coffee shop, offering a full menu that includes breakfast, lunch and dinner. Staying abreast of the latest developments in a highly competitive industry, Fego Caffe has cut a trend-setting niche with its coffee house charm and its traditional full service Italian Bistro orientation. It boasts up to date cuisine, served in a clean and pleasantly fragrant environment. As an alcohol free business with abundant seating and a diverse menu that caters for all ages, Fego Caffe has built a solid reputation for delivering a wholesome and fulfilling customer experience, making it a popular destination for families and discerning members of the business community.

The establishment’s ambience is designed around stylish continental décor, where patrons can take a break from their demanding schedules and enjoy perfect espresso based coffees and quality, freshly prepared food. Indeed it is the perfect blend of amazing coffee, fine food and a signature atmosphere that is distinctly “a la mode”.

Fego Caffe draws a cross section of business people with its respectful and non-intrusive approach to service, which is ideal for productive meetings over breakfast lunch or dinner. Free uncapped Internet is another great attraction for busy professionals who may need to sit down for a healthy meal, while getting some work done.

Because of its success as a business in Botswana, Fego Caffe believes in giving back to the people and communities who have contributed in different ways to the environment it operates in. Whenever its resources allow, the company continues to assist deserving individuals, groups and communities in various charitable ways, including financial and food donations.
Fego Caffe believes that the success and sustainability of any business in a modern economy depends on good stewardship of a country and its resources. To this end, the company thanks His Excellency The President of Botswana for the good work that he has done for the country and encourages him to continue his personal advocacy for healthy living and healthy eating, and leading by example for the benefit of our youth in this respect.

May the people of Botswana enjoy a safe and joyous 50th anniversary of independence celebration, with renewed hope for prosperity and good health into the future. Pula!
Liban Mediterranean Cuisine

Liban Mediterranean Cuisine exists to meet the needs of those wishing to experience authentic middle-eastern culture and cuisine. As part of the Lewama Investments (Pty) Ltd brand Liban extends the VIP treatment to its clientele, served with the full flavor and finesse of Lebanese dishes and alcoholic beverages. The entity occupies space on the first floor next to its sister companies Chez Nicolas Lounge and Jessy’s Bistro in the iconic I-Towers building.

Liban is a conspicuously proud promoter of its Lebanese heritage, offering a feast of culture seasoned traditional dresses, and authentic middle-eastern feel décor, traditional belly-dancers are featured on special occasions to mesmerize patrons with a profoundly nostalgic art form from a time gone by, tapping into that middle-eastern culture that Liban Mediterranean Cuisine brings to Botswana. For the world-savvy, there is no way one might mistake Liban’s middle-eastern influences for any other, or harder still, forget the sensual experience.

The food itself is a culinary marvel because Lebanese food is widely revered for its exotic flavours, authentic aroma, delicious taste and healthy nutritional content.

The notion that we are what we eat is a powerful idea, which makes one approach the whole concept of food with a little more interest. As human civilizations, we find ourselves associated with distinctive cuisines that are mainly evolved from a combination of cultural beliefs, tastes and above all, traditionally available resources. As the world continues to change however, with people and cultures becoming more connected as territorial boundaries sink into irrelevance, our demand for new food experiences is expanding exponentially.
The Liban menu offers foodie favourites like falafel, flat bread, hummus and meze. The latter may be served as small appetizers accompanying classic alcoholic drinks like Arak.

The restaurant offers a stunning balcony facing Botswana’s High Court and the Square Mart shopping mall, making it an ideal place to visit as a family or on a date. While the balcony view has proved to be a firm favourite with clients, Liban can comfortably accommodate 240 people on a single seating, with indoor and outdoor decks available as well as lounging areas. For those seeking an extra special experience, hookah-smoking lounges are provided adjacent to the main dining area. For hookah lovers and those daring to try, Liban is the perfect place to enjoy this pastime. The restaurant’s health conscious policy dictates that each patron gets his or her own plastic nozzle to make the hookah session a delightful experience. There is a whole range of flavoured tobaccos to colour the atmosphere.

Simple yet classy interior décor promotes the right ambience for pleasant chatter while enjoying the sterling services on offer. Ergonomically designed booth seats are comfortable enough to attract return customers.

The business is supported by hostesses, a floor manager, waitrons, and bar tenders, who all work hard to give you the perfect dining experience. Liban Restaurant also offers international dishes for those who might not be ready to try Lebanese food. Should one’s palate be more receptive to the experience, a variety of Lebanese alcoholic drinks are offered on the menu list. Almaz beer is one fine example, as a brew that is so light it can be heartily enjoyed by women. For connoisseurs of more established international brands and local fare, Liban’s drinks menu will not disappoint.
Lebanese Cuisine is hard to describe. How do you sum up the culture that invented the alphabet? Is over 8000 years old? And traded with the ancient Egyptians? What can be said, is that its distinct cuisine boasts flavours of lime, lemon, garlic and herbs, always includes olive oil and good quality sea salt, and its fish and bean dishes are unlike any other cuisine, even of neighbouring areas.

Lebanon’s earliest known settlements actually date to earlier than 5000 BC. In Byblos, which is considered to be the oldest continuously inhabited city in the world, archaeologists have discovered remnants of fishing communities that lived on the shore of the Mediterranean Sea over 8,000 years ago.

The Ancient Greeks called these seafaring people “Phoenicians” because of the purple (phoinikies) dye they sold. Because of the nature of the country and its location, the Phoenicians turned to the sea, where they became specialists in seafaring trade, exploration and navigation.
Due to this, closer to 2000 BC, evidence of active Phoenician trade with Egypt and the pharaohs of the Old Kingdom exists. The trade of exported cedar, olive oil, and wine from Lebanon resulted in the import of gold and other products from the Nile Valley.

The Phoenician invention of the alphabet facilitated communications and trade. The Phoenicians also excelled not only in producing textiles but also in carving ivory, in working with metal, and above all in making glass. Masters of the art of navigation, they founded colonies wherever they went in the Mediterranean Sea (specifically in Cyprus, Rhodes, Crete, and Carthage) and established trade routes to Europe and western Asia....

Today, Lebanon, a comparatively small country, is bursting at the seams with passionately upheld tradition. Its uber modern face, especially evident in bustling Beirut, is just another testament to the versatility and inventiveness one of the most ancient cultures, and cuisines, in the world.

“The food itself is a culinary marvel because Lebanese food is widely revered for its exotic flavours, authentic aroma, delicious taste and healthy nutritional content.”
Mokolodi Restaurant

AN EXQUISITE DINING EXPERIENCE
Mokolodi Restaurant located in the heart of Mokolodi Nature Reserve is a most loved destination by food lovers in Gaborone. Proudly owned by businessmen Peter Neumann and Jaco Coetzee the restaurant extends African and German traditions to its clientele.

Famous for its mouth-watering sumptuous steaks and oxtails, the products are fresh and the dishes have the warmth of home-made traditional food. Mokolodi handmade pizzas have been a popular addition to the menu and are all named after local towns. What makes the pizzas special? Is it the deliciously homemade freshness and unique combinations of flavours, or the unique wood oven they are baked in? No one is certain, but everyone agrees they are top notch. The best pizza this side of Naples.
Mokolodi Restaurant’s key highlight is a German inspired beer fest in October. Named after the famous annual Oktoberfest, based in Munich Germany. The key draw is that beer lovers get to enjoy a copious supply and variety of the beverages and the famous Eiskeln sausages and boetzel would be available too. Throughout the year, the restaurant’s drinks and beverage menu is very well stocked, and its extensive variety of fine wines are available. A selection of beers and ciders as well as whiskies and other spirits are also on offer.

Because of its popularity, Mokolodi restaurant encourages diners to book their reservations as customers tend to fill up the restaurant, especially during weekends. Reservations, guarantees the discerning customer the best table and views, the food is fantastic and the scenery adds a unique aspect to the Mokolodi experience. Situated in the middle of the Nature Reserve, it offers the rare opportunity to see interesting wildlife close to town, you may spot rhinos; kudus or even impalas while dining with friends and loved ones.

If you are a blues fan you will love the selection of background music on offer at Mokolodi, the relaxing tunes are heard in the evenings and add the perfect accompaniment to the lovely menu, ambiance and atmosphere.

“Reservations, guarantees the discerning customer the best table and views, the food is fantastic and the scenery adds a unique aspect to the Mokolodi experience.”
The restaurant offers a remarkably calm and relaxing atmosphere, with the sounds of nature also playing a lustful serenade into the clear, fresh air. Whether it’s daytime or an evening affair, Mokolodi restaurant is the ideal setting for a working lunch, or better still, a romantic dinner. Well trained and motivated staff make sure that you are always served with a friendly smile, and that all your needs are catered for.

2016 marks over 7 years of excellent service to locals and travellers, and the owners of the business remain excited about the future. As our country proudly achieves its Golden Jubilee of independence in 2016, Mokolodi Restaurant joins the President and all the people of Botswana in celebrating 50 great years of democracy, peace and development. Pula!!
CHARITIES

THE BEST WAY TO FIND YOURSELF IS TO LOSE YOURSELF IN THE SERVICE OF OTHERS – MAHATMA GANDHI
Men and Boys for Gender Equality
Humanity has always struggled with gender equality, as societies defined roles for the sexes based on prevailing cultural beliefs and other environmental factors. Also referred to as gender egalitarianism, the concept takes the view that men and women should receive equal treatment and not be discriminated against because of their gender. While women have traditionally been referred to as the weaker sex premised on physiological differences that exist between the sexes, dramatic changes in the world’s socio political and economic landscape have taken away any advantages brute physique might have offered. Today, in more progressive Western societies that give women a level platform to compete, there are more opportunities for them to wield economic power over men. In Africa, legacy challenges remain, often leaving women at the mercy of their fathers, husbands, brothers and even sons. This exposes them to risks of violence, disease and lack of economic opportunities.

It is against this premise that Men and Boys for Gender Equality, (MBGE) was established with a mission to engage men and boys in reducing gender inequalities, preventing HIV transmission, ending gender based violence and promoting the health and well-being of women, men and children. Led by Desmond Lunga, the organization is based in Gaborone, Extension 19.

The primary objectives of MBGE include but are not limited to active contribution in reducing or ending Gender Based Violence perpetrated by alcohol or substance abusers. MBGE believes in helping to build families by facilitating the involvement of fathers in the care and parenting of their children, through Support groups. The organization seeks to mobilise communities and students, men and boys as well as women and girls to come together and draw attention to gender based violence, taking action to change perceptions and behaviour.
MBGE is committed to training popular local personalities in gender and gender equality, working with them as social commentators in advocating for male involvement. The organization is passionate about partnering with local health posts such as clinics and hospitals in the engagement and involvement of men in the care and parenting of their children, with touch points during the pre and post-natal care of their spouses and partners.

MBGE’s programmatic focus areas can be described as Advocacy and Public Policy; Community Mobilization on Women in Empowerment and Health, Direct Engagement of Men, Media/Communication, Networking and Partnerships, as well as Monitoring and Evaluation of projects.

Direct Engagement of Men- Men Care Program
The Men Care Program aims at recruiting expectant fathers to share and exchange lessons in the birthing and child rearing process, and facilitates trainings through peer education and blue couch sessions. The model assumes that men are more susceptible to behavior change while their partners are expecting a child. This opportunity presents a valuable moment in which to reach new fathers, and to engage them in improving gender equality by becoming caring and involved parents.

Achievements and affiliates - partnerships for community mobilization and development

“The Men Care Program aims at recruiting expectant fathers to share and exchange lessons in the birthing and child rearing process, peer education, trainings and blue couch sessions.”
There are many studies that show that once a man is involved, and connected emotionally to an infant, in the early years of the child’s life, it is more likely that he will play an active role in the child’s future. The model therefore focuses on expectant fathers. It is in realization that at one point, every man will be a father, brother etc. hence creating males that are able to show emotion who will subsequently curb or reduce the gender based violence attributable to men and boys. Additionally, men are able to take on additional parenting chores and support their families. This program was implemented in partnership with Sonke Gender Justice and UNFPA-Botswana. It started in 2013 and has been implemented in Mahalapye, Shoshong and Otse where 146 fathers were trained and graduated. 40 fathers from the group were referred to ACHAP ‘Rolakepese’ Safe Male Circumcision programme, at least 23 partners were able to do couples’ HIV counselling and testing.

**Public education through Media/Communications**

MBGE has a well-developed public education program on gender-based violence and health. The public education is done through use of integrated media platforms to create dialogue on Gender Based Violence and related Sexual Reproductive Health (SRH) issues. This is done through campaigns such as, television programs and adverts, radio jingles and radio programs. Further to this, MBGE uses social media platforms (facebook, twitter) to attract individuals with similar type of situations to come up for help or suggest topics that they need deeper understanding on related to Gender and SRH/ HIV. MBGE has slots on the various Radio stations; with Gabz FM every Thursday at 0845am; Radio Botswana II (RB2) every Monday at 10pm and with Yarona FM every Monday at 7pm. MBGE is a contributor to the Botswana Television (BTV) Breakfast show every Thursday 0600am.

**Love to Live Program**

MBGE is presently implementing the Love to Live Alcohol Rehabilitation Intervention Project supported by the Ministry of Health. The project was initiated to help the youth, by reducing substance abuse symptoms and restoring/reintegrating them into their communities and families. The programs uses three approaches of enhanced counseling, support groups and providing alternatives to alcohol use through boot camps. The project which started in 2015 is implemented in Gaborone and the surrounding areas.

MBGE continues to encourage and implement gender programmes and are proud of the achievements they have made so far and are looking forward to contributing more to social change in Botswana. Men and Boys for Gender Equality would like to congratulate the President ad people of Botswana for achieving 50 years of peace, harmony and unity. Pula!
The future of any nation lies in its children, and every child should be nurtured and cared for, in order to thrive socially and flourish emotionally as a responsible and productive member of society. For many years, the HIV AIDS pandemic tore through communities unchecked. It permanently separated infants and youths from their breadwinners, parents and carers alike, and in most cases, exposed them to the unspeakable ills that come with homelessness resource poverty. The collateral damage from these circumstances would inevitably hinder their progress on the rocky path to adulthood, in a horrifyingly vicious cycle.

These are the dire circumstances under which SOS Children’s Villages Association of Botswana was established in 1987, some 14 years after the country’s independence.

The local organisation was founded under the same trademark banner and principles of creating a loving home for every child, which it faithfully shares with the parent SOS Children’s Villages International. As an intervention, this development gave life to a long-term mission to rescue Botswana’s AIDS orphans and other vulnerable homeless children, whose numbers were increasing at a blistering rate. Through a coordinated and sustained prevention and treatment response that is admired by many across Africa as indeed, the world, the Botswana government has since arrested the devastating pace of the spread of HIV, and largely tamed the deadly toll of AIDS on the country’s population. Work still remains however, to assist survivors of the carnage, and successive generations born into the cycle, as well as others who remain victims of attendant poverty, tragic accidents and other social circumstances that are persistently part of modern life.
SOS Children’s Village describes itself simply as an independent, non-governmental social development organisation that cares for orphaned and vulnerable children. In practice, it provides our society’s deprived infants and youths with the basic shelter, physical and emotional nourishment they desperately need, working hard to restore a healthy balance in their lives by giving them individual support and walking hand in hand with them on the eventful road from childhood to adulthood. In Botswana, these critical social interventions are currently mobilised and delivered through SOS Children’s Villages based in Tlokweng, Francistown and Serowe. As at last count in 2015, the organisation provided for a total of 1950 children and youths.

The stated vision of the organisation is for every child to belong to a family and grow with love, respect and security, and when viewed against the backdrop of UNICEF estimates that put some 130 000 orphans living in Botswana, the sheer scope of the challenge as indeed the amount of resources required to finance this noble goal, are mind boggling. The picture gets even worse when considering that about 93 000 of these vulnerable children and youths are AIDS orphans, allowing potential for even more intricate needs. The statistics are not just heart breaking, but they also put the mammoth task facing SOS Children’s Villages sharply into perspective.

A critical mass of sustained community and donor support is needed for the organisation to not only maintain its operations, but also achieve intended objectives.

SOS Children’s Villages need wider buy in and active participation from society, from a positioning of understanding the challenges and knowing how the solutions must evolve. The SOS Children’s Villages model is unique in that it is built around SOS mothers. They are the dedicated women who give day-to-day care for children living in the SOS Villages. The SOS mothers live with their SOS children in a family home, where nurturing relationships are enjoyed. On a given family budget, the SOS mothers support their SOS children’s individual needs, and celebrate special occasions with them, encouraging strong social connections and powerful emotional bonds. Many of the children who are raised by these SOS mothers have maintained their relationships well after they become independent adults who are gainfully employed and contributing to society. Indeed, while these women are paid workers, they are carefully chosen for their capacity to love all children, with the required patience, warmth, and genuinely caring personalities. It all goes to realise SOS Children’s Villages stated mission to build good families for those lost and homeless children in their hour of need, putting them where they can confidently count on guidance and support to shape their own futures, and have someone around to share in the development of healthy and wholesome communities for a better Botswana.

As Botswana welcomes the 50-year milestone of independence, let us spare a thought for the future of those children and youth among us who may be in dire need at such a time of national celebration. Let us do what we can in our communities or our neighbourhoods to contribute to a better future for all, because of course – children are our future. Pula!
Teen Spirit

A LIVING LEGACY OF INSPIRING AND EMPOWERING BOTSWANA’S YOUTH
Teen Spirit is a youth mentorship program focused on mentoring, empowering and coaching youth in personal transformation, peer mentorship and life skills transference. The 5-day immersion camps are the foundation for the peer mentorship program that follows. The camps are based around the conscious question “Who am I?” They focus on the whole person and support, promote and develop spiritual, mental, emotional and physical wellbeing.

Teen Spirit is primarily a school-based program that works with adolescents from low to middle income families who are keen to further their potential and who are facing various life challenges that they feel hinder them from progress. It also services young people who are interested in personal transformation, leadership, mentoring, volunteerism and enhancing or empowering their communities.
In Botswana, where the program originates, Teen Spirit is part of a holistic approach to youth empowerment that starts at high school senior secondary level and follows youth into college/university and the workforce where young people can still be mentored and trained in entrepreneurial skills, volunteer programs and mentor training.

Teen spirit’s history, the birth of a community focused movement
Thea Khama, gave birth to the idea of running youth empowerment camps as she lay in bed motionless for long periods of time convalescing from a host of surgeries due to a very physically active life as a gymnast, elite female road cyclist, and years of weightlifting and horse riding. Instead of becoming despondent, Thea began to reflect on her life, her personal journey, and used the time off to create the amazing Teen Spirit youth mentorship camps.

Raised as an only child of American adoptive parents who divorced and remarried early on in her life, and traveling to various countries in Africa with her mother, Thea had to take on adult roles from an early age. She counts herself fortunate to have had the skill and ability to seek out mentors and role models for herself who would stand the test of time and support her to live on her own from the age of 15 when she chose to leave home and live as an emancipated minor due to abuse in the home. Ever grateful for her mentors’ subtle intervention and gentle molding, she decided it was time to pay forward her own wisdom.

“If we don’t provide the young with accessible role models, mentorship, and support systems, what kind of world will we be a part of creating? What legacy will we be responsible for?” She says.

Thea is passionate about nurturing the young to create a world of love, inclusivity and new possibilities. To inspire and support young people’s dreams of a brighter future through these targeted
mentorship programs, camps and activities. Thea believes ultimately, every human being must take responsibility for their experience of life and for the planet we inhabit. She believes experiential work has the biggest impact on a person, and people ‘get it’ easier than learning from lectures and sermons.

**Their Past, Our Present, Your Future – The vision that drives Teen Spirit**
Modern society is built upon entrenched ideas of competition for resources, making it necessary for everyone to need support. This reality applies especially in Botswana, where strong role models for vulnerable youths are few and far between. The challenge to look after the social and emotional development of Botswana’s adolescent population is a mammoth undertaking, as many teens are essentially left to raise themselves. Those who do make the effort to mobilize individually within their communities are invariably overwhelmed, and are distinctly disadvantaged in societies that competitively demand only excellence in their globally focused ideals of expansion.

This has seen the proliferation of serious youth challenges arising from a crisis of identity, namely poor communication, sexual promiscuity, substance abuse, feelings of isolation, anger management issues, teen pregnancy, depression, emotional attention seeking, passion killing, teen suicide and morbid preoccupations, which many times show up as criminal behavior, as youth test the system or act out in deliberate defiance of societal authority.

**What else does Teen Spirit do?**
“It helps provide meaningful life skills to young people who are struggling to cope mentally, emotionally, spiritually or physically in their environment. As we guide, transform and expand young-peoples’ perspectives using in-depth training techniques, mentoring and coaching them to uncover the genius within, they just bask in the glow of their own insight and potential. It is truly amazing to witness. You have to see it to believe it. What they find themselves able to do after 5 days immersed in love and wonder is miraculous!”
Heritage specializes in creating and launching brands, as well as rebranding. Our role as a branding agency is to create, plan and manage branding strategies for clients. We believe that a brand is the most valuable asset vital to the success of the company as a result we greatly care to ensure that across all media it is displayed consistently.
We are not just about pretty logos, or nice looking business cards. We are about all the intangibles that come together to create a memorable brand experience in the eyes of the consumer. We influence our customers’ brand promises by smart ‘right and left brain’ thinking which generates innovative brand strategies that reach out and connect emotionally with the desired target audience.

Using our creativity and ideological potential, we offer our clients solutions that are not only visually beautiful, but also increase the sales. Of course, before taking on any business, we carefully study the client, the product and the market, to provide a stable basis for our ideas.

At Heritage we believe; a brand name is more than a word, it is the beginning of a conversation. By providing a single source of reference on all key elements of the brand, we help you to ensure a consistent brand message throughout all activities related to your brand.”

Our service in helping you develop this tool for your brand includes advising on what should be included, writing the necessary content where it is not already available, and structuring it in a way that facilitates convenient reference by users.
# Index

<table>
<thead>
<tr>
<th>Company</th>
<th>Address</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Air Shakawe</td>
<td>Ngami Data Services, Mathiba Road, Maun P O Box 1936, Maun</td>
<td>Tel: (+267) 686 3620, <a href="http://www.airshakawe.com">www.airshakawe.com</a></td>
</tr>
<tr>
<td>Aramex</td>
<td>Plot 69369, Unit 3 Gaborone P O Box AE 337 AEH, Gaborone, Botswana</td>
<td>Tel: (+267) 390 6868, Fax: (+267) 390 0675, <a href="http://www.aramex.com">www.aramex.com</a></td>
</tr>
<tr>
<td>Architects Int.</td>
<td>Plot 115 Unit 26, Millenium Office Park, Kgale Mews P O Box 26401 Game City, Gaborone Botswana Tel: (+267) 390 1789, Fax: (+267) 390 1722 <a href="http://www.architects-international.co.bw">www.architects-international.co.bw</a></td>
<td></td>
</tr>
<tr>
<td>AVIWE HealthCare</td>
<td>P O Box 47671, Gaborone, Botswana</td>
<td>Tel: (+267) 318 2647, Fax: (+267) 318 2763, <a href="http://www.aviwe.co.bw">www.aviwe.co.bw</a></td>
</tr>
<tr>
<td>BECI</td>
<td>Plot 142, Unit 1, Gaborone International Finance Park Private Bag BO 279 Gaborone, Botswana Tel: (+267) 318 8015, Fax: (+267) 318 8017 <a href="http://www.beci.co.bw">www.beci.co.bw</a></td>
<td></td>
</tr>
<tr>
<td>BenDan Photography</td>
<td>Cell: (+267) 76637629 / 72783300, facebook: BenDan Photography</td>
<td></td>
</tr>
<tr>
<td>BIUST</td>
<td>Plot 10071, Private Bag 16, Palapye, Botswana</td>
<td>Tel: (+267) 490 0117, Fax: (+267) 490 0102, <a href="http://www.biust.ac.bw">www.biust.ac.bw</a></td>
</tr>
<tr>
<td>BMC</td>
<td>Private Bag 4, Lobatse, Botswana</td>
<td>Tel: (+267) 534 0602, Fax: (+267) 533 2228, <a href="http://www.bmc.bw">www.bmc.bw</a></td>
</tr>
<tr>
<td>BOCRA</td>
<td>Plot 50671, Independence Avenue, Gaborone Private Bag 00495, Gaborone, Botswana Tel: (+267) 395 7755, Fax: (+267) 395 7976 <a href="http://www.bocra.org.bw">www.bocra.org.bw</a></td>
<td></td>
</tr>
<tr>
<td>Name</td>
<td>Address</td>
<td>Contact Details</td>
</tr>
<tr>
<td>---------------------------</td>
<td>--------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>BODY Signature</td>
<td>Plot, The Village Complex, Gaborone, Botswana</td>
<td>Cell: (+267) 7226 5623, facebook: BODY Signature</td>
</tr>
<tr>
<td>Bonitas Aqua and Day Spa</td>
<td>Plot 54513, Unit 6A, Courtyard Riverwalk, Gaborone</td>
<td>Tel: (+267) 311 0525, Cell: (+267) 7512 2566, <a href="http://www.bonitasqua.com">www.bonitasqua.com</a></td>
</tr>
<tr>
<td>Botswana Chamber of Mines</td>
<td>P O Box AD 80 ABE, Postnet Kgale View, Gaborone</td>
<td>Tel: (+267) 391 4686, Fax: (+267) 391 4684, <a href="http://www.bcm.org.bw">www.bcm.org.bw</a></td>
</tr>
<tr>
<td>Botswana Housing Corporation</td>
<td>Head Office, Plot 4773</td>
<td>Corner, Mmaraka &amp; Station Roads, P O Box 412, Gaborone, Botswana</td>
</tr>
<tr>
<td>Botswana Oil</td>
<td>Plot 54373b, Petroleum House, Matante Mews CBD, Gaborone</td>
<td>Private Bag BO 173, Gaborone, Botswana, Tel: (+267) 398 1700, Fax: (+267) 318 1705, <a href="http://www.botswanoil.co.bw">www.botswanoil.co.bw</a>, facebook: Botswana Oil Limited, linkedin: Botswana Oil Limited</td>
</tr>
<tr>
<td>Botswana Railways</td>
<td>Private Bag 0052, Mahalapye</td>
<td>Tel: (+267) 471 1375, (+267) 471 1377, <a href="http://www.botswanarailways.co.bw">www.botswanarailways.co.bw</a></td>
</tr>
<tr>
<td>CAAB</td>
<td>Plot 61920, Letsema Office Park, Fairgrounds</td>
<td>P O Box 250, Gaborone, Botswana, Tel: (+267) 368 8200, Fax: (+267) 395 3517, <a href="http://www.caab.co.bw">www.caab.co.bw</a></td>
</tr>
<tr>
<td>CEDA</td>
<td>Plot 54358, Prime Plaza, Corner PG Matante Road and Khama Crescent Extension, CBD, Gaborone</td>
<td>Tel: (+267) 317 0895, Fax: (+267) 317 0896, <a href="http://www.ceda.co.bw">www.ceda.co.bw</a></td>
</tr>
<tr>
<td>Chez Nicolas</td>
<td>I-Tower Building CBD Gaborone</td>
<td>Tel: (+267) 395 6245, Fax: (+267) 391 1945</td>
</tr>
</tbody>
</table>
## Index

<table>
<thead>
<tr>
<th>Business Name</th>
<th>Address</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cigar Lounge</td>
<td>Shop No. 29 &amp; 30, Mowana Park Shopping Centre Phakalane</td>
<td>Cell: (+267) 7490 2727</td>
</tr>
<tr>
<td>Dr Graham McCulloch</td>
<td>P O Box HA122HAK, Maun, Botswana</td>
<td>Cell: (+267) 7314 9516</td>
</tr>
<tr>
<td>Eccentric Style Loft</td>
<td>Plot 25909, Block 9, Gaborone, Botswana</td>
<td>Cell: (+267) 76574911 / 74051445</td>
</tr>
<tr>
<td>ECOEXIST Project</td>
<td>Lions Gate Boseja, Maun</td>
<td>Tel: (+267) 684 0290, Fax: (+267) 683 0240</td>
</tr>
<tr>
<td>Fego Caffe</td>
<td>Plot 54381, Ext 9, The Square Mall, New CBD, P O Box 375 AAH, Masa Centre, Gaborone</td>
<td>Tel: (+267) 316 2424, Fax: (+267) 316 2437</td>
</tr>
<tr>
<td>Heritage Heritage Branding</td>
<td>Plot 111 Block B, Gaborone International Finance Park</td>
<td>Tel: (+267) 311 1282, Fax: (+267) 391 2492</td>
</tr>
<tr>
<td>ICL</td>
<td>Unit 6, Plot 135 Kgale Terrace</td>
<td>Tel: (+267) 395 3947, Fax: (+267) 397 4646</td>
</tr>
<tr>
<td>International Aviation Solutions</td>
<td>Sir Seretse Khama International Airport</td>
<td>Tel: (+267) 391 0930</td>
</tr>
</tbody>
</table>
## Index

<table>
<thead>
<tr>
<th>Name</th>
<th>Address</th>
<th>Contact Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jessy’s Bistro</td>
<td>I-Tower Building CBD Gaborone</td>
<td>Tel: (+267) 395 6245, Fax: (+267) 391 1945</td>
</tr>
<tr>
<td>Ker &amp; Downey</td>
<td>Plot 851, Chobe Holdings Complex, Sir Seretse Khama Road, Maun</td>
<td>Tel: (+267) 686 0375 / 686 1481, Cell: (+267) 7577 5300, Fax: (+267) 686 1282</td>
</tr>
<tr>
<td></td>
<td>P O Box 27, Maun, Botswana</td>
<td><a href="http://www.kerdowneybotswana.com">www.kerdowneybotswana.com</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td>facebook: Ker&amp;Downey Botswana</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Twitter: @KerDowneyBW</td>
</tr>
<tr>
<td>Khoemaca Copper Mining</td>
<td>Fairgrounds Financial Centre, Ground Floor, North East Wing</td>
<td>Tel: (+267) 393 1006, Fax: (+267) 393 1008</td>
</tr>
<tr>
<td></td>
<td>P O Box AD 80 AAF Gaborone, Botswana</td>
<td><a href="http://www.khoemacaucm.co.bw">www.khoemacaucm.co.bw</a></td>
</tr>
<tr>
<td>Kondwane Lodge</td>
<td>Plot 932 Francistown (Next to Marang Hotel)</td>
<td>Tel: (+267) 241 5111, Fax: (+267) 241 5112</td>
</tr>
<tr>
<td>LEAD</td>
<td>Plot 111, Samdef House, Gaborone International Finance Park</td>
<td>Tel: (+267) 391 5501, Fax: (+267) 3915507</td>
</tr>
<tr>
<td></td>
<td>P O Box 211223, Bontleng Gaborone, Botswana</td>
<td><a href="http://www.lead.co.bw">www.lead.co.bw</a></td>
</tr>
<tr>
<td>Letlole La Rona</td>
<td>Plot 54373, 1st Floor, 5 Matante Mews, CBD</td>
<td>Tel: (+267) 318 0301, Fax: (+267) 318 0357</td>
</tr>
<tr>
<td></td>
<td>P O Box 700ABG, Gaborone, Botswana</td>
<td><a href="http://www.letlole.co.bw">www.letlole.co.bw</a></td>
</tr>
<tr>
<td>Liban Mediterranean Cuisine</td>
<td>I-Tower Building, CBD, Gaborone</td>
<td>Tel: (+267) 395 6245, Fax: (+267) 391 1945</td>
</tr>
<tr>
<td>Maitisong Theatre</td>
<td>Private Bag 0045, Gaborone, Botswana</td>
<td>Tel: (+267) 397 1809, <a href="http://www.maitisong.org">www.maitisong.org</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Facebook: Maitisong Theatre</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Twitter: @MaitisongBW</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Instagram: @maitisong</td>
</tr>
<tr>
<td>Maru-a-Pula</td>
<td>Plot 4725, Maruapula Way, Gaborone, Botswana</td>
<td>Tel: (+267) 391 2953, <a href="http://www.maruapula.org">www.maruapula.org</a></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Facebook: Maru-a-Pula School</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Twitter: @maruapulaschool</td>
</tr>
</tbody>
</table>
## Index

<table>
<thead>
<tr>
<th>Name</th>
<th>Address</th>
<th>Phone Numbers</th>
<th>Website/Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Masa Square Hotel</td>
<td>Plot 54353, New CBD Corner Khama Crescent and Western Bypass Gaborone</td>
<td>(+267) 315 9954</td>
<td><a href="http://www.masasquarehotel-gaborone.com">www.masasquarehotel-gaborone.com</a></td>
</tr>
<tr>
<td>Men and Boys</td>
<td>Plot 6213, Tshimotharo Morubise Road, Extension 19, P O Box 50841, Gaborone, Botswana</td>
<td>(+267) 395 7763, Cell: (+267) 75306777</td>
<td></td>
</tr>
<tr>
<td>Mokolodi Restaurant</td>
<td>Mokolodi Nature Reserve, Gaborone, Botswana</td>
<td>(+267) 7515 3217</td>
<td></td>
</tr>
<tr>
<td>NTFRC</td>
<td>Plot 1840, Mpuutsane Industrial Area Lobatse Road, Kanye Private Bag 008, Kanye, Botswana</td>
<td>(+267) 544 0441</td>
<td><a href="http://www.naftec.org">www.naftec.org</a>; facebook: National Food Technology Research Centre</td>
</tr>
<tr>
<td>Pako Lesejane</td>
<td></td>
<td>Cell: (+267) 722 37478</td>
<td>facebook: Pako Lesejane; Twitter: @Lesejane</td>
</tr>
<tr>
<td>Pete Hancock</td>
<td>P O Box 20463, Maun, Botswana</td>
<td>Cell: (+267) 7465 4464</td>
<td><a href="http://www.birdlifebotswana.org.bw">www.birdlifebotswana.org.bw</a></td>
</tr>
<tr>
<td>Photography by Denise Parent</td>
<td>152 Lodgepole Drive Hinton, Alberta T7V 1E3</td>
<td></td>
<td><a href="http://www.photographybydeniseparent.com">www.photographybydeniseparent.com</a></td>
</tr>
<tr>
<td>SKY LOUNGE</td>
<td>I-Tower Building CBD Gaborone</td>
<td>(+267) 395 6245, Fax: (+267) 391 1945</td>
<td><a href="http://www.skylounge.co.bw">www.skylounge.co.bw</a></td>
</tr>
<tr>
<td>SOS Children’s Villages Botswana</td>
<td>Plot 584, Losunyanen Ward P O Box 30396, Tlokweng, Botswana</td>
<td>(+267) 395 3220</td>
<td><a href="http://www.sos.org.bw">www.sos.org.bw</a></td>
</tr>
<tr>
<td>Teen Spirit</td>
<td>Private Bag BR123, Gaborone, Botswana</td>
<td>(+267) 316 1502 / (+267) 7171 7070</td>
<td><a href="http://www.innercoreenergetics.com">www.innercoreenergetics.com</a></td>
</tr>
</tbody>
</table>
Index

Thapelo Letsebe
Private Bag SK9, Gaborone
Cell: (+267) 75650630
www.yarnhipsta.com
tumbler: Yarn.hipster
facebook: Thapelo Letsebe/ yarn hipsta
twitter: Thapelo Letsebe
instagram: Thapelo Letsebe/yarn hipsta

The Makeover Place
Plot 2856, Extension 10, Gaborone
Tel: (+267) 392 5787
Cell: (+267) 7138 4131 / 7647 7142
Facebook: The Makeover Place
Twitter: the_MakeoverPlace

Tlotlo Hotel & Conference Centre
Plot 11683, End Block 5, Gaborone, Botswana
P O Box 201439 Gaborone Botswana
Tel: (+267) 393 5020 / 393 2621
Fax: (+267) 391 8122 / 310 5898
www.tlotlohotel.co.bw

Uncharted Africa
Post Net Suite 260,
Private Bag X31,
Saxonwold 2132, Johannesburg
Cell: (+267) 7233 8344
www.unchartedafrica.com

Wilderness Safaris
Private Bag BR159, Broadhurst,
Gaborone Botswana
Tel: (+267) 392 6886, Fax: (+267) 393 2677
www.wilderness-safaris.com

Wildscenics
Plot 5648, Unit 18, Craft Market
Broadhurst Industrial, Gaborone
P O Box 47208, Gaborone, Botswana
Tel: (+267) 393 7184
www.wildscenics.com

Zebranet
2nd Floor Portion 867,
New Lobatse Road, Gaborone
Private Bag 00442, Gaborone Botswana
Tel: (+267) 395 9000, Fax: (+267) 395 6000
www.zebranet.co.bw