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AFRICA

ELOQUENT & INNOVATIVE

TAPIWA MASIE

ACTING CHIEF EXECUTIVE OFFICER (CEO)
SPECIAL ECONOMIC ZONES AUTHORITY (SEZA)



THEME

EMPOWERING WORKFORCE RESILIENCE: NAVIGATING CHANGE AND INNOVATION IN AFRICA

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This April, as Dubai prepares to host some of fashion's most influential figures, Shabell has organised an ambitious convergence – one which will bring a carefully curated collective of African luxury designers to the prestigious AFRA World Fashion Confluence.

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WHO ARE WE?

Employee Africa Magazine is a publication focused on human resources, workplace culture, and employee engagement across the African continent.

It covers topics such as talent management, leadership strategies, and industry trends, providing insights and best practices for HR professionals and organizations.

The magazine aims to foster dialogue on workforce development and promote innovative solutions to enhance employee satisfaction and productivity in the African job market.



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EDITOR'S NOTE!

YVONNE MOOKA, Editor-in-Chief

Welcome to this exciting new edition of Employee Africa Magazine, a platform dedicated to showcasing the remarkable talent, leadership, and innovation driving progress across the continent. As always, our goal is to highlight inspiring stories that not only celebrate individual achievement but also illuminate pathways for sustainable growth and development within Africa's dynamic workforce.

In this issue, we are honored to feature Ms. Tapiwa Masie, the Acting Chief Executive Officer of the Special Economic Zones Authority (SEZA) Botswana. Tapiwa Masie's leadership approach is nothing short of transformative. Her commitment to fostering an inclusive, innovative, and strategic environment within SEZA is evident in her efforts to empower employees and reposition the authority as a key driver of Botswana's economic future. Tapiwa's leadership philosophy emphasizes the importance of a well rounded, resourceful, and adaptive human capital-qualities that are crucial in navigating the complexities of economic development and regional competitiveness.

Tapiwa Masie recognizes the vital role that Special Economic Zones play in Botswana's broader economic strategy. She advocates for robust, visionary leadership that can unlock the full potential of SEZs to attract investment, stimulate local industries, and create sustainable employment opportunities. Her approach underscores that economic breakthroughs are rooted not only in policy but also in strong, forward-thinking leadership that inspires staff and aligns efforts towards shared goals of growth and prosperity.

In this issue, we delve into various topics that explore the evolving landscape of leadership and communication in today's business environment. Gabriel O. Tlagae's compelling article, "Strategic Communication Leadership

Is Redefining Executive Success," offers valuable insights into how effective communication is increasingly becoming the cornerstone of successful leadership. As organizations face rapid change and complex challenges, the ability to communicate strategically and authentically has become essential for executives striving to lead effectively.

Furthermore, our "Celebrating Professionals" segment shines a spotlight on inspiring individuals who are making a difference in their fields. This month, we feature Ms. Daphne Odubeng, a dedicated Marketing Specialist whose innovative strategies and passionate approach have significantly contributed to her organization's success. We also highlight Mr. Seabe, the Managing Director of HRMC, whose visionary leadership continues to elevate the company's stature and impact within the industry.

At Employee Africa Magazine, we remain committed to recognizing excellence, fostering dialogue, and inspiring the next generation of leaders across Africa. We believe that stories of success, resilience, and innovation are vital in shaping a brighter, more prosperous future for the continent.

We invite you to immerse yourself in this edition, absorb the insights shared, and draw inspiration from the remarkable professionals featured within. Together, let's celebrate the spirit of leadership and excellence that propels Africa forward.

Enjoy the read!

Yvonne Mooka
Editor-in-Chief
Employee Africa Magazine

A professional portrait of Tapiwa Masie, a woman with short dark hair, wearing a black blazer over a light purple shirt and black trousers. She is sitting on a grey armchair, resting her chin on her hand. She is wearing red high-heeled shoes with gold stiletto heels. The background features a wall with a gold geometric pattern and a window with vertical blinds.

TAPIWA MASIE

ACTING CHIEF EXECUTIVE OFFICER (CEO)
SPECIAL ECONOMIC ZONES AUTHORITY (SEZA)



TAPIWA MASIE: DRIVING ECONOMIC TRANSFORMATION THROUGH SEZA

Having been part of the leadership of the Special Economic Zones Authority (SEZA) since inception, Tapiwa Masie has witnessed its phenomenal growth to become a key player in the national economy, boasting of investor ready Special Economic Zones (SEZs) and key infrastructure projects. Now as Acting Chief Executive Officer (CEO), Masie looks forward with optimism and envisions an organization that will drive economic transformation through large scale industrialization, economic diversification, infrastructure development and employment creation. **WRITES STAFF WRITER.**



Masie firmly believes that a transformative, inclusive and innovative leadership style, supported by a well-resourced, sharp minded and adaptive human capital are critical to SEZA's future success.

RISING STAR: THE MAKING OF A LEADER

After graduating with a Bachelor of Laws (LLB) from the University of Botswana (UB), Masie went on to study for her Master of Laws (LLM) in International Trade Law at Stellenbosch University. She then joined

the Attorney General's Chambers (AGs), where she rose through the ranks until she became Acting Principal State Counsel II in the International and Commercial Division. At AGs, Masie was responsible for, among others, drafting, negotiating and advising on international trade agreements, as well as advising ministries on commercial agreements and procurement processes to ensure compliance to the Public Procurement and Asset Disposal Act. It was here that her love and passion for international trade law was sparked. "Part of my responsibilities also included

providing legal advice to the Government on regional economic integration; trade negotiations; the international sale of goods; Bilateral Investment Treaties and various bilateral agreements involving individual Member States," she said. She later joined the Competition Authority as Manager - Legal and Enforcement, where she developed guidelines, operational manuals and procedures to give effect to the newly enacted -Competition Act.

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Now armed with a Postgraduate Diploma in Economics for Competition Law from King's College in London, Masie was able to ensure compliance and translation of the Competition Act for effective prevention, redress and removal of unfair competitive practices in the market.

The Competition Authority gave Masie the platform to render legal opinions on the interpretation of the Act and to prosecute cases before the Competition Commission, contributing to the development of competition law.

SEZA MANDATE

In 2018, Masie joined SEZA as its founding

Director Legal and Board Secretary, responsible for ensuring compliance with the SEZ Act and other laws; advising on international agreements relating to the establishment of SEZs; providing legal support for infrastructure development contracts in the SEZs; and providing Board Secretarial Services.

The new position was exciting for Masie not just because of her legal background, but critically because it comprehensively linked all departments and compelled her to have a better understanding of their operations.

"I was the link between the Board and Management. At that level, governance was very crucial. My responsibility was to ensure the smooth delivery of identified

SEZs across the country, by ensuring alignment of laws with the SEZ Act to enable the roll out of the SEZ Reform," said Masie.

To unlock the full potential of the SEZs the Authority had to roll-out the red carpet to all potential investors, local and international.

"There was a clear instruction from government that we should pay particular attention to local investors to ensure active citizen participation in our SEZs. That inclusion was critical for us as SEZA," she said.

All the hard work that she put in over the years paid dividends for Masie in April 2025, when she was appointed acting CEO of SEZA. Armed with decades of experience as an international trade lawyer at AGs, a regulator of competition law and a Board Secretary at SEZA, Masie is confident that she has the brawn to lead Botswana to economic prosperity through SEZA.

As CEO, her tasks include formulating strategies to achieve the national objectives of economic diversification, job creation and export diversification through the SEZ program.

"Apart from leading SEZA, I am also responsible for working with government policy makers and other stakeholders to motivate for a conducive business environment that will lead to increased investment," said Masie.

Of the nine (9) SEZs established by SEZA, eight (8) are public sector-led, while the ninth, being the Sowa SEZ is private sector-led with Botswana Ash (Botash) as the anchor investor. According to Masie, all the nine SEZs have massive potential for economic growth and diversification, providing opportunities for SMMEs and creating backward and forward linkages.

"The SEZs are expected to position Botswana as a global investment and economic hub in the coming years," she said.

SOLVING PROBLEMS

According to Masie, the Government has identified SEZs as a possible panacea to some of the country's pressing challenges, among them unemployment, high import bill as well as food, water and energy insecurity.

SEZs are typically defined as geographic areas contained within a country's national





domain, within which the rules of business are different from those that prevail in the national territory.

“In simple terms, the business environment within our SEZs is more liberal from a policy perspective and more effective from an administrative perspective than that of the national territory,” said Masie.

She explained that companies licensed to operate within the Botswana SEZs enjoy incentives such as reduced corporate tax, transfer duty exemption, access to a one-stop business environment, and

fast-tracked allocation to serviced land to name a few. The stable economic environment within SEZs will spur large scale industrialization, infrastructure development, skills transfer and value chain development across sectors including: manufacturing; agrobusiness; warehousing, distribution and logistics; and internationally traded services.

Typically, SEZA targets high net worth companies that are focused on producing goods and services for export and ready to invest a minimum of USD5million in Botswana’s SEZs.

Said Masie: “We target global industry leaders that have an appetite to invest in Africa; companies that are ready to empower locals through joint ventures, clusters and backward and forward linkages.”

In setting up SEZA, the Government was taking a leaf from leading economies like Singapore, Malaysia, South Korea, Mauritius and China; all of which had employed a combination of favorable policies and special financial, investment and trade privileges in their SEZs to garner unprecedented rates of economic growth. African countries like Morocco, Ghana, Kenya, Mauritius and Senegal have also had very successful SEZs.

LEADERSHIP STYLE

Revered as a focused and dedicated leader with an exceptional work ethic, Masie is a highly organized strategic thinker with over 20 years’ experience in international trade law, governance, corporate law and SEZ development. She described her leadership style as democratic, transformative, inclusive and people driven.

“As a leader, I must set realistic targets that inspire my staff to action. Trust is of paramount importance at SEZA, and I always encourage my staff to work with integrity and maintain the highest governance standards. I am a team player, always ready to get my hands dirty and lead from the front,” she said.

She further described herself as an adaptable and transformational leader who is dedicated to lifelong learning.

“We must always explore new ways of doing things. This will help us navigate today’s challenges and create agile organizations that are consistently innovating,” she said. Inclusivity is paramount to Masie’s leadership ethos, mainly because she has a young, dynamic team that consistently churns out brilliant ideas. In the short period of time that she has been in the CEO office, this has enabled Masie to harness the full potential of her team, driving creativity and competition of ideas at SEZA.

TALENT MANAGEMENT

SEZA boasts a very small team of employees from diverse fields, all of whom must work together, share ideas and support each other in pursuit of the broader mandate of the organization. In that regard, talent





“We must always explore new ways of doing things. This will help us navigate today's challenges and create agile organizations that are consistently innovating”

- TAPIWA MASIE

management and staff welfare are a priority for Masie.

She strongly believes that people do well when empowered; especially since SEZA depends on the small team to deliver on the huge mandate. Further, Masie views strong leadership as essential to driving business strategy, implementing change and cultivating innovation.

As part of its staff welfare initiatives SEZA offers its staff psychosocial support to ensure general mental health, annual medical checks, and group fitness activities. There are also regular staff wellness and team building activities aimed at ensuring a healthy and productive workforce and team cohesion.

“By identifying and retaining the right talent, SEZA has been able to build a solid team that enabled the organization to advance the development of SEZs in record time as against the international benchmark of 15 years. In our recruitment, we find the right fit and identify individuals that can contribute in a meaningful way to advancing the SEZ mandate and who will fit into the organisation's culture,” she said.

FUTURE PLANS

Masie's ambition is to see all the nine SEZs being fully operational and deriving value for Botswana. Her greatest wish is to witness the actualization of Botswana's economic revolution, anchored by the

strategic SEZs.

“My greatest wish is to see the SEZs fully developed, with both foreign and domestic citizen-owned companies operating within them and employing Batswana who will benefit from skills and technology transfer. It is only at this point that the Botswana economy will be fully diversified and more resilient to economic shocks like the one we are currently experiencing, and this when the SEZA dream will be fulfilled,” she said.

Meanwhile, SEZA will continue reinforcing its public education campaign to increase citizen participation in the SEZs.

[END]

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EXPERT ADVICE

HEALTH & WELLBEING:

SIX WAYS TO LOOK AFTER YOUR BRAIN HEALTH IN YOUR 20S AND 30S

There are now 12 known modifiable risk factors associated with greater risk of dementia. By focusing on these factors and taking proactive steps early and consistently throughout your life, you can profoundly impact your brain health and overall wellbeing – and also reduce your risk of developing dementia later in life.

Here are six of the most important lifestyle changes you can make while you're young to look after your brain health:

1. GOOD NUTRITION

Nutrition is important for a number of reasons.

Although the brain only comprises 2% of our body weight, it consumes around 20% of our daily energy supply. This makes good nutrition a crucial element of brain health.

In addition, a good diet helps us maintain a healthy weight and lowers risk of diabetes, which have both been associated with a 1% greater risk of dementia. A healthy diet can also prevent hypertension, which is associated with a 2% greater risk of dementia.

No one's 20s and 30s look the same. You might be saving for a mortgage or just struggling to pay rent. You could be swiping dating apps, or trying to understand childcare. No matter your current challenges, our Quarter Life series has articles to share in the group chat, or just to remind you that you're not alone.

One of the best diets you can follow for a healthy brain is a version of the Mediterranean diet. Numerous studies have shown the Mediterranean diet is linked to better brain function and lower risk of dementia.

So if you want a healthy brain try including plenty of whole grains, vegetables, fruits (especially berries), nuts, beans and oily fish in your diet. You should try to limit the amount of pastries, sweets, fried foods and cheese that you eat. For most people, focusing on improving your diet will be better for your brain health as opposed to taking specific vitamin and mineral supplements – unless you have a nutrient deficiency.

2. STAY HYDRATED

We're made mainly out of water – around 60%, according to most figures. Keeping it that way and staying well hydrated supports our brain function as well as our overall wellbeing.

Being dehydrated affects our physical and mental performance in many ways – such as increasing feelings of tiredness and causing the brain to function less efficiently. Memory, attention, concentration and reaction time are also affected by dehydration.

Good hydration supports our brain performing optimally and helps us to prevent steep decline in brain function.



3. REDUCE ALCOHOL CONSUMPTION

Research shows drinking too much alcohol can increase dementia risk by 1%.

Not only does alcohol affect how well the brain functions, it also changes the brain's structure – with research finding it's linked with loss of neurons (cells which send signals throughout the brain), decreases in white matter (networks of nerve fibres that enable communication between brain areas) and loss of volume. All of these changes affect how well the brain works.

Drinking more than 21 units of alcohol per week is associated with greater dementia risk. However, the NHS advises people not to drink more than 14 units per week to stay healthy. Alcohol also increases your risk of some cancers (including mouth, throat and breast cancer) as well as stroke and heart disease.

4. KEEP ACTIVE

Exercise has many benefits for the brain. It increases blood flow to the brain that's beneficial for good function, decreases inflammation and even increases brain activity and volume, making it more efficient. All of these changes are super beneficial for your long-term brain health – and are thought to protect against cognitive decline.

You should aim for at least 150 minutes of moderate-intensity physical activity per week or at least 75 minutes of high-intensity exercise per week – or a combination of both. But even if you can achieve this goal, research shows as little as 7,500 steps per day is all it takes to improve brain volume.

5. SOCIALISE OFTEN

Social isolation and loneliness are associated with higher risk of depression and cognitive decline.

But research has found that good social connections – such as living with other people, being involved in a weekly community group or seeing family and friends each week – is associated with slower cognitive decline. Socialising stimulates our attention and memory and strengthens our brain's networks.

Volunteering, getting involved in your local community or meeting your friends for a meal or chat weekly are all great ways to keep your brain healthy.

6. KEEP LEARNING

Even if it's been years since you finished school, that doesn't mean you should stop learning. Learning has a protective effect on the brain – with research showing people who continue learning throughout their life had a 7% lower risk of dementia.

Some of the best activities you can do for your brain health include learning a new language, trying a new sport, playing a musical instrument and doing puzzles.

Other things to remember

Alongside these tips, some other ways you can lower your risk of dementia include using hearing aids if you're experience hearing loss, avoiding a traumatic brain injury and aiming for at least six to eight hours of sleep per night.

The brain is perhaps the most important organ we have. By taking care of it while you're young, you'll ensure it continues to function properly as you age.

STRATEGIC COMMUNICATION LEADERSHIP IS REDEFINING EXECUTIVE SUCCESS

BY GABRIEL O. TLAGE

Public Relations, Communications, and Marketing Manager , Botswana Life



There is a quiet but profound shift underway in Botswana's corporate boardrooms, one that is changing how leadership is practiced, perceived, and ultimately measured. In an era where transparency, speed, and trust are more valuable than ever, communication has moved from the sidelines to the center of business strategy. The executive leaders who are thriving today are not only those who deliver financial performance, but those who know how to communicate with purpose, precision, and presence.

This evolution has not happened overnight. It's the product of a business environment that has become increasingly dynamic and complex. Economic uncertainty, technological disruption, social expectations, and the rise of stakeholder capitalism have all contributed to a new reality: companies must not only do the right things, they must be seen to be doing them, and they must explain why those things matter. For this reason, communication leadership has emerged as a defining force in the modern C-suite. No longer relegated to handling public relations or managing crises reactively, today's communication

professionals are trusted advisors at the heart of strategy. Their role is to guide the narrative, illuminate the intention behind decisions, and help leadership build alignment across stakeholders, from board members and employees to regulators, customers, and the public.

This shift reflects a broader understanding of what leadership means in the 21st century. It's no longer enough to execute behind closed doors or speak only when necessary. Executives are expected to be visible, accessible, and emotionally intelligent. They are expected to lead not just with plans and numbers, but with voice and vision. Communication is the vehicle through which leaders translate intent into impact, and in the process, build credibility and trust. In practice, this means that communication leaders are now shaping how companies approach risk, reputation, transformation, and growth. They play a critical role in shaping how executive decisions are introduced and understood. When a company undergoes a major change, whether that's a restructuring, a new strategy, or an innovation launch, it's often the communicator who determines how the

change is perceived and how successfully it is adopted.

Across key sectors in Botswana, be it financial services, natural resources, infrastructure, or digital industries, communication advisors are helping companies navigate a world that moves faster than ever. They help translate complex regulatory environments into clear messaging. They shape sustainability narratives that resonate with both investors and communities. They support internal culture through transparent, consistent dialogue that keeps employees engaged and aligned. While their influence has grown quietly, the results speak loudly. Companies that invest in strategic communication leadership are often more agile in responding to crises, more consistent in delivering their brand promise, and more effective in retaining both talent and market trust. Their leaders are not just seen as competent, but as credible, empathetic, and future-focused.

Nowhere is this transformation more significant than in internal leadership. Communication is the bridge between the

executive suite and the wider workforce. It's how strategy is distilled into meaning. It's how people understand their role in the bigger picture. In a workplace where talent expectations are changing, where people want to feel valued, informed, and connected, communication becomes a key lever for retention, motivation, and performance. Botswana's cultural heritage gives it a natural advantage in embracing this leadership evolution. The traditional kgotla system, rooted in dialogue, mutual respect, and consensus, is not just a social structure; it's a timeless example of communication-led governance. This foundation aligns powerfully with what the modern business world is demanding: leadership that listens, communicates authentically, and values inclusivity.

When corporate leaders in Botswana integrate this cultural intelligence with modern communication tools, digital platforms, data analytics, real-time feedback, they unlock something powerful. They create organizations that don't just function efficiently, but that inspire loyalty, attract purpose-driven talent, and build long-term stakeholder trust.

So what does this mean for executive teams looking to lead effectively in the decade ahead?

It means recognizing that communication is not a function to be managed after the strategy is written, it's a capability that shapes the success of the strategy itself. It means elevating the role of communication leaders to be part of executive committees and decision-



making processes. It means aligning communication metrics with business outcomes such as customer trust, employee engagement, and brand equity. And it means investing in communication coaching for senior leaders, so they show up consistently and credibly, both online and offline. It also means preparing for the unpredictable. In a world where a single misstep or misstatement can go viral in minutes, reputation has become a fragile but essential form of business capital. The companies that protect and grow that capital are the ones that treat communication as a governance issue, not just a marketing one. They build capacity not only to communicate proactively but to respond strategically, thoughtfully, and fast.

And most importantly, it means closing

the gap between strategy and execution. Because no matter how brilliant a strategy may be, if people don't understand it, believe in it, or feel connected to it, it won't go anywhere. Communication is what turns ideas into action, plans into purpose, and leadership into influence. The companies that will lead Botswana's next phase of growth and transformation will not just innovate or expand. They will communicate clearly, consistently, and credibly, because in the end, leadership is not just about delivering results. It's about earning trust, building belief, and bringing people with you.

In today's business landscape, that's not optional. That's executive leadership redefined.



GABRIEL O. TLAGAE BIO

Gabriel Onkabetse Tlagae is an accredited marketing, communications, and public relations professional with over 15 years of experience in the non-banking financial and insurance sectors. His expertise spans brand development, integrated marketing, digital strategy, and stakeholder engagement.

Gabriel has led award-winning campaigns and significantly enhanced brand equity in his previous role as Public Relations, Communications, and Marketing Manager at Botswana Life Insurance

Limited. Currently serving as a private consultant, he supports organizations in refining their public image, marketing frameworks, corporate communications and digital outreach. Gabriel holds a BA in International Relations and Marketing and is a qualified member of the Chartered Institute of Public Relations (CIPR).

He is also a regular contributor to The Business Weekly Review newspaper, where he shares insights on modern marketing and branding practices.

BEYOND DOING:

The Transformational Power of Becoming in a Purposeful Career

"Try not to become a man of success but rather try to become a man of value." — Albert Einstein.



Purpose@Work

Author: Dr Kemi Akindutire

Kemi Akindutire is an author and seasoned professional with over 20 years of experience in leadership, human resource management, and organizational development across for-profit and non profit sectors. Passionate about helping individuals, teams, and organizations thrive, she combines coaching, consulting, and writing to inspire purposeful transformation. Raised in Nigeria and Botswana, Kemi now lives in the United States with her husband and two daughters. Connect with her on .

LinkedIn: @kemiakindutire



In today's fast-paced world of work, professional success or performance is often measured by visible milestones: promotions secured, awards won, and income earned. Rewards in the workplace are mostly and rightfully focused on performance against results. While achievements have their place, true professional fulfillment does not stem from what we accumulate, but from who we become. As John Ruskin wisely observed, "the highest reward for a man's toil is not what he gets for it, but what he becomes by it." This subtle yet profound distinction—between doing and becoming—is critical for anyone seeking to build a purposeful career in today's shifting global landscape.

The Doing Mindset: When Success is Defined Externally
At its core, the "doing" mindset is

task-oriented. Doing as a marker of success is based primarily on achieving goals, results, and milestones. While this approach can fuel short-term accomplishments, research in motivational psychology—specifically, Deci and Ryan's Self-Determination Theory—suggests some limitations of this mindset. When individuals are driven primarily by external rewards (extrinsic motivation), they often experience diminished satisfaction, burnout, and a fragile sense of success.

In a doing-focused career, identity becomes tied to outcomes. Titles, salaries, and accolades become the mirror through which one's worth is perceived. But what happens when the external markers shift (the job, promotions, bonuses, awards)—or disappear altogether?

The Becoming Mindset: Cultivating Growth and Purpose

In contrast, the "becoming" mindset views the career journey as an arena for personal evolution. It is not just about what we achieve, but who we are continually becoming in the process. With each experience, what is being learnt, and how is it shaping one's professional future, how is it helping one become a more valuable asset personally and professionally.

Robert Kegan's Theory of Adult Development offers valuable insight here. According to Kegan, adults move through developmental stages that deepen their ability to self-author meaning. In Stage 5—what he calls the "Self-transforming mind"—individuals transcend societal expectations to live in alignment with internal values

THE TRANSFORMATIONAL POWER OF BECOMING IN A PURPOSEFUL CAREER



and purpose. They become architects of their own significance, rather than passive recipients of external validation. This internal orientation fuels resilience, adaptability, and deeper fulfillment—qualities increasingly vital in a world where AI disruption, global instability, and evolving work models have made traditional career ladders obsolete. Why "Becoming" Matters Now More Than Ever

Recent studies reinforce the urgent need to rethink how we define career success. The World Economic Forum's Future of Jobs Report (2023) emphasizes that qualities like critical thinking, creativity, resilience, and emotional intelligence—hallmarks of a becoming mindset—are now more prized than technical mastery alone.

Similarly, McKinsey's research on the "Skills of the future" reveals that adaptability, continuous learning, and purpose-driven leadership are crucial differentiators in a rapidly changing labor market.

Organizations today are no longer interested in skilled employees; they

need evolving individuals who bring evolving wisdom, creativity, and authentic leadership to their work.

How to Shift from Doing to Becoming
Shifting from doing to becoming is not an overnight journey but can be intentionally nurtured through reflection and practice. Here are a few research-informed frameworks to guide the way:

>> Calibrate using the Hindsight, Insight, Foresight (HIF) Framework:

>> Awaken the Past (Hindsight): Reflect on past experiences and lessons learned.

>> Align the Present (Insight): Recognize current strengths, values, and areas for growth.

>> Activate the Future (Foresight): Envision and build toward who you are becoming.

>> Ikigai Framework (Reason for Being):
>> Reflect on what you love, what you are good at, what the world needs, and what you can be paid for—where these overlap, purposeful careers emerge.

Reflective questions to consider:

>> How is my career shaping my

character, not just my resume?

>> Am I building a career that reflects who I truly am—and who I am becoming?

>> What could true professional success be without external achievements?

Conclusion: The Call to Become

You are invited to invest in being intentional about becoming more in a world that often pressures us and rewards doing more. It is an active, courageous journey of growth, self-discovery, and purpose that enables you to align your doing with the improved version of you.

As you navigate your career path, remember that the ultimate measure of success is not just your accolades but also the wisdom, character, and impact you cultivate along the way. The world doesn't just need what you can do. It needs the fullness of who you are becoming. The authentic and best version of you is what the world needs the most, so invest in "Becoming".



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CELEBRATING PROFESIONALS



A professional portrait of Ms. Daphne Odubeng, a woman with dark skin and her hair styled in long, thin braids with a red headband. She is wearing a vibrant red blazer over a white top. She is standing in a room with a patterned carpet and ornate chairs in the background. The text 'MARKETING SPECIALIST' is overlaid in large white serif font, and 'Ms. Daphne Odubeng' is overlaid in a smaller white serif font below it.

MARKETING SPECIALIST

Ms. Daphne Odubeng

MARKETING SPECIALIST

Ms. Daphne Odubeng



Daphne Odubeng is a strategic and digitally savvy Brand and Marketing Manager at FSG Limited, where she leads brand development, marketing campaigns, and customer engagement initiatives that reflect the company's values of compassion, trust, and dependability.

She holds a degree in Business Administration and Marketing from the University of Botswana, as well as

a Diploma in Social Media Strategy, which underpins her expertise in digital marketing, content strategy, and audience engagement across multiple platforms.

Daphne's career has been shaped by her experience within a fast-paced communications agency environment, where she gained hands-on exposure to brand building, campaign management, and strategic storytelling. This

background has strengthened her ability to think creatively, manage complex projects, and adapt to evolving market needs.

Her approach to marketing blends data-driven insights with human-centered design, ensuring that every brand touchpoint not only informs, but also inspires meaningful connections with the audience.

A professional portrait of Mr. Sesaleteng Seabe, a Black man with short dark hair and a goatee, smiling at the camera. He is wearing a dark grey suit jacket over a white button-down shirt. His arms are crossed, and he is standing against a plain light grey background.

MR. SESALETENG

SEABE

H.R. Management Consultants
- Managing Partner

RUNS BOTSWANA'S LEADING HUMAN CAPITAL ADVISORY FIRM

HRMC MANAGING DIRECTOR (MD) MR. SESALETENG SEABE



Mr Sesaleteng Seabe is the Managing Partner of H.R. Management Consultants (Pty) Ltd (commonly known as HRMC), Botswana's leading human capital consulting firm established in 1992. He is frequently sought after by boards and executive committees for his counsel on organizational design, strategic workforce planning, and leadership succession: key drivers of long term sustainability in an increasingly competitive landscape . With over a decade of progressive leadership experience, Mr. Seabe has become a key figure in the evolution of HR practice in Botswana and the broader Southern African region.

Having joined HRMC early in his career, Mr. Seabe rose steadily through the ranks, demonstrating exceptional strategic acumen and a deep commitment to the development of people-centric solutions. In 2021, he was appointed Managing Partner and Director, a milestone that marked the beginning of a new era of innovation and growth for the firm. Under his leadership,

HRMC has continued to expand its footprint, delivering high-impact recruitment, talent management, and organizational development solutions to public institutions, multinational corporations, and regional development bodies.

Mr. Seabe has successfully led complex, high-stakes executive search and talent acquisition assignments across various industries, including financial services, energy, telecommunications, and the public sector. He is frequently sought after by boards and executive committees for his counsel on organizational design, strategic workforce planning, and leadership succession—key drivers of long-term sustainability in an increasingly competitive landscape.

A respected voice on workforce transformation, Mr. Seabe is known for his ability to anticipate market shifts and align human capital strategies with business objectives. He is especially passionate about building resilient, future-ready organizations that can thrive in the digital

age. His insight into Botswana's labour market trends, regulatory environment, and talent dynamics has made him a trusted partner to both government and private-sector leaders seeking to shape inclusive and agile workforces.

Mr. Seabe holds a Master's degree in Public Administration, with a specialization in Human Resource Management, from the University of Botswana. He continues to contribute to national conversations on employment, skills development, and youth empowerment, positioning HRMC as not just a consultancy, but a thought leader and catalyst for socio-economic progress.

Driven by a lifelong passion for unlocking Botswana's human capital potential, Mr. Seabe remains deeply committed to advancing ethical, evidence-based HR practices. His visionary leadership ensures that HRMC remains at the forefront of HR innovation, helping clients build cultures of excellence, accountability, and high performance.

A portrait of a smiling woman with dark hair, wearing a vibrant purple blazer over a green silk shirt and a matching purple skirt with a wide belt. She is seated at a wooden table, with her hands resting on it. The background is a blurred outdoor setting with greenery and architectural elements.

TRANSFORMATION LEADER®

MS. NONO BOKETE

TRANSFORMATION LEADER

MS. NONO BOKETE

CEO – Data Sentinels
Chief Ambassador – Transformation Leader (T4L)
Forbes Business Council Member | Global Speaker

“Before you think of AI, think about your data, your people, and your processes because real transformation starts from within.”

In an industry full of buzzwords and fast pivots, Nono Bokete is doing something rare — building slow, strong, and smart. With a mission to impact 1 million African lives by 2026, she’s designing strategies and systems that empower people to lead, grow, and adapt in a digital-first world with humanity at the centre.

As CEO of Data Sentinels, Nono supports organisations in Africa, Europe, and the USA to unlock real value through data, AI, and people-centred strategy. She brings over 15 years of cross-industry experience, from mining to finance, where she’s helped businesses cut through digital noise and deliver measurable results. Think less jargon, more impact.

At Transformation Leader (T4L), she serves as Chief Ambassador, championing Global Workforce Empowerment through accessible, human-first digital leadership upskilling. Her Free T4L course has already empowered over 3,000 professionals globally; from Kenya to London to Atlanta.

And yes, she’s a global speaker. Nono’s voice has reached global stages, including:

1. Austin Young Chamber LEAD Summit – Texas, USA
 2. 3rd KISM National Dialogue – Mombasa, Kenya
 3. 3i Africa Summit – Accra, Ghana
 4. SADC Industrialisation Week – Harare, Zimbabwe
 5. AI in Supply Chain Workshop – Naivasha, Kenya
 6. BTC Digital Enterprise Summit – Gaborone, Botswana
 7. Innovation Botswana Day – Gaborone, Botswana
- From Africa to the USA, she shows up



not just to speak, but to challenge, build, and provoke change.

She is also the co-host of The Shameless Podcast, where she strips leadership down to its realest form — the wins, the failures, and the awkward middle bits. She’s not interested in perfect stories — only honest ones.

Her focus she is a digital transformation thought leader focusing on the

intersection of humanity and technology.

Why She’s Being Celebrated:

Because Nono Bokete is not here to be impressive; she’s here to be impactful. Because she’s not just thinking about the future, she’s designing it. Because she’s proof that you don’t need to shout to lead but you do need to show up, build boldly, and bring others with you.

A professional portrait of Dr. Lame Leeto Pusetso, a Black woman with her hair styled in a high bun of braids. She is wearing a white button-down shirt and dark pinstriped trousers, sitting on a wooden stool against a black background. She is smiling and looking towards the camera.

A MULTI-AWARD-WINNING AUTHOR

DR. LAME LEETO PUSETSO

A MULTI-AWARD-WINNING AUTHOR

DR. LAME LEETO PUSETSO



Dr. Lame Pusetso is an accomplished Motswana creative entrepreneur, literary advocate, and Managing Director of the award-winning Poeticblood Publishers PTY LTD. A distinguished voice in African literature, Dr. Pusetso is the visionary founder and chairperson of the Botswana Literature Awards, a pioneering national initiative launched in 2023 to celebrate literary excellence in Botswana.

A multi-award-winning author of 16 published books, Dr. Pusetso is also an internationally recognized spoken word poet whose work has captivated audiences across Africa and beyond. Her influence extends to the academic and developmental space as the External Coordinator of the Explorers of Literature COHORT at the Botswana University of Agriculture and Natural Resources. She also holds a business and entrepreneurship qualification from the University of South Africa

through the prestigious Young African Leaders Initiative (YALI).

In recognition of her transformative work in the arts, Dr. Pusetso was named a delegate for the 2023 Forbes 30 Under 30 Africa Summit and was recently crowned the Pan-African Youngest Managing Director of the Year (2023) in Cameroon. Her accolades span both local and international stages, including the Best Youth in Creative Arts Award (Botswana Youth Awards 2023), African Honoree Authors Award, and Best Publisher at the Mulher Forte African Literature Awards.

Dr. Pusetso is a highly sought-after facilitator and adjudicator, having worked with institutions such as the Botswana National Library Services, Ministry of Youth, Gender, Sport and Culture (MYSC), Boitekanelo College, and numerous regional literary platforms. She actively mentors over

150 local authors through a WhatsApp community, offering guidance in copyrighting, publishing, marketing, and distribution.

Passionate about social responsibility, she has adopted several schools across Botswana where she donates books and offers mentorship programs to foster a culture of reading and writing among youth. She has also collaborated with celebrated artists, including Motsetserapa and Hydro Molefe, contributing to the fusion of literature and performing arts.

A member of the National Writers Association of South Africa, Writers International Foundation, and COSBOTS, Dr. Pusetso continues to lead with vision, passion, and impact—cementing her legacy as a trailblazer in Botswana's creative and literary landscape.

A professional portrait of Kealeboga Gaeleba, a Black man with short hair and a goatee, wearing glasses and a brown blazer over a black t-shirt. He is smiling and has his hands clasped in front of him. The background is a light grey gradient. On the left side of the image, there is a vertical yellow bar and a brown rectangular block. The text 'MASTER FRANCHISOR' is overlaid in large white serif font, and 'KEALEBOGA GAELEBALE' is overlaid in smaller yellow sans-serif font below it.

MASTER FRANCHISOR

KEALEBOGA GAELEBALE

MASTER FRANCHISOR

KEALEBOGA GAELEBALE

Founder of Legends Barber Botswana, Entrepreneur, Brand builder & Business leader

Kealeboga Gaelebale is a visionary entrepreneur, brand builder, and business leader with a passion for excellence, innovation, and social impact. He currently serves as the Master Franchisor and Director of Legends Barber Botswana, and as the Founder and Director of Limix Research, one of Botswana's fast-rising research and customer experience firms.

LEGENDS BARBER BOTSWANA: A STORY OF FIRSTS AND EXCELLENCE

Kealeboga made history as the first-ever franchisee to open a Legends Barber store outside of South Africa, establishing the brand's international footprint with the opening of the Botswana branch. He later became the first Master Franchisor of the Legends Barber brand, overseeing not just his own stores, but also the franchise development across the country.

Under his leadership, Legends Barber Botswana has grown to own and operate four stores, each recognized for their high standards of professionalism, customer service, and innovation. In 2024, Kealeboga was voted the Best Franchisee among over 80 Legends Barber franchisees across Southern Africa, a testament to his outstanding leadership and brand stewardship. In the same year, Botswana's Legends Barber stores were awarded the "Best International Stores", outshining all Legends outlets outside South Africa.

Continuing to push boundaries, the Botswana franchise was the first to introduce a mobile grooming trailer, an innovation that allows the brand to reach customers through outdoor activations, events, and community outreach programs. Kealeboga also launched the first accredited barbering training centre in Botswana, marking a significant milestone for the local grooming industry. The training centre, accredited by both the Human Resource Development Council (HRDC) and the Botswana Qualifications Authority (BQA), offers formal barbering courses, positioning Legends Barber not just as a business, but as a force for skill development and job creation.



LIMIX RESEARCH: LEADING INSIGHTS FOR IMPACT

Alongside his role at Legends Barber, Kealeboga is the founder and director of Limix Research, a consultancy firm specializing in customer experience assessments, market research, brand audits, and telephonic and mystery shopping evaluations. Since its inception, Limix has grown into one of Botswana's leading research and insights firms, trusted by top local and regional brands to provide data-driven recommendations that enhance service delivery and customer engagement. Limix is also known for its innovative approaches to gathering authentic customer insights often blending traditional research with experiential techniques to measure real-time service performance. Under Kealeboga's direction, the company has worked with a variety of industries,

including retail, telecommunications, financial services, and FMCG sectors.

BEYOND BUSINESS

Beyond his entrepreneurial pursuits, Kealeboga Gaelebale is a devoted husband and father, committed to both his family and his faith. He is also a radio personality, using his platform to inspire, uplift, and challenge young people to live purpose driven lives. His deep connection to youth empowerment, mentorship, and worship continues to shape his journey, both personally and professionally.

A multifaceted leader with a strong commitment to growth, excellence, and transformation, Kealeboga is building platforms that not only drive economic success but also invest meaningfully in people, skills, and communities.



A SEASONED MARKETING & PR
CONSULTANT

Ms. VICTORIA NYANZI

A SEASONED MARKETING & PR CONSULTANT

Ms. VICTORIA NYANZI



Victoria Nyanzi (Ateenyi) is a seasoned Marketing and Public Relations consultant based in Uganda, and the visionary Founder of The African Sisters Network (TASN). TASN is a dynamic coaching community dedicated to empowering African girls to tell their stories with confidence, while connecting them to essential resources and opportunities for success.

Victoria holds a Bachelor's Degree in Business Administration with a focus on Marketing and a Diploma in Public Relations. She is also honored to be a Chartered Public Relations & Applied Communications Fellow, recognized by the Chartered Institute of Public Relations (CIPR) in London.

Her recent foray into personal

and professional brand coaching is fueled by her deep passion for storytelling. This commitment to excellence earned her a nomination as LinkedIn Influencer of the Year at the Pulse Influencer Awards 2023 and a brand endorsement deal with Ecobank Uganda.

In her coaching sessions, Victoria imparts valuable insights and experiences, guiding recent graduates, job seekers, and business owners in crafting compelling and unique personal and professional brand narratives. Her expertise is especially beneficial for professionals who:

- >> Strive to build a strong and authentic online presence.
- >> Struggle to stand out in a competitive job market.

>> Need support in effectively showcasing their achievements and skills.

>> Seek to develop a professional image that aligns with their career ambitions.

>> Want to establish credibility and authority within their industry or niche.

Victoria excels in helping individuals regain their confidence, boost their online visibility, and cultivate a proactive professional network. For brands and businesses, she offers critical advice on increasing traffic and engagement, and successfully establishing an impactful online brand presence.

In a nutshell, Victoria is what you get when you put everything on a bagel.

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AFRICA FOCUS

MANDELA BAY BUSINESS CHAMBER & STELLANTIS PARTNER TO FOSTER JOB CREATION IN E.CAPE



The Nelson Mandela Bay Business Chamber, supported by Stellantis are collaborating on the Eastern Cape Youth Empowerment Programme to transform futures in the impoverished Eastern Cape. The programme aims to equip 50 young people with the valuable skills and market access needed to secure sustainable employment in the fast-evolving digital economy.

The province faces a massive unemployment challenge, which currently stands at 41.0% - significantly higher than the national rate of 33.5%.

It is also home to Stellantis' new assembly plant in the Coega Industrial Development Zone in the Nelson Mandela Bay Metropolitan area and will contribute jobs to the province and the automotive industry.

Together with key business and financial partners, this new transformative initiative will provide critical opportunities in a sector primed for quality job creation and in need of new skills as the prospect of new energy vehicle production becomes a reality for the industry.

"Education is the biggest contributor to progress, and the more people we can provide education to, the more they will contribute to their lives and their communities," says Stellantis SA managing director, Mike Whitfield.

"Our greenfields manufacturing facility will be establishing the very jobs these

new skills will be trained to fulfil."

YEAR-LONG TECHNICAL TRAINING PROGRAMME

Through the SA Youth online platform, 50 young Eastern Cape learners from disadvantaged backgrounds will be identified and selected to undergo a year-long programme focused on providing technical training in ODIN Checkpoint Shop floor Task Management Solutions. This global automation technology is the type used in manufacturing facilities, including Stellantis SA's new plant. The training will be complemented by mentorship and hands-on experience in virtual systems maintenance.

The project will further provide the trainees with direct market access, allowing them to engage in various services, including system onboarding, implementation, and the development of Standard Operating Procedures content. Additionally, the Chamber's Entrepreneurship Desk will support the young trainees in developing vital entrepreneurial skills, empowering them to launch their own business ventures and contribute to the economic upliftment of the region.

The Nelson Mandela Bay Business Chamber, a non-profit company representing approximately 700 members from commerce and industry, will play a

key role in facilitating the success of this initiative.

In addition to Stellantis, the Chamber has partnered with Jendamark, Harambee, the Eastern Cape Development Corporation and member companies in the manufacturing industry to deliver the necessary resources and connections to make this project a reality.

The initiative will also have a strong focus on entrepreneurial development, with micro, small, and medium-sized enterprises (MSMEs) in the area benefiting from the highly skilled youth workforce.

DRIVING MEANINGFUL CHANGE

The chamber has already placed over 100 interns with full stipends in local MSMEs and will continue to provide valuable opportunities for youth in the region.

"We believe in the power of partnerships to drive meaningful change. By equipping our youth with in-demand skills and providing direct market access, we are not only combating unemployment but fostering an entrepreneurial spirit that will last for generations," said Nelson Mandela Bay Business Chamber CEO, Denise van Huyssteen.

Stellantis SA aims to share its values, knowledge, and resources through philanthropic actions and is rooted in the belief that education is the cornerstone of progress and empowerment.

Stellantis Philanthropy is distinct from the company's business operations in that it is purely philanthropic, focusing on creating opportunities and fostering hope. By providing tools for transformation, Stellantis Philanthropy aims to help individuals dream big and achieve lasting change.

Stellantis SA is embarking on this effort, with its focus on education, to empower people and to build resilient communities with effects that can extend generations into the future. Additionally, Stellantis' philanthropy vision and strategy are built on the company's core pillars of Value, Care, and Tech.

DEVELOPED HUMAN RESOURCES KEY TO NAMIBIA'S PROSPERITY

– KUUGONGELWA-AMADHILA



[NAMIBIA PRESS AGENCY]

National Assembly speaker Saara Kuugongelwa-Amadhila says developed human resources is a prerequisite for national development, which is necessary for Namibia's prosperity, both for individuals and the country as a nation.

Kuugongelwa-Amadhila made these remarks in a speech read on her behalf during a gala dinner at !Garibams Secondary School at Oranjemund over the weekend.

She said it is important for the country to safeguard its independence and sovereignty, as only Namibians themselves can ensure that the needs of their country are met and that their national interests are safeguarded.

Kuugongelwa-Amadhila stated that education is at the centre of human development, as it ensures citizens are

equipped with the skills and knowledge necessary to grow the economy and advance development, including technological development and social upliftment of communities. She said despite significant public investments in education, which have broadened access and enhanced the quality of learning, there remains much work to be done.

"As a nation, we have significant strides yet to make in unlocking the full potential of our citizens. By fostering their development, we can drive robust economic growth and empower individuals to seize the abundant opportunities presented by our nation's vast resources," she noted.

Kuugongelwa-Amadhila also said there is a need for the country to evolve its school curriculum to meet the current and future needs of the economy, preparing students for a productive labour force while embracing innovation and the application

of new technologies.

"This vision can only be realised in the environment of partnership between the government, the corporate sector and civil society, to impart requisite skills and knowledge on our citizens and collaborate in research and innovation," she said.

It is imperative that every school is adequately resourced with qualified and motivated teachers, as well as essential equipment and supplies, to foster optimal learning environments, she added.

The aim of the event was to raise funds to enhance the school's computer lab, acquire teaching materials for technical subjects and strengthen the school feeding programme.

During the gala dinner about N\$60 000 was pledged.

Source: www.namibian.com.na

CAN SA BRIDGE ITS TECH TALENT GAP BEFORE IT'S TOO LATE?

Report by: Mohammed Sayed

South Africa is facing a major shortage of IT skills, threatening its digital transformation and economic progress. Key areas like cybersecurity, data analytics, artificial intelligence (AI), and software development are among the hardest hit, with a shortfall of between 20,000 and 70,000 skilled professionals. This significant shortage of IT skills affects not only business operations but the market as a whole. Globally, the IT industry is one of the fastest-growing sectors, and for a country like South Africa, which is still in its development phase, keeping up with global standards is a significant challenge. This situation presents a problem, but it also offers opportunities for growth and development.



Considering that IT is one of the fastest-growing markets globally, countries like India have excelled in this area over the last 10 to 20 years. Many IT products originate from America, and Indian teams have taken over much of the support due to their skills.

Locally, South Africa has a relatively young and willing-to-learn population. The key is to put the right pieces into the puzzle to skill people in the right areas. Every stumbling block should be viewed as an opportunity to foster growth and development.

HOW MSPS CAN FILL THE GAP

In the meantime, managed service providers (MSPs) present a practical solution to South Africa's IT skills deficit. Collaborating with MSPs enables South African companies to tap into specialised IT expertise that is often scarce in the local market.

For example, MSPs provide a comprehensive range of security services, such as data management and protection, threat detection and incident response, allowing businesses to strengthen their cybersecurity and cyber resilience postures without building and maintaining internal teams.

For companies that want to outsource their IT needs, engaging the services of an MSP offers many advantages,

especially in terms of skills development. Training is often expensive and does not always provide the full experience. By outsourcing to an MSP, companies can benefit in the long run.

For companies that want to outsource their IT needs, engaging the services of an MSP offers many advantages, especially in terms of skills development. Training is often expensive and does not always provide the full experience. By outsourcing to an MSP, companies can benefit in the long run.

BENEFITS OF TAILORED SOLUTIONS

Additionally, MSPs can compare customer environments and make recommendations based on what works best. Leveraging the skills of an MSP provides significant benefits from the tailored solutions and expertise that they can offer without the need for extensive training.

By leveraging international vendors and partners, MSPs can bring advanced skills into the South African market without requiring customers to train their internal staff, allowing customers to benefit from MSPs' international connections and knowledge.

Furthermore, MSPs offer platforms where the customer's infrastructure does not need to be on-site. For example, local organisations can use MSPs as third-party

vendors to maintain another copy of their backed-up data in a different location. This provides additional data protection and an added layer of security.

SKILLS DEVELOPMENT REMAINS ESSENTIAL

Digital processes, including AI, are crucial for the future. If South Africa's skills shortage is not addressed soon, it will worsen, leading to increased reliance on other countries. Skilled individuals may not share their knowledge, and those seeking assistance may not progress. Proper training plans are essential, starting from the post-matric level, involving the government and universities. These must have a strong focus on providing practical experience.

Universities tend to focus on theory rather than practical experience. Yet, practical experience is crucial for developing skills. If universities and technical institutions can incorporate more practical processes, it will help put things into perspective. If we can get the recipe right for developing young talent early, it will make a significant difference. If not, the skills gap in South Africa will continue to widen and will not only disrupt business operations but also contribute to high youth unemployment rates.

Source: www.bizcommunity.com

CONTINENTAL LEADERS UNITE TO DEMAND REFORM & EQUITABLE SYSTEMS

- with 21 African countries either at high risk or in Debt Distress



The African Union's first Debt Conference took place from 12th-14th May, in Lomé, Togo, bringing together Heads of State, senior policymakers, financial experts, and international partners to engage in high-level dialogue on Africa's debt challenges and long-term sustainability. Against the backdrop of rising debt vulnerabilities across the continent, the three-day conference served as a platform for African leaders to articulate a unified, forward-looking vision for responsible borrowing, enhanced transparency, and equitable global financial cooperation.

In his opening keynote address, H.E. Faure Essozimna Gnassingbé, President of Council of the Togolese Republic, described Africa's debt situation as a pressing structural challenge and called for a more inclusive and context-sensitive approach to global debt governance. "We must ask ourselves what truly constitutes sustainable debt," he said. "Many African countries face competing pressures—servicing debt while addressing health, education, and

security needs. Without peace, there can be no development. It is imperative that our debt frameworks reflect these realities."

Delivering remarks via video, H.E. Hakainde Hichilema, President of the Republic of Zambia, emphasized the importance of transparency and sound governance in restoring investor confidence. "Africa must assert its voice in global financial discussions. We need reforms that acknowledge our unique economic trajectories and support sustainable growth," he said.

The President of Ghana, H.E. John Dramani Mahama, added his voice to the call for reform, urging African countries to engage as a collective in reshaping global financial norms. "Credit rating methodologies must evolve to reflect the structural progress and reform potential of African economies—not merely penalize volatility we did not create," he noted.

Speaking on behalf of the AUC

Chairperson, H.E. Moses Vilakati, Ag. AUC Commissioner for Economic Development, Trade, Tourism, Industry and Minerals, underscored the significance of the conference in forging an African Common Position on Debt. "This is a pivotal moment for the continent," he said. "We must build robust national frameworks for debt management, enhance transparency, and ensure all borrowing supports transformative and inclusive development."

The conference programme offered an in-depth examination of the continent's debt landscape through a series of high-level panels and technical discussions.

The main sessions, "Africa's Public Debt Management Agenda in Restoring and Safeguarding Debt Sustainability," explored the growing fiscal pressures from limited market access and rising debt servicing costs. Panelists emphasized the need for urgent liquidity support and targeted investments aligned with Agenda 2063 to bolster

CONTINENTAL LEADERS UNITE TO DEMAND REFORM & EQUITABLE SYSTEMS



economic resilience.

The session on “G20 Common Framework and the Current Debt Conundrum in Africa” questioned whether existing global debt mechanisms are fit for purpose. Drawing on lessons from past initiatives like Heavily Indebted Poor Countries Initiative (HIPC) and Debt Service Suspension Initiative (DSSI), participants debated whether a new, Africa-specific debt relief framework is needed to address current structural debt challenges and free up fiscal space for development.

On the domestic front, the panel on “Sound Debt Management Practices and Public Debt Sustainability in Africa” reviewed post-pandemic borrowing trends and called for more rigorous public debt oversight, improved fiscal discipline, and institutional capacity to restore long-term sustainability.

In the panel titled “Legislative Oversight and Accountability in Public Debt,” parliamentarians and governance experts stressed the critical role of parliaments in authorizing borrowing, ensuring transparency, and holding governments accountable—elements

seen as essential in preventing opaque and unsustainable debt accumulation.

The panel on “Enhancing Credit Ratings in Africa” focused on addressing perceived biases in global credit rating methodologies. Discussions also explored the upcoming African Credit Rating Agency and how it could improve Africa’s representation in global capital markets, strengthen domestic rating systems, and support investor confidence.

A technical presentation by the Association of African Central Banks offered valuable insights into debt dynamics across the continent, while the session on “Innovative Debt Financing” explored blended finance models, green bonds, and other emerging instruments to bridge Africa’s development financing gap, which exceeds \$200 billion annually.

The panel on “Pan-African Financial Institutions” spotlighted the role of AU-mandated institutions like the African Monetary Fund, African Central Bank, and African Investment Bank in enhancing regional financial stability and integration. Panelists also discussed the African Financing Stability Mechanism

and the Pan-African Credit Rating Agency as tools to strengthen the continent’s financial sovereignty.

As the conference progressed into its second day, discussions turned toward “Debt Transparency and Accountability,” highlighting the importance of accessible debt data, stronger legal frameworks, and the role of civil society in driving public engagement and fiscal accountability.

The final day will feature sessions on international collaboration for capacity development, emphasizing the need for coordinated support from multilateral institutions, donors, and regional bodies to bolster African debt management institutions.

Throughout the conference, a clear message has emerged - The continent is ready to lead—championing reform, demanding fairness, and building resilient systems that align with its aspirations under Agenda 2063. Read and download the AU Debt Conference Declaration.

[PRESS RELEASES]

BOTTOMLINE IT BRINGS COST-EFFECTIVE VIRTUALIZATION TO SA BUSINESSES



[Presented by Bottomline IT]

Changes to the market – like software packaging updates, new technologies, and the demands of AI workloads – have caused many businesses to re-evaluate their virtualization strategies.

These organisations want to reduce the cost of their established deployments, while embracing future opportunities across private and public cloud – all without increasing complexity.

Through its acquisition of Morpheus Data, HPE GreenLake is unrivalled in its ability to meet all these needs for South African businesses – particularly through partners like Bottomline IT.

Bottomline IT helps businesses access the best virtualisation tools through the HPE VM Essentials package, which we detail below.

HPE VM ESSENTIALS

HPE VM Essentials is a next-generation virtualization solution that lets users manage existing virtualised workloads, re-platform to the HPE VME hypervisor, and experience a simple VM-vending experience across both stacks.

The solution is designed to help businesses

transition seamlessly to a modern virtual infrastructure that is scalable, secure, and ready for hybrid cloud deployment.

While giving businesses access to the latest technologies like AI and cloud-native workloads, HPE VM Essentials also supports legacy apps – ensuring your current investments are optimised without limiting your ability to scale with modern technologies.

Other benefits of using HPE VM Essentials include:

- Experience simplified virtualisation – Provision and manage both KVM and VMware-based virtual machines from a single interface.
- Simplify management – Connect existing VMware clusters for VM-vending into ESXi and HPE VME hypervisor, all from one interface.
- Flexible consumption model – HPE VM Essentials is available as standalone software or integrated into HPE private cloud.

THE BOTTOMLINE IT ADVANTAGE

Bottomline IT is a leading South African ICT service and solution provider.

It provides tailor-made services to ensure your business remains successful throughout its day-to-day operations.

The highly-qualified Bottomline IT team enhances the value of HPE VM Essentials through expert consultation, implementation, and support.

As a long-standing HPE partner, Bottomline has the technical expertise to design customised migration paths for businesses looking to modernise without disrupting operations.

For businesses in sectors such as finance, healthcare, and manufacturing – where compliance and uptime are non-negotiable – this flexibility is crucial.

MAKE THE SWITCH

As virtualization continues to be the backbone of digital transformation, HPE VM Essentials offers a modern, future-ready alternative that empowers businesses to scale with confidence.

Backed by Bottomline IT's local expertise and support, it is an offering designed not only for today's needs, but tomorrow's growth.

www.businessstech.co.za



TRAVEL TIMES

Gaborone to Maun - 0430

Maun to Gaborone - 0930

Serowe to Gaborone - 0600 / 0700 / 0800 & 1100

Francistown to Gaborone - 0530

Gaborone to Serowe - 1300 / 1400 / 1600

Gaborone to Francistown - 1300



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AFRICAN DESIGNERS TO SHINE AT AFRA WORLD FASHION CONFLUENCE



In the glittering landscape of Dubai's luxury scene, African design is finding a powerful new voice through a one-of-a-kind alliance.

When Lulu Shabell steps into a room, possibilities seem to unfold around her. The founder and CEO of Lulubell Group doesn't just connect people—she connects worlds. This April, as Dubai prepares to host some of fashion's most influential figures, Shabell has organised an ambitious convergence – one which will bring a carefully curated collective of African luxury designers to the prestigious AFRA World Fashion Confluence.

The 2025 edition of AFRA, themed “Echoes of the Oasis,” will transform the iconic Mandarin Oriental Jumeira into a vibrant crossroads of culture, craft, and couture from April 23-26. Unlike traditional fashion weeks with their frenetic energy and fleeting encounters, AFRA offers a more intimate experience—where exhibitions, conversations, and direct access to designers turn luxury events into journeys of discovery.

What makes this partnership particularly significant is its timing. As global fashion recalibrates around questions of authenticity, sustainability, and cultural exchange, African design voices are increasingly recognized not just for their aesthetic contributions but for the alternative viewpoints they bring to these conversations.

“It's a powerful moment when you see the world coming together through creativity,” Lulu Shabell (Pictured above) explains.

PIN IT

“This partnership with AFRA isn't about standing apart, but about standing proudly alongside others. We're here to show what collaboration can look like when it's rooted in mutual respect and shared vision,” she adds.

Lulubell Group's showcase will feature fashion houses that masterfully blend tradition with innovation and sustainability with storytelling—each one deeply grounded in its local identity yet built for global resonance. This collective represents a powerful cross-section of Africa's creative excellence, carefully selected to demonstrate the continent's diverse approaches to luxury. The collective will include:

Aaboux (Nigeria) – Ethically crafted leather bags that fuse innovation with symbolism; Akire (Kenya) – Pioneers of sustainable fashion using repurposed, local materials; Asantii (Rwanda) – Pan-African collaboration producing timeless wardrobe staples; MaXhosa (South Africa) – Bold, culturally rooted knitwear inspired by Xhosa heritage; Odio Mimonet (Nigeria) – Sculptural fashion infused with elegance and heritage; Sarayaa (Senegal) – Traditional African weaving techniques interpreted for modern luxury, and The Cloth (Trinidad & Tobago) – Caribbean textile heritage reimagined through African-rooted narratives.

- AkirePIN IT
- AsantiiPIN IT
- Sarayaa (Credit: Simon Deiner / SDR



Photo, (AFWL)PIN IT

- MaxhosaPIN IT
- Odio Mimonet (Simon Deiner / SDR Photo – LFW)PIN IT
- AkirePIN IT
- AsantiiPIN IT

ASANTII

In a fashion landscape that has long privileged certain centers of influence, this collaboration between Lulubell Group and AFRA World signals a meaningful shift in how and where fashion's future is being written—not through replacement but through expansion, creating space for more voices at the table.

As Dubai continues to position itself as a nexus point between East and West, North and South, this confluence offers a glimpse into a more inclusive vision of global luxury—one where excellence is recognized regardless of origin, and where the richness of fashion comes precisely from its multiplicity of perspectives.



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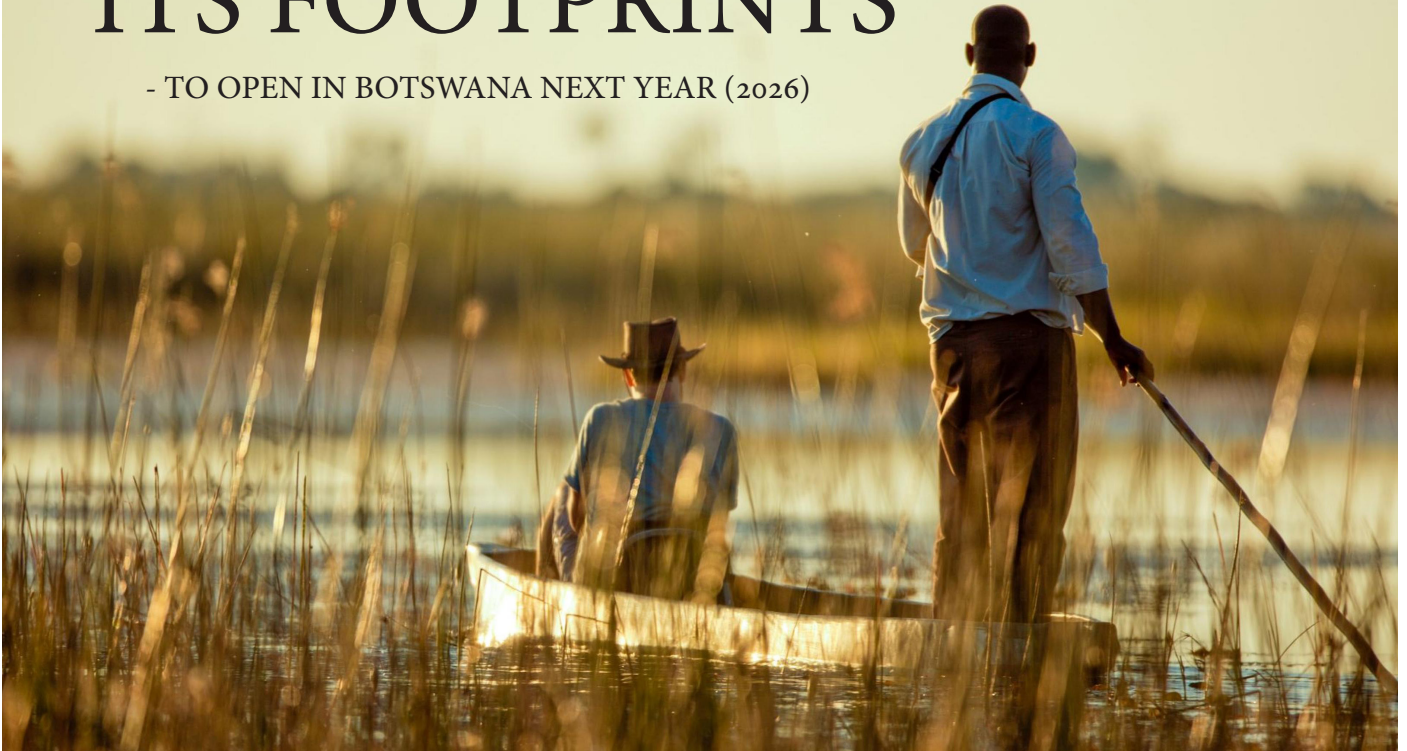
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SINGITA ELELA EXPANDS ITS FOOTPRINTS

- TO OPEN IN BOTSWANA NEXT YEAR (2026)



As our presence in Africa gradually and naturally grows, we are privileged to be expanding into Botswana's Okavango Delta. Rich in life of every shape and form, this remarkable region was an intuitive extension of our 100-year purpose.

Our new lodge, Singita Elela, opening in 2026, will embody the Delta's fluidity in all ways. Adapting as nature itself does, we are moving our design and guest experience forward in honour of this new region and its ever-evolving landscape.

Elela – meaning 'to flow' in Setswana – will celebrate the Delta's essence of eternal cycles and continuity. A new lodge concept will echo this with an ease embedded into the design and experience it offers, which will place the spirit of this wonder-filled oasis at its centre.

Made up of ancient meandering waterways that fill when the rains arrive and recede as the seasons change, islands bursting with a myriad of species, and an ever-shifting patchwork of lagoons, grasslands and swamps, the Delta mirrors nature's own ebb and

flow. Its complexity and biodiversity are matched only by its beauty.

Unique to the Elela experience is a sense of unending vastness – while the Delta possesses an inherent sense of space, Singita guests will also have exclusive access to one of the largest concessions in the region – 170 000 hectares of pristine wilderness.

A year-round lodge, Elela will personify immersion. And while new to our family, it will be a natural continuation of all that Singita holds true.

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SPOTIFY ROYALTY PAYOUTS FRUITFUL TO NIGERIAN & SOUTH AFRICAN ARTISTS



Audio streaming giant Spotify's royalty payments to artists from Nigeria and South Africa - its two biggest African markets - spiked to around \$59m last year as performers rode a wave of growing interest in music from the continent.

The Swedish company paid out some \$10bn in royalties worldwide in 2024. And while Africa represents only a small part of its offering, interest in African artists has ballooned, buoyed in part by internationally recognised acts like South African singer Tyla and Nigeria's Burna Boy.

Around 250 million user-created playlists now feature at least one Nigerian artist, and 220 million contain a South African, the company recently said.

"What we're seeing is an excellent evolution around more and more mid-tier or up-and-coming artists making a living," said Jocelyne Muhutu-Remy, Spotify's managing director for sub-Saharan Africa.

Nigerian artists received over \$38m in royalties last year, more than double the 2023 figure. Royalties for South African performers reached \$21m, up 54% year-on-year.

Much of that came from outside their home markets. Nigerian artists have seen a 49% increase in export growth over the past three years, while South Africa saw export growth of 104%.

The number of Nigerian artists earning 10m, meanwhile, doubled year-on-year and has tripled since 2022.

In South Africa, the number of those earning between R100,000 and 500,000 has doubled over the past three years.

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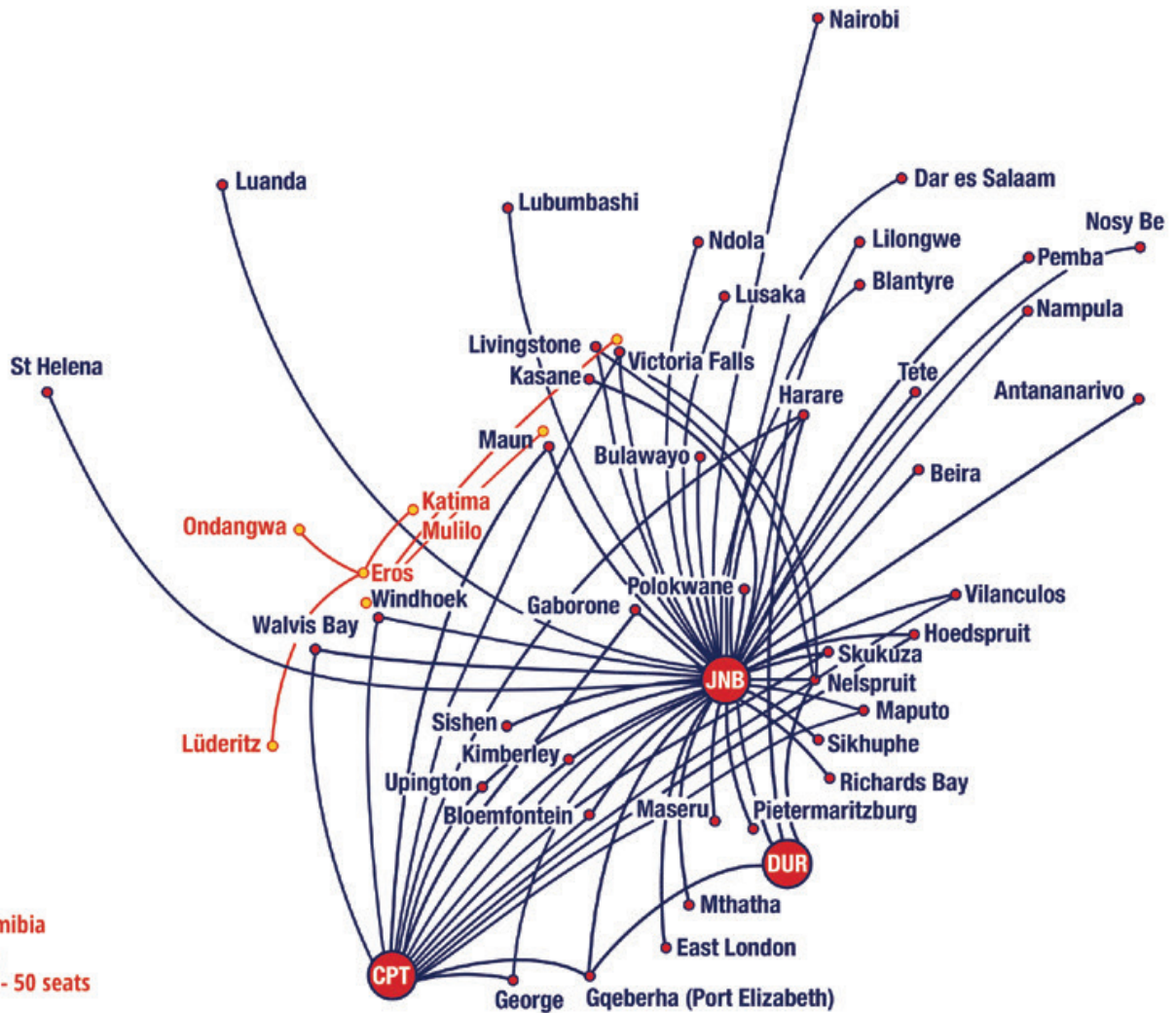
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