

**CBNRM Support Programme
Occasional Paper No. 13**

Labour Laws and Community Based Organisations in Botswana

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Published by: IUCN/SNV CBNRM Support Programme
Funded by: Hivos / SNV Netherlands Development Organisation Botswana
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Citation: Kutlwane Modiakgotla and Sue Sainsbury. 2003. Labour laws and Community Based Organisations in Botswana.

Series editor: Nico Rozemeijer

ISBN: 99912-986-5-7

Cover design by: Herre Methorst
Layout by: Bay Publishing (Pty) Ltd, Gaborone
Printed by: Printing and Publishing Company Botswana, Gaborone, 2002

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Foreword

Most community organisations involved in CBNRM in Botswana are legally registered trusts. This means amongst other things that the Botswana labour laws (The Employment Act) apply. The “law” is not always easy to read and the Act and Regulations are generally difficult to understand. With this in mind the CBNRM Support Programme commissioned a study to explain the relevant labour legislation to the communities.

Kutlwane Modiakgotla and Sue Sainsbury made the attempt in the report that follows. They did not only explain the most relevant clauses of the Employment Act but used real-life examples and 3 case studies to make the legislation easier to understand and apply. While doing this they give advice to CBOs on how to improve the management of their projects and business ventures. For instance sample guidelines for hiring employees, sample job descriptions, sample Conditions of Service and sample contracts are annexed to the paper. We hope that the advice will contribute towards improved implementation of CBNRM in Botswana.

I would like to thank Kutlwane and Sue for a job well done and I am proud to publish their work in the CBNRM Support Programme Occasional Paper Series.

This document is the thirteenth in the Series of the IUCN/SNV CBNRM Support Programme. The papers intend to promote CBNRM in Botswana by providing information and documenting experiences and lessons learnt during the implementation of the concept by the practitioners in this field. Relevant CBNRM related information assists in bringing together all stakeholders who have an interest in what the concept stands for: social and economic empowerment of rural communities, and natural resources conservation. The Series is aimed therefore at all practitioners who work with CBNRM in Botswana, and is intended to provide information that assists in successfully applying the concept. This paper as well as all previous issues is also available on the web site of the CBNRM Support Programme: <http://www.cbnrm.bw>

Nico Rozemeijer
CBNRM Support Programme

IUCN - The World Conservation Union

Founded in 1948, IUCN brings together States, government agencies and a diverse range of non-governmental organisations in a unique world partnership: over 900 members in all, spread across some 136 countries. As a Union, IUCN seeks to influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable. A central secretariat co-ordinates the IUCN Programme and serves the Union membership, representing their views on the world stage and providing them with the strategies, services, scientific knowledge and technical support they need to achieve their goals. Through its six commissions, IUCN draws together over 6 000 expert volunteers in project teams and action groups, focusing in particular on species and biodiversity conservation and the management of habitats and natural resources. IUCN has been operating in Botswana since 1984, when IUCN was invited to assist the Government in the preparation of the Botswana National Conservation Strategy. The IUCN Botswana Office was established in 1991. Since then, the IUCN Botswana Programme has been involved in drafting environmental policies, strategies and legislation; formulating management plans; identifying the environmental interests and needs of the business sector; as well as providing support and capacity building to NGOs and CBOs in the country. For more information, visit the Internet on <http://www.iucnbot.bw>

SNV Netherlands Development Organisation

SNV Netherlands Development Organisation strengthens local government and non-governmental development organisations, with a view of making a sustainable contribution to the structural alleviation of poverty in rural areas in developing countries. It deploys skilled professionals for this purpose. Over 700 Dutch and local experts are currently involved in the transfer and exchange of knowledge, skills and technology. SNV's 26 field offices are active in 28 countries throughout Africa, Latin America, Asia and Europe. SNV Botswana has been operating since 1978, building up experience in land-use planning, rural development and community mobilisation. The organisation works in conjunction with local organisations and Government to reach its target populations of poor rural women and marginalised minority groups in western Botswana, which are mainly the Basarwa (San or Bushmen). For more information, visit the Internet on <http://www.snvworld.org>

IUCN/SNV CBNRM Support Programme

The Community-based Natural Resource Management Support Programme is a joint initiative by SNV Botswana and IUCN Botswana. It is built on SNV's experience in CBNRM pilot projects at the grassroots level and on IUCN's expertise in information sharing, documentation of project approaches, and establishing dialogue between Non-Governmental Organisations, Government and private sector on a national, regional and international level. The three main objectives of the programme are: 1) to establish a focal point for CBNRM in Botswana through support to the Botswana Community-based Organisation Network (BOCOBONET). 2) To make an inventory of and further develop CBNRM project approaches and best practices, and disseminate knowledge regarding implementation of CBNRM activities through the provision of information and technical advice to CBNRM actors. 3) To improve the dialogue and the co-ordination between CBOs, NGOs, private sector and Government. For more information, visit the Internet on <http://www.cbnrm.bw>

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Introduction

The Aim of this Study

The aim of this publication is to provide clarification on the Botswana Labour Laws to community organisations (in nearly all cases legally registered trusts) most of which are involved in Community Based Natural Resources Management (CBNRM). In general these trusts are village-based and non-profit organisations, governed and managed by largely unskilled people. They generally find it very hard to understand how the Labour Laws affect their operation.

Most community trusts have limited (and very fluctuating) income while the demands on that income are enormous. They have to finance their organisation (to ensure sustainable management of the natural resources), provide community employment, provide community services and in general accumulate wealth “for the benefit of the community”. In these particular circumstances, community trusts employ people.

The income in most cases is not steady. Income is derived from temporary donor contributions (project funds) and seasonal tourism activities (for example, in the six month hunting period.) In these cases trusts want to maximise employment (a community benefit) without necessarily being able to offer permanent employment and maximum employment benefits.

This paper seeks to explain the Employment Act of Botswana (usually referred to as the Labour Laws) and also offers advice on interpreting those laws from a community organisation perspective. Sample job descriptions and employment contracts are given which will help these organisations to formulate their own or adapt the examples given.

Three case studies were undertaken to illustrate different approaches from different trusts. The first, Gaing-o Community Trust is involved in an enterprise (operation and maintenance of campsites) and employs a small number of people. They are working towards getting their employment documents and policies to conform to Botswana Labour Laws and good business practices. They have encountered some employment-related problems along the way. The Bukakhwe Cultural Conservation Trust, which owns Gudigwa Camp is the second case study. This trust was only registered in September 2000 and had NGO and private consultant assistance to formulate their employment policy. Their Policy and Procedures Manual encompassed current thinking on CBNRM and includes the fairly revolutionary concept of separating trust ownership of an enterprise from management of that enterprise. Case study 3, the Okavango Community Trust is one of the oldest trusts in Botswana. Its membership covers five villages and services about 7000 people. It was selected as an example of an older trust with a joint venture partner. It is involved in a number of enterprises as well as providing employees to camps in its two concession areas. Its Board of Trustees is intimately involved in labour relations with these employees on a day to day basis and this is seen to create many problems.

About the Authors

Kutlwano Modiakgotla is a citizen who first began work in the Labour Department as a Clerical Assistant in 1975. By the time she left in 2000 she was the District labour Officer. During her twenty-five years working for the Labour Department, she gained vast experience and a sympathetic realisation of how difficult to understand the Labour Laws can be. She is now working as a private consultant in Maun – assisting with company formation, obtaining work and residence permits, trading licences, and giving advice on Labour Laws.

Sue Sainsbury came to Botswana in 1998 with a wealth of experience in business, travel and tourism fields. She worked for Okavango Polers Trust from 1998 until the end of 2002. She now works as a private consultant in Maun – helping communities and citizen entrepreneurs to research, establish and develop businesses. Her particular interest lies in helping CBOs to analyse their business needs and establish business operating systems. She is currently on contract to Conservation International where she is working with the community of Gudigwa and Gudigwa Camp.

Labour Issues in Community Based Organisations in Botswana

This chapter aims to highlight the most salient issues relating to Botswana Labour Laws relevant to the operations of Community Based Organisations (CBOs), according to the experiences of the authors. An attempt is made hereby to offer practical advice on interpreting those laws from a community organisation perspective.

Legal Status of a Trust in relation to Labour Laws of Botswana

Community trusts have been operating for many years in Botswana and in this time it has been seen that they all seem to make similar mistakes in relation to their handling of employment.

These include:

- Selection of employees based on family relationships, friendships and geographical location rather than on skill and suitability for the job;
- A reluctance to deal seriously with bad behaviour and ineptitude of employees;
- A tendency to overpay or underpay based on perceptions of what a job is worth rather than minimum wages or industry standards; and
- A lack of planning of employee numbers based on seasonal variation and how busy the business is.

A lot of these problems stem from lack of business experience and also from the perception that jobs are a right granted to trust members. This has been perpetuated by the fact that many trusts receive their incomes from concession areas and/or grants so they do not have to work for this money. If they start an enterprise and it is not successful, they may not worry too much if their money just keeps coming in anyway. The most successful community trusts in Botswana have been those who have started a business and have only received income from that business. There is a direct link between the amount of work done and the income. It has forced them to manage their business, including staffing levels and wages paid.

The issues raised in this paper will hopefully assist trusts in understanding and obeying the Labour Laws of Botswana and also encourage them to view their businesses as money-making enterprises that must be managed efficiently to keep them viable. This may involve hiring less staff, paying them less money or only employing people when there is work available.

Start box

Legal Status of a CBO in relation to Labour Laws

A community trust is exactly the same as any other employer and must conform to the Labour Laws of Botswana. Each trust must act as a responsible employer and adopt the use of:

- Contracts;
- Conditions of service;
- Job descriptions;
- Workmen's compensation; and
- Wages register, etc.

End box

One of the more serious dilemmas facing CBOs operating their own business is the balance between supporting the community and running a viable business. Many difficult decisions will need to be made by the management and the Board of Trustees to ensure that all employment issues are dealt with fairly but also under sound business principles.

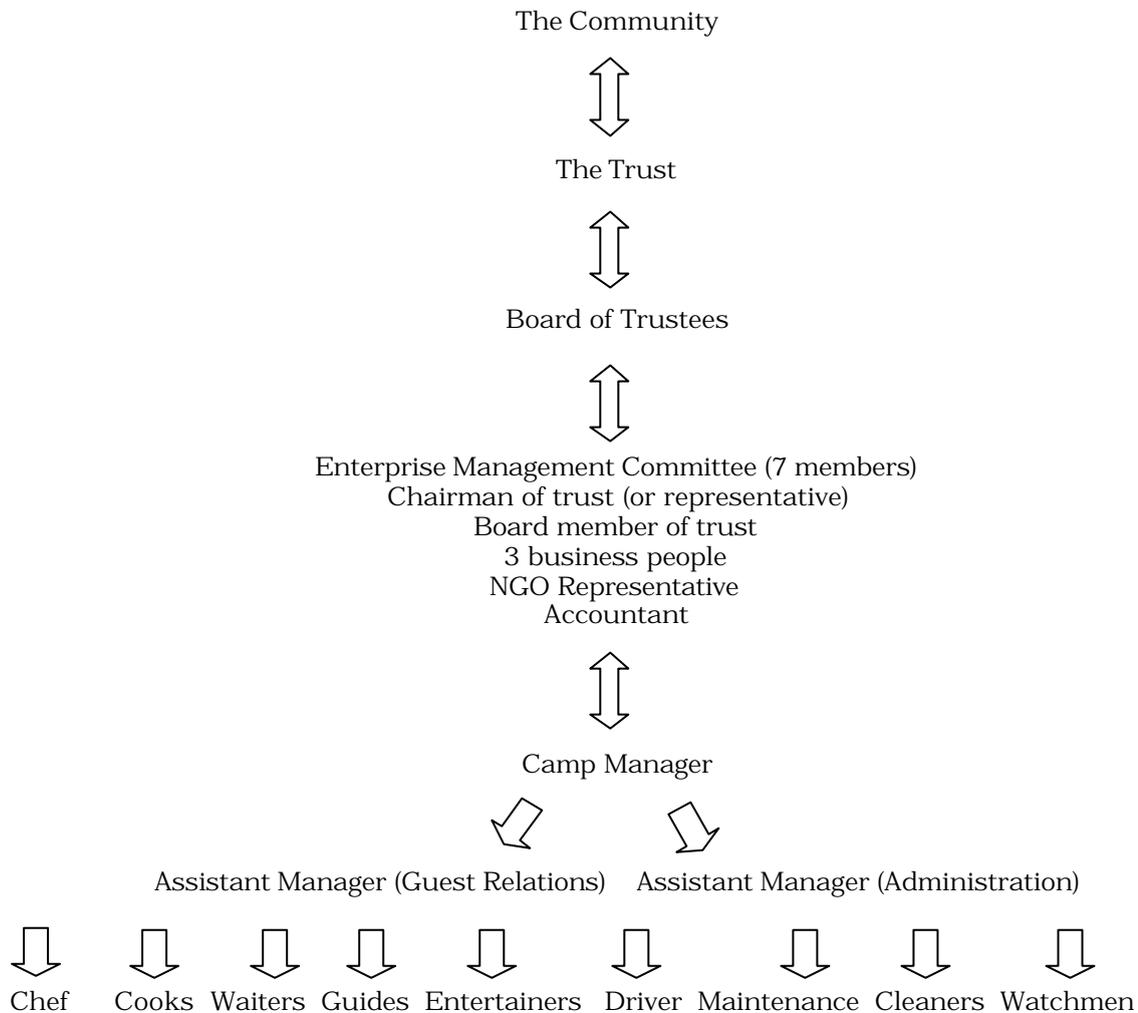
Who is Responsible for the Workers?

Probably the first thing any CBO will need to decide is the division of authority between managers and Boards of Trustees. Experience has shown that in many CBO enterprises there is a lot of confusion and conflict because the areas of responsibility are not clearly defined. In order to manage a business effectively, the manager must have authority over the workers. In many cases we have seen board members interfering in the day to day disciplining of the employees.

This undermines the authority of the management team and confuses the workers. Community members need to make a business plan that clearly shows the chain of command and organisational structure of the business. The following is an example of an organisational structure developed by a trust involved in a tourism enterprise.

Start box

Example of an organisational structure developed by a trust involved in a tourism enterprise



End box

In the above example, this trust has established an Enterprise Management Committee (EMC) to run their business for them. They have recognised that they don't have the experience or expertise to run such an enterprise on their own and have enlisted advice from experienced local businessmen and an NGO. They retain their link with the business and the vital flow of information between the business and the community by having two Trustees on this committee. This system requires the community to relinquish their hands-on, day to day association with the business. It therefore must also include provision for continuing financial education and business training for the community members so they can eventually play a bigger role in the actual business.

You will notice that the arrows between the structures go both ways, allowing input to and from each level. There is no direct link between the workers and the board but there is a link between the management and the Enterprise Management Committee. Two board members are on this committee and, in practice, would be the first consulted in matters of labour disputes, etc.

Number of Jobs created

Most CBOs rush into providing as many jobs as they can - at attractive rates of pay. Obviously, one of the many benefits of a community owning their own business is the creation of jobs. But such jobs must be able to be supported by the income. Also, the jobs created should only be those reasonably expected for a similar type of business in the private sector. It is not good business practice to employ an excessive number of people regardless of cost and the ultimate efficiency of the organisation.

Seasonal variation must also be taken into account. This is especially true for businesses involved in tourism, hunting and associated industries. When your business is busy, you can hire the maximum number of employees but when it is not busy you should only retain those staff who are absolutely necessary to keep the business operating. This can be done by giving different contracts of employment. Some might have a twelve month contract whilst others might only be hired for six or eight months.

Another example is a restaurant or bar. The best practice is to hire the people you need to run the operation but when you can see it is going to be busy, you hire casuals. For example, you own a restaurant and you have a booking for a large group. You might hire an extra person to help in the kitchen that night, two more waiters and maybe an extra cleaner for the next day. These people would only be casuals and would be paid for the days or hours they have worked. You would not have to employ these people permanently and pay their wages when you are not busy.

Joint Ventures

Similarly, some CBOs in a joint venture partnership insist on the creation of an excessive number of jobs. This creates huge problems for the management of the business (financially and logistically) and ultimately teaches people that they don't have to work hard to get paid. CBOs need to realise that job creation is only one of the objects of the trust. Perhaps the money saved on unnecessary employment could be directed into worthwhile community projects that will benefit a larger number of people - especially those less educated people who do not have access to the jobs.

Joint venture partners must be considered as partners - not employers or benefactors who should be milked for all they can give. More equitable contracts and on-going training in financial understanding for the community members should help to change some of the present attitudes.

Recruitment and Selection of Employees

Each Community Based Organisation (CBO) should publicly affirm that it believes in equal opportunities for all its members - regardless of tribe, gender or family associations. There is a need for each CBO to formulate a document outlining agreed guidelines on employing staff for that particular CBO. This document would try to ensure the even distribution of jobs among families, wards, church groups, and even political groups if that is an issue within that community.

It is highly recommended that the CBO conduct a workshop with the community to formulate these guidelines (perhaps with the assistance of an NGO). They need to discuss:

1. What are the particular issues within their community in regards to hiring employees?
2. Are the jobs / Board positions / decision-making distributed evenly?
3. Is there gender equality or at least representation of women? and
4. The issue of "conflict of interest" needs to be explained and understood.

There needs to be community agreement on:

1. Interview / selection procedures
 - How is a job advertised?
 - How are applications done?
 - Who records the applications?
 - What provisions are made for non-literate applicants?
 - Who is on the interviewing committee?

- Who makes recommendations?
 - Who makes the final selection?
 - How are the community involved / informed?
2. How are wages / salary determined?
 - Is this a position where the rate of pay is dictated by the Government?
 - If not, what is a fair rate of pay?
 - What do other similar businesses pay?
 3. What type of employment will be the best?
 - Part-time?
 - Casual/temporary?
 - Permanent?
 4. Community agreement and monitoring
 - Is it feasible to have the community vote on appointments?
 - Who will monitor the selection process (kgosi, NGO, other?)
 5. Conflict of Interest

If a member of the selection committee is related to an applicant or has a vested interest in their appointment, this must be declared. This might disqualify that committee member from participating in that particular appointment but the other committee members may also feel that it is not a problem. The declaration should be noted in the minutes of the meeting. This brings up the point that all such meetings should be recorded and those minutes should be available for other community members and interested parties to see.

Start box

Sample of guidelines for hiring staff for a camp

The example used here is derived from the enterprise initiated by the Bukakhwe Cultural Conservation Trust (BCCT). BCCT is a community organisation and will give priority to members of the community when employment opportunities arise (for the organisational structure of BCCT, see the previous box). The way this is done is as follows:

- All jobs will be advertised through a notice in the Kgotla and at the Trust Office. Present staff will also be told when there is a vacancy;
- Written applications will be received by the Camp Manager who will give them to the Board when a vacancy occurs;
- The Trust Board will interview candidates and select a maximum of three that they recommend for the position;
- The Camp Management Team consisting of the Camp Manager and two Assistant Managers will then interview these candidates;
- The Enterprise Management Committee (EMC) actually hires employees but it may delegate such authority to the Camp Manager;
- All appointments to the position of Camp Manager will be made by the EMC. Short-listed candidates identified by the EMC will be interviewed by the BCCT Board who will forward their recommendations to the EMC; and
- The Management Team will have authority to engage or contract temporary casual labourers or skilled technicians so long as such appointments are within their approved budget.

When choosing the best candidate for the job, the following must be taken into consideration:

- Qualifications;
- Previous experience;
- Employment record; and
- Balance of staff from the village(s) – it is important that all community members feel they are being fairly represented by the Board. Therefore, it would not be desirable to have an imbalance in the number of employees from each ward, family, or church, etc.

End of box

Rates of Pay

There are only a few occupations that have clearly stated minimum rates of pay determined by the Minimum Wages Advisory Board. These minimum wages are for unskilled employees. You are not allowed to pay less than the minimum wage for those jobs. For skilled workers, wages are negotiated between employer and employee.

The current minimum wages are (with effect from the 1st April 2002):

Manufacturing; service and repair trades; building; construction; exploration and quarrying industries; hotel catering and entertainment trades; garage; motor trade and road transport; wholesale distributive trade.	P2.40
Retail Distributive Trade	P2.15
Night watchmen in the above trades/industries	P2.10

How to calculate wages based on the minimum rate?

Example:

An employee in the tourism sector works six days a week, 8 hours a day, therefore a month's wages are based on working 26 days a month.

P2.40 (per hour) times 8 (hours per day) times 26 (days per month): $P2.40 \times 8 \times 26 = P499.20$ per month. The daily wage would be $P2.40 \times 8 = P19.20$ per day.

It is best to start at or near the minimum wage for most positions. This way, there is always opportunity to increase wages later or to reward good work or to give a bonus at the end of a successful season.

It is not a legal requirement to increase wages every year. Good business practice is to look at how profitable the business has been the previous year and also compare your wages with others in the same industry. Each employee's performance should also be taken into consideration when increasing wages or allocating bonuses. Those employees who are hardworking and reliable should have their efforts recognised.

Night Watchmen

Be very careful with the payment of wages to night watchmen. You will see that there is a minimum wage for this job. You must also be aware that after the first eight hours these night watchmen must be paid overtime (at 1.5 times their normal rate) and that they are not allowed to work more than twelve hours in any one day.

Workers cannot give away their Rights

This brings up another interesting point. Even if your employees agree to work for less money and to do more hours, you may still be liable to compensate them for this. The Labour Laws are made to protect the worker and he or she cannot make agreements that contravene these rights. You might also find that although a worker agrees to certain conditions or rates of pay, when a Labour Officer visits, they might still complain to that officer. It is better to make sure everything is done "by the book" from the beginning.

Start box

Every employee should be given a:

- Contract;
- Clear and detailed job description; and
- Summary of the Labour Laws.

End box

Wages Register

The employer must keep an accurate register of wages paid. Each worker must sign for their pay (or use thumbprint). Try not to have any alterations or erasures on your pay sheets as these are a legal record. Keep the pay sheets in a special file. The Law doesn't say how long they must be kept, just that they must be there for examination by a Labour Officer.

Job Descriptions

Every job in your business or organisation must have a detailed job description. It should include:

- Name of job;
- Hours of work;
- Normal duties; and
- Special duties.

These duties should be quite detailed. For instance, don't just put "administration". Instead list all the administrative tasks e.g.:

- Maintenance of roster, leave records;
- Preparation of pay sheets;
- Daily banking;
- Payment of accounts;
- Receipting of payments received; and
- Filing, etc.

This way, the job description can be used as a teaching aid and checklist when the employee first begins the job as well as a valuable resource if there is any dispute about an employee's responsibilities.

Most job descriptions in the tourism industry contain a generic clause along the lines of "and any other duties that the management requests". This covers those times when you might ask a camp-hand, for instance, to assist the driver or a cook to assist a laundry worker. Only in a very big organisation can a worker be expected to do only their job. In a small organisation and especially in a CBO, it would be very sad to hear a worker say "that's not my job". The spirit of teamwork should be fostered.

The job description must be clearly explained and translated into Setswana or any other language the employee is most comfortable with at the time of signing the contract. When the contract and job description is explained, have a witness present who understands all languages being used and who will sign the documents as a witness.

See annexes 1 and 2 for examples of detailed job descriptions.

Effective "Employment Packages" that could be used by a Trust

Many CBOs receive seasonal income (especially those involved in the hunting and tourism industry) and their employment plan must reflect this. For example, in a tourism business more staff may be required during the busy season and less when things are quiet. In this case, it would be better to have a basic workforce and hire casuals or temporary workers as needed. Or have some staff on short contracts.

Option 1:

Paying workers a higher income during a high season and a low income during a low season.

Discussion:

This would have to be carefully planned or it could contravene provisions of the Law or cost the employer his profits because the lowest income an employer can pay at any point in time is the minimum wage. It might work well if all the employees are paid by the hour. During the low season when their services are least needed, workers can work less hours e.g. 2-3 hours a day depending on their job. During the high season and at busy times, they could earn a lot more –

even overtime. This is obviously not an option if the business is located far from the village e.g. in a safari camp.

Option 2:

Engaging temporary workers specifically for the busy season will be the best thing to do. These workers can be contracted for the number of months their services will be needed, with room for extension should the need arise. A certain number of permanent staff would be employed for an unspecified period (permanent) contract. These would be the few who would be left on site once the temporary staff is gone.

Discussion:

On the other hand, part-time workers are not always ideal in this type of industry, because these are people you call in when you need them, normally at a higher rate than for ordinary workers. Part-time workers do not have a contract of employment, let alone conditions of service, and supervising them to make sure that standards are maintained and clients are satisfied would be almost impossible. Training will also be an issue here. Would you train part-time staff and then run the risk of them seeking employment elsewhere?

Part-time / Casual Employment

The important thing to know about casual workers is that they must be employed for less than three days (or 22 1/2 hours) per week and for a period of less than 12 months. After 12 months they automatically become permanent.

Some employers try to keep employees as casual workers, believing that they are then not required to give the employees leave entitlements. This is not true.

Temporary Workers

This does not seem to be a concept recognised in the Employment Act although it is well known in Botswana as “piece work”. The Labour Department regards temporary workers as any other worker except that they are employed for a particular job – not for a time period.

It is extremely important with all categories to clearly state (in writing) the exact conditions under which the employee is hired. This must be made very clear to each employee as they are hired and you should have witnesses present.

Staff Representative

If your work force is more than about ten people, it would be a good idea to encourage the workers to elect a Staff Representative. This person must be made completely familiar with the contracts, conditions of service and job descriptions. He or she will help to explain these to the workers and also approach the management with any staff issues or grievances.

- Workers need to know the chain of command;
- Who is their supervisor?
- Who do they notify if they are sick?
- Who do they approach for leave?
- What to do if they have a query about their pay, etc.?

Staff Representatives are not paid for this job and are not in control of the workers so it is not a good idea to label them as “Staff Managers”. This title can lead to confusion about their actual role.

Labour Department as a Resource

In our experience, the Department of Labour is always willing to visit workplaces and answer any queries, from management or staff. They do not take sides and should be used as an information resource about:

- Working conditions;
- Contracts;
- Rates of pay;
- Payment times;

- Deductions allowed;
- Leave; and
- Grievances.

They can be contacted at any time with any queries or requests for clarification. The contact details of Regional and District Offices of Labour Department are listed in annex 3.

Contracts

Contracts can be verbal, implied or written. It is recommended that a written contract be prepared, even for illiterate employees. In such cases it is obviously essential to follow the guidelines mentioned above about translation and witnesses.

Once the contract is prepared, take it to your nearest Labour Department office and get them to check it for you. They will inform you if your stated conditions conform to the Labour Laws of Botswana.

See sample contracts in annex 4 and annex 6.

Employment of Non-citizens

Many CBOs hire a manager who comes from outside Botswana. This person will require a Work Permit from the Labour Department and a Residence Permit from the Immigration Department. These should be applied for when the person is still outside Botswana. There is a lot of paperwork involved and it is usually better for the CBO to pay a consultant to obtain these permits. This will cost about P1500.00.

The manager's contract usually states that should he or she leave during the first twelve months of employment, the fee for obtaining the work permit on their behalf must be repaid. It can take quite a long time to obtain a work permit for an expatriate. If your need is urgent, you can apply for an emergency work permit, which may allow employment for six months. It is not renewable and if the need is still there, the employer must apply for a normal work permit for that employee.

The labour Department will need to be convinced that the person you wish to hire has the right qualifications and experience for the job and that no suitable local candidate is available for that position. He or she must also be involved in the training of a citizen understudy for that position.

The applicant will need to provide:

- A curriculum Vitae (work experience and education record);
- Passport photos;
- Certified copies of passport; and
- Certified copies of all diplomas, certificates, etc.

The employer will need to provide:

- A letter supporting the application, justifying the need to hire an expatriate for the position and explaining what training or understudy appointment will be undertaken to ensure the transfer of skills to local people; and
- A fee of approximately P1500.00.

Probation

A contract should state how long the probationary period is. It can be a maximum of six months. Many trusts adopt a three months probationary period.

The probation period is designed to give the employer and the employee the chance to see how they are suited to the job and how the job suits them. Some people pay a smaller wage when the worker is on probation and then increase it when they are confirmed as permanent. This is not a requirement of the Employment Act.

Notification of end of probation

Another area where CBOs tend to be very weak is that once a person has a job with a CBO, the management or the Boards of Trustees are very reluctant to terminate their employment. A CBO must make business decisions. Although in many cases, their income is “given” to them, they still have an obligation to their members to use their funds in a business-like way that brings the most benefit to all their members. If a worker cannot do the job, or doesn’t work well, he or she should not be kept on. Or perhaps they would be more suited to a different job. The end of the probation period is the time when these difficult decisions must be made. During the probation period, the employer or employee only has to give fourteen days notice. No reason has to be given. The Employment Act states that “the contract shall be deemed to have been terminated with just cause and neither the employer nor the employee shall be required to give any reasons therefore.”

Good use of the monthly staff evaluations will alert both management and worker to problems before the end of probation is suddenly upon them.

Staff Evaluations / Work Performance

It is a good idea to do monthly staff evaluations. These force the employer into looking at the performance and attitude of each staff member regularly and allow the worker to know exactly how he or she is doing. They are a useful tool to focus on the performance of each employee and are designed to help improve behaviour and work performance – not as a reward or punishment. An evaluation form can include the following:

- Employees name;
- Position (job);
- Date;

And grading (usually below average, average or above average) given on the following:

- Punctuality;
- Willingness to help;
- Respect;
- Loyalty;
- Relationships with fellow workers;
- Pride in work;
- Pride in appearance;
- Enthusiasm;
- Quality of work; and
- Quantity of work.

It must also include a section on areas of improvement needed. This will be referred back to at the next evaluation to see if the worker has made efforts to improve. These evaluations are prepared by management and should be discussed with each staff member and put on their file. At the end of the three or six month probation period, these evaluations should be reviewed and may form the basis of making a decision to make the worker permanent or to terminate their employment.

Training

When organising training you need to remember that people in Botswana do not hesitate to change jobs. Therefore, you should train more people than you actually need. For instance, if you are arranging training for waiters, why not make it a course for 8 or 10 people? Yes, some of them will go and get jobs elsewhere but furnishing your members with these extra skills can be considered a community service. You are enriching and empowering your community. You are also increasing the “pool” of qualified staff you can draw from when you have a vacancy.

Conditions of Service

These are the rules and regulations the employer has to govern those people he employs. All extra benefits, hours of work, work schedules, uniform details, rules about housing and rations etc. would be spelt out here. At the beginning of each working year, a meeting should be held and these rules carefully explained to all employees. The Staff Representative should be especially knowledgeable about the Conditions of Service.

Don't wait until you have a problem or complaint to explain things to your workers. There is a lot of misinformation and confusion about the Labour Laws and many workers seek clarification from family or other workers who may not know the correct answer.

A sample Conditions of Service that would be attached to a contract can be found in annex 5.

Code of Conduct

Another very useful tool to maintain harmony amongst your workers is the establishment of a Code of Conduct. This will vary for each business but will contain such things as:

- Respect for each others property;
- Politeness between workers;
- Respect for the management;
- Rules for mealtimes;
- A ban against discrimination; and
- Rule against sexual harassment.

These rules must come from the workers themselves, ideally in a participatory workshop. They may also include rules about how management should deal with the workers.

Long Term Illness

There is nothing in the Employment Act about termination of employment due to ill health but it is a problem faced by employers more and more often these days with the high incidence of HIV/AIDS associated illnesses.

The normal practice is to allow an employee to use all their sick leave, then allow them an extended period of leave without pay (perhaps two months). During this time they must keep the employer informed of their condition and after this time they may be required to visit a medical practitioner of the employer's choice. If the medical practitioner decides that the worker is likely to remain sick and unfit for work for at least another month, the employer may decide to terminate the contract. It is essential that a clause to this effect be written into the contract. You must be very careful that you are not seen to be discriminating against an employee because of their illness e.g. you cannot fire someone because they have HIV/AIDS or because they have T.B. You can terminate their contract if they are unable to work and you have given them plenty of time and have taken advice from a medical practitioner.

Health Checks

Employees working in a job that requires food handling are required to undergo health checks for infectious diseases every six months. This requires them to visit the nearest hospital or facility that can do these checks. They will have to make an appointment and will then be given a list of requirements to bring with them. The testing is quite extensive and will take the whole day. You will need to make provision for your employees to take these tests and provide money for transport and meals. Employees that are found to be suffering from one of these illnesses should be taken from their food handling job until they receive clearance from the Health Department.

Sexual Harassment

This is also not covered in the Employment Act but is sometimes an issue. It refers to the forcing of an employee to have sex with a boss or supervisor because of fear of losing a job or otherwise being penalised at work. It can also refer simply to comments or jokes made about or to employees that have sexual connotations and with which he or she is not comfortable. This is unacceptable behaviour and some trusts have already included rules against this in their contracts or Conditions of Service.

Liquor, Drugs and Smoking

Policy on the consumption of alcohol and drugs and smoking in front of guests needs to be stated. Most businesses completely ban the consumption of alcohol and drugs on company premises on or off duty. But the safari industry and some other parts of the hospitality industry obviously have special situations where the employee is expected to socialise with guests.

Contracts or Conditions of Service need to spell out any exceptions to the general rule. For example:

“ Consumption of alcohol on business premises is prohibited except where management staff and guides are expected to dine with the guests. Consumption in these cases must be moderate.”

Remember that any employee drunk on the job could be subject to instant dismissal.

Medical Aid

There is no legal requirement for an employer to provide medical aid (health insurance) to employees. It is, however, common practice for an employer to pay half of the costs as part of wage packages offered to expatriates – especially those employed by safari companies. This will cost your company between P200 and P600 per month, depending on the cover offered.

Workmen's Compensation

The law says that all staff must be covered by Workmen's Compensation. This is an insurance taken out by the employer in case a worker is injured on the job or on the way to or from the job. Claims would cover medical expenses and loss of earnings. Lump sum payments are sometimes paid for injuries such as loss of limbs or incapacitation (unable to work again).

The premiums (monthly or yearly payments) are paid directly to an insurance company or through an agent or insurance broker. The premiums are calculated on the amount of wages paid. So if your wages bill is high, your Workmen's Compensation payments will also be high. For example, a CBO paying P13,000.00 per month in wages, pays P156,000.00 per year in wages. They would have to pay approximately P2652.00 (plus 10% VAT) in Workmen's Compensation each year.

Another CBO paying P32,000.00 per month in wages, pays P384,000.00 per year. They would have to pay P6258.00 (plus VAT) in Workmen's Compensation.

The premium paid is a percentage of the total salary and wages paid each year. This can be as low as 1.3% for an office job but up to 1.7% for “high risk” jobs such as mokoro poler or safari guide (this higher percentage was used in the above examples). The Labour Department will ask to see your insurance certificate for Workmen's Compensation and may also check that the income is not under-stated. They will certainly check your wages book if a claim is made to verify that the income claimed matches the income received by that worker.

The Importance of Communication

It is vitally important to communicate with your workers. Not only must you make sure they understand all their conditions of service, their contracts and their job descriptions but you must also make sure they understand your interpretation of them. Spell it out!

For example, if an employee comes to you and says they are sick, you might tell them they can go home or to the clinic for treatment. You must then state whether or not they are being paid for the time they are absent. Similarly, someone might tell you they are going to be away and then be shocked when you deduct money from their pay for their absence. They will have assumed that by telling you they will be away and you not saying anything that they have permission for this absence and will be paid. Spell it out! Don't leave any room for misunderstandings and try to have a reliable witness to these conversations.

A Summary of the Labour Laws of Botswana

What follows is a basic summary of the Employment Act of Botswana (and amendments). It is meant as an easier to follow guide for CBOs. For full understanding of each rule or section, you would need to refer back to the Act (available from the Government Press in Gaborone) or seek clarification from the Labour Department. All comments in italics are those of the authors. Location of each section in the Employment Act is given after the title headings.

Contracts (Part III / 14-16)

“May be oral or in writing, expressed or implied”. This means that even without a written contract, the Labour Laws of Botswana protect the employee.

The employer has a duty to provide work for the employee. *i.e. if a worker’s contract states that he will be employed five days a week for eight hours a day, you cannot send him home when there is no work and then not pay him.*

Termination of Contracts (Part III / 17-20)

Normally, a contract will expire when the job is completed or the time period is over.

Notice Period

- For a person working one day or less – no notice needed at end of day;
- For a person working more than one day but less than a week – one day’s notice;
- For a person working more than one week but less than a month – at least the same amount of time as a pay period e.g. if he is paid every two weeks, he must get two weeks notice;
- A person who has worked between 5 and 10 years must get a month’s notice; and
- An employee who has worked for more than 10 years must be given at least six weeks notice.

If the contract states a different notice period, the contract is followed as long as the notice period is not less than that stated above.

During probation: notice is fourteen days and no reasons need be given.

Breach of Contract: (Part III / 21)

Employer – if he fails to pay minimum or agreed wages; and

Employee – if absent from work without consent. If he has reasonable cause for absence, he must inform the employer as soon as is reasonably practicable to do so. *Some contracts state the amount of time an employee can be absent before he is considered in breach. Although this makes it clear from the outset, it can also limit the employer’s right to consider that even one day is unreasonable in certain circumstances. You will probably still have to pay termination notice to this employee.*

You cannot terminate a contract on the following grounds:

- Membership or involvement with a Trade Union;
- Employee being or wanting to be Staff Representative;
- Employee making a complaint or being involved in a case against the employer to do with an alleged breaking of the law; and
- The employee’s race, tribe, place of origin, national extraction, social origin, marital status, political opinions, sex, colour or creed.

Resignation of Staff Member

Must give one month’s written notice or must pay one month’s salary in lieu of notice.

Certificates of Employment (Part III / 24)

An employer must give a Certificate of Employment to a worker who requests it upon termination. It must contain:

- Dates of employment; and
- Type of work done.

This certificate may not contain anything unfavourable to the employee. *Note: This is not a reference. You can also supply an ex-employee with a reference that says how well he or she worked, what their attitude and character was like, etc. Be aware of the differences between a Certificate of Employment and a Reference. Every employer must give a Certificate of Employment, even if the employment was terminated for a serious offence. When you are interviewing candidates for a job, if they only have a Certificate of Employment and not a reference, maybe you should be wondering why not?*

Redundancy (Part III / 25)

Redundancy means terminating of contract for the purpose of reducing the size of the work force. It should be done on the first-in-last-out principle. But the employer can also take into account:

- The efficient operation of his business; and
- The ability, experience, skill and qualifications of each employee.

You are supposed to write to the Commissioner of Labour and Social Security announcing your intention and must inform those who will be affected. If you re-employ someone in the same position within six months, you should consider re-hiring those made redundant earlier.

Termination of Contract without Notice (Part III / 26); (Part III / 26 & amendments)

This will occur where the employee is guilty of serious misconduct. Serious misconduct is defined as:

- Wilful disobedience of lawful and/or reasonable orders given by the employer;
- Wilful misrepresentation by the employee of his skills or qualifications;
- Habitual or wilful neglect of duties;
- Acts of theft, misappropriation or wilful dishonesty against the employer, another employee, or a customer of client of the employer;
- Acts of violence;
- Damage caused wilfully or by gross negligence to property of the employer;
- Wilful disclosure of confidential information or trade secrets against the interests of the employer;
- Inability to carry out normal duties, due to the consumption of alcohol or habit-forming drugs;
- Wilful refusal to obey or comply with safety rules or practices for the prevention or control of accidents or diseases;
- Consistent work performance below average despite at least two written warning;
- Offering or receiving bribes; and
- Persistent absence from work without permission.

The above reasons are grounds for instant dismissal.

Severance Benefit (Part III / 28)

After 60 months (5 years) of continuous employment, the employee is entitled to one days basic pay for every month worked (first 60 months) and two days basic pay for every month worked after that. This is not paid if the employment is terminated on the ground that the employee is guilty of serious misconduct. *If you are not sure how to calculate the amount due, contact the nearest Labour Office who will assist you.*

Employment Cards (Part III / 32)

Must be filled out for every employee. *You can obtain copies of the standard card from your nearest Labour Office or design your own (as long as it contains all the necessary information).*

Register of Casual Employees (Part III / 37)

This register must be kept for at least two years.

Wages (Part VII /75)

Unless stated otherwise, the wage period will normally be one month.

Payment Of Wages (Part VII / 76 –79)

Should normally be done by the end of the third working day of the next month (or as soon as it is practicable to do so). Payment on termination should be done on the day of termination (or as soon as it is practicable to do so). If the employee doesn't give proper notice or doesn't work out the notice period, payment should still be done within three days of giving notice (unless it is a rest day or public holiday). Payments should be made during working hours at or near the place of employment.

Deductions From Wages (Part VII / 80 –82)

Can be taken from salary or wages with the consent of the employee for:

- Taxation;
- Overpayment of wages;
- Overpayment of leave;
- Money owed to company; and
- Any other amounts the staff member has agreed (in writing) to have deducted.

Public Holidays (Part VIII / 100)

The following are paid public holidays:

- New Years Day
- Good Friday
- Easter Monday
- Labour Day (01 May)
- President's Day
- Day following President's Day
- Botswana Day
- Christmas Day

Staff working on these days will be paid twice the normal rate. They can also choose to take time off in lieu of payment. *NB. There are about thirteen public holidays in Botswana but only those listed above are PAID public holidays. For the others, if you choose to give an employee this day off, you must still pay them. But if you choose for them to work, it is just paid the same as any other day.*

Annual Leave (Part VIII / 99)

It is a good practice to get all employees to fill in an application for leave form, stating when they are taking leave and what sort of leave has been granted. This would go on the staff member's file. The minimum leave is 15 days per year. Calculated at 1.25 days for each full month worked (5-day week) or 1.5 days per full month worked (6-day week). Leave can be accumulated year by year for a maximum of three years. Leave must be paid at current basic rate of pay

Compassionate Leave

This is not a requirement of the Employment Act. It is an extra benefit that might be given by the employer. It is up to the management to decide whether or not to grant this leave when the worker applies. *Some Trusts give a total of up to six days paid leave to a staff member in the case of the death of a close relative. Close relative means child, spouse, sibling or parent (including parent of spouse). It should be stated in the contract if any compassionate leave is included.*

Emergency Leave

This is also not dealt with in the Employment Act but it is common practice to make provision for emergency leave. It is granted in cases of serious illness or accident in the family or the death of

a family member. The days off work are deducted from Annual Leave accrued (already earned) or to be earned in future.

Unpaid Leave

In cases other than emergency leave where the staff member has no leave available, they may be granted unpaid leave.

Sick Leave (Part VIII / 101)

During the first 12 months, the employee is entitled to 14 days sick leave or up to 30 days sick leave if hospitalised. The employee must inform the employer as soon as possible. If sick for more than one day, the employee must get a medical certificate. *If there is no medical certificate, the employer does not have to pay sick leave. The worker might have to take annual leave or unpaid leave. Some contracts state that an employee may only use seven of their total sick days during the probation period. As explained previously, the contract should also state the employer's stand on long-term illness.*

Maternity Leave (Part XII / 117 - 124)

Female staff is entitled to 12 weeks paid maternity leave. This can be taken six weeks before the baby is born and must be taken at least six weeks after the baby is born. Staff may get further two weeks of paid maternity leave if the absence is related to the birth of the baby provided that a medical certificate is produced. After this time, staff might need to take sick leave or unpaid leave if she is still not well enough to return to work. Staff must get a medical certificate stating she is fit to return to work before resuming work. *A Breastfeeding staff member is given an extra hour off during the day to feed the baby until it is six months old. The employment Act states it as "half an hour twice a day" but in practice, most mothers prefer to take the whole hour at once.*

DISCIPLINE

The Employment Act of Botswana and current labour practices clearly outline disciplinary procedures to be adopted. These are very formal and employee files should be kept for each employee so these verbal and written warnings and disciplinary hearings can be recorded. The employee should be given copies of such records and ideally should sign these. If they refuse to do so, a witness to the proceedings would sign. The Labour Department has very strict guidelines about how a worker should be disciplined. In some cases a worker's contract has been terminated for valid reasons but the required disciplinary steps were not followed. This has resulted in the employee being re-instated or compensation being sought.

Disciplinary Measures

A disciplinary hearing is a formal meeting (a bit like a court case) arranged to discuss behaviour problems and possible punishments. It is conducted according to rules from the Labour Department, combined with rules from the employer that cover such things as who will be on the disciplinary committee. On minor matters, the manager or management team will normally deal with disciplinary problems. A disciplinary hearing should be conducted for serious matters or for matters where there is dispute about the charges and the management wants to make sure that everything is done "by the book".

An example:

Penalty	Authority
Verbal warnings	Assistant Managers/Camp Manager
Written warnings	Manager
Final written warning	Manager
Termination -with or without notice	Manager / Trust (or Management Committee)

A staff member's employment can be terminated after two written warnings and one final written warning, and including a verbal warning at the first incident.

Verbal Warning

Any member of the management team may draw the attention of a staff member to activities or behaviour that is undesirable. A record of verbal warning should be entered on the employee's file. The offence is reported to the manager who may call witnesses and then decide whether to issue a verbal warning or a written warning.

Written Warning

- A Disciplinary Sub-committee may be formed. The composition of the committee will depend on the Trust's own business structure but should include at least one member of management and one member of the Board of Trustees. One committee member will be appointed chairperson;
- The hearing must be held within 14 working days of the complaint;
- The staff member must be notified at least three days before the hearing; and
- Within three working days of the date of the hearing, the chairperson of the committee must tell the staff member the decision (in writing).

Charges to be made in Writing

Some warnings are verbal only. All other charges must be made in writing, clearly stating the nature of the offence. The staff member will be invited to reply to the charges.

Disciplinary Action to be taken Promptly

The objective of disciplinary action is to bring about a change in undesirable behaviour, and it follows, therefore that action must be taken promptly.

Penalties to be Progressive

Stricter penalties will not normally be imposed unless the staff member has already received a written warning preceded by a verbal warning. However, in serious cases, the stricter penalty (including immediate discharge) might be imposed even where the staff member has not had an earlier warning.

Start box

Example of a disciplinary Hearing

- The staff member is permitted to have the Staff Representative or a co-worker of their choice present during all disciplinary hearings;
- The only issue to be discussed is that on the charge;
- The chairman will explain the charge and the staff member will then speak;
- The chairman and the staff member may both call witnesses;
- The employee and the staff representative may also question witnesses;
- A written record of the meeting will be kept;
- The staff member will get a copy of this record;
- The chairperson can give the verdict immediately or later;
- In deciding the punishment, the following should be taken into account:
 - The seriousness of the offence;
 - The staff members previous record. Are any other penalties in force?
 - Penalties imposed for similar offences in the past;
 - Staff member's general behaviour and service;
- After being informed of the penalty, the staff member may speak; and
- The chairman will give a written verdict and advise the staff member of the right of appeal to the District Labour Office.

End box

The Conduct of disciplinary Proceedings

Disciplinary proceedings are the methods or steps used when dealing with behaviour or work problems as per the Employment Act.

1. The employee must be given reasonable notice of the time and place when the employer intends holding a disciplinary enquiry. *This gives the employee sufficient time to prepare his/her defence. Notice that the enquiry will be held on the same day is usually not reasonable notice, unless the employee consents to it.*
2. At the same time the employee must be informed of the nature of the charge or charges. *There must be sufficient particulars so that he/she knows exactly what he/she has to face. It is not sufficient to merely inform an employee that he/she is charged with theft, fraud or contravening clause a, b, c of the employer's disciplinary code.*
3. The employee must be given the option of being assisted or represented at the enquiry by a co-employee of his/her choice. *It is not usual for an employee to be represented by a union official at a disciplinary enquiry. If there are union shop stewards in a business, a shop steward will normally represent the employee charged.*
4. The employer should place sufficient evidence before the enquiry to prove that the alleged misconduct has been committed and that the employee so charged has committed it. *The principle of natural justice does not require that the procedures and rules of evidence observed at a hearing in a court of law be applied at a disciplinary enquiry. It is however strongly recommended that it be done especially to obviate possible future disputes as to what was said or done at such disciplinary enquiry.*
5. The employee should be entitled to question any witness who testifies against him/her. *Although the failure to allow an employee the opportunity of questioning a witness with whose evidence or statement he/she disagrees, does not necessarily render the proceedings of the disciplinary enquiry fatally defective, it is advisable to allow such questioning because it goes a long way to satisfy the requirements of a fair procedure.*

6. The employee must be entitled to give evidence himself/herself and to call his/her own witnesses. *It is absolutely essential that an employee be granted a fair opportunity to state his/her case and to call witnesses if he/she so wishes.*
7. In the event of being found guilty of the alleged misconduct, the employee must be given a further opportunity of putting forward facts in mitigation before a sanction is decided on. *It is also essential that an employee be given a further opportunity to address in mitigation after having been found guilty of the alleged misconduct.*

Case studies and annexes

Case study 1

Gaing-O Community Trust

Background

The Gaing-O Community Trust was registered in 1997 and began operations in 1999. The trust operates two campsites at Lekhubu (Kubu Island): Lekhubu and the Kraal. The community consists of approximately 900 people, centred in Mmatshumo village but being spread over quite a large area. The community members are mostly from the bakalanga, basarwa and bakalutsi tribes. There is no wildlife in the area and the trust receives no quota and has no joint venture agreements with the private sector. They work with the National Museum of Botswana. The trust rents a Village Development Committee building in the village, which they use as an office. They got a telephone in June 2003 and also have solar power that allows them to use a computer and provides lighting in the office.

This trust is operating with only a small amount of revenue and has received financial support from a number of organisations including the Community Conservation Fund and the Action for Economic Empowerment Trust.

Location

Situated in the Controlled Hunting Area CT13, the Gaing-O Community Trust is a CBO in Mmatshumo Village, 25 Kilometres from Letlhakane. It is the closest village to Kubu Island. The trust has an agreement with the National Museum of Botswana to act as custodians of the island which is a National Monument. The entrance and camping fees charged to visitors are used to cover part of the running cost of the Gaing-O Community Trust and to look after the island.

Enterprises

At present the trust operates only the campsites but they are looking for funding to build a lodge/campsite four kilometres from Mmatshumo.

Staffing Levels

When operations first began, three caretakers were hired to look after the island, to assist guests and to collect entrance and camping fees. The National Museum also hired one custodian (paid by the museum). Lekhubu is located 45 kilometres from Mmatshumo and there is little transport available so staff does not go home after working hours or even sometimes during off-days.

The focus has now changed from being merely caretakers to being service providers with trained staff available to assist visitors and provide extra services such as guided walks. There is now the following staff at Lekhubu:

- 1 custodian;
- 3 field guides;
- 1 safari porter; and
- 1 mothusi (helper).

The custodian is paid by the National Museum and all others are paid by the Gaing-O Trust from funds generated from visitors. They work 6 weeks on/ 6 days off. The custodian is on a Government contract and he works 5 days on/ 2 days off each week. He takes his rest days on Tuesday and Wednesday so he is at work during the busier weekend days.

In addition, the trust employs:

- 1 book keeper; and there is
- 1 volunteer office clerk (who will become a paid worker when funds permit).

The General Manager and Project Advisor is funded by DED (German Development Services). He has been working with this trust since April 2002 and has a two-year contract, which the trust would like to extend for at least another 12 months. The trust has just selected a General Manager and an understudy/counterpart who will begin work soon.

Selection of Employees

There is now in place a formal interview committee consisting of:

- The project advisor;
- A representative from Permaculture Trust of Botswana (the facilitating NGO);
- The Technical Advisory Committee;
- The Board Chairperson;
- A Board member;
- A representative from Tribal Administration; and
- The village Headman.

In the past, the Board did interviews and selections with advice from Permaculture Trust of Botswana. Vacancies are advertised in Mmatshumo. Applicants for the field guide positions were interviewed and they also had to undergo quite extensive testing, consisting of written and oral tests as well as participation in role play situations.

Contracts

Until the Project Advisor arrived in 2002, there were no formal contracts between the trust and its employees. This was a problem and the workers questioned their terms of employment and the lack of contracts. A copy of the contract used by a nearby safari operator was obtained and modified to suit.

Job Descriptions

Once again, before 2002, the trust operated without formal job descriptions. These are now in place.

Labour History

Employees working for the trust in the past at Lekhubu worked 20 days on with 10 days off and were paid their normal salary for the "off-season". They were actually working only 240 days a year instead of the normal 306. When it was decided to upgrade the jobs of the caretakers to those of field guides, the three employees doing the original jobs were terminated with one month's notice. They were not happy about this and complained to Labour Department. A Labour Officer from Letlhakane investigated and decided that the trust should pay the employees six months pay in compensation. Gaing-O Trust felt that this was not fair and appealed against the decision. Their main argument was that the original jobs no longer existed and that the new positions of field guides required more (and different) qualifications. The field guides receive training in the local flora and fauna, guest relations, etc. It was further argued that the employees whose contracts were terminated were not unfairly treated and, in fact, were paid for three months a year they didn't work and also an excessive amount of leave and rest days were granted. A further hearing was held in June 2003 and the results are expected soon.

Disciplinary Procedures

The trust has had no problems with theft or dishonesty but has noticed that since tighter control of the money collected at Lekhubu was introduced, their revenue increased from P40,195.00 for 2001/2002 to P92,000.00 in 2002/2003. It was not felt that there was a noticeable increase in visitor numbers in that time and the fees remained the same.

Wages

The board set present wages with assistance from Permaculture. They were an estimate of what was considered a reasonable wage for the job. When contracts were introduced, there was an attempt made to get all employees to open bank accounts and to have their salaries paid directly into these accounts. The only bank in Letlhakane no longer has payroll accounts and requires account holders to maintain a minimum balance of P1000.00 in their accounts. This was obviously not practical and so workers are paid in cash at the trust office.

Case study 2

Gudigwa Camp – Bukakhwe Cultural Conservation Trust

Background

Gudigwa Camp is an enterprise owned by the Bukakhwe Cultural Conservation Trust (BCCT). The people of Gudigwa have always been part of the Okavango Community Trust (managing NG22/23) and received some benefits from this trust. In 1998 they began working with Conservation International (an NGO) to form their own trust designed to protect and preserve the culture of the Bukakhwe people and to conserve the local environment and wildlife. They felt the best way to achieve these objectives was to start an eco-tourism business based in Gudigwa and showcasing the Bukakhwe culture. The Trust was registered in September 2000. Gudigwa Camp opened in April 2003. There are approximately 800 people living in Gudigwa Village. They are almost all Basarwa.

Location

Gudigwa Camp is located five kilometres from Gudigwa Village on the eastern side of the Panhandle in the northern part of the Okavango Delta. It has its own airstrip and can also be accessed by road from Mohembo via Seronga. The BCCT has formed a strong relationship with Okavango Wilderness Safaris and has marketing and service agreements with them. The Camp is 100% owned and managed by the trust. All employees (except the camp manager) are from the local area and are members of the trust.

Enterprises

At present, the BCCT owns only Gudigwa Camp but is investigating the purchase of a shop in Gudigwa Village.

A lot of the preparation for the establishment and operating of this business has been financial training for the members of the community and board members. Part of this training was the understanding that no business is expected to make money immediately. A very large sum of donor money was injected into this enterprise and now it must stand alone. The community realises that 2003 was not a good year for the tourism business with the war in Iraq, and the SARS virus seriously affecting the number of tourists travelling to Botswana. They have accepted that the enterprise will not generate any profits for at least two years and they have adapted their employment plan accordingly. Seventeen staff members were selected and underwent extensive training over the year before the business was to begin operating. These staff expected full-time employment for the nine months of the "tourism season". They have had to accept that there is simply not enough money to support their full-time employment whilst occupancy rates are so low. It was agreed that six staff members would work full-time at a reduced rate of pay and that the rest would work part-time when guests were booked in the camp until the financial situation improved. This was a very sound and mature business decision taken by this community for the overall good of its enterprise.

The Trust has employed a Trust Manager and has also hired a Shop Manager. Two night watchmen work at the shop – each works five nights on and then five nights off.

Staffing Levels – Gudigwa Camp

- Camp Manager;
- Assistant Manager – Administration;
- Assistant Manager – Guest Relations;
- 2 Professional Guides;
- Chef;
- 3 Cooks;
- 3 Housekeepers;
- 3 Maintenance staff;
- 2 Waitresses; and
- 1 Driver

* Up to 30 dancers, entertainers and guides are hired on a per day or per performance basis.

Full-time Staff

- Camp Manager;
- Assistant Manager – Administration;
- Assistant Manager – Guest Relations;
- 2 Professional Guides; and
- Chef.

All staff has contracts but part-time staff has signed a declaration of understanding about working part-time. They are working between 15 and 20 days per month and are guaranteed at least eight days work each month.

Policy and Procedures Manual

The BCCT has recognised that they do not have the expertise and experience to operate this business on their own. They are advised by Conservation International (an NGO) and are in a marketing partnership with Okavango Wilderness Safaris. They have formulated a Policy & Procedures Manual that outlines their rules and regulations for the running of this business. Furthermore they are in the process of selecting an Enterprise Management Committee (EMC) to assist them in the running of the business. This committee consists of:

- The Chairman of BCCT;
- One other Board member (the Treasurer);
- Three independent business advisors;
- An accountant; and
- A representative of Conservation International.

Selection of Employees

The first people selected for training and employment were interviewed and hired by the community through the Board of Trustees. Conservation International assisted with the selection and arranged training for those chosen. Subsequent employees will be identified and recommended by the Board of Trustees of the BCCT, using their “Guidelines for Employing Staff” but will be selected by the Camp Manager. A new Camp Manager would be identified and recommended by the EMC but final approval would come from the community.

Contracts

Contracts were prepared and then reviewed by the District Labour Officer in Maun before being presented to the employees.

Labour History

This business is very new and the workers, in many cases, have never had a job before so issues that have arisen are generally misunderstandings about things such as payment for public holidays, date of payment etc. A Staff Representative has been elected. This year most of the staff is working part-time. The Camp has agreed to put these workers on full-time work as soon as they can. They will be employed for a maximum of nine months as the camp is closed for three months during the wet season. A Labour Officer has been invited to come to the Camp to speak to the staff and clarify any issues regarding the Employment Act and working conditions.

Disciplinary Procedures

Disciplinary procedures are clearly outlined in the Policy and Procedures Manual. The Camp management team is responsible for the day to day guidance and discipline of the staff but can refer any matters to the Enterprise Management Committee. This EMC will be called in for any serious cases and will form part of a disciplinary sub-committee consisting of:

- 2 members of the Camp management team; and
- 2 members of the EMC (probably the BCCT Board members who are also members of the EMC).

If the disciplinary procedure concerns the behaviour of the Camp Manager, then the disciplinary committee must consist of at least three members of the EMC (two of whom are the BCCT Board members who are part of the EMC).

Theft / Dishonesty

So far there have been no incidents involving theft or dishonesty of employees. The Conditions of Service clearly explain which offences are considered minor, which are serious and which could result in dismissal.

Wages

When the job vacancies were identified, the Board of Trustees and Conservation International decided on the salary or rates of pay. This was largely based on advice from their marketing partner, OWS, who have been in the safari business for many years. When it became obvious that there were not going to be enough bookings to sustain the business, part-time employment was offered to the majority of employees. They are paid a daily rate of P25.00 per day (the minimum wage is P19.20 per day or P499.20 per month). When employees are put back onto full-time work they will revert to the agreed wages which are more than the minimum.

All staff that was kept full-time agreed to a reduction in wages from those that were first suggested in order to help the business survive its first year.

Wages are paid in cash at the Camp at the beginning of each month. Except for the Camp Manager whose salary is paid directly into her bank account.

Case study 3 Okavango Community Trust

Location

The Okavango Community Trust (OCT) is a Community Based Organisation representing approximately 5000 villagers spread through five villages along the northern edge of the Okavango delta in Ngamiland, Botswana. The five villages are Seronga, Gunotsoga, Eretsha, Beetsha and Gudigwa. The closest commercial centre is the town of Maun, which is approximately 7 hours by road (100 kms gravel, 400 kms tar) or 45 minutes by air.

Structure

Village Trust Committees - VTCs (sub-committees).

Each village trust committee of 12 members is elected at a kgotla meeting. This committee then elects its own Chairperson, vice-Chairperson, Secretary and vice-Secretary and Treasurer. Each sub-committee is responsible for representing its particular village and communicating the needs of the village to the Board of Trustees. The chairperson and secretary of each sub-committee are automatically the village representatives on the Board of Trustees

Board of Trustees

The full Board of Trustees consists of ten village representatives (two from each village) and a representative of the Joint Venture Partner (the company which leases the concessions and quota from the Trust). Its function is to see to the running of the affairs of the Trust, and ensure that benefits derived from the activities of the Trust are distributed equitably. The six-member Executive Committee of the Board is automatically made up of the Chairperson, vice-Chairperson, Secretary and vice-Secretary from the Board, joined by the General Manager and the Treasurer. It is the Executive Committee's role to take decisions as required when the Board does not have a quorum.

Joint venture agreement

The Trust has a joint venture agreement with Micheletti Bates Safaris (Pty) Ltd for the utilisation of CHAs NG22 and NG23. Okavango Wilderness Safaris operates the photographic arm of the agreement. There are a total of five photographic camps in the lease areas (no hunting conducted at present). The management of the lease is guided by the technical proposal tendered by Micheletti Bates for the areas. The benefits from this agreement are listed below:

Income through the joint venture is derived from two main sources, firstly in the form of rental for the two areas NG22 and NG23 to the joint venture partner and secondly from the sale of the wildlife quota to the same partner for commercial hunting purposes. An additional benefit is a project fund, which is divided equally between the five member villages.

Cash benefits paid to the OCT annually (2001 figures):		
Item	Note	Value
Land rental	Increases by 6 % per annum	BWP 600 000
Wildlife quota	Fixed, no increase, but not dependant on no. of animals issued by DWNP, paid irrespective whether hunting takes place or not.	BWP 400 000
Village project fund	P 100 000 available to each village for its own projects	BWP 500 000
TOTAL		BWP 1 500 000

OCT Operations

In addition to the joint venture, the OCT has embarked on projects identified by its members. Projects are classified as income generating or public service projects.

Income generating projects presently include a bottle store and general dealer operated by the OCT's wholly owned company Seronga Trading (PTY) Ltd. Presently another three general dealers are being constructed. A 12-seater passenger ferry is also operated between Seronga and Sepopa. The OCT vehicles are hired out at nominal rates to members. Details on projects:

Passenger Ferry

A 7-metre boat runs between Seronga and Sepopa daily or on demand. It employs four community members. Income generated goes to the OCT account.

Seronga Trading (PTY) Ltd

A private trading company, wholly owned by the OCT and used for trading activities. The company operates a bottle store in Seronga and a general dealer in Beetsha. It employs two staff in Seronga and five in Beetsha. Income generated goes to Seronga Trading account and is used to purchase stock. Costs relating to running the enterprise are paid by OCT at present, but it is hoped that in 2004 the trading arm will become self sufficient in terms of staffing and transport requirements.

Vehicles

OCT runs 1 Ford tractor and trailer, donated by the Joint Venture Partner (value P 25 000), 2 Toyota Landcruisers bought new in 1999 and 2000 and financed through Wesbank, and 1 Magirus Deutz 12 ton 6X6 truck financed through the African Bank. These vehicles are used to run the trading activities and to assist the community with transporting for funerals, sick people, etc. They are also hired out. Income generated goes to the OCT account. Two of the villages, Gudigwa and Eretsha, have each bought their own village vehicles, a new Toyota Diesel Landcruiser each. These vehicles are registered under OCT, and managed by the VTC and OCT office jointly.

General dealers

General dealer shops are presently under construction in Gudigwa, Eretsha and Gunotsoga as part of larger structures. The shopkeepers who will be used are those presently being trained on the Seronga and Beetsha operations. The general dealers were opened in 1998 by the Trust Board, and run by the entire Board. This resulted in a book loss of over P 115,000 for that year (10 months trading). The Board requested assistance from the JVP, and a manager was sourced by the JVP. The shops were closed most of 1999, and the Seronga bottle store was reopened November 1999, and the Beetsha general dealer in early 2000. Since then, despite more control problems occasionally, an approximate 20% gross profit has been managed.

Radio rooms and VTC halls.

These facilities are included in the general dealerships being erected. They will consist of a radio room to replace the traditional huts used at present and rooms for conducting the village craft projects to be instituted and for the VTC to conduct its business. A room for conducting projects is also included in the plan.

Mortuary

A mortuary is presently under construction in Seronga. The building is being paid for by OCT, and the fridge unit was donated by the Joint Venture Partner (value P 15 000).

Head Office

A new head office is being constructed on the OCT plot in Seronga. This will include a storeroom, board room, offices and VTC room.

Traditional village

A traditional village is planned for Gombo, near Eretsha. This will be done in conjunction with the joint venture partner, who will provide financial and management assistance, and clients. This project however will probably only proceed once the other projects have been realised, due to the capital and time involved.

Employment

The OCT presently employs the following staff:

Central Office (39):

1 Treasurer / assistant manager;
1 Office manager (operations);
7 Escort guides for the camps;
2 Light duty drivers;
1 Tractor driver;
1 Tractor assistant;
1 Heavy duty truck driver;
2 Truck assistants;
1 Boat driver;
1 Boat conductor;
1 Office cleaner;
10 Radio operators (paid 50% JVP, 50% OCT);
5 Full time watchmen; and
5 Relief watchmen.

Seronga Trading (7):

1 Manager;
1 Supervisor; and
5 Shopkeepers.

Labourers (30):

25 (not permanent, but for the building of shops and mortuary); and
5 Food garden workers.

TOTAL: 76

Further remarks

The Okavango Community Trust was one of the first trusts in Botswana and, as such, it has a cumbersome structure that involves the payment of 60 Board members. Its employment policies mean that the joint venture partner (JVP) has no say in how many staff to employ or who those staff are. Staff for the JVP safari camps is selected by the OCT, an equal number from each of the five villages. The JVP also has to provide a crippling number of staff benefits that would not be entertained in an independent operation.

Serious disciplinary matters are dealt with by a combination of the employer (the JVP) and the Board of Trustees of the OCT. This incurs more expenses as representatives from Okavango Wilderness Safaris and Board members from OCT have to be transported to the camps and given food and accommodation.

There is a general attitude of the JVP being regarded not so much as a partner but as a cow to be milked for all that can be got from it. Negotiations are presently underway to put in place a different sort of agreement that might allow the business to be operated under more stringent business guidelines. Workers employed by the OCT itself enjoy very relaxed working conditions and job security. There are cases of for example a radio operator leaving her job for over four months without notice or explanation. On her return she demanded her job back and the Board insisted that she be re-instated against the wishes of the manager who had hired another employee for that job. As the Board has the final say in all hiring and firing, staff members tend to by-pass the managers and appeal to the Board on any work-related matters.

These problems are not restricted to the OCT. We include them as an example of how a CBO can cause problems by not regarding its enterprises and its employees in a business-like manner. There is a general attitude in such trusts that they are "owed" by any partners and that the Trust is there for staff welfare rather than as a serious employer. There is often little profit generated by businesses operated by such trusts so the benefits go only to the few who have employment - not to the majority of the community members. Often too, these employees are chosen by Board members and may be closely related to them.

Checklist and comparing the 3 case studies

	Gaing-O Community Trust	Bukakhwe Cultural Conservation Trust	Okavango Community Trust
Number of Employees	9	23	76
Management/Board responsibilities defined	Yes	Yes	Yes
Guidelines for Hiring Employees	No	Yes	Yes
Contracts	Yes	Yes	Yes
Employment Cards	No	Yes	Yes
Probation letters	No	Yes	No
Detailed job descriptions	Yes	Yes	Yes in "Standard Operating Procedures", or SOP
Conditions of Service	No	Yes	Yes, in SOP and contract
Workers Code of Conduct	No	No	Included in SOP
Staff Representative	No	Yes	No
Staff Evaluations	No	Yes	Yes
Workmen's Compensation	No	Yes	Yes
Disciplinary Committee	No	Yes	Yes
Disciplinary Procedures	Yes	No	Yes

Annex 1

A Sample Job Description from Gudigwa Camp - Camp Manager

This job description is very detailed and specific. It allows no room for misunderstanding.

The Camp Manager is responsible for the overall management of Gudigwa Camp including guest activities, hosting, housekeeping, maintenance of the camp and capital equipment, accounts, banking administration, catering, curio sales, stock takes, reporting to EMC, and staff management and training. S(h)e is responsible for all employees (permanent and casual). The Enterprise Management Committee is in charge of the Camp Manager.

Duties include:

- To develop the highest standards in all areas of the tourism business;
- To ensure the entertainment, safety and satisfaction of all guests by means of expert and professional assistance and service at all times;
- To ensure punctuality and neatness of staff, and to promote responsibility and accountability of staff;
- To be responsible for staff training in guest service and relations; communications; etiquette; safari skills; job specific skills;
- To develop a close and efficient co-operation with staff to ensure the well-organised and profitable execution of all aspects of Gudigwa Camp's operation. To provide motivation and foster a team spirit;
- To ensure the maintenance and security of all Gudigwa Camp assets including plant and machinery, radios, vehicles, motors, pumps, refrigerators, freezers, stoves, electrical systems, equipment, grounds and buildings;
- To ensure that Gudigwa Camp is operated in an eco-friendly manner. This will include the efficient use of non-renewable resources such as petrol, proper disposal of waste, the preservation of flora and fauna, and the fostering of a conservation ethic in staff, guests and the local community;
- To oversee the daily, weekly and monthly administration required to accurately record and control bookings, orders, receipts, consumption and sales of shop, bar, housekeeping, fuels, gas and sundry stocks;
- To operate according to the Gudigwa Camp Policy and Procedures Manual. Any situation not covered in the manual or which needs clarification can be referred to the Enterprise Management Committee;
- To be familiar with current Labour Laws and practices;
- To interview job applicants, and appoint staff as requested;
- To prepare work rosters and leave rosters and to ensure that staff is kept fully informed of any changes in their work times or duties;
- To discipline and praise staff as required in a fair, consistent manner;
- To ensure that minutes are kept of all staff meetings and disciplinary matters;
- To be responsible for maintenance of First Aid kits and to personally ensure that staff members are receiving medical care from the local clinic;
- To prepare emergency contingency plans and familiarise staff with emergency procedures;
- To supervise and oversee all financial transactions and record keeping;
- To make orders, purchases and payments in line with monthly budgets and to make EMC aware of any overspending of budgets;
- To supervise preparation and payment of salaries and wages;
- To oversee the purchase of quality curios and promote their production within the Gudigwa Village;
- To summarise all financial records and camp activities in a monthly report to be sent to Enterprise Management Committee;
- To check the petty cash ledger on a monthly basis, to count the money in the cash box and to co-sign the petty cash reconciliation;
- To check that all leases, licences, contracts and permits are renewed on time e.g. Land Board Lease, Tourism Enterprise Licence, Guides Licences, Employment contracts, Radio Licences, Airstrip Licence, Vehicle Registrations, any others; and
- Any other task delegated to you by the Enterprise Management Committee.

Annex 2

Sample Job Description from Gudigwa Camp - Driver

This job description also contains a lot of detail.

The driver is responsible for the driving, maintenance and repair of all vehicles. S(h)e is also responsible for the comfort and safety of all passengers. The Administration Manager is in charge of vehicles and drivers.

The duties of the driver include:

- Driving carefully and considerately at all times;
- Driving guests, staff, visitors and goods as required;
- Picking up entertainers from the village and driving them back to the village after their performances;
- Making sure that vehicles are not overloaded. Number of passengers is controlled by the stated carrying capacity of each vehicle;
- Ensuring that vehicles are not driven in areas or in a manner that may result in damage to the vehicle;
- Assisting clients with luggage, camp-hands with firewood etc as needed;
- Maintaining all vehicles physically and mechanically to the best of your ability
- Keeping garage and workshop areas clean and tidy;
- Complying with daily, weekly and monthly checklists;
- Maintaining an accurate log book that is filled out for every journey;
- Helping to monitor fuel supply and informing the Administration Manager in plenty of time when supplies are needed;
- Using vehicles, fuel and other supplies in an environmentally friendly manner;
- Assisting with stocktaking and ordering procedures;
- Checking and taking care of all equipment on the vehicle including tools, spare wheels, puncture kits, First Aid kits. Notifying the Administration Manager when any supplies are used so they can be replaced;
- Ensuring that vehicles receive all necessary services and maintenance in order to preserve warranty conditions;
- Monitoring vehicle registration and reminding management in plenty of time when re-registration is due;
- Making sure that the vehicle is not used for any purposes other than Gudigwa Camp business and ensuring that only drivers with valid driving licences and authorised by the Camp Manager drive the vehicles;
- Notifying the Administration Manager immediately if there is any fault or problem with any of the vehicles;
- Filling out accident report forms in the case of any accident and informing Management as soon as possible; and
- Undertaking any other duties or responsibilities as required by the Manager.

Annex 3**List of Regional Labour Offices (RLO) and District Labour Offices (DLO)**

Offices	P.O. Box	Private Bag	Telephone	Fax
Commissioner		0072	3611500	3952427
Gabarone D.L.O.	20567		3953461	
Gabarone R.L.O.			3971406	
Lobatse D.L.O	98		5330417	6332560
Lobatse R.L. O			5332569	
Jwaneng D.L.O	3		5880255	581555
Mahalapye D.L.O	221		4710478	4710478
Serowe D.L.O	1003		4630225	4635981
Selibe-Phikwe R.L.O.	11		2611598	2613809
Selibwe-Phikwe D.L.O.	11		2610369	
Francistown R.L.O		F189	2416933	2410622
Francistown D.L.O.	448		2412274	2416674
Sowa D.L.O.		SOW11	6213466	6213583
Letlhakane D.L.O.	92		2978226	2978417
Molepolole D.L.O.	55		5920180	5920181
Kasane D.L.O	57		6250216	6250578
Tsabong D.L.O.	49		6540332	6540086
Gantsi D.L.O.	22		6596338	6596149
Hukunsi D.L.O.	149		6510041	6510043
Mochudi D.L.O.		30	5729577	5729202
Maun D.L.O.	230		6860485	6860486

**Annex 4
Sample Employment Contract**

1. Full name of the employer and address.....
2. Full name of the employee and address.....
3. The above named employee having entered into a contract of employment with the above named employer agrees as follows:
 - Place of work
 - Employees Occupation.....
 - Period of employment.....
 - Hours of work per day.....
 - Wage rate.....
4. Other conditions of employment that apply are:
 - 4.1. An employee shall be entitled to 1.25 days leave per month worked
 - 4.2. An employee shall be entitled to 14 days paid sick leave for the contract period.
 - 4.3. There shall be days compassionate leave for cases of death of an employees family member. If more days are required, the employee will utilise his accrued leave, or take unpaid leave, by arrangement with management.
 - 4.4. An employee who absents himself from work for any period in excess of two working days should be treated as unpaid and unauthorised leave.
 - 4.4.1. Any period in excess of five working days without reasonable cause shall be treated as desertion or breach of contract, thereby entitling the employer to consider the contract terminated.
 - 4.5. There shall be occasional long hours or work.
 - 4.6. If the need arises to work on a rest day, employees would be required to do so and will then be granted a day in lieu thereof.
 - 4.7. Employees who work on a paid public holiday would be paid double the rate
 - 4.8. Management may assign an employee other duties, and the employee shall respect management and carry out lawful and reasonable instructions to the best of their ability.
 - 4.9. The contract shall terminate on expiry date unless extended or
 - 4.9.1. by giving the other party at least 14 days notice of the intention to terminate or
 - 4.9.2. by summary dismissal upon commission of any act of serious misconduct.
 - 4.10. Any contract of employment terminated without adequate notice shall be paid in lieu thereof by the terminating party.
 - 4.11. The employee will well and faithfully serve the employer in such a capacity as aforesaid and will at all times devote his full and whole attention to his duties.
 - 4.12. The employee will be true and faithful to the employer in all dealings and transactions whatsoever relating to the employers business.
 - 4.13. The employee shall at all times respect the employer's clients and present a happy and cheerful face.
 - 4.14. The employee will at all times be obedient, helpful and please the employer's client.

Thus done and signed on this..... day of..... 20...

1.....	2.....	3.....
on behalf of employer	on behalf of employee	Witness

NB You will need two model contracts:

- For temporary staff, employed specifically for the busy (hunting/tourism) season; and
- For permanent staff, who will be at camp throughout the seasons, on unspecified contract.

The layout will be the same and changes could be in clauses:

- 4.5 (It should read as follows) There shall be occasional long hours of work, especially during the busy season.
- 4.8. Insert the words: especially during the low season, when the staff is reduced.
- 4.9. (It should read as follows) The contract of employment shall be terminated by giving the other party at least a month's notice or payment in lieu thereof or
- 4.9.1. The employer shall have a right to deduct from any monies due to the employee, payment in lieu of notice.

Annex 5

Sample Conditions of Service that would form Part of the Contract

Paid Public Holidays:

- New Years Day
- Good Friday
- Easter Monday
- Labour Day (1st May)
- Presidents Day
- Day following President's Day
- Botswana Day
- Christmas Day

Managers, executives, administrators, professional staff, are not entitled to any paid public holidays. A paid day off can be given in lieu of double time for working on a Paid Public Holiday. It must be given within 10 days of the public holiday. Other public holidays are taken as unpaid days off or normal working days with no overtime.

Termination of Contract:

One month's notice must be given by employee or Trust or one month's pay must be paid.

Summary Dismissal:

A contract can be terminated without notice and without payment for the following:

- Wilful disobedience of lawful and / or reasonable orders given by the employer;
- Wilful misrepresentation by the employee in respect of his skills or qualifications;
- Habitual or wilful neglect of duties;
- Acts of theft, misappropriation or wilful dishonesty against the employer, another employee or a customer or client of the employer;
- Acts of violence;
- Damage caused wilfully or by gross negligence to property of employer;
- Wilful disclosure of confidential information or trade secrets;
- Drunk or using drugs;
- Refusal to obey any safety rules for the prevention of accidents or diseases;
- Consistent work performance below average despite two written warnings;
- Offering or receiving bribes; and
- Persistent absence from work without permission.

Disobedience:

Refusal by the employee to carry out instructions of his employer in connection with his work is a breach of contract.

Lack of respect:

Showing lack of respect towards an employer could be a breach of contract.

Payment of wages:

Wages will be paid within three days of the end of the month.

Rest days / off days:

All employees will have one day a week off or two days every fortnight

*** This does not apply to managers, administrators, executives, professional staff, domestic workers. They are also not entitled to overtime pay***

Overtime:

Overtime is paid at 1.5 times the basic rate.

Limit on hours of work:

An employee cannot work more than 12 hours a day. Maximum overtime a week is 14 hours.

Annual leave:

15 working days per year. This is 1.25 working days per completed month of service. The employee doesn't have to work 12 months before they are entitled to leave. When an employee leaves, the remaining annual leave payment is calculated at the rate of pay at the time the employee leaves – at 1.25 days for every complete month.

Sick leave:

The employer must tell the employee as soon as possible that he or she is sick. If they are sick for more than one day, they must bring a medical certificate or they will not be paid sick leave. Either they are not paid for those days, or paid from their annual leave. An employee must work for 12 months before being entitled to sick leave. Annual sick leave = 14 days.

Maternity leave:

Female employees are entitled to 12 weeks sick leave:

- 6 weeks before the baby is born; and
- 6 weeks after the baby is born (not allowed to return to work).

At the end of 6 weeks, if the employee is not fit to return to work, they can get another 12 weeks paid maternity leave. They must have a medical certificate. Payment is not less than 25% of pay. The employee must give the employer a medical certificate saying that the baby is due within 6 weeks. She must also inform the employer of the date of birth of the child – within 3 weeks of the birth. For a maximum of 6 months after returning to work, the employee is entitled to one hour a day, with pay, to nurse the child.

Annex 6
Contract of Employment - Gudigwa Camp

Full name of employee:
Address of employee:
Position:
Contract Date: From..... To.....
Contract Type:..... (probation/full)
Salary:..... or Daily Wage:
Pay interval: (daily/weekly/fortnightly/monthly)
Notice Period:

Work hours and duties: The employee will work hours as required by the management. Although employed in the position as stated above, the employee is aware that he/she may be required to assist in any aspect of the lodge operation, maintenance or building.

Probation: All staff are required to serve a three month probationary period on first appointment. During this period, either party may terminate the contract with 14 days notice (unless there is summary dismissal for which no notice is required).

Notice: A staff member who wishes to resign must provide one month's written notice or pay one month's salary in lieu of notice. Gudigwa Camp may terminate the contract of an employee by giving one month's written notice or one month's pay in lieu of notice.

1. **Leave:** The employee is entitled to 1.5 days annual leave for every full month worked; and
2. The employee must be aware that this salary could be lower than that of his/her initial position.

Compassionate leave: The granting of paid compassionate leave in the case of the death of a close relative (up to 6 days per annum) is at the discretion of the company. Any days in excess of this will be at the discretion of management and will be considered as unpaid leave. A close relative is defined as the employee's child, spouse, sibling or parent (including parents of husband).

Public holidays: Gudigwa Camp recognises the following public holidays as paid public holidays. However, as this enterprise is a tourism business, staff will normally be expected, without negotiation, to work on Public Holidays.

- | | | |
|-----------------------|-------------------|---------------------------------|
| * New Years Day | * Good Friday | * Easter Monday |
| * Labour Day (01 May) | * President's Day | * Day following President's Day |
| * Botswana Day | * Christmas Day | |

All other Public Holidays will be treated as normal working days and shall not be subject to overtime or extra leave provisions.

Transport: All employees of Gudigwa Camp (except the Camp Manager) are hired at Gudigwa and, as such, are to be returned to Gudigwa at the end of their work period if there is transport available. The Company is required by law to transport employees to and from their place of work only for annual leave.

Attendance: All members of staff are expected to attend promptly at the hours of work laid down. Absence from duty without prior permission may render the employee liable to disciplinary action. Any staff member returning late for duty from an authorised absence may be subject to disciplinary action. Unauthorised absence for more than three consecutive working days shall constitute a breach of contract and employment may be terminated without further notice.

Alcohol: Other than for management staff, who may drink alcohol in moderation when entertaining guests, consumption of alcohol is not permitted whilst either on duty or off duty on company property. No alcohol is allowed in the staff camp. Any employee under the influence of alcohol or drugs may be liable for immediate dismissal.

Visitation: Staff members are discouraged from receiving personal visitors on Gudigwa Camp premises. If there is a matter of an urgent and serious nature that must be dealt with, this can be conveyed by radio from the BCCT office to the Camp Manager or Assistant Managers who will decide if a visitor is allowed or if a staff member needs emergency leave. Any visits should be kept as short as possible.

Rations: Monthly rations of items such as soap, soap powder, tea, and toilet paper will be supplied only for those periods that an employee is on duty. Meals will be provided at the camp.

Uniforms: Uniforms will be provided on an annual basis to all employees. Uniforms remain the property of the company and must be handed in at the termination of contract.

Accommodation: All permanent staff will be supplied with accommodation at Gudigwa Camp. This will be available for staff use during on-duty periods and may be required for other staff during leave periods. No visitors are allowed in the staff camp. The only family permitted to stay are female staff member's babies under twelve months old and their carers. There is a limit of one carer per two babies and they are to be paid by the mothers themselves. They can have meals with the staff. All houses and surrounding areas must be kept clean and tidy at all times. No domestic animals are allowed in Gudigwa Camp. This includes dogs, cats, chickens, goats, horses, donkeys and cattle. Each staff house will be issued with a paraffin lamp. No candles are to be used in the staff village.

Serious misconduct: The employee understands that the following will result in termination of employment with immediate effect:

1. Wilful disobedience of lawful and /or reasonable orders given by the employer;
2. Wilful, express or implied, misrepresentation by the employee in respect of his/her skills or qualifications;
3. Habitual or wilful neglect of duties;
4. Acts of theft, misappropriation or wilful dishonesty against the employer, another employee, or a customer or client of the employer;.
5. Acts of violence;
6. Damage caused wilfully or by gross negligence to movable or immovable property of the employer;
7. Wilful disclosure of confidential information or trade secrets where such disclosure is or is likely to be detrimental to interests of the employer;
8. Inability to carry out normal duties, due to the consumption of alcohol or habit-forming drugs;
9. Wilful refusal to obey or comply with any safety rules or practices for the prevention or control of accidents or diseases;
10. Consistent work performance below average despite at least two written warnings;
11. Offering or receiving bribes;
12. Persistent absence from work without permission; and
13. Sexual harassment.

I have read and understood (or had it explained) all the above and am willing to work under these conditions.

Signature Signature
(employee) (employer)

Date

Witness SignatureDate.....

Full name and address of Witness

Melao ya Pereko le Makgotlana a a Berekang le Morafe mo Botswana

Ketapele

Mokwalo o o leka go tthagisa dintlha tse di botlhokwa thata tse di amanang le melao ya pereko mo Botswana e e tlhokafalang mo go direng ditiro tsa makgotlana a a berekang le morafe a direla kwa metseng ya magae (Community Based Organisations (CBOs)) go ya ka dikitso tsa bakwadi ba ba rulagantseng one mokwalo o. Maiteko a a dirwa mo go one mokwalo o go ntsha dikgakololo tse di ka dirisiwang ebile e le tse di mosola tsa tlhaloso ya yone melao eo go ya ka tebalebo ya makgotlana a morafe a a direlang kwa metseng ya magae.

Makgotlana a tlhokomelo a morafe (Community trusts) a ntse a berekela mo Botswana mo lobakeng la dingwaga tse di ntsi tse di sa tswang go feta go tla go tsena mo nakong eno, mme mo go yone nako e yotlhe, go setse go ile ga lemogiwa gore makgotlana a otlhe gantsinyana go lebege e le gore otlhe fela a na le go dira diphoso tse di tshwanang mabapi le mokgwa wa ka fa ba tsayang ka teng tsamaiso ya khiro/pereko. Tse mme tsone di akaretsa:

- Go tlhophiwa ga babereki mo go dirwang go ikaegilwe thata ka bolesika, botsala le mafelo a batho ba tlhologang kwa go one go na le gore go dirwe go lebilwe bokgoni le gore gape motho o lebagane ebile a na le kitso e e kae mabapi le go kgona go dira tiro sentle;
- Go itsemeletsa go itebaganya ka tlhwaafalo le maitshwaro a a maswe ga mmogo le go tlhoka go dira tiro sentle ga babereki;
- Tlwaelesego ya go duela madi a a fetileng kgotsa a a kwa tlase mo go dirwang go lebeletswa fela mo go reng tiro e ka tswa e tshwanelwa ke tlhwatlhwa ya bokae go na le gore go salwe morago molao wa mmuso o o amang dituelo tse di letlelelwang go ka duelwa e le tse di kwa tlase ga mmogo le melao e e amang tsamaiso ya madirelo; le
- Go tlhoka go dira mananeo a dipalo tsa babereki mo go dirwang go lebeletswa diphetogo tsa dipaka le gore gape kgwebo ea bo e hupeditswe ke tiro go le kae.

Bontsi ja mathata a bo tsalwa ke go tlhoka go nna le kitso ya go tsamaisa kgwebo sentle, le gape go tswa mo go lebeng dilo ka tsela ya gore ditiro ke tshwanelo e e neelwang maloko a tlhokomelo (trust members). Se mme sone se ntse se tlhotlhelediwa ke ntlha ya gore makgotlana a tlhokomelo ka bontsi a amogela madi a one a e leng a dituelo tsa ditumalano go tswa kwa dikgaolong le/kgotsa e le a dithuso mme ka tsela e, go bo go sa tlhokafale gore ba ka a berekela one madi a. Fa e le gore ba simolola kgwebo, mme e bo e sa kgone go nna le katlego, ba ka seka ba tshwenngwa ke sepe fela fa e le gore madi a bone one a tlaa nna a ntse a tla a tsena fela jalo. Makgotlana a morafe a tlhokomelo a e leng gore a na le katlego mono Botswana ke a e leng gore a setse a itshimololetse kgwebo mme gape ba setse ba kgona go amogela madi a a tswang fela mo go yone kgwebo eo. Go na le kamano e tona thata fa gare ga tiro e e dirwang le one madi a a amogelwang ao. Se mme se ba pateleditse go dira tiro ya go tsamaisa dikgwebo tsa bone ka tsela e e siameng, go akarediwa le maemo a babereki ba ba hirilweng ga mmogo le madi a ba a duelang badiri ba bone.

Dikgang tse di tthagisiwang mo mokwalong o go solofelwa gore di tlaa thusa makgotlana a tlhokomelo gore a kgone go tlhologanya ga mmogo le go obamela melao ya tsa pereko ya lefatshe la Botswana, le gore gape ba tle ba nne le thotloetso ya go leba dikgwebo tsa bone jaaka fa e le madirelo a a dirang madi mme ka jalo a tshwanelwa ke go tsamaisiwa ka kelelelo gore ba tle ba kgone go tswela ba dira sentle ebile ba kgona go itsamaisa ba ikemetse ka bo bone. Se mme sone se tlaa akaretsa go hira babereki ba palo e e kwa tlase, gape ba duelwa madi a a kwa tlase kgotsa gore go hirwe batho fela fa e le gore go na le tiro e e tshwanetseng gore e dirwe.

Maemo A CBO Ka Fa Molaong Fa Se Tshwantshannngwa Le Melao Ya Pereko

Lekgotlana la tlhokomelo la morafe le tshwana fela le mohiri mongwe le mongwe mme ka jalo le tshwanelwa ke go obamela melao ya tsa pereko/khiro ya lefatshe la Botswana. Lekgotlana lengwe le lengwe le tshwanetse la dira ditiro tsa lone jaaka mohiri yo o nang le maikarabelo mme gape la leka go nna le tiriso ya dintlha tse di latelang tse:

- Dikonteraka;
- Melawana ya go dira ditiro;
- Tlhaloso ya go dira ditiro;
- Dituelo tsa kgolafalo ya babereki; le
- Dibuka tse di kwalelang madi a a amogelwang, jalo, jalo.

Lengwe la mathata a matona thata a a lebaganeng le di CBO tse di itsamaisetsang dikgwebo tsa bone ke ntlha ya go lekalekanya seemo fa gare ga go rotloetsa morafe le go tsamaisa kgwebo e e tswelelang sentle. Ditshwetso di le di ntsi tse di bokete di tlaa tshwanelwa ke go dirwa ke baokamedi ba kgwebo ga mmogo le ke ba lekgotla la tlhokomelo (Board of Trustees) go netefatsa gore dikgang tsotlhe tse di amanang le khiro go itebaganngwa le tsone ka tsela e e kgotsofatsang mme gape di dirwa ka fa tlase ga melawana e e siameng ya tsamaiso ya dikgwebo.

Ke Mang Yo O Nang Le Maikarabelo A Babereki?

Gongwe selo sa ntlha se lekgotlana lengwe le lengwe la CBO le tshwanetseng la se ikgakolola go se dira ke go kgaoganya maemo a taolo fa gare ga baokamedi ba ditiro le ba makgotlana a tlhokomelo. Kitso ya go dira tiro e supile fa e le gore mo madirelong ka bontsi a makgotlana a di CBO go na le ketsaetsego e ntsi ga mmogo le dikgogakgogano ka gore maemo a go nna le maikarabelo ga a tlhalosiwe sentle ka tsela e e tlhamaletseng. Gore go kgonwe gore kgwebo e tsamaisiwe ka tsela e e siameng, mookamediwa tiro o tshwanetse a nna le taolo mo babereking. Mo dintlheng tsa dikgang di le di ntsi re setse re kile ra bona maloko a makgotlana a tlhokomelo a itshunya nko thata mo tsamaisong ya tsatsi le letsatsi ya go otlhaya babereki. Se sone mme se nyenyefatsa seemo sa taolo sa setlhopho sa batlhokomedi ba ditiro, gape se tisa ketsaetsego le mo go bone babereki. Maloko a morafe a tshwanelwa ke go dira lenaneo la kgwebo le le supang ka tsela e e tlhamaletseng ditselana tsa taolo ga mmogo le lenaneo la motheo wa kgwebo ka fa e tlhomilweng go tsamaisiwa ka teng.

Mo maemong a le mantsi, makgotlana a tlhokomelo a tlhomile dikomiti tsa one tsa tlhokomelo ya tsamaiso ya madirelo (Enterprise Management Committee (EMC) gore e nne tsone tse di tsamaisang dikgwebo tsa bone. Ba lemogile gore bone ga bana kitso epe e ntsi kgotsa jone bokgoni ja go tsamaisa dikgwebo tsa mofuta oo ka bo bone, mme ka jalo ba bo ba bona go tlhokafala gore ba kope thuso ya dikgakololo go tswa mo bagwebing ba kgaolo ya bone ba ba nang le kitso ga mmogo le mo lekgotleng le e seng la mmuso (NGO). Tsamaiso e ka jalo e tlhoka gore morafe ka tsela eo o tlogele go amana ka gope le go dira tiro ka bo bone ga tsatsi le letsatsi mo go amanang le kgwebo. Se mme gape ka jalo se tshwanetse gape sa akaretsa ntlha e e buang ka thutuntsho e e tlaa nnang e tswelitse e le ya tsamaiso ya go tshwara madi, ga mmogo le yone thutuntsho ya go nna le kitso ya go tsamaisa kgwebo e e tlaa neelwang maloko a morafe go direla gore mo nakong e e tlang ba bo le bone ba ka nna le bokgoni ja go kgona go tsaya marapo mo go tlhokomeleng kgwebo ka bo bone.

Palo Ya Ditiro Tse Di Simolotsweng Go Dirwa

Di CBO ka bontsi di itlhaganelela go tlhoma ditiro ka bontsi jo di ka kgonang go bo dira - di na le dituelo tsa madi a a eletsegang. Ka jalo, mangwe a dipoelo tse di ntsi tsa morafe o o nang le dikgwebo tsa one ke go simolodisa ditiro. Mme ditiro tsa mofuta oo di tshwanetse tsa bo di ka kgona gore di rotloeduwe ka madi a a tlaa dirwang a tswa mo go tsone. Gape, ditiro tse di tlaa simololwang e tshwanetse ya nna fela tse go tlaa solofelwang go lekanetse gore e nne tsa mofuta wa kgwebo o o tshwanang le o o dirwang ke ba makgotla a ba ema nosi. Ga se mogopolo o o siameng wa go dira kgwebo gore go hirwe palo e e feteletseng ya batho ba ba tlaabong ba dira tiro go sa kgatlhalesege gore se mme se tlaabo se lopa bokae ga mmogo le yone tsela e e tshwanetseng ya ka fa kgwebo e tlaabong e kgona go dira ka teng.

Phetogo ya dipaka le yone e tshwanetse ya akanyediwa. Se mme sone se nnete thata mo dikgwebong tse di amanang le bojanala, letsomo ga mmogo le mo madirelong a mangwe a a amanang le dikgwebo tse. Fa kgwebo ya gago e na le tiro e ntsi, o ka kgona go hira palo e ntsi ya badiri, mme fa tiro e le kwa tlase o tshwanetse fela wa nna le badiri ba e leng gore ke ba ba tlhokafalang fela gore kgwebo e tshwanelwe ke go tsamaisiwa. Se mme se ka dirwa ka go kgona go ntsha dikonteraka tse di farologanyeng tsa tiro. Ba bangwe bone ba ka nna le dikonteraka tse di tshwarang dikgwedi tse di lesome le bobedi, fa ba bangwe bone mme ba ka hirwa fela ga dikgwedi di le thataro kgotsa di le boferabobedi.

Sekai se sengwe ke sa kgwebo ya dijo kgotsa bara. Tsamaiso e e leng ya popota ke go hira batho ba o ba tlhokang thata gore ba tsamaisa tiro e, mme fa o bona gore tiro e tlaa nna ntsi, o hire babereki ba ba duelwang ka letsatsi. Go fa sekai, o na le kgwebo ya go rekisa dijo, mme o bo o nna le beeletso ya palo e ntsi ya setlhopho sa batho. O ka nna wa hira motho yo mongwe gore a thuse ka kwa ntlwaneng ya boapeelo mo bosigong joo, badiri ba le babedi ba ba tlhokomelang

ditafole gape gongwe le mophephafatsi yo mongwe gape yo o tlaa dirang tiro mo letsatsing le le latelang. Batho ba e tlaabo fela e le badiri ba nakwana mme ba tlaabo ba duelelwa malatsi kgotsa diuora tse ba tlaabong ba di bereketse. O tlaabo o sa tshwanelwe ke gore o hire batho ba e le babereki ba se nnela ruri o bo o nna o ba amogedisa madi a bone kgwedi le kgwedi fa kgwebo ya gago e sa pitlagannwa thata ke tiro.

Dikgwebo tse di kopanetsweng

Ka ntlha e e tshwanang, di CBO tse dingwe mo dikgwebong tse di dirwang di kopanetswe di patleletsa gore go nne le tshimololo ya ditiro tse di bontsi bo feteletseng. Se mme se tlisa mathata a mantsi mo batsamaising ba tiro ya kgwebo (ka madi le thulaganyo ya go dira ditiro) mme kwa bofelong se se ruta batho gore ga go tlhokafale gore ba bereke thata ka mashetla gore ba kgone go duelwa. Di CBO di tshwanelwa ke go lemoga gore go tlhama ditiro ke nngwe fela ya dintlha tsa makgotlana a tlhokomelo. Gongwe madi a ka bolokwang ka go dira khiri e e sa tlhokafaleng a ka dirisiwa mo ditirong tse dingwe tse di tlhokafalang tsa morafe tse di tlaa thusang palo e ntsi ya batho – segolo jang ba ba sa rutegang thata ba ba sa kgoneng go bona ditiro motlhofo.

Batho ba go kopanelwang dikgwebo le bone ba tshwanetse ba tsewa e le batho ba go kopanelwang go dira tiro le bone – e seng e le bahiri kgotsa ba ba tlang ka go ntsha dithuso mme ba bo ba tshwanelwa ke go gamiwa gotlhe fela mo ba ka go ntshang. Dikonteraka di le di ntsi tse di lekalekanang ga mmogo le thutuntsho e e tseledisiwang mo go nneng le kitso ya go tlhaloganya seemo sa tiriso ya madi ke maloko a baagi ba morafe, di tshwanetse tsa thusa go fetola maikutlo a a teng mo nakong eno.

Go Hira le go Tlhopha Babereki

Lekgotlana lengwe le lengwe la Morafe (Community Based Organisation (CBO)) letshwanetse la bua phatlalatsa gore ba dumela mo seemong sa mabaka a a lekalekanang a maloko otlhe a lone – go sa kgaatlhalesege ka semorafe, bong kgotsa ka bo lesika. Go na le letlhoko la gore lekgotlana lengwe le lengwe la CBO le simolodise ka mokwalo o o nang le ditumelano tsa ditselana tse di kaelang go tlhapiwa ga babereki ba lekgotlana le le lebaneng la CBO. Mokwalo o o tlaabo o leka go netefatsa gore ditiro di abiwa ka tekatekano mo gareng ga masika, dikgotla, ditlhopha tsa dikereke, le gape mo ditlhopheng tsa dipolotiki fa e le gore seo ke kgang mo gare ga morafe oo.

Go rotloediswa thata gore di CBO di dire di thutopuisano le morafe gore di tle di kgone go dira thulaganyo ya go simolodisa melawana e (gongwe ka go bona thuso ya makgotla a e seng a mmuso (NGO)). Ba tshwanela ke go buisanya ka:

1. Ke dikgang dife tse di tlhokafalang mo teng ga morafe wa bone mabapi le go hira babereki?
2. A ditiro / maemo a makgotlana a tlhokomelo/ go tsaya ditshwetso, go dirwa ka tsela e e lekalekanang?
3. A go na le tekatekano ya bong kgotsa gongwe a basadi le bone ba na le boemedi? le
4. Dikgang tsa “kgotlhakgotlhano ya maikutlo” di tshwanelwa ke gore di tlhalosiwe di bo di tlhaloang sentle.

Go tshwanetse ga nna le tumelano ya morafe mo:

1. Potsolotso / melawana ya go tlhopha babereki
 - Tiro e phatlaladiwa ka kitsiso ya mofuta ofe?
 - Makwalo a go ikopela tiro a dirwa jang?
 - Ke mang yo o amogelang a ba a tlhokomela makwalo a go ikopela tiro?
 - Go dirwa melawana ya mofuta mang e e itebaganyang le baikopedi ba ba sa itseng go kwala?
 - Ke bo mang ba ba mo komiting e e botsolotsang dipotso?
 - Ke mang yo o ntshang dikgakololo?
 - Ke mang yo o tlaa dirang tlhopho ya bofelo?
 - Morafe one seabe sa bone ke eng / ba fiwa jang kitsiso?
2. Madi a dituelo / madi a kamogelo a dumelanwa jang?
 - A se mme ke maemo a e leng gore dituelo tsa one di laolwa ke goromente?
 - Fa go sa nna jalo, tuelo e e tshwanetseng ebile e siame ke ya mofuta ofe?
 - Dikgwebo tse dingwe tse di tshwanang le e di duela jang?
3. Mofuta wa go hirela tiro o o siameng ke wa mofuta mang?

- Go sa berekeng ka dinako tsotlhe?
 - Go hirwa fela fa tiro e nna teng/go hirwa ga nakwana?
 - Go hirelwa ruri?
4. Tumelano ya morafe le go tlhokomela
- A go ka kgonagala gore morafe o dire ditlhopho mo go hiriweng ga batho?
 - Ke mang yo o tlaa tlhokomelang tsamaiso ya tiro ya go tlhopho (Kgosi, lekgotla le e seng la mmuso (NGO), kgotsa ba bangwe fela?)

5. Kgotlhakgotlano ya maikutlo

Fa e le gore leloko la komiti e e tlaabong e dira ditlhopho ke lesika la moikopedi kgotsa o na le maikutlo mangwe a kगतlhego ka nngwe tsela mo go tlhophiweng mo, se sone mme se tlaa tshwanelwa ke gore se tlhagisiwa fela kwa tshimologong. Se mme sone se ka nna sa thibela gore leloko la komiti eo le nne le seabe ka go tsaya karolo mo go yone tlhopho eo, mme legale maloko a mangwe a komiti ba ka nna ba nna le maikutlo a gore se mme sone ga se bothata bope jo bo tshwenyang. Tlhagiso e e tlaa tshwanelwa ke gore e dirwe ka mokwalo mo metsotsong ya phuthego. Se mme ka jalo se tlhagisa ntlha ya gore diphuthego tsotlhe tsa maemo ao di tshwanetse tsa dirwa ka mokwalo le gore gape metsotso eo e tshwanetse ya nna teng gore e tle e kgone go bonwa ke maloko a mangwe a komiti gape le ke ba bangwe gape ba ba amegang gore ba tle ba kgone go e bona.

Start box

Sekao sa Melawana ya go Hirwa ga Babereki ba Bampa

Sekai se se dirisitsweng fano fa se tserwe go tswa mo kgwebong e e simolotsweng ke ba lekgotlana la tlhokomelo la tshomarelo ya ngwao la Bukakhwe (Bukakhwe Cultural Conservation Trust (BCCT)). Lekgotlana la BCCT ke le le tlhomilweng e le la morafe mme le tlaa neela maloko a morafe wa lone thuso e e tlang pele fa sebaka sa go hira badiri mo ditirong se nna teng. Se mme sone se dirwa ka mokgwa o o latelang o:

- Ditiro tsotlhe di tlaa dirwa phatlalatsa ka mokwalo o o tlaa ngaparediwanng mo boteng ya dikitsiso kwa Kgotleng ga mmogo le kwa ofising ya lekgotlana la tlhokomelo (Trust Office). Babereki ba ba leng teng mo nakong eo le bone ba tlaa itsisiwe fa phatlha e nna teng;
- Makwalo a ikopelo tiro a tlaa amogelwa ke mookamedi wa kampa yo o tlaa a fetisetsang kwa go ba maloko a lekgotlana la tlhokomelo fa phatlha e nna teng;
- Maloko a lekgotlana la tlhokomelo a tlaa dira tiro ya go botsolotsa ba ba ikopelang tiro ba bo go tswa foo ba tlhopho palo ya batho e e tshwarang boraro e ba tlaabong ba ntsha kgakololo ka yone gore ba bona e le bone ba ba tshwanelwang ke go neelwa maemo a tiro eo;
- Setlhopha sa tlhokomelo ya go tsamaisa tiro (The Camp Management Team) se mo go sone go tlaabong go akarediwa mookamedi yo o tlhokomelang tsamaiso ya kampa (Camp Manager) le bathusi ba gagwe ba le babedi e tlaabo jaanong e nna bone ba ba tlaa botsolotsang batho bone ba ba tlhophilweng ba;
- Ba komiti ya tlhokomelo ya tsamaiso ya madirelo (The Enterprise Management Committee (EMC)) ba ba akaretsang bagakolodi ba ba tswang ka kwa ntle ga mmogo le batho ba bangwe ba e leng borakgwebo ke bone ba tota ba hirang babereki, mme legale ba ka nna ba itlhophelela gore ba neele mookamedi yo o tlhokomelang tsamaiso ya kampa marapo a go dira tiro eo;
- Maemo otlhe a a akaretsang khiro ya mookamedi yo o tlhokomelang tsamaiso ya kampa a tlaa dirwa ke ba lekgotla la komiti ya tlhokomelo ya tsamaiso ya madirelo (EMC). Palo e khutshwane ya baikopedi ba ba tlaabong ba tlhophilwe ke lekgotla la EMC go gaisanya ba tlaa botsolotswa dipotso ke ba lekgotla la tsamaiso la BCCT ba e tlaareng go tloga foo ba romele pego ya maikutlo a bone ka fa ba boneng seemo se ntse ka teng kwa go ba EMC;
- Setlhopha sa tlhokomelo ya tsamaiso (The Management Team) se tlaa nna le taolo ya go hira kgotsa go fa dikonteraka babereki ba nakwana ba ba duelwang ka letsatsi kgotsa badiri ba ba rutetsweng go dira tiro fela fa e le gore khiro e ba e dirang eo e tlaabo e tsamaelana le madi a a teng a ba reboletsweng gore ba ka a dirisia.

Fa go tlhophiwa mmereki yo e leng ene a siametseng thata go dira tiro, dintlha tse di latelang tse di tlaa tshwanelo ke go akanyediwa:

- Thutego;
- Kitso e e teng ya go dira tiro;
- Rekote ya go itse go dira tiro e modiri a nang le yone; le
- Tekatekanyo ya badiri go tswa mo metseng ya magae – go botlhokwa thata gore maloko otlhe a morafe ba nne le maikutlo a gore ba emetswe ka tsela e e kgotsofatsang ke lekgotlana la tsamaiso. Ka tsela e, go tlaabo go sa tlhokafale gore go nne le go tlhoka tekatekano mo palong ya babereki ba ba tswang mo kgotleng nngwe le nngwe, masika, kgotsa kereke, jalo, jalo.

End of box

Madi a Dituelo

Go na le ditiro di se kae fela tse e leng gore mo go tsone go dirilwe tlhaloso e e tlhamaletseng e le ya madi a e leng one a a ka amogelwang e le a a kwa tlase, a a tlhalositsweng ke ba lekgotla la bogakolodi ka tsa madi a dituelo (Minimum Wages Advisory Board). One madi a mme ke a a direletsweng go duelwa badiri ba ba sa rutelwang go dira tiro epe. Ga o letlelelwe go ka duela sepe se se kwa tlase ga one madi a a boletsweng a gore ke one a a ka nnang kwa tlase gape a lebagane le tsone ditiro tseo. Mo babereking ba ba nang le bokgoni ja go dira tiro, madi a dituelo a a buisanngwa fa gare ga mohiri le mohiriwa.

Madi a nako eno a a ka duelwang badiri e le one a a kwa tlase (go simologa ka Moranang a tlhola gangwe ka 2002) (with effect from the 1st April 2002):

Go dira ka matsogo; go thusa le ditiro tsa go baakanya; go aga; go tlhoma; go tlhatlhoba le madirelo a kepo ya mantswe; go tlhokomela kwa dihoteleng le ditiro tsa go itumedisa batho; karage; madirelo a dikoloi le dipalamo; holoseile le ditiro tsa go phatlalatsa dithoto.	P2.40
Madirelo a mabenkele	P2.15
Badisa ba dikago bosigo mo ditirong tse di fa godimo/madirelo	P2.10

O ka bala jang madi a go dira tuelo o lebeletse mo dituelong tse di letlelelwang ka fa molaong e le tsone tse di kwa tlase?

Sekai:

Mmerekhi mo lekalaneng la bojanala o bereka malatsi a le maratara mo bekeng, dioura di le borobabongwe (8 hours) ka letsatsi, go raya gore madi a a duelwang ka kgwedi a tlaabo a dirwa go lebeletswe mo go berekeng malatsi a le masome a mabedi le borataro (26 days) ka kgwedi. P2.40 (ka oura) o mo oketsa ka borobabobedi (dioura tsa letsatsi) o bo o mo oketsa gape ka masome a mabedi le borataro (malatsi a kgwedi): $P2.40 \times 8 \times 26 = P499.20$ ka kgwedi. Madi a a duelwang ka letsatsi a tlaa nna jaana: $P2.40 \times 8 = P19.20$ ka letsatsi.

Go botoka thata go simolola gone fa kgotsa fela go bapa le madi a e leng one a a kwa tlase go ya ka fa molaong mo maemong ka bontsi. Ka tsela e, go nna go na le sebaka sa go dira koketso ya madi mo nakong e e tlang kgotsa go leboga ka dikatso tiro e e dirwang sentle kgotsa go ntsha madi a mangwe gape e le a tebogo (bonus) fa godimo ga a ntseng a amogelwa kwa bofelong ja paka ya tiro fa e tswetse sentle.

Ga go tlhokafale go ya ka molao gore madi a dituelo a ka okediwa ngwaga le ngwaga. Go tsamaisa kgwebo ka tsela e e siameng ke go lebelela gore kgwebo e dira sentle thata go le kae o lebeletse morokotso o o tseneng mo ngwageng e e fetileng le gape go tshwantshanya se le dituelo tse o di duelang babereki ba gago le tse di duelwang ke borakgwebo ba bangwe ba ba dirang ditiro tsa bone mo madirelong a a tshwanang le a gago. Ka fa mmerekhi mongwe le mongwe a dirang tiro ka teng le gone go tshwanetse ga akanyediwa fa go okediwa madi a dituelo kgotsa go ntshiwa madi a ditebogo. Babereki ba e leng gore ba bereka thata ka natla gape ba le boikanyego ba tshwanelwa ke go lebogelwa gore maiteko a bone a a lemogiwa ebile gape a a itumelelwa.

Badisa Dikago Bosigo

O nne kelotlhoko thata ka dituelo tsa madi a o a duelang babereki ba ba disang dikago bosigo. O tlaa lemoga gore go na le madi a a tshwanetseng gore a duelwe badiri e le one a a kwa tlase go ya ka fa molaong gape a lebagane le yone tiro e. O tshwanetse gape wa lemoga gore kwa morago ga

go bereka dioura tsa ntlha tse di boferabobedi (8 hours), badisa ba ba dikago mo bosigong ba tshwanelwa ke go duelwa madi a go dira kwa morago ga nako ya tiro (overtime) (a dirwa ka 1½ a bo a okediwa fa godimo ka tuelo ya madi a bone a a tlwaelesegileng) le gore gape ga ba a letlelelwa go bereka go feta dioura di le lesome le bobedi mo letsatsing le fe fela le le ngwefela.

Babereki ga ba kake ba ikamoga ditshwanelo tsa bone

Se sone mme se tlhagisa gape ntlha e nngwe e e kgatlhisang. Le fa go ka tswa e le gore babereki ba gago ba dumela go berekela madi a dituelo a a kwa tlase, mme gape ba bereka ka dioura tse di fetang nako ya bone ya go dira tiro, o tlaa nna o ntse o tshwanelwa ke go ba duelela dikatso tsa go dira se. Melao ya khiro e direletswe go sireletsa mmereki mme ka jalo ene kana bone ga ba kake ba dira ditumelano dipe fela tse di tsuololang ditshwanelo tse.

O ka nna gape wa fitlhela e le gore e re ntswa mmereki a ka dumalana le melawana mengwe kgotsa madi a a tlaa a duelwang, fa modiri go tswa kwa lephatleng la tsa khiro a etetse lefelo la tiro, ba ka nna gape ba ntsha dingongorego ba di neela modiredi yoo. Go botoka go netefatsa gore sengwe le sengwe se dirwa “go ya ka fa go kwadilweng ka teng” go simolola fela gone kwa tshimologong.

Start box

Mmereki mongwe le mongwe o tshwanetse go fiwa:

- Konteraka;
- Lenaneo la go dira tiro le le tlhamaletseng ebile le tlhaloganyesega; le
- Khutswafatso ya melao ya khiro.

End box

Buka ya Madi a Dituelo

Mohiri o tshwanetse a nna le buka e e kwalelang madi a dituelo e e kwadilweng ka tsela e e tlhamaletseng ka fa tshwanelong e le ya madi a a duetsweng babereki. Babereki botlhe ba tshwanetse go saena menwana ya bone fa ba duelwa madi a bone a dikamogelo (kgotsa ba baya letshwao la setshwantsho sa monwana). O leke gore o seka wa nna le epe paakanyo kgotsa go phimola sepe fela mo dipampiring tsa gago tsa dituelo ka gore ke tsone rekote e e letlelesegang ka fa molaong. Dipampiri tsa dituelo di tshwanetse go bewa mo faeleng e e faphegileng. Molao ga o tlhalose gore di tshwanetse go bewa ga lebaka le le kae, o tlhalosa fela gore di tshwanetse tsa nna teng go tlhatlhabiwa ke modiredi wa ofisi ya tsa khiro.

Tlhaloso ya Ditiro

Tiro nngwe le nngwe mo kgwebong ya gago kgotsa mo lekgotlaneng e tshwanetse ya nna le tlhaloso ya ka fa e dirwang ka teng mo go tseneletseng. E tshwanetse ya akaretsa:

- Leina la tiro;
- Dioura tsa go dira tiro;
- Ditiro tse di tlwaelesegileng; le
- Ditiro tse di faphegileng.

Ditiro tse tsotlhe di tshwanetse gore di bo di kwadilwe ka tsela e e tletseng ebile e feletse. Go fa sekai, o seka wa kwala fela wa re “tlhokomelo”. Boemo ja se kwala ditiro tsotlhe tse di amanang le tlhokomelo ka tsela e:

- Go tlhokomela buka ya maina, direkoto tsa malatsi a boitapoloso;
- Paakanyo ya dipampiri tsa kamogelo;
- Go baya madi kwa bankeng ga tsatsi le letsatsi;
- Go duela dikoloto;
- Go amogela madi a a duelwang; le
- Go baya sentle ka tshwanelo tsotlhe tse di amanang le mokwalo, jalo, jalo.

Ka tsela e, tlhaloso ya go dira tiro e ka dirisiwa e le bontlha bongwe ja go rutuntsha ga mmogo le go nna tsela e nngwe ya go tlhatlhaba gore dilo di tsamaya sentle fa mmereki a simolola la ntlha

go dira tiro, gape ke bontlha bongwe jwa sedirisiwa se se tlhwatlhwa fa e le gore go ka nna le dikgogakgogano dingwe tse di amanang le maikarabelo a mmereki.

Tlhaloso ya ditiro ka bontsi mo maphatleng a madirelo a tsa bojanala e akaretsa ntlha e nngwe e e dirisiwang gantsinyana mo mokwalong ya gore “le ditiro tse dingwe fela tse bookamedi bo ka kopang gore di dirwe”. Se mme se akaretsa dinako tseo tse o ka nnang wa kopa modiri yo o thusang kwa kampeng, go fa sekai, gore a thuse mokgweetsi kgotsa moapei gore a thuse mmereki yo o berekang go tlhatswa dilwana. Ke fela mo dikgwebong tse di tona thata mo mmereki go ka solofelwang gore a dire fela tiro e a hiritsweng go e dira. Mo dikgwebong tse di potlana, gape mme ga ntsi thata mo makgotlaneng a di CBO, go ka hutsafatsa thata go utlwa mmereki a re “moo gone ga se tiro e ke e hiretsweng”. Moya wa go thusana ka go dira mmogo o tshwanetse wa rotloediwa.

Tlhaloso ya go dira tiro e tshwanetse ya tlhalosiwa sentle gape e ranoletswe mo puong ya Setswana kgotsa puo nngwe fela e mmereki a tlaabong a e tlhaloganyana sentle mo nakong ya fa a saena konteraka. Fa konteraka le tlhaloso ya go dira tiro di tlhamaladitswe sentle, go tshwanetse ga nna le mosupi yo o teng foo yo o tlhaloganyang diteme tsotlhe tse di tlaabong di dirisiwa le gape gore e nne ene yo o saenang dipampiri e le mosupi.

Bona ditsetlana tsa dikarolwana tsa ntlha le tsa ya bobedi tsa dikai tsa tlhaloso ya go dira tiro e e tseneletseng.

Ntlha e e Siameng ya “Dituelo tsa khiro” e e ka dirisiwang ke Lekgotlana la Tlhokomelo

Di CBO ka bontsi di amogela madi a a bonwang go ya ka dipaka (gantsi thata mo go tse di amanang le madirelo a letsomo le bojanala) mme mananeo a tsone a ditiro le one a tshwanetse a supa se. Go fa sekai, mo kgwebong ya bojanala babereki ba palo e ntsi ba ka nna ba tlhokiwa mo pakeng ya fa kgwebo e na le tiro e ntsi, mme gape go bo go ka batliwa babereki ba palo e e kwa tlase fa tiro e se ntsi. Mo seemong se, go ka nna botoka thata gore o nne le badiri fela ba ba lekanetseng, go bo go ka tlhokafala gore o hire babereki ba ba duelwang ka letsatsi kgotsa ba ba tlaa berekang fela ga nakwana go ya fela ka fa go tlaabong go tlhokafala ka teng mo tirong. Kgotsa gongwe o nne le babereki ba ba tlaa hirwang ka di konteraka tsa nako e khutshwane.

Go itlhophela ga ntlha:

Go duela babereki madi a a kwa godimo mo pakeng ya fa tiro e le ntsi, le go ba duela madi a a kwa tlase mo pakeng ya fa tiro e se ntsi.

Dipuisano:

Se mme se tlaa tlhoka gore se direlwe lenaneo le le dirwang ka kelotlhoko, kgotsa gongwe se ka tloga sa itlhokomolosa dintlha dingwe tsa molao kgotsa sa dira gore mohiri a latlhegelwe ka nngwe tsela ke dipoelo tse di mo lebaganeng, ka gore madi a a kwa tlase a dituelo a mohiri a ka a duelang ka nako e nngwe fela, ke one madi a a beilweng ka fa molaong gore e bo e le one a a ka duelwang badiri e le a a kwa tlase. Se mme se ka nna sa bereka sentle fa e le gore babereki botlhe ba duelwa ka oura. Mo nakong ya paka e e kwa tlase, fa go dira ga bone go sa tlhokiwe thata, babereki ba ka nna ba berekela dioura tse di kwa tlase, go fa sekai, dioura tse pedi go ya kwa go tse tlharo ka letsatsi go ya ka fa tiro e ba e dirang. Mo nakong ya paka e e kwa godimo, gape le ka dinako tse kgwebo e a bong e hupeditse thata ke tiro, ba ka nna ba kgona go amogela mo go ntsi thata – gape le gongwe madi a a duelelwang go bereka kwa morago ga nako. Se sone mme ga se se se ka ikgethelwang fa e le gore kgwebo e mo lefelong le le kgakala le motse, go fa sekai, kwa kampeng ya boSafari.

Go itlhophela ga bedi:

Go hira babereki ba nako e khutshwane fela ka gore tiro ea bo e dirwa mo pakeng e mo go yone tiro ea bong e le ntsi e ka nna ntlha e nngwe e e siameng thata gore e dirwe. Babereki ba, ba ka nna ba hiriwa fela ba hirelwa yone nako ya go dira tiro e e lekanang le tsone dikgweedi tse go bereka ga bone go tlaabong go tlhokafala ka teng, mme go na le ntlha ya go ka dira koketso fa e le gore se mme go ka tlhokafala gore se dirwe. Palo e e tlaabong e beilwe e le ya babereki ba ba hiritsweng ruri e tlaa hirwa e le ga nako e e sa tlhalosiwang (e le ba sennela ruri) ka konteraka. Ba mme e tlaabo e le ba ba palonyana fela ba ba tlaa salang gone mo lefelong la madirelo fa babereki ba nakwana ba sena go tsamaya.

Dipuisano:

Ka kwa ntlheng e nngwe, babereki ba ba hirwang fela ga nako e khutshwane gantsi ga ba a siamela madirelo a mofuta o, ka gore bao ea bo e le batho ba o ba bitsang fela fa o ba tlhoka, mme gantsinyana ka dituelo tse di kwa godimo go na le tsa babereki ba ba tlwaelesegileng. Babereki ba ba hirwang ba sa bereke mo dinakong tse di tletseng ga ba na konteraka ya khiro, le fa e le yone tota melawana ya go dira tiro, gape le gone go ba tlhokomela go netefatsa gore melawana e salwa morago ga mmogo le gone gore ba ba ba fang dithuso le bone ba kgotsafalela tiro ya bone, le gone go ka nna ga nna bokete fela thata. Go dira thutuntsho le gone e ka nna kgang mo seemong se. A o ka kgona go rutuntsha babereki ba ba sa berekeng mo nakong e e tletseng, ga mmogo le ba ba tlaa dirang mo lebakeng le le lee ka nako tsotlhe, mme e bo e re go tloga foo o bo o ka nna wa nna le kgonagalo ya gore ba go latlhegele ka go ya go batla ditiro go sele?

Babereki ba ba sa direng mo Nakong e e tletseng / Go Hira ga Letsatsi

Se se botlhokwa thata fela go se itse ka babereki ba ba berekang ka go duelwa ka letsatsi, ke gore ba tshwanetse ba fiwa tiro fela go e dira mo malatsing a a kwa tlase ga boraro (kgotsa dioura di le masome a mabedi le bobedi le sephatlo (22 1/2 hours)) ka beke, le gape e le mo lebakeng le le kwa tlase ga dikgwedi di le lesome le bobedi (less than 12 months). Kwa morago ga dikgwedi tse di lesome le bobedi, go tlaabo go tsewa gore ka kitso ya mokgwa le molao ba tshwanete go tsewa fela gore jaanong ba hiritswe ruri.

Bahiri ba bangwe ba a tle ba leke go baya babereki fela mo seemong sa go bereka ba sa hirelwa ruri, ba dumela gore ka tsela eo ga go tlhokafale ka fa molaong gore ba neele babereki ba ditshwanelo tsa go nna le malatsi a boitapoloso. Se mme sone, ga se nnete.

Babereki Ba Nako e Khutshwane

Se mme sone ga go lebege e le mogopolo o o tlhokomelwang thata mo melaong ya khiro le fa ntswa go itsege fela sentle mo Botswana gore ke tiro e e duelwang "fa tiro e sena go wediwa". Lekgotla la ba tsa khiro le tsaya gore babereki ba ba berekang ka nakwana le bone ba tshwana fela le babereki bangwe le bangwe kwa ntle fela ga gore ba a bo ba hiretswe go dira tiro e go lemogilweng gore ea bo e tlhokafala – e seng ga nako e e beilweng.

Go botlhokwa fela thata mo maemong otlhe gore go tlhalosiwe sentle ka botlalo (ka mokwalo) maemo a tota babereki bao ba hirilweng ba le mo go one. Se mme se tshwanetse sa tlhalosediswa mmereki mongwe le mongwe sentle go utlwala ka gore ba a bo ba hirilwe mme ka jalo o tshwanelwa ke gore basupi ba gago ba nne teng.

Baemedi ba Babereki

Fa e le gore babereki botlhe ba o ba hirileng ba feta palo ya batho e e ka tshwarang lesome, e ka nna mogopolo o montle thata gore babereki ba rotloediwe gore ba itlhophela motho yo o tlaa nnang moemedi/mmuedi wa bone (Staff Representative). Motho yo mme o tshwanetse gore a tlhaloseduwe a ba a rutwe thata ka dikonteraka tse di amanang le khiro, melao ya go dira tiro le tlhaloso ya gore ditiro di tshwanetse tsa dirwa jang. Ene e le mme kgotsa rre o tlaa thusa gore a dire tlhaloso ya dintlha tse tsotlhe a di tlhalosetsa babereki le gape gore a kgone go bonana le go buisana le bahiri ba babereki fa go na le dikgang dingwe tse di amang babereki kgotsa e le tsa dingongorego.

- Babereki ba tshwanelwa ke go itse ditselana tsa ka fa ba ka ipegang kgotsa ba ikuela ka teng;
- Mookamedi wa bone ke mang?
- Ba itsese mang fa ba lwala?
- Ba bona mang fa ba batla malatsi a boitapoloso?
- Ba ka dira jang fa ba na le potso kgotsa ngongorego ka dituelo tsa bone, jalo, jalo?

Baemedi ba babereki ga ba duelelwe go dira tiro e ya go emela batho gape ga ba na taolo epe mo babereking, ka jalo, ga se mogopolo o o siameng gore ba itsege ka go bidiwa gore ke "Batlhokomedi ba Babereki". Maemo a a ntseng jaana a ka nna a tliša tsietsego ya gore tota ba tshwanelwa ke go tsamaisa jang tiro ya bone.

Lephatla la tsa Pereko fa e le Sedirisiwa

Go ya ka kitso ya rona, Lephatlala la tsa pereko ka nako tsotlhe le a batla gore le ka etela mafelo a madirelo ga mmogo le gore ba tle ba kgone go araba dipotso tse di ka bong di le teng, di tswa mo bahiring kgotsa mo go bone babereki. Ga ba nke ba ema mo letlhakoreng la motho ope fela mme gape ba tshwanetse gore ba dirisiwe jaaka lekalana le le tlišang dintlha tsa dikgang tse di botlhokwa di amana le tse di latelang tse:

- Maemo a go dira tiro;
- Dikonteraka;
- Ditsela tsa go dira madi a dituelo;
- Dinako tsa go dira dituelo;
- Madi a a ka letlelelwang go kgaolwa mo dituelong;
- Malatsi a boitapoloso; le
- Dingongorego.

Ba ka kgona go bonwa ka nako e nngwe le e nngwe mabapi le dingongorego dingwe fela tse di leng teng kgotsa dikopo tsa go tlhalosediswa dilo dingwe. Mafelo a ba ka bonwang kwa go one, e le a diofisi tsa bone tse ditona ga mmogo le a diofisi tsa dikgaolo tsa ba lephatlala tsa pereko a kwadilwe sentle ka go tlhomaganngwa ka mokwalo mo karolwaneng ya bone (annex 4).

Dikonteraka

Dikonteraka di ka nna tsa dirwa ka puo ya molomo fela, tsa akanyediwa kgotsa tsa dirwa ka mokwalo. Go gakololwa gore go dirwe konteraka e e baakantsweng e le ya mokwalo, le fa e ka tswa e le ya babereki ba ba sa itseng go bala. Mo maemong a mofuta o, go botlhokwa fela thata gore go salwe morago melawana e e tlhalositsweng fa godimo fale mabapi le tlhaloso le go nna teng ga basupi.

Fela fa konteraka e sena go baakanngwa, e isiwa kwa go ba ofisi ya lephatlala tsa pereko ba ba gaufi le wena o bo o ba kopa gore ba go e le balebele gore a e siame sentle ka fa mokgweng. Ba tlaa go itsise fa e le gore melawana ya gago e o e kwadileng e tsamaelana sentle le melao ya tsa pereko ya lefatshe la Botswana.

Bona sekai se se dirilweng e le sa setshwano sa konteraka mo karolwaneng ya bone le ya borataro (annex 4 le annex 6).

Go hira babereki ba e seng ba lefatshe leno

Di CBO ka bo ntsi di hira mookamedi yo o tswang ka kwa ntle ga lefatshe la Botswana. Motho yo mme ka jalo o tlaa tshwanelwa ke gore a nne le pampiri ya go bereka e le ya tetla ya go berekela mo lefatscheng leno, e e tswang kwa go ba lephatlala tsa pereko, ga mmogo le pampiri e nngwe ya tetla ya gore mmereki yo o tswang ka kwa ntle ga lefatshe leno oa dumelelwa gore o ka nna mono, e tswa kwa go ba lephatlala la mesepele. Mme go ikopela tse, dikopo di tshwanetse tsa dirwa fa mmereki yo a sa ntse a le ka kwa ntle ga lefatshe la Botswana. Go na le tiro e ntsi thata e e dirwang e le ya mokwalo wa dipampiri o o amanang le se, mme ka jalo gantsi go botlhokwa thata gore lekgotlana la CBO le duele moitseanape yo o itseng go dira tiro e, gore a kgone go ba tseela tsone dipampiri tse tsa di tetla. Se mme sone se ka lopa madi a ka tshwarang diPula di le lesome le botlhano (P1500.00).

Konteraka ya mookamedi ga ntsi e tlhalosa gore fa e ka re gongwe ene e le rre kgotsa mme, o ka tlogela tiro mo dikgweding tsa ntlha tse di lesome le bobedi tsa go hirwa ga gagwe, madi a a duetsweng mo boemong ja gagwe e le a go dira pampiri e ya tetla ya go hirwa ga gagwe, a tlaa tshwanelwa ke gore a duelwe ke ene. Go ka nna ga tsaya nako e telele thata gore go kgonwe go bonwa pampiri ya tetla ya go bereka, fa e direlwa motho yo o tswang ka kwa ntle ga lefatshe leno. Fa e le gore letlhoko la gago ke le le bofefo thata, o ka nna wa ikopela pampiri ya tetla ya pereko ya tshoganetso, e e tlaa letlelelang gore khiro e nne ya lebaka la dikgwedi di le thataro. E mme yone ga e kgone go shafadiwa fa e fela mme fa e le gore go ntse go a tlhokafala ka lebaka la letlhoko le le teng, mohiri o tlaa tshwanelwa ke gore a dire mokwalo wa go ikopela pampiri ya tetla ya go bereka e e dirisiwang ke mongwe le mongwe e direlwa ene mmereki yoo.

Ba lephatlala tsa pereko ba tlaa tshwanelwa ke gore ba lemotshiwe ba bo ba nne le tumelo ya gore, motho wa mofuta oo yo o eletsang go mo hira, o na le kitso e e lebanyeng ga mmogo le bokgoni ja go dira tiro jo bo batlelwang one maemo ao a tiro, gape le gore ga gona ope motho yo mongwe yo e leng monggae yo o teng, yo o ka kgonang go dira tiro yone ya maemo ao. Ene e le

rre kgotsa mme o tshwanetse a amana le go dira tiro ya go ruta monggae go dira tiro eo gore e tle e re fa a setse a tsamaya, a ba a ka kgona go sla a dira yone tiro eo a na le kitso.

Moikopedi wa tiro o tlaa tshwanelwa ke go tlisa tse di latelang:

- Mokwalo wa dithuto tsa gagwe (tiro e a itseng go e dira le lenaneo la thutego ya gagwe);
- Dinepe tsa bukana ya mosepele;
- Meriti e e tlhomamisitsweng ka fa molaong ya bukana ya mosepele; le
- Meriti e e tlhomamisitsweng ya dithuto tsotlhe tsa ditlanka tsa gagwe tsa thuto, jalo, jalo,

Mohiri o tlaa tshwanelwa ke go tlisa tse di latelang:

- Lokwalo le le tlatlang ebile le rurifatsa lokwalo la moikopedi la go ikopela tiro, ba tlhalosa ka botlalo letlhoko la go re ke eng ba tshwanelwa ke go hira motswakwa mo maemong ao, le gape go tlhalosa gore go tlaa dirwa thutuntsho ya mofuta ofe, kgotsa go hirwa ga motho yo o tlaabong a bereka le ene motswakwa yo, go netefatsa gore bokgoni ja gagwe bo tlaa kgona go fetisediwa mo bathong ba lefatshe leno; le
- Madi a tuelo a a tshwarang diPula di le lesome le botlhano (P1500.00).

Nako ya tekeletso

Konteraka ya tiro e tshwanetse ya tlhalosa gore nako ya tekeletso ya go dira tiro e tlaa nna ya lebaka le le kae. E ka nna ya nna ya boleele ja dikgwedi di le thataro. Makgotlana a tlhokomelo ka bontsi a itlwaeditse go dirisa lebaka la dikgwedi di le thataro e le yone nako e e tsewang go dira tekeletso.

Nako ya tekeletso e direletswe gore e kgone go fa mohiri ga mmgo le ene mohiriwa, sebaka sa go bona gore ba na le bokgoni jo bo lekanetseng bo le kae go dira tiro eo, gape le gore yone tiro ka bo yone e ba siametse go le kae. Batho ba bangwe ba duela madi a dituelo a a kwa tlase, fa mmereki a santse a le mo nakong ya tekeletso mme ba bo ba tloga ba a oketsa fa ba sena go ntsha tetla ya gore jaanong ke babereki ba ba hiretsweng ruri. Se sone mme ga se se tlhokafalang, go ya ka melao e e amanang le tsa khiri.

Kitsiso ya go fela ga nako ya tekeletso

Nngwe ya dikgaolo tse di CBO o fitlhelang gantsinyana di le motlhofo mo go yone, ke gore fela fa motho a sena go bona tiro le lekgotlana la CBO, ba lekalana la bookamedi kgotsa ba Lekgotlana la Tlhokomelo, ba simolola jaanong gore ba nne le maikutlo a gore motho yoo a nnele ruri mo go yone tiro eo. Lekgotlana la CBO le tshwanetse gore le dire ditshwetso tse di amanang le kgwebo. Le fa ntswa gantsi mo dikgannyeng di le mmalwa, madi a bone a kamogelo ba a "neelwa" ka bo bone, ba ntse gape ba na le maikarabelo mo malokong a bone gore ba kgone go dirisa madi a bone ka tsela e e lebiwang e le ya go dira kgwebo e e tlaa solegelang molemo thata maloko otlhe a bone. Fa e le gore mmereki ga a kake a kgona go dira tiro, kgotsa a sa bereke mo go kgotsofatsang sentle, ene e le rre kgotsa mme, ga a tshwanela fela go tlogelwa fela a ntse a le foo. Kgotsa gongwe, a ne a ka nna a kgona go dira tiro e nngwe e sele sentle. Go tla kwa bokhutlong ga nako ya tekeletso ke yone nako ya gore tsone ditshwetso tse di bokete tse, di tshwanelwe ke go dirwa. Mo nakong ya tekeletso, mohiri kgotsa mohiriwa o tshwanelwa fela ke go ntsha kitsiso ya go batla go tlogela tiro mo malatsing a le lesome le bone. Ga go tlhokafale gore a ntshe mabaka a gore ke eng a dira jalo. Molao wa khiri o tlhalosa gore "konteraka go tlaa tsewa gore e fedisitswe fa go na le mabaka a a utlwalang, le gape gore mohiri kgotsa mohiriwa ga go tlhokafale gore ope mo go bone o ka ntsha ape mabaka a a amanang le seo fa go ntse jalo"

Go dirisiwa ka tsela e e siameng ga tshekatsheko ya ka fa babereki ba dirang ka teng mo go dirwang kgwedi le kgwedi, go tlaa kgona go lemotsa botlhe batlhokomedi ba tsamaiso ya tiro ga mmogo le ene mmereki, fa e le gore go ka tlhaga mathata mangwe, pele ga ba ka tloga ba iphitlhela ba tshoganyeditse ke bokhutlo ja nako ya tekeletso.

Tshekatsheko ya Badiri / Go dira tiro sentle

Ke mogopolo o o siameng thata gore go dirwe tshekatsheko ya kgwedi le kgwedi mo badiring ba ba hirilweng. Se sone mme se pateletsa mohiri gore a kgone go lebelela ka fa go dirwang tiro ka teng ga mmogo le maitshwaro a mongwe le mongwe wa badiri ka nako tsotlhe, le gape gore go kgonwe go letlelelwa mmereki gore a kgone go itse fela thata go feletse ka fa ene e le rre kgotsa mme a dirang ka teng mo tirong. Ke didirisiwa tse di siameng thata tse di itebaganyang thata le ka fa tiro e tsamaisiwang ka teng ke mmereki mongwe le mongwe, gape di direletswe gore di

thuse go tloka fatsa seemo sa maitsholo, le go dira tiro ka tsela e e siameng – e seng fela gore go ka nna le go ntsha tebogo kgotsa kotlhao. Pampiri ya tshekatsheko e ka akaretsa dintlha tse di latelang:

- Leina la mmereki;
- Maemo a gagwe (tiro);
- Letsatsi;

Mme le go fa matshwao a tshekatsheko (gantsi a dirwa ka fa tlase ga a a siameng, a a siameng kgotsa kwa godimo ga a a siameng) a tshwaiwa mo go tse di latelang:

- Go tla ka nako;
- Go itlama go thusa;
- Maitseo;
- Boikanyego;
- Tirisano mmogo le babereki ba bangwe;
- Go ipela mo tirong;
- Go ipela ka go lebega sentle;
- Matlhagatlhaga;
- Maemo a a kwa godimo a tiro; le
- Botswere ja go dira tiro.

E tshwanetse gape ya akaretsa ntlha ya dikarolo tse di tlhokafalang tsa gore go nne le maiteko a go nna le seemo sa go itlhabolola. Se mme se tlaa lebelelwa gape mo nakong e nngwe e e tlang ya tshekatsheko go bona gore a mmereki o ne a dira maiteko a go leka go itlhabolola.

Ditshhekatsheko tse di dirwa ka paakanyo ya bagolwane ba ba tsamaisang tiro mme gape di tshwanelwa ke gore di buisanngwe le mmereki mongwe le mongwe go tloga foo di bo di bewa ka pabalelo mo faeleng ya bone ya tiro.

Kwa bofelong ja nako ya tekeletso, e e kabong e le ya dikgwedi tse tlharo kgotsa tse thataro, ditshhekatsheko tse di tlaa tshwanelwa ke go lebelelwa gape, mme ka jalo di ka nna ya nna tsone tse di dirang tshimologo ya go tsaya tshwetso ya go hirela mmereki ruri, kgotsa go emisa go mo hira gotlhelele.

Thutuntsho

Fa go baakanyediwa thutuntsho o tshwanetse wa gakologelwa gore batho mo Botswana ga ba ke ba omaomisa go tlogela tiro ba ya go batla e nngwe go sele. Ka lone lebaka le, o tshwanetse wa rutuntsha palo e ntsi ya batho go na le e tota o e tlhokang. Go fa sekai, fa e le gore o rulaganyetsa thutuntsho ya batlhokomedi ba ditafole, ke eng o sa e dire gore e nne thuto ya batho ba ba ka tshwarang palo ya borobabobedi kgotsa lesome? Eeh, bangwe ba bone ba tlaa tsamaya ba ya go batla ditiro go sele, mme gone gape go a thusa gore maloko a gago a nne le bokgoni jo bongwe, jo go ka nnang ga tsewa e le tsela e nngwe ya go direla morafe dithuso. Oa bo o nonotsha o bo o o fa morafe wa gago kgololesego ya go itirela. Gape o oketsa “ntsifalo” ya babereki ba ba nang le bokgoni le kitso e o ka kgonang go e dirisa fa phatlha ya tiro e nna teng.

Ditsamaiso tsa go dira tiro

Tse tsone ke ditsamaiso le melawana tse mohiri a nang le tsone gore a kgone go di dirisa go kgona go laola batho ba a ba hirileng. Dikatsi tse dingwe tse di fiwang fa godimo ga tse di ntseng di le teng, dinako tsa go dira tiro, mokgwa wa go dira tiro, dikitsi tse di tshwanang, ditsamaiso mabapi le bonno le mophako jalo, jalo. Tsotlhe di tlaa tlhalosiwa gone fa. Kwa tshimologong ya ngwaga mongwe le mongwe wa tiro, go tshwanelwa ke gore go tshwarwe phuthago mme melawana e yotlhe e bo e tlhalosiwa mo go tseneletseng e tlhalosetswa babereki botlhe. Moemedi wa babereki o tshwanetse a nna ka nako tsotlhe a na le kitso e e tletseng mabapi le ditsamaiso tsa go dira tiro.

O seka wa emela gore o nne le bothata pele kgotsa ngongorego gore e tle e nne gone o ka kgonang go tlhalosetsa babereki ba gago dilo. Go na le gore batho ba utlwe dilo tse di ntsi tse di senang boammaarui le ketsaetsego mabapi le melao ya pereko, gape mme babereki ka bontsi ba na le go batla tlhaloso e e tswang kwa go ba malwapa a bone kgotsa babereki ba bangwe ba ba ka tswang mme ba sa itse karabo e e leng yone tota e e tlhamaletseng.

Sekao sa dintlha tsa melawana ya go dira tiro se se tlaa ngaparediawang mo konterakeng, se ka bonwa ka fa tlase ga karolwana ya botlhano (annex 5).

Mokgwa wa go itshola sentle

Sedirisiwa se sengwe se se botlhokwa thata se se dirisiwang go thusa gore go nne le tirisanommogo e e siameng mo gare ga babereki ba gago, ke go tlhoma ntlha e e amang mokgwa wa go itshola sentle. Se mme sone se tlaa farologana go ya ka mofuta mongwe le mongwe wa kgwebo, mme legale se tlaa akaretsa dilo tse di tshwanang le tse di latelang tse:

- Go tlotla se e leng dilwana tsa batho ba bangwe;
- Maitseo fa gare ga badira mmogo;
- Tlotlo ya bagolwane ba baokamedi;
- Melao ya dinako tsa dijo;
- Go thibela tlhaolele gotlhelele; le
- Tsamaiso e e kगतलhanong le kgogontsho ka go sukura batho mo go seng ka fa mokgweng e le ga go ba batla dikobo.

Ditsamaiso tse di tshwanetse tsa tlhomiwa ke bone babereki ka bo bone, gantsi thata go dirwa ka thutopuisano e e dirwang e akaretsa mongwe le mongwe, gore ba tle ba ntshe seabe sa bone. Ba ka nna gape ba akaretsa melawana ya gore bagolwane ba bone ba tsa botsamaisi ba tshwanelwa jang ke go dira leano la go buisana le babereki fa go na le dingwe dikgang.

Bolwetse ja nako e telele

Ga gona sepe mo molaong wa tsa pereko se se buang ka ga go ntsha motho mo tirong ka mabaka a a amanang botsogo jo bo sa iketlang, mme legale se sone ke bothata jo bo lebaganeng le bahiri mo makgethong a le mantsi thata mo malatsing ano ka lebaka la go gola ga malwetse a a amanang le mogare o o sa jeseng di welang wa HIV/AIDS, ga mmogo le malwetse mangwe a a amanang le one.

Tsamaiso ya tlwaelo ke go letlelela mmereki gore a kgone go dirisa malatsi otlhe a gagwe a go itapolosa a a letlelelwang fa a lwala, go tswa foo o ka ba letlelela nako e e okeditsweng ya malatsi a go itapolosa mme o sa ba duele madi ape a kamogelo a kgwedi (gongwe mo lebakeng la dikgwedi di le pedi). Mme mo go yone nako e, ba tlaa tshwanelwa ke go nna ba itsise mohiri wa bone mabapi le seemo sa bone le gore gape kwa morago ga yone nako e ba ka nna ba tshwanelwa ke go ya go bona ngaka ya tsa botsogo e e tlaabong e tlhophilwe ke mohiri wa bone. Fa e le gore ngaka e e ka lemoga gore mmereki o lebega a santse a tlaa nna a sa tsoga fela mme ka jalo a sa tshwanela go ka namo a boetse kwa tirong ga lebaka le gongwe le ka tshwarang kgwedi e le nngwefela gape, mohiri o ka nna a tlelwa ke mogopolo wa gore a mo ntshe mo tirong ka go fedisa konteraka ya gagwe ya tiro. Go botlhokwa thata gore go nne le tsetla e e tlhalosang ka ga se e e tshwanelwang ke gore e bo e kwadilwe mo teng ga konteraka ya tiro. O tshwanetse wa nna kelotlhoko thata gore go seka ga lebaga jaaka o ka re o na le kgethololo kgathanong le mmereki mongwe ka lebaka la bolwetse jo a bo lwalang, go fa sekai, ga o kake wa koba motho mo tirong fela ka gore ba na le bolwetse ja mogare wa HIV/AIDS, kgotsa ka gore ba bolawa ke T.B. O ka nna wa phimola konteraka ya bone fa e le gore ga ba kgone go bereka mme le wena o setse o kile wa ba neela sebaka se se leele le gape o tsere pele le yone kgakololo e e tswang mo ngakeng ya tsa botsogo.

Go Itlhatlhobela Botsogo

Babereki ba ba berekang tiro e e ba tlamang gore ba bo ka nako tsotlhe ba amana le go tshwara dijo go a tlhokafala gore ba ye go itlhatlhobela botsogo ja bone mabapi le malwetse a a ka tshelanwang go tswa mo mothong yo mongwe go ya kwa go yo mongwe mo lebakeng la dikgwedi dingwe le dingwe tse di thataro. Se mme se ba tlama gore ba etele kokelo e e gaufi le bone kgotsa lefelo lengwe fela le le ka kgonang go ba thusa go dira ditlhatlhobo tse. Ba tlaa tshwanelwa ke go ikopela nako ya gore ba kgone go etela lefelo la botsogo, mme kwa morago ga moo ba tlaa neelwa mokwalo wa tse di tlaa tlhokafalang gore ba tle le tsone ko lefelong leo la botsogo. Itlhatlhobo e e dirwa ka tsela e e tseneletseng thata mme e tsaya letsatsi lotlhe go dirwa. O tlaa tshwanelwa ke go neela babereki ba gago sebaka sa gore ba kgone go ya go dira ditlhatlhobo tse le gape go ba neela madi a sepalamo ga mmogo le a dijo. Babereki ba ba tlaa fitlhelwang ba lwala mangwe a malwetse a ba tlaa tshwanelwa ke go sutisiwa mo tirong ya bone ya go tshwara dijo go fitlhelela

ba lephatla la tsa botsogo ba tlhalosa gape gore jaanong ba siame ba ka kgona go boela mo tirong ya bone ya pele.

Go Sukurwa ka go Batliwa Dikobo

Se le sone gape ga se a a akarediwa mo melaong ya khiro le fa ntswa fa gongwe e nna nngwe ya dikgang tse di atlang di tlhage. E bua ka go patleletsa mmereki go tlhakanela dikobo le mohiri wa gagwe kgotsa moeteledipele wa gagwe mo tirong, ka lebaka la go nna le letshogo la gore gongwe o ka tloga a latlhelgwa ke tiro kgotsa gongwe a otlhaiwa ka nngwe tsela mo tirong. Mme fa gongwe e ka raya fela go dirwa e le ka mafoko mangwe a kakgelo kgotsa metlae e e ka dirwang kgotsa ya buiwa ka ga badiri mo tirong ba ba nang le kamano ya go tlhakanela dikobo, e e leng gore bone e le borre kgotsa bomme ga e ba tseye sentle ka nngwe tsela. Se sone mme ke maitshwaro a a sa letlelesegeng mme makgotlana a mangwe a setse ka lebaka le ba akaretsa melawana e e kgatlhanong le mokgwa o o ntseng jaana mo dikonterakeng tsa bone kgotsa mo melaong ya bone ya go dira ditiro.

Bojalwa, Ditagi le go goga motsoko

Molao o o amanang le go nwa bojalwa le ditagi gape le go goga motsoko mo pele ga baeng go tlhokafala gore o tlhalosiwe sentle ka fa tshwanelong. Dikgwebo ka bontsi di kganela gotlhelele go nwa bojalwa le go dirisa ditagi mo mafelong a madirelo a dikompone fa go theogetswe kgotsa le fa go setse go chaisitswe. Mme legale ba madirelo a disafari ga mmogo le ba makalana a mangwe a madirelo a a tlamelang baeng tota mme bone ba na le maemo a a faphegileng a mo go one mmereki a tshwanelwang ke go nna le kamano ya go itisa le baeng. Dikonteraka kgotsa melao ya go dira ditiro di tshwanelwa ke gore di ntshe tlhaloso mabapi le dilo tsotlhe tse go solofelwang gore di ka dirwa di amana le melao e e tlwaelesegileng. Go fa sekai:
“ Go nwa bojalwa mo lefelong la kgwebo ga go letlelelwe fa e se fela mo seemong sa fa bagolwane ba ba okametseng kgwebo ga mmogo le bakaedi ba baeng go solofelwang gore ba tlhakanela nako ya go ja dijo le baeng. Go nwa moo mme ka nako eo, go tshwanelwa ke gore e bo e le mo go lekanetseng.”

O gakologelwe gore mmereki mongwe le mongwe yo o ka tagiwang a le mo tirong o ka nna a iphitlhela a latlhegetswe ke tiro fela gone foo.

Thuso ka tsa Botsogo

Ga gona epe ntlha ya molao e e letlelelang mohiri gore a thuse babereki ba gagwe ka dithuso tse di amanang le botsogo (itshereletso ya tsa botsogo) mo babereking. Legale, le fa go ntse jalo, go na le tsamaiso e e tlwaelesegileng e ga ntsi e dirwang ke mohiri, a duela bontlha bongwe ja ditshenyegelo, e le bontlha ja madi a kamogelo a a duelwang babereki ba batswakwa – ga ntsi thata mo babereking ba ba hirwang ke dikompone tsa disafari. Se mme sone se tlaa lopa kompone ya gago madi a a fa gare ga diPula tse di makgolo a mabedi (P200) le makgolo a maratara (P600) ka kgwedi, go tswa mo seemong sa tshireletso e go dumelanweng ka yone.

Tuelo ya Babereki fa ba Golafetse

Molao wa re mmereki mongwe le mongwe o tshwanetse a sirelediwa ka fa tlase ga ditsamaiso tsa madi a a duelwang babereki fa ba golafetse. Se mme sone ke tshireletso e e dirwang ke mohiri fa e le gore mmereki o ka iphitlhela a golafetse mo tirong kgotsa mo tseleng a ya kana a tswakwa tirong. Ditshwanelo tse di akaretsa ditshenyegelo tsa ba bongaka ga mmogo le tatlhegelo ya go sa kgoneng go bona madi a kamogelo a tiro. Madi a a duelwang a le palo ntsi fa gongwe a duelelwa dikgolagalo tse di tshwanang le jaaka go kgaoga maoto kgotsa matsogo kgotsa go golafala mo o ka sekang wa tlhola o kgona go dira gotlhelele (o sa tlhole o ka kgona go ka bereka gape).

Madi a a ntshiwang (Ka kgwedi kgotsa a duelwa ngwaga le ngwaga) a duelwa a neelwa kompone ya tshireletso kgotsa a neelwa moemedi kgotsa yo o dirisanyang ebile a emetse kompone ya itshereletso. Madi a a balwa go lebeleletse madi a a amogelwang ka kgwedi. Ka jalo fa e le gore dikamogelo tsa gago di kwa godimo, tuelo ya dikatso tsa gago tsa go golafala o le mo tirong le yone e tlaa ya kwa godimo. Go fa sekai, fa e le gore lekgotlana la CBO le duela madi a a tshwarang diPula di le P13,000.00 ka kgwedi e le a kamogelo, le tlaa duela diPula di le P156,000.00 mo ngwageng e le a kamogelo. Ba tlaa tshwanelwa ke go duela madi a a ka nnang a

tshwara diPula di le P2652.00 (go balelwa le 10% ya VAT) e le a dikatso tsa dikgolafalo ngwaga le ngwaga.

Lekgotlana le lengwe la CBO le le duelang diPula di le P32,000.00 ka kgwedi e le madi a kamogelo, le tlaa tshwanelwa ke go duela diPula di le P384,000.00 ka ngwaga. Ba tlaa tshwanelwa ke go duela diPula di le P6258.00 (go balelwa le VAT) e le madi a amanang le go golafala mo tirong.

Bontlha ja madi a a duelwang ke sephatlo sa madi otlhe a dituelo tsa kamogelo a a duelwang ngwaga le ngwaga. Se mme sone se ka nna sa wela kwa tlase ka go nna 1.3% mo modiring yo o berekelang mo ofising mme gape se bo se gola go ya kwa go 1.7% mo go ba “ba ka nnang mo diphatseng” ka maemo a ditiro tsa bone tse ba di dirang jaaka ba ba kgweetsang mokoro kgotsa ba ba kaelang mo dikomponeng tsa disafari (tuelo e e kwa godimo e e ne ya dirisiwa mo dikaing tse di fa godimo). Ba lephatla la tsa pereko ba tlaa batla go bona setlankana sa gago sa itshereletso se se amanang le dituelo tsa badiri fa ba golafetse mme le gape ba ka nna ba batla go tlhotlhomisa gore a madi a a kwadilweng foo ga a a fokodiwa ka tsela epe. Ba tlaa bona gore tota ba dire ditlhotlhomiso mo bukeng ya gago e o kwalelang dituelo tsa badiri mo go yone fa e le gore kopo ya go duelwa e ya dirwa gore ba tle ba kgone go netefatsa gore madi a a tlhokang gore a duelwe e le a kamogelo a mme tota a tshwana le one a a ntseng a amogelwa ke mmereki.

Botlhokwa ja go Buisana

Go botlhokwa fela thata go nna o buisana le babereki ba gago. E seng fela gore o netefatse gore ba tlhaloganyana sentle ka botlalo maemo a ba tshwanelwang ke go dira tiro ka one, dikontereka tsa bone le tsone ga mmogo le tlhaloso ya bone ya gore go dirwa ditiro, o tshwanetse le yone o netefatse gore ba a e tlhaloganyana ka fa o ba e tlhalosetsang ka teng. Peleta tlhaloso ya gago!

Go fa sekai, fa e le gore modiri o tlakwa go wena a go raya a re oa lwala, o ka nna wa ba raya wa re ba ka nna ba boela kwa lapeng kgotsa ba ya kwa kokelwaneng gore ba tle ba bone kalafi. O tshwanetse go tloga foo wa tlhalosa gore a mme ba tlaa duelwa kgotsa ga ba na go duelelwa nako eo e ba tlaabong ba seyo ka yone mo tirong. Ka mokgwa o o tshwanang, mongwe o ka nna a tla a go bolelela gore ba tlaabo ba seyo mo tirong, mme go tloga foo ba bo ba tshoswa ke go bona o kgaotse madi mangwe mo dituelong tsa bone a yone nako eo e nneng ba seyo mo tirong ka yone. Bone ba tlaabo ba ile ba akanya fela gore fa ba go boleletse gore ba tlaabo ba seyo, mme le wena o ile wa seka wa akgela sepe fela mabapi le gore a oa ba letlelela gore ba seka ba nna teng ka yone nako eo, le gape gore a ba tlaa nna ba ntse ba duelelwa nako eo kgotsa nnyaa. Peleta tlhaloso ya gago! O seka wa tlogela phatlha epe fela ya go tlhoka gore o tlhaloganngwe sentle le gape o leke gore o nne le mosupi yo o ikanyegang yoo o ka kgonang go go supela mo go tsone dipuisano tse.

Publications available from the CBNRM Support Programme

- **CBNRM workshop and conference proceedings:**

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2. L. Cassidy and M. Madzwamuse (Eds). 1999. Enterprise Development and Community Based Natural Resources Management in Botswana. Report of Workshop Proceedings. Maun, Botswana, March 9-12 1999.
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- **CBNRM Occasional Papers:**

1. T. Gujadhur. 2000. Organisations and their approaches in Community Based Natural Resources Management in Botswana, Namibia, Zambia and Zimbabwe.
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10. J. W. Arntzen. 2003. An economic view on Wildlife Management Areas in Botswana.

11. N. Rozemeijer. 2003. CBNRM in Botswana 1989 – 2002, a select and annotated bibliography and other stories.
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13. Kutlwane Modiakgotla and Sue Sainsbury. 2003. Labour laws and Community Based Organisations in Botswana.

• **Other CBNRM-related Papers available from the CBNRM Support Programme:**

1. N. Rozemeijer (ed). 2001. Community-based Tourism in Botswana. SNV Publication.
2. P. Hancock and F. Potts. 2001. The CBNRM Services Directory for Botswana. BOCOBONET/CBNRM Support Programme Publication.
3. P. Hancock, F. Potts and R. Kupaza. 2003. The CBNRM Services Directory for Botswana. CBNRM Support Programme / BOCOBONET Publication.

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