



SOUTH SUDAN

LAND AUTHORITIES DELEGATION PAYS BHCA COURTESY CALL



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KNOW YOUR SAFETY

Organizations that abide by Safety Health and Environment norms are required to have a SHE Policy in place.

CEO TOURS OFFICE

This annual tour of offices is also an initiative by the Corporation for employees to interact with the CEO.

KNOWLEDGE VS QUALIFICATION

The valuation process is composed of precise steps a property valuer must take to complete the valuation function properly.

ALSO INSIDE

- Staff
- Meet me

The Botswana Housing Corporation invites citizens and majority citizen owned companies to apply to purchase properties from our new project at Thema...

...the panoramic view of lobatse

PROPERTY INVESTMENT OPPORTUNITIES AVAILABLE IN LOBATSE, THEMA 2



Front View of Typical High Income House



Spacious Living



Open Plan Kitchen / Dining



Built in wardrobe



Modern furnishings



PROPERTY FACTS

- Only 20 houses available
- Total floor area – 170m²
- Ideal location on the foot of a hill in Thema 2, Lobatse
- Specifies three bedrooms high income houses with master ensuite
- Plot size ranges – 894m² – 1332m²
- Modern finishes i.e. porcelain floor tiles, ceramic wall tiles, terrazzo, shower
- Fitted kitchen with granite counter tops
- Motorized garage
- Partially paved
- Self contained detached servants quarter
- Price Range: P1,168,160.00 – P1,192,800.00



Detached servants quarter at rear of plot



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MEET ME



SOUTH SUDAN LAND AUTHORITIES DELEGATION PAYS BHC A COURTESY CALL

Africa's newly formed country of South Sudan, headed by President Salva Kiir is keen on fast-tracking development of its human resources and restoring life to normalcy following decades of devastating civil wars.

Part of the deal is to ensure that the land is developed to match the picturesque of any modern city, with much emphasis on providing decent accommodation to its citizenry.



Delegates from South Sudan introducing themselves

The revelation was made by the National Land Commissioner in that country who led a delegation which visited Botswana on a benchmarking mission recently.

Divulging the purpose of their mission here in Botswana, Messrs. Robert Ladu Luki said that having learned about Botswana's success story in developing her citizenry, South Sudan reckoned that there is a lot to learn from this country.

"Yes we are a land of plenty mangoes, cattle and other natural resources but we cannot overlook the importance of decent accommodation the way you are executing it here in Botswana, it is attractive," said Luki.

According to Luki, one of their calling was to look at how BHC financed its developments and what the role of the central bank (Bank of Botswana) is?

"We have tried to rely on commercial banks mostly from the neighboring countries like Kenya and their interests are highly exorbitant and now this where the impediment lies."

Responding to the presentation by the South Sudan Land Commissioner, the CEO of Botswana Housing Corporation, Mr. Reginald Motswaiso acknowledged the importance of accommodation and hence revealed to Luki and his delegation that indeed BHC did not depend on government financing, hence the need to look in bond markets and elsewhere for financing.

"In your instance, I can only say that banks are businesses and for you to get reasonable deals, it depends on how you negotiate," said Motswaiso who also hinted that banks finance risk and the applicable principle "is that the higher the risk, the more you should expect to pay.



On a tour of Phakalane housing development

This, Mr. Motswaiso said perhaps cued by the history of the country which has emerged from civil wars.

Furthermore, Mr. Motswaiso urged the visitors to copy BHC's manner of doing things in a transparently and also be accountable.

Earlier in his presentation, the South Sudan Land Commissioner had made an impassioned appeal to the Botswana Housing Corporation to consider either investing their country or using her status to help South Sudan approach potential financiers in Africa and elsewhere.



BHC Phakalane housing development

Regarding that appeal, Mr. Motswaiso said that for BHC to invest in other countries, it will mean having to consult the relevant stakeholder i.e. and motivate on why South Sudan would be deemed an ideal investment shore. However, He promised to look into possibilities on helping South Sudan through the African Union for Housing Finance, where he sits as the incumbent President.

The visiting delegation was allotted an opportunity to tour one of BHC's latest Housing Developments in Phakalane to appreciate they type of houses the Corporation builds. The members were to later remark that our houses are such a huge investment and were nicely built.



South Sudan delegates were taken on a tour of BHC Phakalane housing development



Appreciating the house finishings

"This is impressive and the houses would even look better if they were built in South Sudan for our wives and children," said John Elia Bakindo Kuzee: one of the delegates who is also the Yambio County Commissioner and Chairman for County Land Authority.

The delegation's itinerary to Botswana was so packed and informative as they had also visited various departments within the Ministry of Lands and Housing inclusive of BHC to learn about land administration systems and housing programmes in Botswana.

**The Composition of the visiting delegation:
National level**

- 1) Robert Ladu Luki: Chairman South Sudan Land Commission

Yambio County Land Authority: Western Equatoria State

- 1) John Elia Bakindo Kuzee: Yambio County Commissioner and Chairman for County Land Authority
- 2) Godfrey Bakuaro Bangisa: Secretary for Yambio County Land Authority
- 3) Modi Philip Joshua: Land Surveyor
- 4) Wilson Peni Rikito Gbudue: Paramount Chief for Yambio County

Bor County Land Authority: Jonglei State

- 1) Lual Guet Jok Lual: Jonglei State Land and Investment Commissioner
- 2) Yohana Mayol De Pach Aok: Secretary for Bor County Land Authority
- 3) Ayen Chol Atem: Secretary for Jonglei State Working Group
- 4) John Kon Kelei: Legal Adviser for Bor County Land Authority

USAID/South Sudan Rural Land Governance Project

- 1) Charles Chavunduka: Deputy Chief of Party, USAID/South Sudan Rural Land Governance Project
- 2) John Matata: Rural Land Tenure Associate, USAID/South Sudan Rural Land Governance Project.



Appreciating one of the house types in Phakalane



Delegates leaving Phakalane housing development

Property Developer Par Excellence Hailed

As I arrive at the Lonroh Hotel in the lobby of the mini hall where goodbyes would be said to officially bid farewell the Corporation's former Deputy Chief Executive Officer, responsible for Operations, Mr. Milidzani Majingo, the mood is hard to gauge as pockets of former colleagues are scattered all over, some engrossed in their electronic gadgets, some idling away time with an assortment of drinks and just speaking in hushed voices as if discussing the possibility of the Chief Executive Officer making a surprise announcement of who would have been appointed to take the baton from Mr. Majingo.



Mr. Milidzani Majingo-former BHC Deputy CEO-Operations

The cocktail hall is so immaculately set, the lights hint through their tender glow, that the goodbyes to be shared here tonight are not easy yet imminent.

One Genevieve Gorder once observed that, ***“And the relationships that happen (say within the work place) become so intense, deep, involved and complex and really hard to say goodbye to. The hardest part of the show is saying goodbye when it’s all done. It really breaks you.”***

This proved true last Friday, May 17th, 2013 when a guard of honor formed by industry players, peers and former bosses converged to share the mammoth task of bidding farewell to the former DCEO-OP, who in His career path has worn a variety of caps, ranging from being an Executive Director, Property Manager, Acting CEO and Deputy Chief Executive Officer over and above the kudos amassed elsewhere before joining the Corporation.

The night's events directed by the Property Sales Manager, GS Baleseng were off to a humorous start when He jocularly announced that for that night even His current boss who happens to be Acting DCEO-Operations, Mr. Paul More must know that He is the boss for the night and would appreciate being hailed as such.

First to take the podium was the Chief Executive Officer, Mr. Reginald Motswaiso whose speech ploughed deep into the pain of losing the experience of a co-driver at the helm of the corporation, but remained steadfast in the comfort of knowing that Mr. Majingo leaves behind a great legacy which earned him a spot as one of the few renowned professionals in the property development fraternity in Botswana.

“Those of you who have had a chance to interact with him in his early years as a property management professional can bear testimony to the fact that Rre Majingo is well versed in property development issues in Botswana having worked both in the government and BHC,” said Mr. Motswaiso chirpily.

Over the fifteen years that he was part of the executive management at BHC, Mr. Majingo is said to have contributed selflessly towards most of the milestones and successes scored by the Corporation in pursuit of its strategic initiatives.

“Our interaction as part of the Senior Leadership Team for the Corporation demonstrated to me that he was a man with immense knowledge about property management having graduated in the field from university in his early days. His ability to articulate issues around administration of property in Botswana demonstrated to me that he was a force to reckon with,” said Mr. Motswaiso amid a softclap of hands from the floor.

Furthermore, in his speech who couldn't showering praises on the boss, who through humility went on to become a subordinate hinted that Mr. Majingo's tenure at the then Ministry of Local Government, Lands and Housing, actually helped equip him with the necessary skills and knowledge in the administration of land and issues around housing.



BHC CEO, Mr Reginald Motswaiso bidding Mr Majingo farewell.

On a lighter note, the CEO said He is happy to have had opportunity to interact with Mr. Majingo on many occasions to engage staff and appraise them on various issues affecting the Corporation.

One of those interactions is the annual end of the year functions, which we normally host for our employees in the Northern and Southern Regions where our 12 satellite offices are located.

“Over the years I have realized that Rre Majingo has a passion for people and enjoys a relaxed moment with them whenever there is an opportunity. Many would remember his love for dancing of course to appropriate melodies of his time.”

When her turn came to sing the eulogies of a professional and guru in the field of property development, the BHC-Board Chairperson started by pointing out that indeed parting is always emotional and much intense when it is a person who has played such a critical role in the growth and development of something larger than them an individual.

“I am saying this because Rre Majingo has contributed towards the development of BHC and indeed our country and in doing so helped many Batswana realize a dream of owning a home,” said Dr. Bolelang Pheko who said Mr. Majingo’s warmth has also helped many of his colleagues some of whom are sure to realize their full potential in terms of professional growth and development here at BHC.

Dr. Pheko further indicated that her first encounter with Mr. Majingo came in the mid 2000’s when she first joined the BHC Board. This was a period Mr. Majingo happened to be the Deputy CEO responsible for property development which was responsible for all internal and external project management portfolios.

The Corporation has over several times gone through critical transformation and changes to align it to the modern demands and trends in the property market. These changes were necessary in positioning the Corporation as a leader and pioneer in property development in Botswana. The Corporation has had to go through two restructuring exercises in order to position itself strategically in terms of delivery of its mandate.

According to Dr. Pheko, ***“Rre Majingo helped to instill calm and focus for those that remained part of the organization after the realignment exercise and managed change effectively to get the Corporation back on track to do what it was tasked to do.”***



A toast to Mr & Mrs Majingo by the BHC Management, Board and MLH officials.

CEO TOURS OFFICES TO UPDATE STAFF ON ISSUES AFFECTING THE CORPORATION

The Botswana Housing Corporation Chief Executive Officer, Mr. Reginald Motswaiso visited the Corporation's Offices in both the Northern and Southern Regions to update staff on issues relating to past financial year performance, challenges and the revised strategy. This annual tour of offices is also an initiative by the Corporation for employees to interact with the CEO and dialogue on issues affecting them in delivery of the Corporation's objectives.

As is the norm, the consultative meetings commenced with a report by each office highlighting performance, challenges and key activities for the upcoming financial year. The CEO's report followed and it mainly focused on the four strategic perspectives of stakeholder, financial, internal processes and learning and growth. Highlights included the Customer Satisfaction Index survey which is conducted every two years and measures perceptions by customers and staff regarding the Corporation. Results for the recent CSI survey have already been compiled and submitted to management following which they will be communicated to gain insight on where the Corporation is in relation to the biennial target of 75%. Other critical measures under the same perspective were in relation to performance in terms of number of units sold, delivered (internal and external), revenue growth and cost to income ratio, which all did not reach the set targets. A number of challenges were outlined such as that of low and delayed uptake of properties designated for sales in various areas by prospects and failure by contractors to adhere to schedule.

was delivered on time and on budget. He applauded all employees for their commitment and dedication to the successful delivery of the project. Furthermore he commended the Project Team and in particular the IT Manager, who also doubled as ERP Project Manager, Ms. Samantha Molefe for her role successfully managing the project for the Corporation, which resulted in significant cost savings that could have been spent had an external Project Manager been engaged to oversee the implementation. He urged all employees to embrace this change from an old system to make it worthwhile and improve efficiencies within the Corporation. The CEO encouraged everyone to acquaint themselves with the system as eventually it will contribute to personal and professional growth.

On the strategic review, the CEO informed staff that 2013 – 2016 Corporate Strategy has been approved by the Board. He further shared that Corporate, Divisional and Departmental scorecards have been developed while sessions to cascade began week commencing April 22nd, 2013. The cascading process will cover strategy, budget, Safety Health Environment and Quality policy and development of risk registers for departments. Lastly the CEO informed staff about the implementation of the revised organizational structure, which resulted in an additional department of Marketing and Research being introduced to assist in efforts to market the Corporation's products and services. The consultative meetings culminated in an interactive session where staff had an opportunity to seek further clarity and ask questions in relation to the brief.

Other issues which formed part of the update were concerning staff welfare issues. The Human Resource Manager, Mr Sekgele Ramahobo informed staff about developments relating to review of the remuneration system with a view to assess the current pay philosophy and make recommendations thereof. In addition he said that the Corporation will also carry out a review of the Corporation's Performance Management System after inefficiencies with the current system were identified. He shared that terms of reference to engage consultancies to do both reviews were at an advanced stage pending approval by the Management Tender Committee. The tour was officially concluded in Mahalapye on Tuesday April 23rd, 2013 and coincidentally, it was Mr. Khumoetsile Bagai's birthday who is head of station there.

NB: A comprehensive report on the interactions outlining comments, questions, issues raised and responses is currently being compiled and will be made available for all through email and the intranet. In addition individual office reports will also be availed through the intranet so that staff members can have access to information on the performance of each office.



CEO addressing BHC staff

Perhaps the critical challenge that the CEO drew attention to is in regard to the Corporation's cost to income ratio, which he said was a cause for concern and demands that we double our efforts to try and keep it below target. He however remained optimistic that with the recent review of the strategy this could be achieved. He further urged employees to put in more effort especially in house sales as they are a critical income stream for the Corporation.

In terms of the internal processes, the CEO drew attention to the vacancy rate at properties such as Mophane and Mahalapye which are experiencing a slow letting rate. Other issues still under this perspective are in regard to the number of housing units started both internally and externally, which were below target owing to challenges such as land and allocation and infrastructure issues as well as unforeseen changes in project scope and land targeted for development. In relation to maintenance, the Corporation made a significant improvement and surpassed the target of 1209 by 74 units.

On achievements, the CEO was delighted to mention that the recent implementation of the new Enterprise Resource Planning system



Employees of BHC Southern Region officers listening to the CEO's address

KNOW YOUR SAFETY



Why do we use Health and Safety Procedures to mitigate the safety risks; whose duty is it to make sure that they are being implemented



Safety, Health and Environment (SHE) discipline is concerned with protecting the safety and welfare of the workers as well as promoting a safe working environment. It also deals with protection of members of the public who are impacted by the environment.

Organizations that abide by Safety Health and Environment norms are required to have a SHE Policy in place. The policy is a statement that outlines the commitment of an organization to conform to the laws that protect the safety of workers and the environment that they work in. The policy should be a reflection of workers' safety concerns; the Board approves the policy and it is signed by the Chief Executive Officer.

In order to implement the SHE policy, an organization develops and maintains procedures to identify potential for and respond to incidents and for preventing and mitigating the environmental impacts that may be associated with them.

Importance of SHE to BHC

- **Legal considerations**

To ensure compliance with legal statutes requiring that we uphold maximum safety at our workplace. E.g. Factories Act, Workman's Compensation Act

- **Moral and social obligation**

A healthy workforce is an effective workforce, it is the responsibility of management to ensure that employees are healthy and fit to perform the work and that they remain healthy and fit at work. It is also the responsibility of the workers to ensure their workplaces is free from anything that can cause harm.

- **Economic consideration**

A workplace should not only focus on profit making but also commit to the safety of employees when doing business. Occupational health and safety can reduce employee injury and illness related costs, including medical care, sick leave and disability benefit costs.

Safety procedures are a set of written guidelines that support the intentions of a health and Safety Policy. The Internal Audit Department has developed a set of procedures to guide workers on how to respond to Health and Safety risks. Safety is everybody's responsibility; it is important for all workers to know the role that they play to keep their workplace and environment safe.

BHC SHE policy and procedures extend its commitment to its customers, suppliers, contractors, tenants, communities and all interested parties. The following are the main procedures that every worker should be acquainted with.

Medical surveillance procedure

Medical surveillance is a planned medical programme that involves carrying out medical tests on workers. These medical tests could be pre-employment, period and exit medical examinations, x-rays, hearing test or biological monitoring.

The purpose of the procedure is to ensure that workers are employed in a fit state and they leave the workplace in a fit state. The procedure also ensures that workers are kept safe where there are ongoing risks and exposure time is long and to limit liability in terms of the requirements of the Workman's Compensation Act.

In best practice; person job specifications and job categories/classes should be availed for risky work and be given to occupational health practitioner/doctor to use as a base for the health assessment.

The job categories for regular medical surveillance or biological monitoring should be identified and recorded and medicals conducted at scheduled intervals

These medical examinations are used for the identification of potential occupational diseases or exposures and remedial actions taken where necessary.

Incident/Accident Investigation & Reporting Procedure

All accidents that occur in work-related activities are reportable, with work related activities being those activities in a work environment

which are, or ought to be subjected to management controls. Comprehensive incident investigation involves gathering evidence and determining what events and conditions led to the incident, as well as analysis of the evidence to determine the root causes of the incident. Once the root cause has been determined, corrective and preventive action should be developed to prevent a recurrence of the incident.

The timely and accurate reporting of work related incident is a critical element for a well-managed incident investigation procedure. Reporting work related injuries and illness is essential because;

- It is a requirement of the Factories Act
- It is vital for the accurate evaluation and recording of work related injuries and illnesses.
- It provides management with information that may be used to identify workplace hazards and take appropriate corrective actions.
- It provides information that may be trended over time to analyze the effectiveness of existing safety program elements and to help identify new programs and/or systems processes needed to reduce workplace hazards.

First Aid Procedure

First aid is the provision of limited care for an illness or injury, which is provided to a sick or injured patient until definitive treatment can be accessed or until the illness or injury is fully dealt with.



The procedure requires that;

- Persons be identified, trained and be designated as first aiders.
- First aid boxes/facilities provided for all workplaces and stocked according to standards and risks applicable.
- First aid boxes must be checked and re-stocked regularly.
- Each first aid box under the control of a qualified first aider clearly indicated by signs.
- All first aid incidences be reported and recorded.

Emergency Planning & Awareness Procedure

An emergency preparedness procedure requires the systematic identification of all types of emergencies that may arise, severe

injuries/fatalities, major fire, flooding, toxic substance release etc. Plans are developed, the necessary equipment is purchased and emergency drills are practiced so that when the emergency occurs, personnel will be performing their functions almost "automatically". During these practice sessions, deviations and problems are observed and corrected.

All department managers or risk owners are designated to control the emergency procedures and operation in their areas of responsibility.

A written emergency plan must be in place to cater for all foreseeable natural and man-caused emergencies and copies of emergency plan or parts therefore be availed in all departments on a need-to-know basis.

All employees should be informed and trained in emergency procedures.

Separate first aid and service teams are formally appointed in writing and are trained to carry out their duties in an emergency.

Emergency drills are conducted at a frequency determined by the level of risks.

The organization reviews and revises, where necessary, its emergency preparedness and response procedures in particular after the occurrence of accidents or emergency situations. The organization periodically tests such procedures where applicable.

What workers should know and do

Any worker, who witnesses a work related incident, must Immediately report the matter to his/her area health safety environment representatives and or supervisor.

Every Office that has a trained SHE rep should notify their workforce in writing and display the names in a conspicuous space where everybody can see.

If any unsafe act or condition is witnessed, it should be reported to ensure corrective action is taken as soon as possible e.g. cleaning of a spill, replacement of a defective light etc.

Where the incident has resulted in someone being hurt (injury or illness), please contact health safety and environment section immediately to ensure that effective medical treatment is obtained. Where hospitalization takes place or when requested by the injured or ill person, the health safety and environment section in consultation with the HR department will notify the next of kin.

An investigation report must be initiated.

Conclusion:

In light of the foregoing, BHC has taken a moral obligation to ensure that employees and clients who may be affected by our business undertaking are safe at all times. Through the Internal Audit Department , we aim to ensure progressive improvement in employee health and safety through a comprehensive policy framework, organizational planning and implementation coupled with auditing to establish the success of occupational health and safety programme.

Do you have any enquiries relating to taxes and/or customs requirements?

Boloka nako, leletsa nomore ya mahala ya rona (17649) pele o etela diofisi tsa rona.

Did our call Centre number: **17649**
(From BTC fixed lines, Mascom, Orange or BellMobile)

Botswana Unified Revenue Service

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Email: comms@burs.org.bw, Website: www.burs.org.bw



BHC IN PICTURES

"ENJOY PICTURE MOMENT"



CBD EXECUTIVE SEMINAR



SOUTH SUDAN AUTHORITY PAYS BHC A COURTESY CALL



BOTSWANA/ US CHAMBER OF COMMERCE PRESENTS TO BHC



MR MAJINGO'S SEND OFF DINNER



BHC NORTHERN REGION VOLLEYBALL TEAM SCOOPS POSITION THREE



THE CONTRIBUTION OF ALL SECTORS

VITAL-PAUL TAYLOR AT BOCCIM NTF

The Botswana Telecommunications Corporation CEO, Paul Taylor has remarked that the contribution of private enterprises, large or small is recognized in economies the world over as crucial to efficiency and growth, irrespective of each country's level of development.



BTC-CEO, Paul Taylor

Speaking at the just ended BOCCIM-NORTHERN Trade Fair, Held under the theme, "unlocking opportunities to a successful citizen participation in the economy of Botswana," Taylor emphasized the need for the Government to role play though the input should be seen as secondary by a long way, in driving prosperity.

According to Taylor, the Government has demonstrated its commitment to developing a business enabling eco-system, in which citizen entrepreneurs and overseas investors can build businesses, through different policies including , the Citizen Economic Empowerment, SMME Policy and Private Public Partnerships

"Private enterprises contribution to economic growth, job creation and social development is crucial. In an increasingly borderless world, we cannot settle for "good enough" we have to strive for "world-class performance" and open our minds to both direct and indirect competition to our products and services not just from the nations that are adjacent to us but others much further afield," he further said, emphasizing the need for the private sector, on the other hand, to come to the party and leverage off these Government initiatives to create a truly private sector led economy.



Some of the dignitaries at the BOCCIM trade fair

"Additionally through working together in the form of Private Public Partnership, significant opportunities can be delivered on and significant needs met."

Meanwhile, happening on the sidelines of this annual event, was a UB sponsored breakfast seminar, which had brought together a number

of stakeholders for a briefing on the role of UB in getting graduates ready for the market.

A representative of the university, Dr. P.M. Makepe lamented the fact that private companies' were not keen on sponsoring research and development, something which has caused the country to fare badly when it comes to university-industry collaboration in R&D.



Construction is one of the key contributors to our economy

"Out of 142 countries, Botswana ranked number 67 in R&D, on issues of labor market efficiency we ranked 52 of 142 countries and on capacity for innovation we ranked 104/142," said Dr. Makepe who furthermore called on the private sector to view optimum investment in R & D as crucial for economic growth.

Dr. Makepe further said that over and above the Government funded research, the way forward could include a reduction of the private costs of research through tax incentives for companies, joint ventures between universities and companies as well as commercializing research --- getting research products/inventions patented.

Regarding the growth of this annual fair, the BOCCIM Chief Executive Officer, Maria Machailo-Ellis is adamant that despite public observations that the show did not live up to expectation, **"the numbers are growing, there were more dignitaries and overall facilities are improved."**



BHC stall at BOCCIM-NTF

On the other hand, the BOCCIM Northern Region, Office Manager Letuce Chinyepi says they had targeted 15000 visitors over the three days of the show and were only able to realize 12000. Quoted in one of the local papers, Chinyepi says the show has been, 'successful'

KNOWLEDGE VS QUALIFICATION

THE NEED FOR A PROFESSIONAL DEBATE



*Jimmy Brown Kabingabinga
(Estates Officer-Property Sales)-Francistown*



Valuer must be objective to be effective

Land or landed property is a basic commodity vital to our daily needs but with the ever growing and increasing population means that there is less land available per person each day. People strive to own or acquire a piece of land or a shelter for them to have a roof to live under. As it is a norm one way of acquiring landed property is by way of buying from property owners or developers such as BHC.

It is common knowledge that all people that buy property through mortgage have to provide valuation reports to the financing institutions and this is when private valuers come in. The valuation or appraising of real estate is growing and becoming technical, creating a strong need for people trained in real estate valuation. You'll agree with me that several types of property valuations are used for varied purposes. For any purposes, however, the valuer must be objective to be effective.

The valuation process is composed of precise steps a property valuer must take to complete the valuation function properly. It is a fact that valuers do not write legal descriptions but they should be skilled to some degree in following a written description to identify the property to be valued. The interest to be valued and purpose of valuation should be known in advance as the purpose of valuation will determine the method of valuation to be used such as the market approach (comparative method), cost approach and the income approach (for income producing properties). The valuer then reconciles the applicable approaches and determines a final estimate of value and when these are complete, the report should be prepared in an objective, competent, informative, concise, logical, and aesthetically pleasing manner.

My article's background is that most of the so-called chartered valuers in the private market undervalue our properties and this hinders our prospective buyers from securing mortgage loans. The two common methods they use are the comparative and cost approaches and yet they cannot carry out a simple comparative analysis! It beats logic as to how can a valuer talk of a market approach without carrying out adjustments based on differences in architectural design, age of the property, accommodation offered, plot size, services available, accessibility, and location. On using cost approach, these same valuers consider only the "cost of land and brick and mortar part of the building" and ignore things like cost on capital, cost on services, transportation cost, building materials cost, professional fees (architects, quantity surveyors, engineers and property valuers), marketing or advertising cost and cost of labour both skilled and unskilled. The cost and value are rarely the same but the cost approach assumes that they are related. It is pity to note that these valuers cannot understand the basic theory that BHC as a developer **"won't dispose off new properties at a lesser amount than the cost of development"**. **Worse enough they go to such an extent of allowing for depreciation and obsolescence on these very new structures! I have never heard of that before!**

I sought audience with Mr. James (**not his real name**) one day and he couldn't convince me as to what was the justification for the undervaluation of our newly built structures. When I pointed out to him that he might have been using comparable sales where the sellers were over anxious to sell; the buyers were family members and that the prices were set too low deliberately, the established chartered valuer became unsettled and bitter.

To make matters worse he jumped into criticizing BHC valuers for their lack of knowledge about the new valuation methods that are in use today! But a simple question like; Ok can you be a bit elaborative on your claim? The guy became dumb and lost. I was then forced to take over the floor and my answer to him was simple and straight forward;

At BHC we've professionals with solid and grounded knowledge on the so-called new valuation methods. There are traditional methods of valuations that have been in use for some time such as the use of **"residual and investment methods of valuation"** in determining the profitability of the new and envisaged projects. The so-called new valuation methods are in fact the **"Discounted cash flow techniques"** in property valuation which also facilitate the comparisons in money terms between different properties with different advantages and disadvantages. My stand was that the said techniques have in fact been used by the valuers for a long time although not in the same format today and hence not true to say that the use of discounted cash flow techniques is new in property valuation. What has happened in recent years is that more sophisticated and more complex discounted cash flow calculations have been done and that more variables and different layouts have been utilized for valuations. The two are very much related to each other in that the building into a valuation of more variables entails more calculations, and a new format to take account of the more complex nature of the valuation is a logical development. The machinery to perform complex calculations is now cheaply available to all valuers making such calculations a practical proposition.

To save time I didn't go further to talk about the NPV and IRR techniques but a mention was made that at BHC we know thoroughly well that any project that has a "POSITIVE PRESENT VALUE", that is greater than zero, is viable and the one revealing the highest NPV is in purely financial terms the most profitable.

NB: My message to my dear colleagues is that we need to be aware that there are people out there who have **qualifications but lacking knowledge** and that such people have contributed to our failure to meet some of our financial targets by making it hard if not impossible for our potential customers to buy BHC properties. If possible, we've to tell them "guys, you are lacking in such and such and hence you've become a professional liability".



BHC's Properties threatened by irregular valuation methods.



Traditional methods of valuation include residential and investment methods



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13. Live on less money, so you can work less
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20. Sleep at night without worrying about your bills

COMMUNICATION DEBATE

In the excerpt below, two communication experts argue respective sides of a burning issue - **whether or not employee engagement has lost sight the employee, amid the desire for business goal alignment.** Arguing **yes** is **Jonathan Champ**, pushing internal communicators to consider how a shop floor employee might talk about engagement. **Disagreeing**, is **Jane Sparrow**, who says in order to improve performance we cannot forget the importance of business goals and measurement of employee engagement.

YES: JONATHAN CHAMP, RESEARCH AND CONTENT DIRECTOR, MELCRUM

As organizations strive **to manage talent, drive high performance and become 'One' company**, engagement runs the risk of being a number on a balanced scorecard rather than a human experience in the workplace.

Of course, quantification and evaluation of culture remain important parts of ensuring an organization is engaging its people, and it's necessary to try and turn these experiences into numbers to measure and manage them.

In the cycle of conducting a survey, through to a focus group, to an action plan, **to good news stories about activities arising from the last survey; employees at all levels can end up feeling disengaged.** It's the human interaction behind these numbers, survey results and awareness programs where engagement really occurs.

Engagement is a human characteristic. Think of an individual employee in your organization. Someone you know by name; Yukiko in finance, Rashid from dispatch, or Nathan from the cafeteria. Consider how engagement looks to them. Consider how it looks to you.

Do they consider each program that constitutes part of an employee engagement strategy individually and say, that is engaging me?

No. They experience a conversation with a co-worker about a customer challenge. Or an interaction with the HR system to check if their overtime has gone into their pay and confirm their family leave. Or a conversation with their supervisor about a bottleneck in getting supplies in time for the afternoon service peak.

For the employee, engagement doesn't happen at a conceptual level. Like trust, engagement for them is an accumulation of perceptions and experiences, relationships and interactions.

The intensity of these individual experiences – positive or negative – will determine their scoring on factors that describe how connected they feel to their work, whether they enjoy what they do, the degree to which they feel they make an impact, whether they are able to provide good customer service.

Workplaces can foster or impede this. Engagement in organizations – when we look beyond the drivers and the factors in the instruments that measure it – consists of the accumulation of these human experiences.

Professor Barry Schwarz, author of Practical Wisdom, provides a very

human example of what engagement looks like. He describes a study of hospital janitors and the degree to which what they do is governed by the tasks in their job description. None of them outlined any tasks involving human interaction. Yet at their peak, these workers exercise judicious choices in the way they choose to work around and with the patients and their families, showing compassion and care as they address the human needs of the situation.

We can find individual managers and leaders who are exceptional at engagement. These standout examples engage their people regardless of which diagnostic survey is used, which metric is in place and what the organizational target for engagement is.

In organizations that had relied on reward or reputation, or market leadership as their key motivation for engagement, having leaders and managers use dialogue as an engagement tool is confronting. Yet research by Hewitt showed that where managers had these conversations effectively, engagement was not only retained but improved.

In the best firms, we see how these interactions are supported by the systems, processes, behavioral norms. There is congruence.

But it's not the mechanisms that enable engagement to occur. In the environments where leaders and managers only attempt to "diarise being human" rather than learning to be humanistic, the focus has been lost and the point missed.

Every human interaction in a company is an opportunity to create engagement. It's in those key interactions between employee and customer, employee and employee, employee and manager that 'engagement' becomes real.

1. Best Employers in Australia and New Zealand Study. Hewitt & Associates Australia; 2009.

NO: JANE SPARROW, Consultant and Author of The Culture Builders: Leadership Strategies for Employee Performance ANE SPARROW, Consultant and Author

The idea that engagement could lose its human focus strikes me as profoundly wrong. At its heart, the concept is about people – what they feel about the company and their work; how happy they are; what they care about; and so on.

The fact that organizations want to measure the impact of their engagement investment is a healthy sign that engagement matters to them in the first place. Internal communicators know that most employees won't be engaged by a leader who dictates targets and goals, but they will be engaged by a leader who understands exactly what it's going to take to ensure their people know they're valued, supported and inspired to bring the best of themselves to work.

Take Discovery Networks. One of its Senior Vice Presidents was tasked with increasing the reliability of her 250 strong team. She was incredibly successful in her mission: Initial results showed a 63 percent improvement in her team's uptime reliability, rising to a staggering 87 percent improvement just two years later. Whilst the uptime is clearly measurable, what drove the results is far less linear

when it comes to cause and effect.

The VP deliberately and consistently invested in her team by being the best engager she could. She spent considerable time getting to know her team members on an individual basis, she sought out their opinion and perspective on the operational challenges and she repeatedly aligned the team to their goal, keeping in front of mind at all times. She also invested in development at all levels – not just her senior team.

What she did cannot be quantifiably measured but it was every single one of these human interactions that meant engagement for performance was so successfully achieved. If she had lost her focus on humans and only concentrated on a performance figure, she wouldn't have been as successful. People work for people, not for a target or a number.

Engagement strategies can be long, difficult paths that throw up new challenges every step of the way. In a never ending cycle of change,

keeping staff fired up and willing to perform at their best requires the highest levels of commitment from managers and leaders. It's they who never lose the focus that performance is all about people. It is they who consistently and repeatedly invest in the daily behaviors that make the engagement spark light up and keep burning.

The focus on business goals and measurement is justified because no-one should be investing in any engagement initiative that doesn't create improvement in performance. Engagement should never be about tick-box activities that briefly boost performance and fizzle out soon after. It takes weeks, months, even years for engagement strategies to come to fruition, driven by persistent and dedicated leaders.

What do you think?

Excerpted from: https://www.melcrum.com/blog/has-employee-engagement-lost-its-humanity?utm_

Healthy Eating



Easy Tips for Planning a Healthy Diet & Sticking to It

Healthy eating is not about strict nutrition philosophies, staying unrealistically thin, or depriving yourself of the foods you love. Rather, it's about feeling great, having more energy, stabilizing your mood, and keeping yourself as healthy as possible—all of which can be achieved by learning some nutrition basics and using them in a way that works for you. You can expand your range of healthy food choices and learn how to plan ahead to create and maintain a tasty, healthy diet.

Set yourself up for success

To set yourself up for success, think about planning a healthy diet as a number of small, manageable steps rather than one big drastic change. If you approach the changes gradually and with commitment, you will have a healthy diet sooner than you think.

- **Simplify.** Instead of being overly concerned with counting calories or measuring portion sizes, think of your diet in terms of color, variety, and freshness. This way it should be easier to make healthy choices. Focus on finding foods you love and easy recipes that incorporate a few fresh ingredients. Gradually, your diet will become healthier and more delicious.
- **Start slow and make changes to your eating habits over time.** Trying to make your diet healthy overnight isn't realistic or smart. Changing everything at once usually leads to cheating or giving up on your new eating plan. Make small steps, like adding a salad (full of different color vegetables) to your diet once a day or switching from butter to olive oil when cooking. As your small changes become habit, you can continue to add more healthy choices to your diet.
- **Every change you make to improve your diet matters.** You don't have to be perfect and you don't have to completely eliminate foods you enjoy to have a healthy diet. The long term goal is to feel good, have more energy, and reduce the risk of cancer and disease. Don't let your missteps derail you—every healthy food choice you make counts.

MEET THE NEW DCEO-OPERATIONS



DCEO-Operations, Nkaelang Matenge

Meet our new Deputy Chief Executive Officer Operations, Nkaelang Matenge, who became part of the BHC family on June 1st, 2013.

The man you will quickly spot as 'spick-and-span' by the way he dresses, says he is a Motswana born and raised in Botswana. He is married and a proud father of three girls and talking of professional grounding, he is a Chartered Architect by training.

His professional outlook is enhanced by the fact that he is a member of numerous professional bodies around the world.

"After passing my professional examination in UK in 1993, I registered with the Royal Institute of British Architects in 1994," he says also adding that he is a member of the South African Institute of Architects which he registered with in 1996.

Prior to joining the big BHC family, Mr. Matenge had been running an Architectural firm for 19 years. Apart from leading a team of professionals and technicians, he also worked as a lead Consultant and Project Manager in the numerous projects that the firm undertook.

Mr. Matenge says being in the profession has given him great insight into the interrelatedness of infrastructure development and economic development.

The diminutive DCEO, also hold a Masters of Business Administration for Executives from Cape Town, which he did in two years and covered areas such as Human Capital and Development, Knowledge Management as well as Leadership and Change.

His current responsibilities involve conceptualization, planning and implementation of the property development programme to meet national housing demand. *"I also manage and control the Corporation's property portfolio with the aim of promoting citizen homeownership..."* Essentially, Matenge says he is expected to utilize the property portfolio optimally to achieve the Corporation's operational business and financial objectives, *"as well as attaining a positive return for the shareholder through leasing, sale, cost effective maintenance and marketing of the Corporation's houses."* He concludes.



1. An applicant was filling out a job application. When he came to the question, "Have you ever been arrested?" He answered, "No."

The next question, intended for people who had answered in the affirmative to the last one, was "Why?" The applicant answered it anyway: "Never got caught."



2. Photographers are violent people. First, they frame you, then they shoot you and at the end they hang you on the wall.



3. Q: What do you get when you cross fish and an elephant?
A: Swimming trunks.



4. TEACHER: Glenn, how do you spell 'crocodile'?
GLENN: K-R-O-K-O-D-I-A-L'
TEACHER: No, that's wrong
GLENN: Maybe it is wrong, but you asked me how I spell it.

MEET ME



Warona Malela hails from Rakops and recently joined the BHC family on 2nd May 2013. She is an Estate Officer-Property Management and previously worked for Time Projects for 11 months. She joins BHC with a keen and open mind for learning more about the construction and property industry. She joins BHC because she wants to be a part of the task and solution of providing accommodation to Botswana. She enjoys reading, meeting new people and sharing a good laugh with friends.



Chandada Nkhwalume a Sales & Marketing intern currently pursuing a Bachelor of Business Administration in Management-Marketing at the University of Botswana. She joined BHC because she wanted to have exposure in the Marketing profession and learn more. She joins BHC with an aim to enhance and have a positive impact on BHC's marketing functions. Her interests include events management, advertising and a being a radio personality. She enjoys travelling, playing rugby, swimming and listening to music.

Ookeeditse Nfakosi is a gentleman who hails from Francistown and is currently working as an intern Finance Department-Accounts Payable. His motive is to enhance his accounting and finance skills and understand the intricacies of the accounting field. Currently he is a scholar at the ABM University pursuing an Accounting and Finance Degree. His interests include learning French and to further study and explore the procurement profession by attaining a purchasing and supply qualification.



Nnnete Phuthologo I started my internship in March 2012, so I have been with BHC for a little over a year now. I finished my AAT Diploma in 2008 at BAC and continued to do ACCA of which I am part qualified. I am in the Finance Department under the payroll/expenditure section at the moment and have learnt a whole lot in the little time I have been here. I'm looking forward to working in the other sections as well.



I am **Ishmael Mopati**, I am a peoples person and self motivated, I did my AAT Diploma in Accounting (level 4) at GIPS . I joined BHC last year in February. I have been posted to the accounts payables dept preparing supplies payments and I take it that before my time lapses here at BHC will be exposed to various sections in order to get a well rounded experience from BHC. BHC is really a good family to me I'm just comfortable and not afraid of taking challenges.



Angel Machona a Human Resource intern currently pursuing a Bachelor of Business Administration in Management-Human Resource Management at the University of Botswana. She previously worked for Joetek holdings (Pty) Ltd for two months. She chose to work for BHC as she perceives it as the best organization that could equip her with the necessary skills to survive in the Human Resource profession. Her hobbies include reading novels, watching movies, cooking and travelling.

My name is **Martin Kelebeng** and I am with the government Internship program attached at Botswana Housing Corporation (BHC). Academically I finished my BA (Hons) Degree in Accounting and Finance in 2012. Ever since joining BHC in November 2012. I must admit that I am very much getting to know the corporate environment very well. The department that absorbed me was Sales Department Credit Control, and I believe God will answer my prayers with a permanent job in the same department.



Lorato Batsile hails from Moshupa and is currently working as an intern in the Procurement Section. She is currently pursuing a Bachelor of Business Administration in Management-Project Management and Logistics at the University of Botswana. She joined BHC because she wanted to have exposure to the procurement profession and learn more competencies and skills required to be a Corporate Purchaser. Her interests include becoming a professional actor, touring the World and becoming an entrepreneur.





Matshelo Zuvee Chimbombi is an Estates Officer based at the Property

Management. He joined the Corporation on April 2nd, 2013 from the Department of Housing and has since been tasked with the tenancy of BHC properties in Village and Tokweng. Matshelo says his arrival here at BHC coincided with the launch of the new ERP system popularly known as Pinagare and therefore had to learn and familiarize self BHC procedures within a small space of time. *"The work environment is challenging because the properties I manage are significant,"* says Matshelo who concludes by He is eager to face challenges which are to him an opportunity for professional development. He lauds Broadhurst staff for the support and says, *"thank you."*



Ipeleng Sethunya Gosenyang graduated with a BSc Urban and Regional Planning in May 2010 after which she

joined the Ministry of Lands and Housing (Department of Town and Regional Planning) in August of the same year, where she worked as a Town Planner. Ipeleng tarried with DTRP for close to 3yrs. She joined BHC on June 3rd, 2013 as an Estate Officer responsible for Land Acquisition and Preparation (Property Development Department). Her main responsibility is the acquisition of Land for BHC and making sure it is ready for development. Once acquired, the land has to be surveyed and registered. Ipeleng says, *"my new environment is encouraging to work in and I do hope the integration of different professions under Property Development will immensely contribute to my professional growth."*

Kegomoditswe Kgalalelo Tau also known as "Kego" comes from Morwa. She joins BHC from BTC and has been in the employ of BHC since June 10th, 2013 as a Personal Assistant-Corporate Planning. She likes going to church and says she joined BHC for its good reputation.



Koziba Moses hails from Francistown and is currently working as an intern Human Resource Department. She joined BHC because she believes that the Corporation has proven to be the best in Property Development and Estate Management services. Her interests include learning new things and travelling globally for an adventurous exposure to the World. Her hobbies include surfing the internet, volunteering in community services, playing chess and socializing with peers.



Tshephiso Mokalake a passionate Human Resource intern currently pursuing a BA (Hons) Human Resource Management at the ABM University. She believes BHC has continued to prove itself as a reputable organization in Property Development and Estate Management. She joined BHC with an aim to nurture and enhance her HR skills and further develop her knowledge on HR issues and processes. Her interests include meeting new people, learning new and innovative ways of doing things. She enjoys poetry and sports.



Bashingi Molefe a Property Development intern currently pursuing a Diploma in Civil Engineering at the University of Botswana. He joined BHC because he wants to learn more on Property Development and have an exposure in the construction profession. Innovative property development is his inspiration. He enjoys playing chess, soccer, table tennis and reading.

Kaelo One Batsile from Kanye village. I joined BHC last year on the 01st December 2012 as a temporary Procurement Officer and this was a busy and tedious time or transition to the Corporation as it was implementing a new system. I was very challenged as I was to catch the speed or momentum of the work which was involved and hence prepared me to hit the ground running. Furthermore, as delivering results is my number one priority, when I come in the door, results will soon follow. Lastly, in Procurement we work hand-in-hand with the clients to tackle the whole spectrum of direct and indirect procurement requirements.



Goitsemotimo Sephikwe an Accounting intern currently pursuing a Bachelor of Accounting at the University of Botswana. He previously worked for Cash Bazaar Holdings (Pty) Ltd for two months. He believes BHC is a professional corporate institution which will assist him in enhancing his accounting skills and nurture him to be professional Accountant. He is an aspiring business entrepreneur and would like to run his own Accounting firm in future. He enjoys watching movies, playing soccer, playing video games and socializing with friends and family.



Location	Position	Surname	First name	Joined BHC
Broadhurst Office	Senior Estates Officer	Busanang	Keorapetse	11-Feb-2013
Broadhurst Office	Building Inspector	Modimoosi	Mmoloki	25-Mar-2013
Broadhurst Office	Building Inspector	Tlale	Nchidzi	29-Apr-2013
Broadhurst Office	Building Inspector	Motlotegi	Peter	2-May-2013
Broadhurst Office	Building Inspector	Tilane	Ontlametse	2-May-2013
Broadhurst Office	Building Inspector	Eneanya	David	16-May-2013
Head Office	Estates Officer	Gosenyang	Ipeleng	3-Jun-2013
Broadhurst Office	Building Inspector	Keotsholetse	Godiraone	3-Jun-2013
Broadhurst Office	Building Inspector	Kgosietsile	Ketsile	3-Jun-2013
Head Office	Deputy CEO - Operations	Matenge	Nkaelang	3-Jun-2013
Broadhurst Office	Building Inspector	Bothhoko	Mogotsi	4-Jun-2013



BOTSWANA O A KGALA



***If we do not conserve water,
life as we know it will change.***

We keep it flowing, for you



WHERE YOU
CAN REACH US



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