

**Ref: MESD 1/25/4 V (10)**

**Date:** 6<sup>th</sup> March, 2026

The Secretary-General  
Estonian National Commission for UNESCO  
Tallinn, Estonia

**Subject: Forwarding of Request for Technical Assistance – Ministry of  
Sport and Arts, Botswana**

Dear Colleague,

The Botswana National Commission for UNESCO presents its compliments and wishes to inform the Estonian National Commission for UNESCO that we are in receipt of a request for technical assistance and support from the Ministry of Sport and Arts of the Republic of Botswana.

The request relates to areas of cooperation and capacity development that fall within the broader framework of UNESCO's mandate and are of relevance to the ongoing collaboration between Botswana and Estonia. In this regard, we take this opportunity to forward the request for your kind consideration.

We would greatly appreciate any support or technical assistance that the Estonian National Commission or relevant partner institutions may be able to extend. While the request outlines a number of areas of possible support, we would be most grateful for any level of assistance that may be feasible, even where such support may not fully cover the entire scope of the request.

The Botswana National Commission for UNESCO highly values the growing partnership and cooperation that continues to develop between our two National Commissions, and we remain confident that this collaboration will continue to yield meaningful opportunities for mutual learning and capacity strengthening.

Please accept, Dear Colleague, the assurances of our highest consideration.

Yours sincerely,



**Itseng Kwelagobe**  
**Secretary-General**



**REF: DoA 6/4/5 I (3)**

**5<sup>th</sup> March 2026**

Botswana National Commission

Gaborone

Dear Sir

**RE: SUBMISSION OF PROPOSAL FOR TECHNICAL  
COOPERATION ON THE DEVELOPMENT OF BOTSWANA'S FILM  
INDUSTRY ECOSYSTEM**

On behalf of the Ministry of Sport and Arts of the Republic of Botswana, The Film Office is pleased to submit the attached proposal for your review and consideration.

The proposal, titled "Developing a Sustainable Film Industry Ecosystem: Establishment of Film Commission and Developing Relevant Policies," has been prepared for the Estonian National Commission for UNESCO and the Estonian Film Institute with the aim of exploring a strategic partnership that can bring valuable technical expertise and international perspective to Botswana's emerging film sector.

The enclosed document outlines the project's objectives, implementation strategy, and expected outcomes. It is designed to align with the strategic priorities of the National Commission while fostering meaningful cooperation, institutional capacity development, and long-term sustainability within Botswana's film industry.

We believe this potential collaboration presents an important opportunity to strengthen bilateral engagement while advancing shared goals in the development and promotion of the creative industries. We are confident that the technical strengths, experience, and institutional knowledge of both institutions will contribute significantly to the successful implementation of the proposed initiative.

The opportunity to discuss the proposal further and to provide any additional information that may assist in reviewing is welcome.

Thank you for your time and attention to this submission.

Yours Sincerely,

A handwritten signature in black ink, appearing to be 'Gaonyatswe Kwalate', written over a horizontal line.

Gaonyatswe Kwalate

**For/Director Culture and Visual Arts**

# **Proposal for Technical Expertise and Assistance: Partnership with the Estonia National Commission for UNESCO and the Estonian Film Institute**

**Project Title** Botswana-Estonia Partnership for Sustainable Film Commission Ecosystem Development

**Submitted By** The Ministry of Sport and Arts (MoSA), Botswana

**Contact Person** Film Office Coordinator - Department of Arts and Culture (MoSA)

**Date** December 9, 2025

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## **1. Executive Summary**

This proposal seeks comprehensive technical expertise and assistance from the Estonian National Commission for UNESCO and the Estonian Film Institute (EFI) to support the Ministry of Sport and Arts (MoSA) in establishing and fully operationalizing the Film Commission of Botswana (FCB).

Leveraging Estonia's advanced digital governance infrastructure and its successful, internationally competitive film industry model, Botswana partnership with Estonia aims to rapidly develop and commercialise Botswana's film industry and make a transparent, efficient, and digitally driven FCB aligned with the Cinematography Act of Botswana and UNESCO conventions and capable of fostering a sustainable local industry.

The partnership focuses specifically on high-level knowledge transfer, operationalizing the FCB based on what would be the;

- a) outcome of the industry landscape study;
- b) policy alignment with the Cinematography Act of Botswana; the UNESCO 2003 and 2005 Conventions;
- c) practical on-site assistance for immediate development of operational documents;
- d) e-governance systems for permits and licensing;
- e) implementation of robust film tourism strategies;
- f) film production funding models;

## 2. Project Description and Objectives

The primary goal is to formalize a knowledge-sharing partnership where Estonian experts provide advisory, technical, and targeted on-site support to the FCB development team for rapid operational readiness and commercialization.

### Specific Objectives:

- a) **Adapt e-governance solutions:** enable the FCB to set up a fully digital application and issuance process for filming permits, licensing, and funding.
- b) **Operationalize FCB Structure:** leverage Estonian expertise in operationalizing a competitive national film institute model,
  - i. developing a lean organizational structure (organogram -CEO to Managers, payment structure and employment guidelines,
  - ii. operational guidelines informed by the Botswana film industry landscape study.
  - iii. implementing associated funding guidelines.
- c) **Regulatory Alignment:** Align the FCB regulatory framework (permits, licensing, funding) with the provisions of the **Cinematography Act** (as amended/re-enacted) and **UNESCO 2003/2005 Conventions** drawing on Estonia's implementation experience.
- d) **Capacity-Building:** Facilitate workshops and provide on-site technical assistance for FCB staff and local practitioners, focusing on film industry development, commercialization, film tourism promotion, and the development of the *Cinematography Act* regulations.
- e) **Film Industry Asset Database:** Create a digitized asset database categorizing industry assets, mapping cultural heritage sites, and monuments as filming locations to promote film tourism and co-productions.

### 3. Project Activities and Methodology

The project incorporates enhanced technical assistance and expert exchange, leveraging both remote consultation and critical on-site expert deployment to ensure effective operationalization.

Phase	Activities	Duration	Partners Involved
<b>Phase 1: Legal &amp; Operational Foundations</b>	Onsite consultations with EFI & Estonian UNESCO experts on e-governance, funding models, and <i>Cinematography Act</i> regulations; development of operational documents development of operational documents for all portfolios (organogram, board appointment guidelines, payment structure templates CEO, Directors, Managers).	3 Months	MoSA, EFI, Estonian NatCom UNESCO
<b>Phase 2: Policy Alignment &amp; IT/On-site Dev</b>	Expert review of drafted FCB regulations and operational guidelines; <b>on-site technical assistance</b> for IT infrastructure development (digital processing of permits/licenses); development of a locations database prototype; finalization of policy for film tourism integration and digitized location mapping (including heritage sites).	4 Months	MoSA, EFI, IT Vendors
<b>Phase 3: Capacity Building &amp; Launch Prep</b>	Joint Botswana-Estonia workshops/expert exchange on operationalizing the new digital system; integration of UNESCO Convention requirements into permit/funding forms; <b>on-site training</b> for FCB staff on funding models and commercialization strategies; launch preparation of the FCB.	3 Months	MoSA, EFI, Local Stakeholders

#### 4. Alignment with Partner Objectives

- a) **Estonia National Commission for UNESCO:** This initiative directly supports the promotion and implementation of the 2003 and 2005 Conventions globally, leveraging Estonia's best practices in supports of global cultural governance through digital best practices.
- b) **Estonian Film Institute (EFI):** The partnership would facilitate achieving the following objectives;
  - i. international collaboration;
  - ii. knowledge transfer;
  - iii. promote the Estonian film model as a benchmark for efficiency and competitiveness;
  - iv. assist in developing new markets;
  - v. facilitate international co-productions;
  - vi. promote film tourism destinations.
- c) **MoSA Botswana:** The technical assistance would accelerate Botswana's economic diversification goals through the creative sector, ensuring the new commission operates efficiently, transparently through digital systems, and is commercially focused from onset of the FCB's establishment.

#### 5. Required Assistance

Botswana requests comprehensive technical assistance and expert time rather than direct financial aid for the entire project.

#### **Estonia's Obligations and Commitment**

**Deployment of Estonian experts to Botswana for targeted on-site technical assistance** during Phases 2 and 3 to aid in system setup and operational training.

- a) Provision of expert consultation hours from the EFI and the Estonian e-governance sector.
- b) Sharing of template documents, IT system architecture examples, regulatory frameworks, *Cinematography Act* regulation development guidelines, and lean operational structure models (organogram, HR best practices).

- c) Facilitation of virtual/in-person expert exchange workshops focused specifically on funding models, commercialization, and film tourism promotion strategies.

**Botswana Contribution (in-kind/financial):** MoSA will cover the costs for

- a) local infrastructure,
- b) workshop venues,
- c) local deployment costs for the IT systems,
- d) secure appropriate funding to cover the travel, accommodation, and per diems for the deployed Estonian experts during their on-site missions.

## **6. Monitoring and Evaluation**

Success of the project will be measured by the launch of functional digital application systems (permits, licensing, funding applications), the formal adoption of revised FCB regulations and operational guidelines, a functional film industry asset database the establishment of the lean operational structure (board appointed, staff employed), and the development of a functional *Cinematography Act* regulatory framework within one year of the partnership initiation.

## **7. Conclusion**

A partnership with the Estonian National Commission for UNESCO and the Estonian Film Institute offers a unique opportunity for Botswana to leapfrog traditional administrative bottlenecks by adopting a sophisticated, digitally enabled commission model. Enhanced by on-site expertise, this collaboration will ensure the FCB is FCB is efficient, transparent, and globally competitive in both governance and commercial film industry ecosystem development.

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