

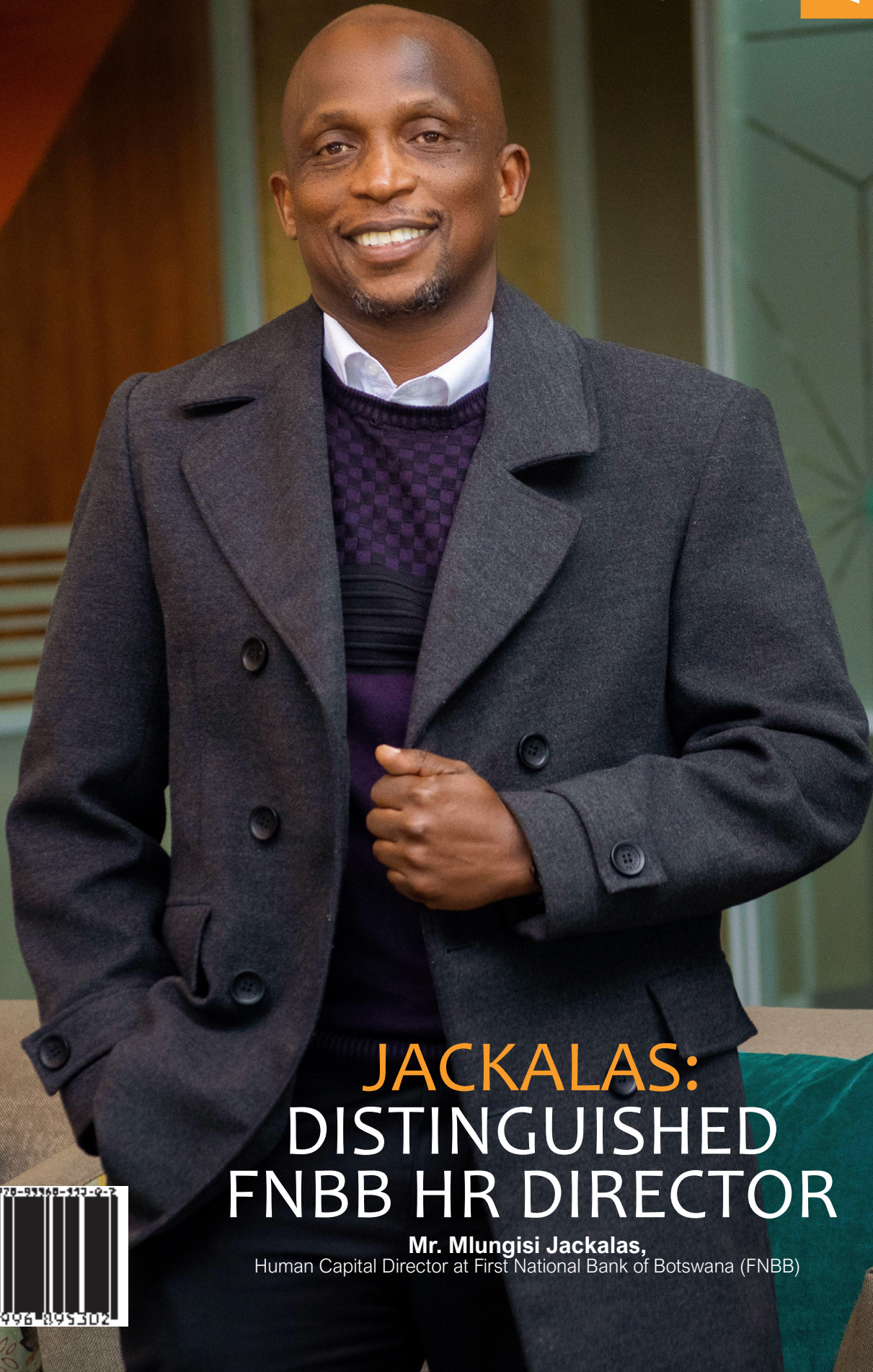
SEPTEMBER 2025 . ISSUE #24

Employee

www.employeeafricamagazine.com

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AFRICA



JACKALAS: DISTINGUISHED FNBB HR DIRECTOR

Mr. Mlungisi Jackalas,
Human Capital Director at First National Bank of Botswana (FNBB)





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Is coffee actually good for focus?

This is why so many companies are investing in coffee machines for business settings. It's a great way to keep spirits and energy levels up. If your team can be sharp and alert during key hours, it's a win-win. But remember, it's not a miracle solution.

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[PRODUCTION UNIT]

Production: Botswana Events365
Digital Media: Employee Africa
Photography: Local Agencies & Internet (Online)

CIRCULATION

. Food Lovers . Mokoka Transportation (Buses)
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CEO'S NOTE!

MOMPOLOKI MAKWANA
Chief Executive Officer (CEO)
Employee Africa Magazine



Welcome to Issue 24 of Employee Africa Magazine—a celebration of resilience, leadership, and the spirit of African professionals who continue to rise above challenges and set new benchmarks of excellence.

This edition carries a special weight. Across its pages, we explore what it truly means to lead in an era where disruption is constant and transformation is no longer optional. From the story of Mlungisi Jackalas at FNBB, who is redefining human capital with inclusion, diversity, and innovation, to the insights of thought leaders who champion cultural intelligence, workplace resilience, and adaptive leadership, this issue underscores that Africa's progress is people-driven.

The Expert Advice section could not be timelier. Leaders such as Lorato Maano-Mosetlhanyane emphasize emotional resilience as the new workplace currency, while Nikita Makwana highlights cultural intelligence as a critical asset for Africa's global positioning. These conversations reinforce that leadership today demands not only strategy but also empathy, adaptability, and vision.

In addition, our Celebrating Professionals feature showcases individuals across finance, mining, digital transformation, and entrepreneurship. Their stories affirm what we at Employee Africa have always believed—that Africa's workforce is its greatest asset. It is through their creativity, innovation, and resilience that our continent continues to claim its place on the global stage.

As CEO, I remain deeply proud of the platform we have built together. Employee Africa is not just a magazine—it is a voice for professionals, a bridge between industries, and a mirror reflecting the aspirations of a rising continent.

To our partners, contributors, and readers—thank you for walking this journey with us. May this issue inspire you to lead boldly, embrace resilience, and carry Africa's story forward with pride and purpose.

Enjoy the read.

Mompoloki Makwana
Chief Executive Officer
Employee Africa Magazine



MLUNGISI JACKALAS

Human Capital Director
First National Bank of Botswana (FNBB)

JACKALAS; DISTINGUISHED FNBB HR MANAGER

Mlungisi Jackalas, Human Capital Director at First National Bank of Botswana (FNBB), is a seasoned and visionary Human Resources professional. His unwavering commitment to positioning FNBB as an industry leader is both remarkable and undeniable.

With a distinguished career spanning over two decades, Mlungisi was appointed Director of Human Resources at FNBB, effective 1st September 2022.

He holds a BA in Economics and a B.Com Honours in Organisational Psychology from the University of Cape Town. He further completed his M.Com in Organisational Psychology through the University of South Africa (Source: FNBB).

“It was an eye-opening experience, and I grabbed the opportunity with both hands. I later moved to Jwaneng Mine, still under Debswana, as Senior Manager, Human Resources. Over the years, I’ve also worked for companies such as Mascom, Morupule Coal Mine, and Diamond Trading Company Botswana (DTCB). Each experience was unique due to the different nature of the services these companies offer,” said Jackalas.

He emphasized that he is always open to new challenges and has been intentional about not allowing his career to be managed solely by the organizations he worked for. His focus has always been on deliberately gaining diverse experience, affirming that nothing is more valuable than hands-on exposure.

According to Jackalas, this deliberate approach to working across various sectors



has shaped him into the dynamic HR professional he is today.

CAREER JOURNEY

Cool, calm, and collected — Mlungisi’s professional journey began in 2001, shortly after completing his tertiary education. Over the years, he has built a versatile and

well-rounded HR career, having worked across key sectors of the economy including mining, telecommunications, healthcare, and insurance.

Reflecting on his early days, Jackalas recalls his first role as a graduate trainee in HR at Debswana Diamond Company, stationed at Orapa Mine in 2001.

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Specialist Sinati Takawira seconded from FNB Zambia.

FNB DREAM

He said instilling high performance culture requires that then environment is conducive enough to allow the staff to perform at their optimal best and that they can stand the test of the times.

He said he leads a wonderful team that is reporting to him and comprises Head of Human Capital, Kopi, Employee Relations

Mlungisi shared that from early on in his career, he had a dream to one day work for First National Bank Botswana — a brand that holds a special place in his heart. He revealed that his admiration for FNBB began while he was still studying in Cape Town.

“The bank was highly valued by its employees, many of whom I interacted

with at the time. The value proposition was incredible. FNBB is an innovative institution, and its organisational culture is truly exceptional,” Jackalas said with enthusiasm.

He added that FNBB’s broad and ambitious vision cannot be achieved in isolation, highlighting the importance of collaboration between the HR department and other units across the business.

“We co-exist as integrated units, and that synergy is what drives strong growth within the business. It is my responsibility, along with my HR team, to ensure the bank has the right talent to achieve its strategic objectives — and to remain agile in the face of an evolving economic landscape,” he explained.

Jackalas further emphasised the importance of agility and readiness within a high-performance organisation:

“We focus on attracting and retaining relevant skills to ensure the bank remains resilient. As the business environment continues to shift, we must be clear on how we generate value — and we need talent that can adapt to that change. The Board and Senior Management play a crucial role in safeguarding the organisation from potential shocks.”

PSYCHOLOGY CRITICAL

Mlungisi is deeply passionate about self-development, mindset transformation, psychological assessments, high-performance coaching, and enhancing organisational effectiveness.

Throughout his career, he has led and contributed to large-scale change initiatives — including organisational restructuring, the implementation of talent management frameworks, and overseeing the people component of major projects, such as the MCM 2 expansion. In that role, he spearheaded continuous business improvement interventions.

His passion for psychology is rooted in one of his core life principles: the pursuit of meaning and purpose. He believes that true leadership requires a deep understanding of human behavior and personal conviction.

“I’m a firm believer that there is a God,” he shared, adding that faith and purpose are central to how he approaches both life and work.

Mlungisi is a registered organisational psychologist with the Botswana Health Professions Council and is also a Certified Talent Practitioner.

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INCLUSION/ DIVERSITY

Jackalas emphasized that inclusion, equality, diversity, and a sense of belonging are fundamental pillars at FNBB.

He noted that the bank has made significant progress in advancing gender representation, with 65% of its workforce being female and 35% male.

“Gender inclusivity is very important to us. We also engage our employees on pressing societal issues such as Gender-Based Violence. For example, we host Pitso ya Borre sessions — safe spaces where men come together to have open conversations, because often as men, we don’t speak up about issues that affect us,” he explained. Wellness, he added, is another critical focus area for the bank. FNBB offers one of the most comprehensive employee wellness programs in Botswana, facilitated by Dr. Patronella Mbaiwa.

NEW TRENDS

Jackalas highlighted that FNBB is fully aware of the rapidly evolving business landscape, where emerging trends like Artificial Intelligence (AI) are taking center stage globally.

He acknowledged that FNBB is not immune to such advancements and is actively embracing tools like ChatGPT, which play a critical role in areas such as data analytics and operational efficiency.

“We have a dedicated Data and Analytics Division made up of eight highly skilled Data Scientists who have undergone extensive AI training through a comprehensive course abroad,” he shared.

“They are among the best — and the quality of their reporting is exceptional. Data is extremely important to us as a business.”

WORD OF ADVICE

Jackalas’s parting advice to young, aspiring professionals is to recognize that the world of work is constantly evolving, demanding

agility and the ability to adapt quickly.

He stressed the importance of preparing for more than just a single job — encouraging a broader approach to career development. “Don’t limit yourself to just one role. In today’s dynamic work environment, acquiring new skills that will be relevant in the future is essential. Versatility is key. In the past, we prepared ourselves mainly for employment, but today, the landscape has changed, and many are now encouraged to create their own opportunities,” he said.

He further emphasized the need to trust the journey:

“The future is unpredictable. You never know where you’ll be tomorrow, so it’s vital to stay ready and focused on the next chapter of your career.”

Jackalas also highlighted the importance of self-awareness and continuous personal development, urging individuals to consistently invest in improving their skills.

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Courtesy of Employee Africa Summit 2025



Dr. Kemi Akindutire



Ms. Lorato Maano-Mosetlhanyane



MRS. Makwana Makwana



MS. Lebogang Dodo



Professor Alinah K. Segobye



Coach Mompoloki Makwana

YOU CAN'T BUILD A RESILIENT ORGANIZATION WITHOUT RESILIENT LEADERS.



Dodo outlined how targeted coaching strengthens five key leadership capacities



A Leadership Coach Development Strategist and Human Capital Business Partner for Alexforbes Botswana, Ms. Lebogang Dodo, shared compelling insights on how African organizations can develop leaders who thrive amid disruption, uncertainty, and rapid change.

Dodo opened her presentation by emphasizing that resilience is no longer a nice-to-have—it has become the new leadership currency. In an era shaped by volatility, technological disruption, and shifting work models, leaders must do more than react; they must bounce forward and cultivate cultures of innovation and trust.

She explained that coaching has emerged

as a critical lever to build this resilience. Unlike traditional training, coaching empowers leaders to understand their own mindsets and unlock deep, sustainable growth. Dodo outlined how targeted coaching strengthens five key leadership capacities: self-awareness, adaptability, empathy, visionary thinking, and emotional regulation. These traits enable leaders to inspire teams, navigate complexity, and maintain focus even in the face of crisis.

She presented evidence showing that organizations investing in coaching realize measurable gains. Case studies revealed significant improvements in project delivery, employee engagement, innovation, and financial performance—one organization recorded a 19% increase

in revenue per employee and a 32-point improvement in project timeliness after an eight-month coaching program.

Dodo stressed that coaching is not just a cost but a strategic investment with long-term returns. It creates a pipeline of leaders ready to drive transformation, foster psychological safety, and position their organizations for enduring success in the marketplace.

Her message was clear: the future belongs to those willing to move beyond static leadership models and embrace coaching as a catalyst for growth. By developing resilient, emotionally intelligent leaders, African organizations can unlock their true potential and create workplaces defined by adaptability, innovation, and sustained performance.

WORKPLACE EXCELLENCE IS NO LONGER JUST ABOUT PERFORMANCE

— IT REQUIRES EMOTIONAL RESILIENCE

At the 2025 Employee Africa Summit, renowned leadership expert and coach Lorato Maano-Mosetlhanyane delivered a compelling presentation that challenged traditional views of success in the workplace. As a Professional Certified Coach (ICF), Maxwell Leadership Executive Director, Enneagram & DISC Certified Practitioner, and Founding Director at PinnaLead, Maano-Mosetlhanyane brought her extensive experience and insight to center stage—calling on African organizations to lead from a place of emotional strength, not just strategic execution.

Her presentation, under the summit theme “Empowering Workforce Emotional Resilience,” emphasized that in today’s volatile economic and social environment, resilience is more than a buzzword. It is a necessity. Across Africa and particularly in Botswana, workforces are navigating high stress, job insecurity, youth unemployment, rising gender-based violence, and the aftershocks of global crises. In such an environment, the ability of teams to emotionally adapt, recover from setbacks, and thrive under pressure has become a vital leadership imperative.

“Resilience,” she explained, “is the ability to recover or adjust easily to misfortune or change. Emotional resilience is the internal engine that allows individuals and teams to cope with challenges, maintain mental wellness, and continue performing without burning out.”

Quoting, “The strength of a leader is not just in driving results, but in creating an environment where people feel safe to fall, supported to rise, and empowered to thrive,” she reminded leaders that their role is no longer about control—but about cultivating safety, trust, and



“Emotional resilience is the internal engine that allows individuals and teams to cope with challenges”

emotional agility.

Maano-Mosetlhanyane outlined the six foundational pillars of emotional resilience in the workplace: self-awareness, emotional stability, flexibility, self-efficacy, social support, and work-life integration. These, she emphasized, are not abstract concepts, but daily practices

that foster stronger collaboration, sharper decision-making, improved engagement, and ultimately, business continuity.

She also addressed the common stressors plaguing today’s organizations: heavy workloads, constant change, limited access to mental health support, and a lack of psychological safety. Emotional resilience, she argued, offers the antidote.

Her message to leadership was clear—resilience begins at the top. Leaders must lead by example, model calm under pressure, create a culture of psychological safety, and practice Botho—a deep respect for humanity and compassion in action. She urged organizations to go beyond surface-level wellness programs, and instead invest in mental health training, emotional intelligence coaching, open dialogue, and flexible work practices.

Tools like journaling, mindfulness, breathing exercises, and boundary-setting were highlighted as key strategies for individuals to build internal resilience, while team-based practices like regular check-ins and peer support were shown to boost collective morale and trust.

The session ended with a call to shift toward human-centered leadership. Organizations must normalize mental health conversations, intentionally create safe workspaces, and engage with employees as whole people—valuing their well-being, personal growth, and unique emotional journeys.

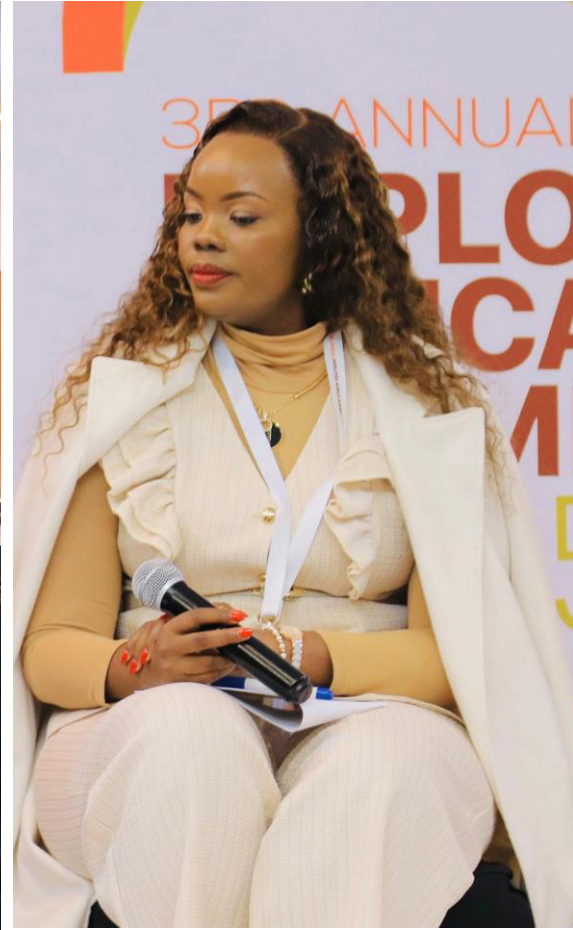
In today’s Africa, emotional resilience is not just about recovery—it’s about future-readiness. It’s what separates workplaces that survive from those that lead, innovate, and thrive.



MENTORSHIP - COHORT 3



OVER 70% OF INTERNATIONAL BUSINESS VENTURES FAIL DUE TO CULTURAL MISUNDERSTANDINGS



A China Studies Specialist, Intercultural Leadership Strategist and a Managing Director at Employee Africa, Nikita Makwana offered valuable insights on how African leaders and organizations can thrive in an increasingly global and diverse environment.

Makwana opened her talk by drawing attention to a staggering fact: over 70% of international business ventures fail not because of strategy or finance, but due to cultural misunderstandings. She emphasized that in today's interconnected world, especially for a continent as dynamic and diverse as Africa, Cultural Intelligence (CQ) is a critical leadership asset.

Unlike IQ or EQ, CQ measures the ability to relate and work effectively across

different cultures, a skill now essential for driving resilient and adaptive leadership.

She explained that resilience in leadership is no longer just about stability—it's about adaptability in the face of cultural diversity and change. She broke down CQ into four essential components: CQ Drive (motivation to engage across cultures), CQ Knowledge (understanding cultural norms), CQ Strategy (planning in multicultural settings), and CQ Action (adapting behavior and communication styles). Makwana noted that CQ empowers leaders to not only manage change but to turn cultural complexity into a strength for innovation and growth.

She stressed that building resilient teams starts with understanding and

valuing cultural diversity. Leaders who cultivate CQ are better positioned to navigate uncertainty, lead inclusively, and innovate effectively within complex, changing environments—all of which are crucial for Africa's continued growth.

Through this lens, Makwana challenged African leaders to not just manage cultural diversity, but to leverage it as a source of strength and innovation. Her message was clear: resilience is built through inclusion, adaptability, and the courage to lead differently.

By embracing Cultural Intelligence, African organizations can unlock deeper collaboration, enhance innovation, and position themselves for long-term success in a rapidly evolving global landscape.

THE FUTURE OF WORK HAS ARRIVED – CULTIVATING RESILIENT TEAMS IS NO LONGER A CHOICE, IT’S A STRATEGY

[MOMPOLOKI MAKWANA: A transformational leadership coach and Chief Executive Officer at Employee Africa]

At the 2025 Employee Africa Summit, Coach Mompoloki Makwana, a transformational leadership coach and Chief Executive Officer at Employee Africa, delivered a powerful session titled “Cultivating Resilient Teams: Mindset and Attitude Change”. With clarity and urgency, he addressed a critical truth facing modern organizations: the future of work is not a distant idea—it is already here, and only the most adaptable teams will thrive.

Makwana began by referencing insights from the Society of Human Resource Management, emphasizing that shifts in how people work—from remote and hybrid setups to evolving employee expectations—are permanently redefining the workplace. For organizations to remain relevant and effective, they must prioritize team resilience, workforce development, and leadership evolution in alignment with these changes.

Central to his message was a call to redefine what leadership means today. According to Makwana, resilient teams do not emerge by chance; they are built through intentional efforts that begin with individual growth. He explained that the strength of a team is a reflection of its people—and that leadership must focus on empowering individuals to lead themselves first. “Team growth,” he stressed, “is driven by individual development. If you grow the person, you grow the team.”

He went on to outline key statements that define a resilient team in today’s environment: alignment around a shared vision, accountability structures, clear incentives, and continuous reflection on organizational values. Leaders must constantly re-center their teams on purpose, vision, and values, while creating an environment

that encourages self-leadership and collaboration.

But to lead resilient teams effectively, leaders themselves must undergo key mindset shifts. Makwana outlined four transformative shifts modern leaders must embrace. First, they must help individuals recognize themselves as leaders—regardless of position—by fostering self-leadership and ownership. Second, they must create opportunities for retooling, enabling learning, unlearning, and relearning to become everyday norms. Third, leaders must embody and promote a new workplace culture that can absorb shocks and navigate complexity. Finally, they must learn to manage the balance between long-term vision and short-term goals, ensuring that daily decisions are aligned with the broader organizational mission.

Throughout his presentation, Makwana highlighted subtle yet powerful truths about communication, leadership influence, and team culture. “What is not said is just as important as what is,” he reminded attendees,

cautioning leaders to be mindful of unspoken dynamics, body language, and how their presence and decisions are perceived by teams.

He also emphasized the importance of cross-functional alignment, a 360-degree leadership approach, and the need for continuous adjustment of objectives as the environment changes. Today’s teams need clarity, consistency, and connection. And for organizations that desire to be resilient, the role of leadership has never been more critical.

Coach Makwana closed with a message that echoed across the summit: the organizations that will succeed tomorrow are those that are rethinking how they lead today. Cultivating resilience is not about responding to crisis, but preparing for it. It’s about investing in people, refining culture, and elevating leadership with courage, vision, and humility.

To build the future, we must lead it—and that begins with cultivating resilient teams.





BOTSWANA'S ECONOMY WILL BE DEFINED BY RESILIENCE - IT WILL BE BUILT ON IT

At the 2025 Employee Africa Summit, Professor Alinah K. Segobye, speaking on behalf of the Human Resource Development Council (HRDC), delivered a powerful CEO presentation under the theme “Empowering Workforce Resilience: Fostering Innovative Continuous Workplace Learning for a Knowledge-Based Economy.” Her message was clear and forward-looking: Botswana’s future success in a rapidly changing global environment depends on how well we equip our people to adapt, innovate, and thrive.

The presentation opened by framing resilience not simply as the ability to bounce back, but as the ability to move forward—stronger, wiser, and more agile. In the face of economic uncertainty, youth unemployment, digital disruption, and climate-related challenges, the strength of Botswana’s economy will rely on its people’s capacity to learn continuously and respond dynamically.

Professor Segobye emphasized that workforce resilience is built through adaptability, emotional and mental strength, and ongoing skills renewal. These qualities, when cultivated within teams and institutions, not only drive national productivity but also enhance economic stability and reduce the growing mismatch between job market demands and workforce skills.

At the center of HRDC’s strategy is a commitment to modernize Botswana’s education and skills development systems. This includes revitalizing TVET, scaling up digital and green skills training, and establishing a national culture of



lifelong learning. Special emphasis was placed on empowering vulnerable populations—youth, women, and people with disabilities—through targeted, inclusive interventions.

Professor Segobye noted that resilience and innovation must go hand in hand. Botswana’s progress toward a knowledge-based economy requires not just technical training, but also the development of entrepreneurial mindsets. HRDC is working to promote creativity through innovation hubs and

to harness the potential of the Fourth Industrial Revolution (4IR), including AI, to prepare citizens for emerging roles.

She also highlighted the need for coordinated partnerships between government, education institutions, and industry. By aligning skills development with national economic needs, HRDC—through the National Human Resource Development Strategy and the Human Resource Development Fund—is enabling organizations and individuals to access meaningful learning

ECONOMIC FUTURE WON'T RESOURCES ALONE IN RESILIENT PEOPLE



pathways.

Beyond frameworks and funding, the presentation emphasized building a learning culture within organizations. Tools like mentorships, apprenticeships, coaching, on-the-job training, and competency-based models were highlighted as necessary to strengthen skills application and leadership development. Professor Segobye advocated for integrating learning with performance systems—rewarding

growth with recognition, certification, and advancement.

Importantly, the presentation called attention to the emotional dimension of resilience. Stress management, mindfulness, and emotional intelligence were presented as core training areas for today's teams. Leaders must prioritize not only the development of their teams' technical capabilities but also their well-being, self-awareness, and adaptability.

Professor Segobye closed her address with a clear call to action: we must shift toward a national mindset that sees people as our most important investment.

Botswana's economic progress will not come from policy alone—but from a bold, united commitment to continuous learning, inclusive growth, and human-centered innovation. Resilient people build resilient nations—and the time to empower them is now.

POWER OF COLLABORATION:

Building a Purposeful Career with Others



Purpose@Work
Dr. Kemi Akindutire

Purpose is about impacting and influencing people—how does that play out in your career journey when trying to showcase my capabilities, grow, and be successful professionally? Why should you bring others into the work you are doing and potentially share the wins with others?

These questions are not unreasonable, especially if you have a clear vision and a career goal driving you. You may instinctively want to be laser-focused on perfecting and protecting your work and professional brand by proving yourself and your value in the workplace. The truth is that some of the greatest successes in your career will require a dimension of collaboration through partnerships, mentorships, and bringing others along in teams, which exponentially expands your impact. When you are teaming with the right team with a common purpose and direction, there is just so much that cannot be done, especially when aligned with a purpose beyond oneself as reinforced in the bible with stories such as the tower of babel, where it was recognized that a group of people with a shared vision and purpose can be unstoppable. In addition, the Ubuntu philosophy —“I am because we are”—reminds us that our identity, growth, and success are deeply interwoven with the lives of others. This translates into a powerful principle: You go faster alone, but you go further—and deeper—with others.

Why Bringing Others In Multiplies Purpose It Amplifies Your Impact

When you collaborate, your influence scales. For instance, in a project, collaborating with

a others who have stronger unique skills and perspectives, even those who might critique it infuse innovation, creativity and impact leading to a more comprehensive and effective solutions. You benefit from diverse ideas, shared ownership, and multiplied outcomes compared to if you decide to do it on your own.

It Builds Your Leadership Muscle

Every act of collaboration is an opportunity to strengthen the core skills that define effective leadership: empathy, communication, delegation, and trust. Transformational Leadership Theory shows that those who inspire, develop, and empower others—not just direct them—create more innovative, committed, and high-performing teams. Leadership in this context has very little to do with position or title, but more importantly, influence and benefit that others may gain from the process and outcomes of the work.

It Deepens Your Legacy

Purpose-driven professionals don't just deliver results—they develop, influence, and impact people. They view each role, task, or project as an opportunity to serve and make an impact beyond self, a calling that transcends the work itself or the monetary rewards, but rather how it can serve others. With this perspective, the focus is on heart work, rather than just getting the job done for a paycheck. It also encompasses a dimension of leadership, humility, and legacy, focusing on who is built through action or inaction, and for better or worse.

It Unlocks Opportunities

Collaboration breeds connection—and connection breeds opportunity. When connection is present in the workplace, motivation, innovation, and professional growth soar. When people feel connected to you and can trust you, they remember your influence and impact, which may lead to opportunities in the future. Beyond the potential personal benefit, the joy of contributing to the relational needs of others contributes to your impact and value in the workplace. It can significantly improve not just the work you do but your relationship equity, which can lead to significant opportunities beyond short-term work or deliverables you might be focused on.

Purpose Beyond Performance

We often define career progress or success by promotions and outputs on deliverables—there is nothing wrong with this, but there is more—real purpose is bigger than performance. It is measured in people, in the trust you build, the doors you open, the impact you make, and the legacy you leave along your career journey. It is essential to consider not only the work and deliverables but also the broader context. While delivering on performance expectations and even exceeding them is crucial, it's also important to consider how it is accomplished and how lives are impacted through the work, as well as the people you interact with along the way. Ask yourself, what story do you want to be told about you after you move to the next role, organization, or project? Who would you have brought along, helped, and empowered along the way? Each space you get to work in on your career journey is an opportunity to make an unforgettable impact by creating positive and valuable deposits.

From Scarcity to Significance: A New Career Mindset

While the workplace realities are full of pressures to be competitive and less collaborative, suggesting there are limited opportunities for success, it's important to redefine what success really is, and refocus on what really matters. It requires a shift from a scarcity mindset, which fuels behaviors that may seem beneficial in the short term but are counterproductive behaviors for you and the organization, to an abundance mindset suggesting that there is more than enough. Remembering that opportunities and impact abound, we especially when collaborating with others.

In essence, apply these principles to your career strategy to experience greater fulfillment in your career.

- Expand your influence and impact by bringing others along; their perspective may be the spice you need for your work to stand out.
- Multiply your greatness through mentoring and coaching. Surround yourself with others who can guide you toward greatness.
- Purpose and fulfillment aren't found in what you accomplish alone—it's fulfilled by the people who become better because you showed up.

LEADING WITH LEGACY:

BUILDING INSTITUTIONS THAT OUTLAST INDIVIDUALS



NEO NDWAPI

Group Executive: Human Culture & Capital, The BIHL Group

This year, the BIHL Group marks a powerful milestone - 50 years of improving livelihoods in Botswana. “SO50” is more than an anniversary. It is a moment of pause and reflection, a chance to look back with pride and forward with purpose.

In a time marked by economic shifts, technological disruption, and societal transformation, one question persists: What makes an institution truly endure? We believe the answer lies not in size or profitability, but in values-led leadership, leadership that prioritises purpose over personality, people over ego, and long-term national impact over short-term wins.

Over five decades, we have seen markets change, governments come and go, and trends rise and fade. But what has remained constant is our commitment to a purpose beyond profit: to improve livelihoods, empower communities, and build a stronger Botswana.

This is what has sustained us through the most testing times, from global recessions to local challenges. It has kept our eyes trained on the bigger picture: building a financial ecosystem that enables inclusion, supports families, and invests in the future of our beautiful nation and our incredible continent.

True leadership is not just about

driving results; it is about building something that lasts beyond your tenure. This philosophy has shaped the way we groom talent, make decisions, and engage stakeholders at the BIHL Group. We continue to nurture and invest in leaders across generations, individuals who are not only competent and confident with the numbers but also deeply attuned to the soul and purpose of our business. Our Young Leaders Forum or YLF is a great example of this in action. We listen, learn and act from new perspectives, carefully nurtured towards even greater excellence. Why?

Because our culture is built not around individuals, but around the collective; not on charisma, but on character. And what a force this is to be reckoned with.

As custodians of this legacy, we are deliberate about passing the baton not just with knowledge, but with values. Uncertainty is no longer a passing phase. It is the new normal. In such times, ethical decision-making becomes a strategic advantage. We strive to lead with transparency, fairness, and accountability whether in our investment decisions, community partnerships, or governance practices. It is not always the easiest route, but it is the right one. And it is the one that inspires lasting trust.

Across Africa, more companies are realising that purpose is not a soft sentiment. It is a strategic pillar. For us, it has kept us focused in uncertainty, grounded in growth, and accountable under pressure. As we enter the next 50 years, we hold to one truth: institutions built on purpose, people, and principle are the ones that last. We honour our legacy and are even more committed to what comes next.

AN ADDRESS FEW WILL EVER KNOW



AN ESCAPE EVEN FEWER WILL EXPERIENCE

OWN A COLLECTOR'S ITEM OF GLOBAL RARITY

At one with the wild and shaped by stillness, Mavalanga rests at the heart of Elephant Point.

This private lodge is built for the discerning, curated for quiet luxury
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"Masheleng," OFFERS PRACTICAL ADVICE FOR FINANCIAL SUCCESS

Mr Seatla Ratshosa is a highly experienced finance professional, trainer, and inspirational speaker, specializing in economics, accounting, and investment banking. With over 13 years of experience in the financial services sector, he has developed extensive knowledge and practical skills in the field.

Having held various prominent roles such as a Portfolio Executive, Relationship Manager, and Head of Small and Medium Enterprise Segment at one of the largest financial institutions in Botswana, Mr Ratshosa brings a wealth of industry expertise to the table.

Currently serving as the Managing Director of Ignytwealth, a comprehensive financial services business, Mr Ratshosa oversees brokering services for risk management and insurance, a BQA accredited training and development institute, a popular financial magazine publication, and a captivating podcast called "Masheleng." Through the podcast, he engages in conversations surrounding financial management, sales, and entrepreneurship, providing valuable insights for today's economy.

Mr Ratshosa is also a talented author, with several published works to his credit. His financial self-help book, "Masheleng," offers practical advice for financial success, while his journal, "Financial Journal - 100 Days to Financial Freedom," guides readers through a transformative journey towards financial stability. Additionally, his book, "Principles of Wealth Creations," delves into the principles essential for building and preserving wealth.

Beyond his literary accomplishments, Mr Ratshosa is a sought-after keynote speaker, events planner, passionate trainer, and life coach. He has consistently demonstrated an exceptional ability to



motivate and inspire individuals in their personal and financial growth.

Mr Ratshosa's influence extends beyond his professional pursuits, as he serves as a board member of Mogobe Incorporated Group of Companies. In addition, he holds the position of Chairman on the boards of Fin Free Investments, a company with diverse interests in the transport and logistics field, car rentals, and poultry

farming ventures. He also chairs the board of First Eleven Wealth Investment group, a collective of investors focusing on the hospitality and tourism industry.

With his extensive knowledge, diverse skill set, and remarkable leadership abilities, Mr Seatla Ratshosa is a prominent figure in the finance industry, inspiring and guiding individuals towards financial success and personal growth.

BANKER & MOTIVATIONAL SPEAKER

[Pako Moshaga]



BANKER & MOTIVATIONAL SPEAKER

[Pako Moshaga]



Pako Moshaga is a banking executive with 15 years' experience across 4 commercial banks. His career journey began at Stanbic Bank where he started out in Sales. His then Line Manager noted his affinity towards writing and recommended him for a Credit Origination role. He has since taken on Credit roles within First National Bank, BancABC, Access Bank and now BBS Bank where he is Head of Credit.

Pako has facilitated transactions ranging from shopping malls, large office complexes as well as trade deals across Africa. As an expert in his field, he has guest lectured on Credit Analysis at Botswana Accountancy College and served as panelist on the Pula Pitch and the African Youth in Business TV shows. He has a passion for personal development and

has continuously stretched himself beyond the desk. This has seen him MC'ing events, speaking at the 2nd annual Corporate Governance Summit and coaching audiences on Financial Literacy.





Trailblazer in Finance

Sapphire Mahlaka is a dynamic and results-driven finance professional with deep expertise in global markets, treasury sales, and investment solutions. With a Bachelor of Commerce (majoring in Finance & Economics) from the University of Cape Town, and a string of industry certificates, including the ACI Dealing certificate, a Management Development Program from Stellenbosch University (where she graduated top of her class)- Sapphire combines academic rigor with on-the-ground market insight. With over a decade of experience, Sapphire's career has spanned banking, investment management, and corporate governance.

Currently serving as a Global Markets Dealer and Sales Dealer, she has made a powerful impact since taking on the role in February 2024—earning an award, a recognition reserved for high-impact newcomers who embody the bank's purpose and are poised to make even greater contributions in the future.

Sapphire is also an ESG Champion, playing a pivotal role in the bank's sustainability efforts, including being part of the team that led the bank to be awarded Botswana's Best Bank for ESG. Her thought leadership is reflected in articles like "COP 29: Charting a Path Towards Climate Resilience" and "Riding the Forex Wave: Why Derivatives Deserve a Spot in Your FX Strategy." She recently had a radio interview focused on forex risk mitigation—translating complex market solutions into accessible insights for the broader public; one of a few sessions to come that make a series.

At her previous employer, she spearheaded strategic trade finance initiatives, led cross-departmental training, and managed key risk



indicators across Treasury. She was the Chair of the Junior Management Committee, appointed by the EXCO to provide fresh approach in realizing the bank's strategic goals.

Recognized for her innovative mindset and collaborative leadership, she has earned accolades such as Treasury Best Performer, Top MDP Student (Stellenbosch University), and Connector of Positive Change. In 2024, she was appointed Secretary of the Botswana ACI Committee, further cementing her position as a key contributor to market development and policy alignment.

Outside finance, Sapphire is a

seasoned actress, public speaker and presenter since childhood, who is passionate about financial literacy and youth empowerment. Her creative background and ability to connect with diverse audiences make her a standout leader driving both institutional excellence and societal impact. She leverages her creative strengths to communicate complex financial concepts with ease, inspire the youth, and build authentic relationships across industries.

A passionate advocate for continuous development and community upliftment, Sapphire is not just shaping financial strategy, she's shaping futures.

TRANSFORMATIVE LEADER IN MINING

Kabelo Aphiri

Business Development & Sales Manager, Belabela Quarries



TRANSFORMATIVE LEADER IN MINING

Kabelo Aphiri

Business Development &
Sales Manager,
Belabela Quarries



Kabelo Aphiri is the Business Development and Sales Manager at Belabela Quarries, a position he assumed on 1 August 2024. With nearly 17 years of combined mining production, contract mining management, and business development experience gained both locally and internationally. Kabelo brings a distinctive blend of operational expertise, strategic vision, and client relations excellence to the company.

Since stepping into the role, he has driven transformative initiatives to strengthen Belabela Quarries' digital presence, revitalising its social media

platforms and redefining the company's brand, services, and long-term vision. Under his leadership, the company has significantly expanded its online footprint, aligning digital engagement with broader business development objectives.

For Kabelo, business development, sales, and client relationship management are more than job functions, they are commitments to fostering sustainable growth, building enduring partnerships, and positioning Belabela Quarries as an industry leader.

Kabelo's career foundation was built in

site management, where he developed deep expertise in production operations and plant management. His tenure as Site Manager with his previous employer was marked by notable operational efficiency gains, elevated team performance, and strengthened client relationships.

This combination of hands-on operational experience and a customer-focused approach now fuels his mission to drive market expansion, champion strategic partnerships, and deliver exceptional service in the mining and quarrying sector.

Digital Transformation Expert



THABISO OABILE

Digital Transformation Expert |
Champion of Innovation & Risk
Management

With over 15 years of experience across banking, insurance, and transport & logistics, Thabiso Oabile stands out as a forward-thinking leader in digital transformation, fintech, and strategic innovation.

Currently serving as Manager of the Digitalisation & Innovation Hub at the Bank of Botswana, Thabiso plays a pivotal role in shaping the country's financial innovation landscape. He leads the Bank's Regulatory Sandbox, guiding the testing of emerging technologies such as mobile payments, AI-driven services, and blockchain that contributes directly to Botswana's vision for inclusive, future-ready digital finance.



Thabiso's professional journey has been marked by influential roles, including Chief Technology Officer at Botswana Insurance Company, where he led ICT strategy and governance, and Head of Operational Risk Management at First National Bank of Botswana, overseeing risk frameworks and compliance. His early career saw him driving systems innovation at the Bank of Botswana and

Botswana Railways, where he developed impactful tech solutions on a regional level.

Academically, Thabiso holds a Master's in Project Management and a Bachelor's Degree in Computer Science, supported by globally recognized certifications including CISA, ITIL, and a Fintech Certificate from CFTE. He is an active member

of ISACA, GARP, and a Microsoft Certified Professional.

Fluent in both English and Setswana, Thabiso combines technical expertise with a collaborative leadership style, making him a respected force in driving Botswana's digital growth and transformation agenda.

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AFRICA FOCUS

BMI warns the Pula's worth could slip

"We believe that Botswana's currency arrangement will likely come under threat due to the rapid depletion of the country's foreign reserve holdings,"

ARTICLE BY: BABOLOKI MEEKWANE



Botswana's long-standing currency arrangement is under mounting pressure as foreign exchange reserves fall to historic lows. Analysts at BMI warn that unless exports improve, "policymakers will probably be forced to adjust the currency peg within the next two years."

The latest BMI review highlights instability in Botswana's external sector. The country's diamond-driven growth model, once a pillar of resilience, is no longer generating enough foreign currency to maintain the exchange rate peg.

"We believe that Botswana's currency arrangement will likely come under threat due to the rapid depletion of the country's foreign reserve holdings," the report said. "Unless foreign exchange receipts increase, we believe that the Bank of Botswana (BoB) will be compelled to induce a devaluation of the currency."

As of February 2025, Botswana's foreign reserves had fallen to just 5.2 months of import cover—the lowest level on record. That's well below the BoB's usual cushion of more than 10 months and close to the International Monetary Fund's minimum recommended threshold of three months.

"Foreign reserves have been falling sharply since 2018 following a series of wide current account deficits," BMI analysts noted. Reserves briefly recovered in 2022, supported by post-pandemic diamond demand and IMF disbursements, but the decline resumed in 2024 at an accelerated pace.

The latest collapse is being driven by continued weakness in Botswana's primary export: natural diamonds. Depressed global demand has sent reserves to record lows, limiting the central bank's ability to intervene in the

foreign exchange market.

"The emergence of lab-grown diamonds is weighing heavily on natural stone prices and export earnings," BMI said. De Beers recently confirmed that diamond production in Botswana contracted by 8.0 percent year-on-year in the first quarter of 2025, a sign of sustained global softness.

With liquidity shrinking, BMI said the BoB has resorted to drawing from the Pula Fund—Botswana's sovereign wealth fund—to meet forex obligations. This move breaks from the bank's long-standing framework on reserve use. The BoB structures its foreign reserves in three tranches: the Liquidity Portfolio, the Pula Fund, and assets held with the IMF.

"According to the BoB's own guidelines, the only fund that should be used to service foreign exchange demand is the Liquidity Portfolio," BMI highlighted.



“Botswana’s economic growth is likely to underperform that of its trading partners,”

Yet since 2009, policymakers have routinely tapped the Pula Fund to meet local foreign exchange demand. As of February 2025, the fund’s value had dropped to its lowest point in two decades.

“Without a steady and reliable source of foreign exchange, this practice is not sustainable,” analysts warned. Botswana’s reserves are also under pressure from capital outflows triggered by diverging interest rates. While peer economies in the pula’s currency basket—most notably South Africa and the United States—have raised rates, Botswana has kept its policy rates relatively low. This widening rate differential has made the country more vulnerable to capital flight. “Botswana Often Bucks the Trend,” the report remarked, referencing the BoB’s historically independent approach to monetary policy. Large foreign reserves previously allowed the central bank to deviate from the monetary stance of

basket peers. However, BMI warned that such independence may no longer be viable in the next two to three years without stronger reserves.

“In recent years, however, the central bank’s ability to intervene in the foreign exchange market has come under threat,” the report stated.

Adding to the strain is Botswana’s sluggish economic performance, especially compared to its main trading partners.

“Botswana’s economic growth is likely to underperform that of its trading partners,” BMI forecasts.

Botswana’s economy has traditionally tracked the growth of the U.S. and South Africa, which together account for 75 percent of the pula’s currency basket. But with natural diamonds now relegated to a smaller segment of the luxury market, BMI believes that pattern is unlikely to continue.

BMI said events like the recessions of

2015 and 2024—unique to Botswana—may become more frequent. The firm said such pressures make the current peg system unsustainable and will likely force the government to devalue the currency, abandon monetary independence, or impose capital controls.

BMI noted that capital controls would deter foreign direct investment, which Botswana is trying to attract under its economic diversification strategy. In addition, a tighter monetary policy aligned with South Africa or the U.S. would worsen the domestic slowdown.

“The benefits of pula devaluation are two-fold: it would reduce the pressure on foreign reserves and boost the competitiveness of Botswana’s non-diamond exports, supporting policymakers’ diversification goals,” the report said.

The research firm projects a devaluation of 10 to 15 percent, which would shift the exchange rate from the current P13.4/USD to between P14.9/USD and P15.7/USD.

BMI ruled out a steeper 30 to 50 percent devaluation, saying such a move is highly unlikely. The pula is not significantly overvalued, and historical devaluations have averaged 8.5 percent.

However, with reserves falling at a rapid pace and structural challenges mounting in the diamond sector, BMI warned that this devaluation could be larger than average.

Drones for Africa Expands into Namibia



Signaling a bold leap into regional expansion, Botswana's Drones for Africa has partnered with Namibian tech powerhouse Schoemans to launch innovative drone-powered solutions across Namibia. SA, Zambia and Mozambique are on the radar.

In a strategic move to redefine drone application across Southern Africa, Botswana-based Drones for Africa has launched a new partnership with Schoemans, Namibia's leading office and tech solutions company.

The collaboration, announced during Schoemans' 65th anniversary celebration, will now operate under the joint name Schoemans Drones for Africa.

"This is a fusion of legacy and future," said the CEO of Drones for Africa, Marang Mbaakanyi, in an interview. "We're

combining Schoemans' trusted footprint with our drone expertise to offer scalable, homegrown solutions."

Key sectors

The new partnership is geared at revolutionising multiple sectors in Namibia through drone technology. Focus areas include agriculture, mining, security and infrastructure, with services such as aerial spraying, land mapping, surveillance and certified drone pilot training.

Schoemans Drones for Africa will also place a strong emphasis on capacity building, offering certified training programmes to support Namibia's growing interest in Fourth Industrial Revolution (4IR) technologies.

While the Namibian partnership marks a milestone, Drones for Africa is also eyeing expansion into other regional markets. In South Africa, the company aims to focus on precision agriculture and

construction surveillance, while Zambia and Mozambique present opportunities in conservation, security and agro-processing.

Measurable value

In Botswana, Drones for Africa is scaling up operations in Ngamiland, Kgalagadi, and Chobe, responding to increasing national demand for drone-based services.

Founded with a mission to make drone solutions accessible and practical, Drones for Africa offers a comprehensive suite of services that include drone sales, leasing, training, repairs, and tailored drone applications across diverse industries.

From security and telecommunications to filmmaking and logistics, the company continues to redefine how drone technology can bring measurable value across Africa's evolving digital economies.

YANGO GROUP OPENS A NEW REGIONAL OFFICE IN ABIDJAN TO POWER AFRICAN GROWTH



African Media Agency (AMA)/- Yango Group, a UAE-based tech company operating in over 30 countries, has opened a new African regional office in Abidjan. The hub will coordinate the company's growing operations across the continent and marks a new chapter in Yango's long-term commitment to Africa. With around 200 employees already on the ground, the company plans to scale its local capabilities in the coming year.

Yango first launched in Côte d'Ivoire in 2018, making Africa its starting point. Since then, the company has expanded into 16 countries across the continent, building a diverse portfolio of digital services. With Abidjan now serving as its continental headquarters, Yango Group is deepening its regional presence and accelerating innovation tailored to local realities.

"This new regional office in Abidjan is a new chapter in our journey across Africa. Our strategy is to build digital ecosystems that empower countries from within — using global technologies, but always rooted in local realities" said Daniil Shuleyko, CEO of Yango Group. "Africa was where our journey started

— and today, we are investing in the future by making Abidjan home to our largest office in Africa — and the center of our strategy for the continent."

Building digital ecosystems across Africa Yango Group's strategy is centered on building inclusive, locally adapted digital ecosystems that go far beyond individual services. By combining its global technologies with a hyperlocal approach, the company aims to support the continent's digital transformation.

Across Africa, Yango already offers a broad portfolio of services — from ride-hailing and food delivery to navigation, e-commerce, and digital payments — all integrated into a single Super App. These services help unlock economic opportunity for drivers, couriers, small businesses, and users alike.

As Yango Group expands, it plans to scale this model to new countries — creating platforms that reflect local needs and strengthen entire value chains. Yango also plans to roll out more tailored solutions for businesses across the region — helping them grow and scale through technology.

Yango Fellowship to be extended to pan-African level

As part of its long-term strategy to support digital transformation in Africa and beyond, Yango is scaling up its investment in local talent — a key enabler of sustainable tech adoption and innovation across the continent. The company is now taking the next step by expanding the Yango Fellowship to a pan-African level, aiming to equip hundreds of thousands of young talents with future-oriented digital skills across its African markets. Already active in Côte d'Ivoire, the program will establish Abidjan as its regional coordination and training center for the continent.

"Our mission goes beyond providing digital services," said Daniil Shuleyko. "By investing in talent and skills, especially among young people, we're helping build the foundation for long-term innovation and self-sustaining digital ecosystems across Africa. With programs like the Yango Fellowship, we want to empower the next generation of African tech leaders."

www.africa.com



Debswana recognised on international stage with AUSC Medal of Honour

Debswana Diamond Company has received a medal of honour from the African Union Sports Council (AUSC) Region 5 in recognition of the company's outstanding contribution and support to sport development over the years.

The distinguished award celebrates organisations that have shown exemplary commitment to advancing sports, promoting youth engagement and by so doing supporting the regional sporting initiatives.

The AUSC Region 5 is one of the five Regions entrusted with the responsibility to develop sport under the African Union, with members comprising Angola, Botswana, Eswatini, Lesotho, Malawi, Mozambique, Namibia, South Africa, Zambia and Zimbabwe.

Debswana's Executive Head of Corporate Affairs, Rachel Mothibatsela, received the award on behalf of the company at the conferment ceremony held in Namibia recently.

Reflecting on the award, Mothibatsela said, "Debswana is honoured to receive this award. We deeply appreciate the African Union Sports Council for recognising the dedicated efforts and contributions Debswana has made towards sport development in Botswana for over 30 years."

Mothibatsela said that Debswana's purpose to "Make

Life Brilliant for Batswana" shines through its impactful contributions to sport, which have empowered athletes to compete at top international levels.

"In Botswana, natural diamonds do so much more. Our diamonds and our business make an impact in a much deeper and more meaningful way for the people of Botswana," she said.

"The recent award stands out as a tribute to the dedication of Debswana's employees and partners who continue to uplift Botswana through sport."

Debswana has supported different National Sporting Associations and/or events throughout the years, such as the Botswana National Sport Commission (BNSC), Botswana National Olympic Committee (BNOC) and its affiliates.

Notably, since 2008, Debswana has invested over P16.7 million supporting the flagship Re Ba Bona Ha grassroots programme as well as contributing over P2 million towards the Tokyo and Paris Olympic Games.

This resulted in Botswana attaining a bronze medal in the 4x400 metres relay at the Tokyo Olympics, a Gold in 200 metres and a silver in 4x400 metres relay at the Paris Olympics.

Source: www.businessweekly.co.bw

GLOBAL VENTURE PARTNERS TO ESTABLISH AFRICAN HEADQUARTERS IN BOTSWANA

*- To boost media
reach and economic
growth*



Global Venture Partners (GVP), a Dubai-based investment and media group, has entered a landmark strategic partnership with the Botswana Investment and Trade Centre (BITC) that is expected to inject approximately P163 million in media value to boost Botswana's international visibility and economic diversification.

As part of the deal, GVP will establish its African headquarters in Botswana and introduce globally recognised media brands such as Billboard Africa, Rolling Stone MENA, and Robb Report Africa to the country. The move is backed by GVP's partnership with Penske Media Corporation, a U.S.-based media conglomerate that owns iconic titles including Variety, W Magazine, and Rolling Stone.

GVP Managing Director Joshua Wilson described Botswana as a gateway to Africa, noting the country's stable and transparent business environment. "After attending and speaking at the Forbes event in Botswana last year, I was struck by the country's unwavering commitment to sustainability, its exceptional resource management, and its focus on fostering a secure, prosperous future for its citizens," Wilson said.

The partnership aligns with GVP's pan-African investment strategy, which includes active projects in Rwanda and Ghana in financial services and infrastructure, and a creative sector push in South Africa. The firm is also

eyeing opportunities in Ethiopia, Nigeria, Tanzania and other major markets across the continent.

"This collaboration is a turning point," Wilson said. "Botswana is underappreciated for its extraordinary accomplishments. We are proud to partner with the country to amplify its voice on the global stage."

SUPPORTING DIVERSIFICATION

The partnership supports President Advocate Duma Boko's vision to diversify Botswana's economy beyond minerals and promote ethical governance and sustainability. GVP says its entry will provide direct value in four areas:

- > **Media expansion:** Boosting Botswana's global image as an investment and tourism destination through premium media coverage.
- > **Infrastructure development:** Supporting projects in residential and commercial real estate, energy, and large-scale arena developments.
- > **Banking and finance:** Enhancing financial innovation and cross-border trade through GVP's financial sector investments.
- > **Research and analytics:** Expanding data capabilities to provide investment insights and guide development efforts.

Trade and Entrepreneurship Minister Tiroyaone Ntsima welcomed the partnership

as a significant leap forward for Botswana's global visibility.

"For the first time, Botswana will be featured in key global media spaces," Ntsima said. "This will enhance our ability to promote investment, grow tourism, and build the creative sector. We are confident that BITC, through the Brand Botswana initiative, will help deliver the full benefit of this partnership."

ABOUT THE PARTNERS

Global Venture Partners (GVP) is an international investment and media group focused on economic growth across Africa and the MENA region. With a diversified portfolio in media, banking, infrastructure, and energy, GVP partners with Penske Media Corporation to expand iconic brands across the continent. Botswana Investment and Trade Centre (BITC) is the country's investment promotion agency, responsible for attracting foreign and domestic investment, facilitating export growth, and managing the Brand Botswana initiative to promote the nation's image globally.

Penske Media Corporation (PMC) is a global media and entertainment company headquartered in the U.S., known for its digital and print platforms that span entertainment, fashion, business, and luxury industries. Its brands reach millions of readers worldwide.

MOMENTUM METROPOLITAN NAMIBIA HONOURS EMPLOYEES

Story by: Namibian Sun
Website: www.msn.com

Momentum Metropolitan Namibia is proud to celebrate 115 of its employees for their long service to the company, collectively representing 665 years of dedication. Employees who have reached 5, 10, 15, 20 and 25 years of service were formally recognised for their commitment to excellence and their lasting contribution to the business.

With 56 years of presence in the Namibian market, Momentum Metropolitan Namibia continues to build its legacy as a company of proud Namibians serving Namibians. As a trusted provider of life insurance and financial services, the brand has impacted lives across the country by standing beside clients during their most important life moments.

Among those honoured is Hileni Iyambo, a client services administrator based in Oshakati, who marked an exceptional 25 years with the company. She shared.

“Marking 25 years with Momentum Metropolitan Namibia is a proud moment for me. Though I work behind the scenes, processing claims, I know my role helps bring clients peace of mind during difficult times. Being part of a team that builds and protects financial dreams has made this journey is truly meaningful.”

Mateus Namhila, Metropolitan sales manager based in Swakopmund, reached his 15-year milestone this year. He reflected on his journey

“This is truly the best company to work for. I joined Momentum Metropolitan Namibia in 2009, and the exposure I’ve gained over the years has shaped me into the leader I am today. I am grateful for the knowledge I continue to build and hope to retire right here where it all began. It is more than just a workplace; it is a place of growth and opportunity.”

Collin Katjitae, executive human capital at Momentum Metropolitan Namibia, expressed his pride in the collective milestone “Behind every year of service is a story of passion, growth and belonging. When a company values its people they remain invested and that loyalty becomes part of the legacy we build together,” Katjitae said.



While the long service recipients were rightly celebrated, the company also extends its sincere thanks to all 1 011 employees across Namibia. Every individual plays a vital role in delivering Momentum Metropolitan Namibia’s purpose. Whether in leadership or support roles, in offices or in the field, all contribute to building and protecting the financial dreams of Namibians.

Together, this talented and committed workforce represents a powerhouse of 6 917 years of cumulative service. That is nearly seven millennia of knowledge, dedication and care invested into the success of Momentum Metropolitan Namibia and the clients it serves.

A Retention Rate That Reflects Stability and Purpose

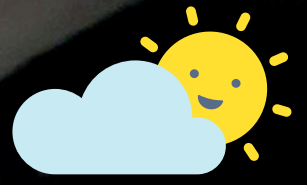
With 1 011 employees and an average tenure of approximately 6.8 years, Momentum Metropolitan Namibia surpasses industry norms. In the global financial services and insurance sector, employee retention rates

typically range between 85 and 98%, with average tenures often under five years.

By comparison, Momentum Metropolitan Namibia demonstrates a high-performing and purpose-driven culture, where people choose to stay, grow and contribute meaningfully over time. This level of continuity strengthens operations, preserves institutional knowledge and ensures consistent client service.

Momentum Metropolitan Namibia attributes its strong retention to a culture founded on respect, development and shared purpose. Across departments and regions, employees are empowered to grow and contribute meaningfully to the company’s long-standing mission.

As the organisation reflects on more than five decades of service to the Namibian people, it remains future-focused, continuing to build a workplace where purpose drives people and people drive progress.



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Botswana Rises to Davis Cup Group IV



Source: www.thegazette.news

The promotion was sealed in dramatic fashion Saturday afternoon after Botswana defeated Madagascar 2-1 in a decisive doubles match during the promotional playoffs of the Davis Cup Africa Group V tournament. Against the backdrop of a raucous home crowd and a searing Gaborone sun, the Botswana men's tennis team secured a landmark promotion to Davis Cup Group IV, signalling a major step forward for the nation's tennis ambitions.

The promotion was sealed in dramatic fashion Saturday afternoon after Botswana defeated Madagascar 2-1 in a decisive doubles match during the promotional playoffs of the Davis Cup Africa Group V tournament. With the tie level at 1-1, all eyes turned to the final game — a doubles showdown between Botswana's Ntugamili Raguin and Mark Nawa against Madagascar's Valentin Rakotondrasoa and Nicolas Raharivony.

Reserve of grit and teamwork

The Botswana pair delivered under pressure, drawing upon a deep reserve of grit and teamwork to outlast their opponents from the Indian ocean island state and spark celebrations that reverberated across the Notwane Tennis Courts.

"The boys understood the assignment and owned the moment," said Tshepang Tlhankane, spokesperson of the Botswana Tennis Association, in a telephone interview. "They were extremely hungry, and the hunger

is what drove us into Group IV."

For Botswana, the victory was more than a promotion — it was redemption.

Despite the advantage of playing on home soil last year, the national team fell short of their goals during the same competition. That disappointment lingered, fuelling the team's motivation this time around.

Once beaten, twice shy

"The team came determined to correct what we missed last year," said Tlhankane. "The mandate is always to come out tops if you're hosting, and we didn't achieve that. But the boys said 'once beaten, twice shy,' and they were not going to let it happen again."

BTA credited their improved hosting arrangements and preparation as key contributors to the team's success. Building on lessons from the 2023 edition of the tournament, organisers refined logistics and operations to ensure a seamless experience for visiting teams.

"Hosting was smooth," said Tlhankane. "We used last year's tournament as a reference point and made sure this year was as smooth as possible."

Positive feedback all round

The five-day event, which drew 15 African nations to Gaborone, was widely praised by visiting delegations for its professional organisation, hospitality and spirited atmosphere.

"All we got is positive feedback," Tlhankane noted. "Every team that was represented here shared the same sentiment — from hospitality and on-court action to off-court coordination. The feedback is all in unison." But beyond the trophies and rankings, the Davis Cup's true impact may lie in its inspiration of future tennis stars.

"Young kids got involved in the Davis Cup as ball persons and had the opportunity to witness high-performance tennis at close range," Tlhankane said.

Higher tier

"It really helps with motivation. When they see their favourite players compete against some of the continent's best, it plants a seed of success in their minds — and all we have to do is cultivate it." Botswana's promotion, alongside Mozambique from a competitive pool of 15 nations, signals growing momentum in the country's tennis development efforts. Botswana travel guides

With their elevation to Group IV, the team now faces a higher tier of continental competition — a challenge that BTA has pronounced itself eager to embrace.

Botswana has arrived

The packed stands at Notwane Tennis Courts over the weekend, filled with cheering fans waving Botswana flags, underscored the growing local appetite for tennis.

Is coffee actually good for focus?

The science behind the beans

Coffee is more than a morning ritual — it's the go-to productivity hack for millions. But how much of its focus-boosting power is science, and how much is just hype? We break down the facts, timing, and the real impact of your daily cup.

By: Editor's Desk
www.nowinsa.co.za

Most of us love the taste of coffee. But we also know that in our heart of hearts, it's about more than just taste. It's the morning ritual and the little brain boost before we dive headfirst into meetings, deadlines and never-ending email threads. Whether you're brewing a cup at home or stopping by the local cafe, coffee has become the official productivity drink. But this begs the question — does it actually help you focus, or is it just a very tasty placebo?

Caffeine has been hyped as the holy grail of concentration for years. And in South Africa (like most of the world), it's practically a cultural cornerstone. But before you chug that third mug before 10am, it's worth unravelling what's really up behind the buzz. Are you sharpening your mind, or just delaying the inevitable crash?

Let's break it down, bean by bean:

1. Caffeine can improve focus — to a point

First things first: how does caffeine even work on our brains? When you drink coffee, caffeine blocks a neurotransmitter called adenosine (aka the stuff that makes you feel sleepy). This increases the activity of other neurotransmitters such as dopamine and norepinephrine, a combination that can promote wakefulness and enhance short-term focus. You'll also be more likely to power through a task list without tuning out midway.

This is why so many companies are investing in coffee machines for business settings. It's a great way to keep spirits and energy levels up. If your team can be sharp and alert during key hours, it's a win-win. But remember, it's not a miracle solution. That initial burst of concentration doesn't mean your focus will last forever, especially if you overdo it. The key is knowing when and how much to consume.

2. The "optimal dose" is smaller than you think

Extra caffeine doesn't translate to extra focus. In fact, the sweet spot tends to be somewhere between 100 and 200 milligrams of caffeine, which is about the amount in one strong mug of coffee. More than that and you're in the jittery zone: shaking hands, spooling thoughts and an attention span that's all over the place. It's like salt in food — you can add a little as seasoning, but too much ruins the dish.

Your body also builds a tolerance for caffeine over time, so if you're chugging five pots a day just to feel normal, you're probably not even getting the desired mental boost. What's worse, high caffeine intake can disrupt your sleep, and poor sleep is a massive focus killer.

So, rather than endlessly chasing that buzz, it probably makes sense to use caffeine sparingly: a cup in the morning, and perhaps a little top-up in early afternoon if you absolutely need one. Anything beyond 3pm? Risky business for your sleep hygiene!

3. Coffee vs energy drinks: Not all buzzes are equal

Many people use energy drinks and caffeine pills in place of coffee, and believe they'll receive the same mental boost. But here's the thing: those alternatives are often laden with sugar, artificial flavours and way too much caffeine. They might provide a quick and intense jolt, but the post-high crash can be punishing. Plus, that over-amped feeling isn't exactly conducive to calm, sustained focus. You're wired, not sharp.

Coffee, on the other hand, works a little gentler. Especially if you're drinking it black or with just a dash of milk, it doesn't spike your blood sugar in the same way. Some studies even suggest that the antioxidants in coffee could have neuroprotective effects



in the long term, although we shouldn't fool ourselves into thinking our cappuccino is a health elixir, of course. Still, when it comes to focus, plain old coffee is often the smarter choice over flashy cans with neon branding.

4. Timing really matters

You know those mornings when your brain just refuses to boot up, no matter how much caffeine you throw at it? That might be because you're drinking coffee too early. Our cortisol levels, the natural hormone that wakes us up, peak around 30 to 45 minutes after we wake. So, chugging a cup of coffee right after hopping out of bed can actually dull its effects. A better idea is to wait an hour or so and let your body do its thing first.

Afternoon slumps are another story. This is when a well-timed coffee can really save the day. A shot of espresso at around 2pm or 3pm (no later) can push you through the dip without ruining your sleep. Just keep in mind that when you add caffeine on top of stress or anxiety, it can magnify those feelings and make it harder for you to stay grounded. Caffeine's true power lies in timing and moderation, not in volume.

5. Some people just don't react well — and that's OK

Here's a real curveball: Caffeine doesn't have the same effect on all people. Various factors, namely genetics, body weight, tolerance and even your hormone levels, can all impact how you metabolise it. Some people can gulp three espressos down and doze off an hour later. Others are incredibly sensitive to caffeine and feel sick to their stomach or completely overstimulated from just half a cup. If you belong to the latter group, don't try to force yourself into the coffee culture simply because everybody else is doing it.

There are other ways to enhance your focus, such as staying hydrated, taking a quick walk or practising mindfulness. Even just getting good sleep and taking a break from screens can make a world of difference for your clarity. Coffee is a tool, not a necessity. If it works for you, great. If it doesn't, no biggie.

6. Habit vs help: When coffee becomes a crutch

Last but not least, if we're being 100% honest, a lot of us are drinking coffee not for focus, but out of habit. It's part of the morning routine, the social lubricant in office kitchens, the "treat" we allow ourselves before doing something difficult and even a self-confidence boost. There's nothing wrong with that, but if you find yourself relying on it to function, maybe it's

time to re-evaluate. Is coffee keeping you focused, or simply masking exhaustion, or even burnout?

If your energy levels are perpetually in the bin, remember that caffeine is a band-aid, not a fix. Real focus comes from a mix of lifestyle choices: sleep, diet, exercise and mental clarity. Coffee can absolutely enhance those things, but it can't replace them. So, focus on building the foundation first, then let coffee be the cherry on top, not the whole cake.

The final sip

So, does drinking coffee actually help you focus? Yes, but only when used wisely. It can make your brain sharper, enhance your attention span and help you power through challenging tasks. But it's not magic. It has to be timed right, dosed sensibly and used in conjunction with healthy habits, not instead of them.

In South Africa, where our coffee culture is strong and still growing, it's easy to lean into the bean. Just make sure you're using it to support your focus, not to compensate for burnout. A good brew can help, but it's not the whole solution. In the end, the best focus doesn't come from caffeine alone — it comes from knowing how to use it like a pro. So, stay grounded and keep sipping smart.

Winter Soirée: Local Glamour in Full Bloom



The second edition of Winter Soirée by Bambi-Elle Creations turned Avani Gaborone into a fashion-forward winter haven, spotlighting emerging local designers and beauty entrepreneurs ready to make their mark on the industry.

Winter Soirée 2.0 made its return to the capital over the weekend, transforming the Avani Gaborone Resort & Casino into a chic winter escape. Hosted by Bambi-Elle Creations, the signature lifestyle and fashion event delivered more than just fur coats and pearl-studded moments – it served as a springboard for Botswana's newest creative entrepreneurs to step into the spotlight.

Under the theme “Embrace the Magic of All Things Winter,” guests arrived clad in plush textures, structured coats, bold accessories and sheer confidence.

Letoi Zayin

But the true magic happened not on the red carpet but on the runway and display tables where up-and-coming designers and beauty innovators proudly introduced their brands to the public.

Taking the spotlight with flair were Grace Kewakae and Trent Zayin, the design duo behind Letoi Zayin, a fresh label from

Tlokweng. Their winter-ready collection – sleek, inclusive, and fashion-forward – drew applause for its tailored fits and timeless silhouettes.

“We design for people of all sizes,” Kewakae shared in an interview. “Our goal is to make everyone feel stunning, and we’re excited to bring that energy to Botswana through our studio in Tlokweng.”

Their presence at the soirée proved that style isn’t just about trends but is also about confidence, comfort and identity.

Neo Beauty

In the beauty corner, Neo Gaofiwe introduced Neo Beauty, her personal line of vegan, matte lipsticks designed for sensitive skin. The brand was born out of a childhood dream and a journey through self-acceptance.

“All my life I struggled with allergies and being shamed for my lips,” she told Time Out. “Now I create lipsticks that are safe, stunning and long-lasting. I came to the Winter Soirée because the people here love to feel and look good, and I have created something that does both.”

Available at Single Fabstarz in Sarona City and other outlets, Neo Beauty is a reminder



that the most powerful products often come from personal transformation.

A style movement

The day also featured live makeup demos by Nora Cosmetics and skincare insights by Dr Gure, among other exhibiting brands and product giveaways, offering guests a full-sensory experience of luxury and learning.

The fashion parade showcased winter collections by established local labels like Glotto and Fierce Designs.

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