



Estonian  
National Commission

Secretary-General  
Botswana National Commission for UNESCO  
Gaborone, Botswana

Yours: 06.03.2026 No MESD 1/25/4 V (10)

Ours: 30.03.2026 No 14-9/10-2

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

Dear Colleague,

Thank you for your letter and for forwarding the Request for Technical Assistance by the Ministry of Sport and Arts to cooperate on developing Botswana's film industry ecosystem. Estonia highly values cooperation between our National Commissions for UNESCO, Ministries, and other relevant organizations.

We agree that the requested technical assistance fits well within UNESCO's mandate and aligns with our cooperation in the field of creative industries. Furthermore, this initiative is highly appreciated as it is a great follow up and continuation to the last year's CCI and Film TAIEX study visit to Tallinn by National Arts Council of Botswana, and film and heritage themed workshop that took place in Gaborone.

Based upon your letter and the exchange that followed, we have started to work on identifying a suitable technical expert. As an initial step, we'd envision the expert to work remotely from Estonia. We can cover these initial expert consultation costs. Given the importance of contextual understanding and local ownership, we would propose a tandem arrangement: a national expert based in Botswana working on the ground, paired with an Estonia-based expert providing advisory support and co-developing deliverables. Subject to practical considerations, budget, and project needs, short, targeted expert missions to Botswana could be considered to support in-person consultations, workshops, stakeholder engagements. We believe that this modality would promote continuous peer learning and capacity strengthening for both sides, while ensuring contextual relevance and sustainability. Considering the request for technical assistance and the profile of the expert to be selected, we would propose reviewing the work plan with clear milestones to include the modalities for remote engagement and potential mission windows.

We have discussed this topic with Ms. Viola Salu, Head of Production Department, Estonian Film Institute, and will share the profile of the Estonian expert for your consideration as soon as possible. **We would suggest a video call for further discussion in the second half of April or earlier, if needed. Having reviewed and considered this letter, may I kindly ask you to suggest a suitable time.**

For operational communication, kindly note the contacts of my colleagues:

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Please do not hesitate to contact us should you require any further information.

Thank you once again for your engagement and we look forward to working with you as always.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Kerli Gutman-Normak', written in a cursive style.

Kerli Gutman-Normak  
Secretary-General

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