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News from Botswana Institute of Chartered Accountants

**BICA INTERNATIONAL
CONFERENCE AND DINNER
DANCE KEYNOTE SPEAKER:**

Dr. Kealeboga S. Masalila, Deputy
Governor, Bank Of Botswana

Feat.

Ms. Malefo Kwanza,

Head of Finance & Partnerships,
SADC-DFRC

A portrait of Ms. Malefo Kwanza, a woman with long dark hair, smiling, wearing a dark blue blazer over a dark blue top. She has her arms crossed and is wearing a gold watch on her left wrist. A small SADC DFRC pin is visible on her blazer.

Financial Wellness for Sustainable National Development

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BCom Banking & Finance (BICA Certified)
Malebogo Madimabe

Last Month Issue



Editor's Notes



By Tebogo Zebe

Manager, Communications
& Council Secretary



Financial wellness is more than the ability to meet monthly expenses. It is about having the knowledge, confidence and resources to make informed financial decisions, prepare for unexpected challenges and build a secure future. At a national level, financially healthy individuals, households and businesses form the foundation of sustainable economic development.

In July's edition, themed **"Financial Wellness for Sustainable National Development,"** we explore how responsible financial management can contribute to stronger communities, resilient businesses and a more inclusive economy. When people are able to save, manage debt, invest wisely and plan for the future, they are better positioned to participate meaningfully in economic activity.

Financial education remains central to this progress. Many individuals continue to face complex financial products, rising living costs and limited access to reliable financial guidance. Strengthening financial literacy from an early age can help people understand budgeting, credit, insurance, taxation, retirement planning and investment, enabling them to make decisions that support their long-term wellbeing.

Financial wellness also extends into the workplace. Employees experiencing financial pressure may face increased stress, reduced productivity and difficulty planning for their future. Employers can play an important role by supporting financial education, promoting retirement planning and creating access to responsible financial wellness programmes.

For businesses, sound financial management supports sustainability, innovation and growth. Strong cash flow management, responsible borrowing, accurate financial

reporting and effective risk management allow organisations to remain resilient during periods of economic uncertainty. Small and medium-sized enterprises, in particular, require access to financial knowledge and appropriate funding solutions to grow and create employment.

Financial inclusion must remain a key priority. Digital platforms and innovative financial services are making it easier for individuals and businesses to access banking, payments, savings and investment opportunities. However, these solutions must remain affordable, secure and accessible to communities across different income levels and geographic locations.

Finance professionals have an important responsibility in advancing financial wellness. Through ethical leadership, transparent reporting and trusted financial guidance, they can help individuals and organisations make decisions that support both economic growth and social development. Their role goes beyond managing figures; it includes building confidence, accountability and long-term financial resilience.

Sustainable national development begins with financially empowered people. By strengthening financial literacy, encouraging responsible financial behaviour and expanding access to inclusive financial services, we can build a society that is better prepared for uncertainty and more capable of creating lasting prosperity.

Happy Reading!

Advancing Sustainable Development Through Financial Inclusion

1. *What does financial wellness mean within the broader context of sustainable national and regional development?*

Financial wellness is often viewed at an individual level, but in a development context it goes beyond budgeting, saving or managing debt. It is about whether households, businesses and communities have financial stability, access and confidence to participate meaningfully in the economy.

It shows up in practical ways: a household that can manage an emergency, a small business that can access working capital, or a young entrepreneur who can turn an idea into employment. For Botswana and the wider SADC region, financial wellness must therefore be linked to inclusion, resilience and opportunity.

2. *How can development finance institutions help translate financial wellness into measurable outcomes?*

Development finance institutions are important because their purpose is not only to provide finance, but to support development outcomes. Their success should be measured by what finance makes possible.

When a DFI supports an SME, the real question is whether that business can grow, create jobs, access markets or improve livelihoods. When DFIs finance infrastructure, agriculture, industrialisation or climate related projects, the results should be seen in stronger local value chains, employment creation and improved economic participation. Finance must therefore move beyond disbursement and be assessed by its impact on people, businesses and communities.

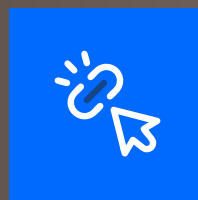
3. *What structural barriers prevent long term financial security across the SADC region?*

Many households and businesses operate in an environment where income is uncertain, costs are rising and access to affordable finance remains limited. For households, it is difficult to plan when basic expenses take up most of their income.

For SMEs, the barriers often include collateral requirements, limited credit history, weak financial records, high borrowing costs and limited market access. There are also wider challenges linked to informality, digital literacy gaps, rural access, climate vulnerability and infrastructure constraints. These issues require more than finance. They require coordinated support from governments, DFIs, commercial banks, regulators and development partners.

4. *How can institutions ensure that financial inclusion leads to genuine wellness rather than increased debt?*

Access is important, but access without protection can create new risks. A person may have access to digital credit, but if the product is expensive, poorly explained or too easy to misuse, it can worsen financial stress.



Ms. Malefo Kwanza,

Head of Finance & Partnerships,
SADC-DFRC



Institutions must design products that are affordable, transparent and suitable for the people they serve. This includes clear pricing, responsible lending, proper affordability checks and simple information on repayment terms and fees. Financial inclusion should help people build stability. It should not simply increase the number of accounts, loans or transactions without improving financial outcomes.

5. *What role do strategic partnerships play in advancing sustainable financial solutions?*

Partnerships are critical because no single institution can solve development challenges alone. Governments create the policy environment. DFIs can take development focused risks. Commercial banks bring scale and financial infrastructure. Businesses create jobs and deliver services. Development partners bring technical support, concessional finance and international experience.

When these actors work together, financial solutions become more practical and sustainable. A small business finance programme, for example, is stronger when it combines funding, business development support, market access and proper monitoring. Partnerships also help align finance to regional priorities such as infrastructure, food security, industrialisation and climate resilience.

6. *How can development finance better reach small businesses, women, youth and underserved communities?*

Development finance must be designed around the realities of the people it is intended to serve. Many SMEs, women and young entrepreneurs are not excluded because they lack ambition. They are often excluded because they lack collateral, formal records, networks or the support needed to package their businesses for finance.

DFIs and partners can respond by combining finance with capacity building, mentorship, financial recordkeeping support, market linkages and flexible products. Traditional lending models are not always enough. Institutions should also consider cash flow, contracts, transaction history and supply chain participation when assessing business potential.

7. *What financial resilience mechanisms should countries prioritise?*

Countries should prioritise mechanisms that help households and businesses prepare for shocks before they become crises. This includes savings, insurance, affordable emergency finance, climate adaptation financing and social protection systems that can respond quickly.



For businesses, resilience also requires working capital support, market access, business continuity planning and climate-sensitive financing. Climate disruptions are already affecting agriculture, infrastructure, trade and livelihoods. Financial systems must therefore help people absorb shocks, recover and continue participating in the economy. Resilience should be built into financial planning, not treated as a response after damage has already occurred.

8. *How can literacy, responsible lending, consumer protection and digital innovation work together?*

These elements must work together because each addresses a different part of financial wellness. Financial literacy helps people understand their options. Responsible lending ensures that finance does not harm the borrower. Consumer protection gives people confidence that they will be treated fairly. Digital innovation expands access and convenience.

The risk is treating technology as the solution on its own. A mobile lending platform can be useful, but without clear pricing, affordability checks and user education, it can lead to over-indebtedness. A healthier financial ecosystem is one where innovation is matched with responsibility.

9. *What role can accountants and finance professionals play?*

Accountants and finance professionals play an important role because they help shape the information on which decisions are made. Their role goes beyond compliance and financial reporting. They help institutions understand performance, risk, sustainability and long term value.

As organisations focus more on development impact, climate finance, ESG and sustainability, finance professionals must ensure that decisions are supported by credible data. They must also help balance commercial discipline with social and environmental objectives. This is especially important in development finance, where institutions must remain financially sustainable while also delivering broader economic and social value.

10. *What practical actions should Botswana and the wider SADC region prioritise?*

The first priority is to treat financial wellness as a development objective, not only a personal responsibility. People and businesses need access to affordable finance, financial education, consumer protection and support systems that help them build stability.

Second, the region should strengthen support for SMEs, women, youth and underserved communities, as these groups are central to inclusive growth and job creation. Third, digital finance should continue to expand, but with stronger safeguards around literacy, data protection, cybersecurity and responsible lending. Lastly, partnerships must be deepened so that finance supports people not only to survive, but to participate, grow and contribute to shared prosperity.



**RESPONSIBLE FINANCE
CREATES LASTING
ECONOMIC RESILIENCE.**



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Beyond Disruption: Thriving in a Volatile Global Economy.

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MEET THE VOICES SHAPING THE CONVERSATIONS



KEYNOTE SPEAKER
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Financial Wellness For Sustainable National Development



Mr. Tebogo Mobita

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Introduction

The link between individual financial well-being and national success is often overlooked. When households are financially robust, nations can better absorb shocks. When citizens save and invest, domestic capital drives infrastructure and industrial growth. For Botswana, which is facing dwindling diamond income and an urgent need for economic diversification, financial wellness is a strategic national objective rather than a private worry. This article examines five pillars of financial wellness: resilience, savings, public-private partnerships, productivity linkages, and literacy and argues that their collective advancement offers a definitive pathway to sustainable development.

1. Building Financial Resilience for Individuals and Households

Financial resilience is the ability to weather economic shocks without slipping into poverty is essential. According to the World

Bank (2025), just 41% of individuals in Sub-Saharan Africa are financially resilient, with a gender disparity of 35% for women and 46% for males. Botswana has responded with community-driven models. Vice President Ndaba Gaolathe lauded the Motshelo Financial Scheme, which is mostly operated by women, stating that members "do not merely circulate money, but they circulate trust, opportunity, and dignity" (Daily News, 2025). SACCOS under BOSCCA have saved over P2 billion and serve over 60,000 members (Mosinyi, 2025). According to the Vice President, SACCOS are not only financial institutions, but also community pillars based on trust, self-reliance, and collaboration (Daily News, 2025a). These grassroots activities strengthen home buffers and promote social cohesiveness.

2. Savings, Investment and Long Term Wealth Creation

Moving away from consumption and toward wealth creation is critical for long-term growth. Botswana's gross savings rate was 22.3% in December 2025, but further domestic mobilisation is still feasible. Pension funds in Africa have an estimated US\$700 billion in assets. The Africa Saving for Growth program proposes to invest in long-term infrastructure, leveraging data indicating "at least \$1.17 trillion in institutional assets across the continent" (Mosinyi, 2025). Botswana believes that translating natural riches into diversified financial assets, such as the Sovereign riches Fund, is vital for intergenerational equity and macroeconomic stability.



FINANCIAL LITERACY UNLOCKS SUSTAINABLE ECONOMIC GROWTH.

3. *Public Private Partnerships for Sustainable Financial Development*

Botswana's budgetary restrictions, including "declining government revenues, persistently high public expenditure, and widening fiscal deficits" (Daily News, 2025b), highlight the importance of Public-Private Partnerships (PPPs). The government is finalizing a PPP legal framework, with a draft Bill before Parliament. Asset recycling, blended financing, green bonds, and securitization are among the innovative products under consideration. Minister Noah Salakae has called for collaboration with pension funds, insurers, and private equity firms as "strategic partners not just financiers in advancing our national development" (Daily News, 2025c). PPPs can raise private funding for transportation, energy, and digital infrastructure, hastening Botswana's reform plan.

4. *Linking Personal Financial Wellbeing to National Productivity*

Individuals who are financially secure are more productive, healthier, and have more resources to invest in education and entrepreneurship. In contrast, financial stress inhibits cognitive function and lowers output. Community-based institutions, such as SACCOS and motshelo, not only promote individual resilience but also boost economic activity. The government recognizes that "no single financial player, public or private, can close the inclusion gap alone" (Daily News, 2025a), and sees co-operatives as "pivotal to that growth". Expanding credit access and supporting micro-enterprises promotes employment development and wide participation, connecting personal well-being to national production.

5. *Financial Literacy as a Foundation for Inclusive Growth*

Financial literacy serves as the foundation for all other aspects of wellness. According to the International Labour Organization (2025), "financial education is more than just understanding money; it is about empowering people to make informed financial decisions, manage risks, and capitalize on opportunities for growth." In Botswana, the Masheleng Financial Literacy Tour provides practical money education to communities, supporting the belief that "once you are given the opportunity to earn money, the goal is to create wealth" (The Ngami Times, 2025). Targeted programs for children, entrepreneurs, and rural populations allow for more informed financial decisions. Financial literacy is an essential component of inclusive progress, as outlined in the Botswana Economic Transformation Programme and the 12th National Development Plan.

6. *Conclusion*

Financial well-being is a public good and a key driver of national growth. This essay demonstrates how developing household resilience through communal savings, deepening domestic investment, leveraging public-private partnerships, linking personal security to productivity, and boosting financial literacy are mutually reinforcing foundations. For Botswana, these measures create a virtuous cycle: empowered citizens contribute to a diverse, competitive economy, and national growth, in turn, improves individual opportunities. By committing to this comprehensive approach, Botswana can turn financial inclusion from a dream to a reality. As Vice President Gaolathe correctly noted, the goal is to achieve financial inclusion "not just a goal, but a lived reality for every Motswana" (Daily News, 2025a), a vision that will ensure the country's prosperity for future generations.

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COMMUNICATING FINANCIAL PRODUCTS TO FIRST-TIME USERS

Botswana's financial inclusion story is, on paper, a good one. Access to formal financial services has climbed from 69% in 2009 to 94% in 2024, driven largely by mobile money and digital banking (FinMark Trust, 2024). Yet access is not the same as confident use. A person can hold a bank account, an SME loan, or an insurance policy and still not fully understand what they have signed up for, why it matters, or what to do when something goes wrong. For agencies and financial institutions, the practical challenge is no longer solely getting first-time users through the door; it is designing communication that turns a new account holder into a confident, returning user.

The gap between access and understanding

The OECD's International Network on Financial Education (OECD/INFE) has long argued that financial inclusion and financial literacy must move together, since low financial literacy compounds the risks facing people who are new to both finance and the digital tools now used to deliver it (OECD, 2016). This matters acutely for Botswana's small and medium enterprises. Despite a stable banking sector, financial intermediation remains shallow: only around 8% of Botswana's MSMEs held a bank loan as recently as 2019, leaving the majority credit-constrained (IMF, 2025). This is not purely a supply-side problem. Many first-time SME borrowers are unfamiliar with loan terms, collateral requirements, or repayment structures, and communication that assumes prior financial fluency will



simply fail to convert interest into uptake.

Insurance illustrates the same pattern more starkly. Sub-Saharan African insurance penetration sits at roughly 2.78%, against a global average of 7.3% (FSD Africa, 2022), and the barriers cited consistently are not affordability alone but low trust and limited understanding of how policies work (Indepth Research Institute, 2025). CGAP's research on digital financial services reaches a similar conclusion for savings and credit products: terms and conditions are frequently written in dense legal language that is especially inaccessible to consumers with lower literacy or limited financial vocabulary, undermining the very trust these products depend on (CGAP, 2019).

What builds trust, and what erodes it

Evidence from behavioural economics offers agencies a useful, testable set of tools. A randomised controlled trial embedded behavioural "nudges" and "boosts" into a savings account application form and an accompanying marketing communication explaining risk in plain terms; savings account uptake rose by 25–40%, with effects concentrated among lower-income households (Barrett et al., 2022). The lesson for communicators is not that people are irrational, but that clarity, timing, and framing materially change whether someone acts.

Complexity is not neutral; it is a barrier.

Trust, meanwhile, is built cumulatively rather than through a single campaign. CGAP's ecosystem

research on digital finance argues that consumer trust depends on transparency, accessible disclosure, and responsive complaint handling, not merely on marketing reassurance (CGAP, 2023). In practice, this means first-time-user communication should do three things consistently: state costs and obligations in plain Setswana or English rather than only regulatory language; explain, briefly, what happens if something goes wrong; and give a real, reachable point of contact. Brookings' review of microinsurance uptake in Africa notes that the most successful entry point for first-time users has been bundling new products with something already trusted and familiar, such as airtime or mobile money, so that the product is experienced rather than sold in the abstract (Brookings, 2026).

Practical implications for agencies

For agencies working across banking, SME finance, and insurance clients, three principles follow directly from this evidence. First, plain-language copy is not a stylistic preference but a measurable driver of uptake and comprehension, and it should be tested with real first-time users, not only approved by legal or compliance teams. Second, sequencing matters: a first-time user needs orientation content (what this product is, what it is not) before conversion content (why act now). Collapsing these into a single advertisement often produces exactly the confusion that erodes trust later. Third, communication should be designed as an ongoing relationship rather than a single acquisition moment, with follow-up touchpoints that reinforce understanding after sign-up, when confusion or hesitation about a new financial commitment is most likely to surface.

Financial wellness, at a national level, is built one confident financial decision at a time. For communicators, that means the job does not end at persuading someone to sign; it ends when they understand, trust, and continue to use what they have signed up for.



Pako Oahile

Content Lead, Launch Comms

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ONE PEOPLE - OUR FUTURE

WEALTH STARTS WITH US: FINANCIAL WELLNESS THROUGH GEN Z EYES

When most young people hear "financial wellness," they picture a boring budgeting spreadsheet or a lecture about not buying too many takeaways. But for those of us building our careers right now, juggling work-life balance, savings, side hustles, rent, and the constant pressure to "invest early", financial wellness isn't abstract. It's survival. And consequently, what we do with our own money is more connected to our country's future than we've been taught to think.

We're Not Just Employees, We're the Economy's Next Chapter

Gen Z is often talked about like we're a problem to solve. We are often told we are too impatient, too distracted and too obsessed with quitting or running multiple side businesses. But here's the thing, we are also the generation that will spend the next 30-plus years working, spending, saving, and eventually running the institutions that keep a country moving. If we're financially unstable now, that instability doesn't just disappear when we hit 30. It compounds. Debt compounds. Bad habits compound. And so does financial confidence, when we actually build it.

National development isn't just about GDP charts and infrastructure projects. It's about whether a country's citizens are financially secure enough to spend, save, start businesses, and take healthy risks instead of living paycheck to paycheck or drowning in high-interest debt just to survive. 42% of Gen Z report (America, 2026) living paycheck-to-paycheck, and the high cost of living remains a significant barrier, with nearly half (49%) citing it as a top barrier to financial success (Bank of America, 2026).

Why Financial Literacy Hits Different for Us

We grew up with great access to technology, which means

we have also grown up surrounded by financial noise, crypto hype, "get rich quick" influencers, buy-now-pay-later apps that make spending feel weightless, and a general vibe that saving is for people who "don't know how to live." Some are figuring out money for the first time with limited financial. Adults with low financial literacy are twice as likely to be debt-constrained (G. Dautovic, 2026), which shows the importance of financial knowledge not just to the younger generation but across all age groups.

We, as the younger generation have a role to play in adding value to Botswana's sustainable development. We are not just the next generation that lavishly spends on unnecessary things as often perceived. We are the peers that can translate financial jargon, interpret excel sheets, invest in unit trust funds and speak the language of both spreadsheets and social media, and that's a genuinely useful superpower.

Small Money Habits, Big National Impact

Something as simple as consistently saving a small percentage of income, avoiding predatory credit, or understanding how interest actually works isn't just a "personal finance win." Our individual money choices are quietly part of a much bigger picture, economic diversification, job creation, and financial stability at a national level. Financial security isn't just about "adulting" successfully. It's about being financially resilient enough to survive shocks, job loss, inflation and unexpected expenses without spiralling into debt that drags on for years.



Today's choices shape tomorrow's economy.

What This Actually Looks Like for Us

Being part of the financial wellness conversation as a young professional doesn't mean pretending to have it all figured out. It means actually learning how compound interest, tax, and credit work, pushing back on the idea that financial planning is "boring, and lastly, holding businesses and institutions accountable for transparency, because we are the next generation that will be entrusted with inheriting financial systems that are currently in place.

The Bigger Picture

Sustainable national development sounds like a policy-paper phrase, but really, it's built from millions of small, unglamorous financial decisions made by thousands of people, many of whom are young professionals building their careers.

Financial wellness isn't a chore. It's how we make sure that the future we inherit is actually one worth having.

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Michelle Kalanke

PR Associate, Launch Comms

Michelle Kalanke



**THE
POWER OF
FINANCIAL
WELLNESS.
PROSPERITY
BEYOND
TODAY.**





Malebogo Madimabe

BCom Banking & Finance
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FINANCIAL WELLNESS AS A CATALYST FOR SUSTAINABLE NATIONAL DEVELOPMENT

Financial wellness has become an increasingly important determinant of economic resilience and sustainable national development. While it is often viewed as an individual's ability to manage personal finances effectively, its significance extends far beyond the household.

From an accounting perspective, financial wellness represents the prudent stewardship of financial resources that enables individuals, businesses, and governments to achieve long-term financial stability while contributing to broader economic prosperity. As trusted financial professionals, accountants have a pivotal role in fostering sound financial practices that strengthen both organisational performance and national development.

The foundation of financial wellness is financial resilience, the ability of individuals and households to withstand economic shocks without compromising their long-term financial security. In an environment characterised by inflationary pressures, fluctuating employment markets, and rising living costs, financial resilience is built through disciplined budgeting, effective cash flow management, responsible borrowing, and adequate emergency savings. These are not merely personal finance principles; they are essential drivers of economic stability. Financially

resilient households are less vulnerable to financial distress, maintain consistent consumption during economic downturns, and reduce reliance on public support systems, thereby enhancing macroeconomic stability.

Closely linked to resilience is the need to promote a culture of savings, investment, and long-term wealth creation. Savings provide the financial capacity to respond to unforeseen events and achieve future aspirations, while investments enable individuals to preserve and grow wealth over time. Whether through retirement funds, capital markets, property ownership, or entrepreneurial ventures, investments transform savings into productive capital. From an accounting standpoint, domestic savings and investments are fundamental to capital formation, providing financial institutions with the resources necessary to finance business expansion, infrastructure development, and innovation. Nations that cultivate strong saving and investment cultures are better positioned to achieve sustainable economic growth while reducing dependence on external financing.

Realising sustainable financial development requires meaningful public-private partnerships. Governments establish the policy, regulatory, and institutional frameworks that promote financial inclusion and protect consumers, while financial institutions, employers, professional bodies, and educational institutions provide accessible financial services, financial education, and innovative solutions that improve financial well-being. Such collaboration expands access to formal financial systems, supports entrepreneurship, encourages responsible financial behaviour, and strengthens public confidence in financial institutions. Sustainable development is most effective when all stakeholders recognise that financial wellness is a shared responsibility requiring coordinated action.

The relationship between personal financial well-being and national productivity is equally compelling. Financial insecurity often results in increased stress, reduced workplace engagement, lower productivity, and diminished decision-making capacity. Conversely, financially secure individuals are more productive, innovative, and capable of contributing meaningfully to economic growth. Organisations benefit through improved employee performance, reduced absenteeism, and enhanced operational efficiency. At a national level, higher productivity strengthens

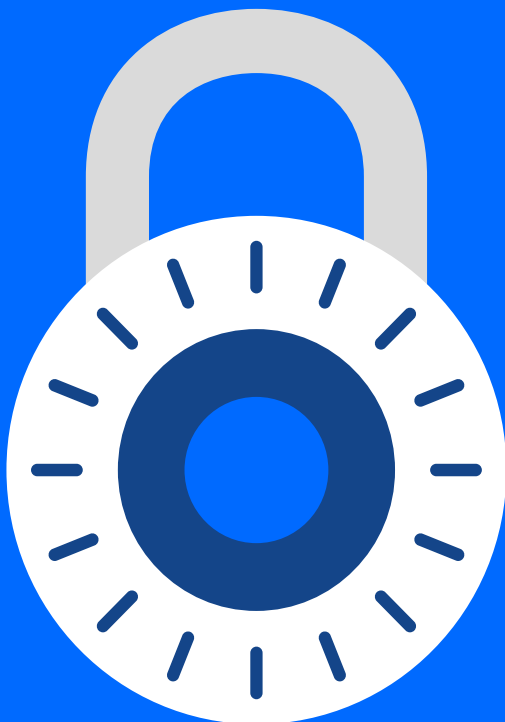
economic competitiveness, increases tax revenues, stimulates investment, and supports inclusive growth. Financial wellness should therefore be recognised as a strategic economic asset rather than solely a personal objective.

At the heart of sustainable financial wellness lies financial literacy, which remains one of the most powerful tools for achieving inclusive economic development. Financial literacy equips individuals with the knowledge and confidence to make informed decisions regarding budgeting, savings, investments, credit management, insurance, retirement planning, taxation, and digital financial services. In an increasingly sophisticated financial environment, these competencies are essential for mitigating financial risks and promoting responsible financial behaviour. Furthermore, improved financial literacy advances financial inclusion by empowering women, youth, entrepreneurs, and underserved communities to participate effectively in the formal economy. A financially literate population is better equipped to build wealth, seize economic opportunities, and contribute to national prosperity.

For the accounting profession, promoting financial wellness extends beyond statutory reporting and regulatory compliance. Professional accountants serve as trusted advisors who uphold transparency, accountability, and sound financial governance across the public and private sectors. Through financial reporting, strategic planning, business advisory services, and financial education, accountants influence decisions that shape both organisational success and economic development. In Botswana, BICA members are uniquely positioned to champion financial literacy initiatives, advocate for responsible financial management, and support policies that strengthen economic resilience and sustainable development.

As Botswana pursues its long-term development aspirations, strengthening financial wellness must remain a national priority. Building financially resilient households, encouraging savings and investment, fostering effective public-private partnerships, linking financial well-being to productivity, and promoting financial literacy are not isolated objectives; they are mutually reinforcing pillars of sustainable development. By leveraging their expertise, integrity, and commitment to the public interest, professional accountants can make a significant contribution to creating a financially resilient, inclusive, and prosperous Botswana. Ultimately, sustainable national development begins with financially empowered citizens and institutions capable of making sound financial decisions for the benefit of current and future generations.

THIS LOCK HAS A 3 DIGIT CODE CAN YOU CRACK IT USING ONLY THESE HINTS?



CODE

6	8	2
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One number is correct
and in the right place

6	1	4
---	---	---

One number is correct
but in the wrong place

2	0	6
---	---	---

Two numbers are correct
but in the wrong place

7	3	8
---	---	---

Nothing is correct

7	8	0
---	---	---

One number is correct
but in the wrong place



How to Play & Submit Your Answer

Use the clues to crack the correct 3-digit code. Each hint tells you whether a number is correct, in the right place, or in the wrong place. Email your answer to gamesweek@deltajohnsons.com.

The correct code will be revealed in the next issue.

Financial Wellness For Sustainable National *Development*



BOTSWANA INSTITUTE OF CHARTERED ACCOUNTANTS 2026 PROPOSED SCHEDULE OF SEMINARS

ITEM	ACTIVITY	MONTH	CPD HOURS
1.	Budgeting and Forecasting (Gaborone)	12 & 13 February	16
2.	Budgeting and Forecasting (Francistown)	9 & 10 February	16
3..	Post Budget Taxation (Gaborone)	19 & 20 February	16
4.	AML/CFTP	23 February	8
5.	Post Budget Taxation (Francistown)	12 & 13 March	16
6.	Post Budget Taxation (Maun)	16 & 17 March	16
7.	Enterprise Risk Management	26 & 27 March	16
8.	AML/CFTP Policy Framework	10 April	8
9.	IFRS (S1 & S2)	16 & 17 April	16
10.	Understanding Cyber Risks in Financial Operations	21 April	2
11.	ESG Reporting	23 & 24 April	16
12.	Intermediate Microsoft Excel	7 & 8 May	16
13.	Governance and Compliance Roles	15 May	2
14.	Artificial Intelligence in Accounting	18 & 19 May	16
15.	Forensic Auditing	21 & 22 May	16
16.	IFRS 18	11 & 12 June	16
17.	Role of Company Secretary and compliance	08 June	2
18.	Data Analytics with MS Excel	18 & 19 June	16
19.	Taxation for Related Parties	22 & 23 June	16
20.	Using AI to improve your productivity	06 July	2
21.	Power BI	16 & 17 July	16
22.	Understanding Emotional Intelligence in the workplace	13 July	2
23.	Annual BICA International Conference	13 & 14 August	12
24.	Taxation (Donations & Inheritance Tax + Common Tax Errors)	20 & 21 August	16
25.	Revenue & Expense Recognition under IPSAS	28 August	2
26.	IFRS Updates	10 & 11 September	16
27.	Deferred Tax	16 & 17 September	16
28.	Financial Reporting	24 & 25 September	16
29.	Fraud and Risk Management	8 & 9 October	16
30.	Individual Tax Planning Strategies	05 October	2
31.	IFRS 9 & 7	15 & 16 October	16
32.	BIBF Conference	Tentative	16
33..	Corporate Tax Planning Strategies	06 November	2
34.	Emotional Intelligence	12 & 13 November	16
35.	Public Private Partnerships	19 & 20 November	16
36.	Leadership Development	26 & 27 November	16
37.	Building Resilience and Managing Stress	07 December	2
38.	Taxation Planning	10 & 11 December	16

FEES:

Physical Trainings:

Members: P2,960

Non-Members: P3,240

VIRTUAL/WEBINAR:

2 hours session: P200

1-day: P1,580

2-days: P2,290



BICA MEMBER VALUE PROPOSITION

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BICA is committed to supporting the development of a capable and successful accounting profession that most appropriately serves and functions in the public interest. Stay informed, connected, and ahead of the curve with our comprehensive member value proposition.

As a BICA Member, I belong to a community that:

“
Unlocks a wealth of benefits,
empowering me to navigate the complex
landscape of accounting regulations
with confidence and competence.”

All Members Benefits

BICA CA QUALIFICATION

The BICA Chartered Accountant (CA) qualification is a rigorous and comprehensive program designed to produce highly skilled and competent professionals in the field of accountancy. The qualification is recognized both nationally and internationally, positioning BICA as a key player in the global accounting community. Members have the opportunity to enroll for the CA qualification enabling them to play a pivotal role in shaping the future of the accounting profession in Botswana and beyond.

PROFESSIONAL COMPETENCE

Leading edge employers recognise that a BICA Membership is designed to enhance the cutting-edge industry of professional accountants who are innovative and ensure best practices. With a reputable Institute known for its commitment to promoting ethical and compliant accounting practices, our Membership lends credibility to your professional profile. We help add value to your career journey by helping you power your prosperity by showcasing your dedication to excellence and adherence to regulatory standards.

CONTINUING PROFESSIONAL DEVELOPMENT (CPD)

Our comprehensive range of educational material and programs are tailored to equip you with the necessary knowledge and skills to excel in an ever changing business and professional landscape. Stay up-to-date with the latest industry trends and earn valuable CPD credits to advance your career through our diverse selection of online courses, workshops, and seminars engineered to provide you with a professional sense of direction.

ADVOCACY

As a professional body, we have a prominent voice which we use to benefit you, our Member and publics. Our Membership enables you to engage in thought leadership discussions and be part of the collective voice that influences accounting regulations and policies, making a notable difference in the profession and

STAY INFORMED

We remain committed to leading the professional accounting industry successfully into the future with our innovative and progressive approach. We ensure that you keep abreast of the latest trends and stay informed about new regulations, standards and best practices that can directly impact your work. Our website provides a repository of resources including articles, webinars, and research papers, ensuring you stay ahead of the curve with relevant and up to date information.

NETWORKING OPPORTUNITY

We connect you with vibrant and like-minded community of professionals, fostering meaningful relationships and collaborations. We provide you with the opportunity to expand your professional network through engaging and participating in our various networking activities including AGMs, member engagements and more.

ECONOMIC CONTRIBUTION

Your Membership extends beyond just the accounting profession, it provides the valuable opportunity to contribute to the economic development of our nation and beyond. As a Member in good standing, your Membership enables BICA to achieve Sustainable Development Goals (SDGs), helping shape a more successful and sustainable economic future.

CUTTING-EDGE BENEFITS

- * Reduced fees (50% discount) on annual subscriptions and CPD for unemployed Members.
- * International recognition and affiliation with the International Federation of Accountants (IFAC), the Pan African Federation of Accountants (PAFA).
- Quality service by Member Firms to Stakeholders since firms are regulated through practice reviews and therefore adhere to quality management standards and the Financial Intelligence Act requirements.
- * Affordable and free to Continuing Professional Development (CPD) Programmes
- * organised by the Institute.
- * Opportunities to represent the Accountancy profession on the BICA Council and Committees of Council.
- * Networking opportunities at all BICA events and seminars.
- * Access to job opportunities and references flagged by the Institute.
- * Access to accountancy information and updates through BICA portals and platforms.

EXCLUSIVE BENEFITS

(exclusive to Associate and Fellow Members)

- Audit Certificate – Opportunity to practice as a partner in an accounting and/or audit firm, if one has the required relevant experience in an audit firm
- Enhanced credibility with the CA professional designation
- Right to vote at BICA Annual General Meetings
- Commissioner of Oaths designation



LIFESTYLE BENEFITS

Enjoy luxury accommodation for 15% less

*BICA members will enjoy a 15% discount on accommodation services at Travel Lodge locations across Botswana.

Affordable and Comprehensive Funeral Coverage

*Dynamic Insurance Brokers Introduces Exclusive Group Funeral Insurance Scheme for BICA members, extending coverage to their immediate and extended family members

Secure your valuables for less with Dynamic Insurance Brokers

*Dynamic Insurance Brokers provide budget-friendly insurance options for your car and home.

Take charge of your well-being with Thinkando

*Enhance your well-being with Thinkando's cost-effective wellness services.

LIFE STYLE BENEFITS

Enjoy unbeatable discounts at Treehaus

At Treehaus BICA members get:

a) Discounted Venue Hire

- 15% discount on all venue bookings for official and affiliated BICA events and activities

b) Special Rates on Food and Beverages

- 10% (ten percent) discount on all food and beverage orders made by BICA members

Treehaus shall host a weekly networking event exclusively for BICA members, branded as "Haus Networking Hour for Accountants" to be held every Thursday from 5:00 PM to 7:00 PM.

A partner of:



Member of:



Accredited by:



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🌐 www.bica.org.bw
📧 @bicabw
🌐 Botswana Institute of Chartered Accountants
🌐 Botswana Institute of Chartered Accountants



LIFE STYLE BENEFITS

Enjoy Affordable Emergency Assist 991 Services & Total Peace of Mind

As a valued BICA Member, you have access to affordable Emergency Assist 991 services designed to keep you and your family safe, prepared, and supported when it matters most.

Comprehensive Emergency Assistance Services

- Emergency Medical Assistance through Batho Pele Emergency Medical Assistance Services – BWP 550 per year

Professional Training Opportunities

Members can access specialised training programmes including:

- First Aid Level 1 – BWP 828 per person
- First Aid Level 2 – BWP 1,008 per person
- First Aid Level 3 – BWP 1,251 per person
- Standard Basic Fire Fighting – BWP 855 per person
- Defensive Driving – BWP 2,100 per person

Roadside Assistance Cover (Annual Cover)

Choose from a range of roadside assistance packages tailored to your needs:

- Silver Cover – BWP 813
- Gold Cover – BWP 990
- Platinum Cover – BWP 1,561.50

A partner of:



Member of:



Accredited by:



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📘 Botswana Institute of Chartered Accountants

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**TO CONTRIBUTE TO THE BICA TECHNICAL BULLETIN PLEASE SEND
YOUR ARTICLE TO:**

BICA.Technical@bica.org.bw

**CONTACT THE BICA TECHNICAL DEPARTMENT
FOR ANY TECHNICAL ENQUIRY**

BICA.Technical@bica.org.bw