

**THE HOTEL AND
TOURISM ASSOCIATION OF BOTSWANA (HATAB)
AND
BOTSWANA CONFEDERATION OF COMMERCE, INDUSTRY AND MANPOWER
(BOCCIM)**

PRESENT THE

**TOURISM
DEVELOPMENT
GUIDE**

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**TOURISM
DEVELOPMENT GUIDE**

CONTENTS	PAGE
A. Hotel and Tourism Association of Botswana	3
B. Botswana Confederation of Commerce, Industry and Manpower (BOCCIM)	3
1. INTRODUCTION	
1.1 Overview of the Botswana Tourism and Wildlife Policies	4
1.2 Description of a Tourist	5
1.3 Reasons for Travelling and Holidays	5
1.4 Economic significance of tourism	6
SECTION 2 TOURISM OPPORTUNITIES ENTERPRISES	
2.1 Brief description and sample tourist operations/enterprises	9
2.2 Business opportunities in community areas	18
2.3 Community Joint Ventures	19
2.4 Franchising and samples of franchising possibilities	22
SECTION 3 START UP CONSIDERATIONS	
3.1 Preliminary start up questions	24
3.2 Legal identity	26
3.3 Classes of Legal Identity	26
3.4 Procedures for Establishing a Company	28
SECTION 4 THE BUSINESS PLAN	
4.1 Introduction to Business Planning	32
4.2 Business Plan Components	33
4.3 Viability	36
SECTION 5 SAMPLE OPERATING MODELS	
5.1 Determining Preliminary Development Costs	38
5.2 Composition of Revenues	39
5.3 Composition of Costs	40
5.4 Project Revenues	41
5.5 Project Costs	42
SECTION 6 ACQUIRING LAND	
6.1 Steps in Procuring Tribal Land	44
6.2 Acquiring Land in Wildlife Management Area	44
6.3 Steps in Procuring Stateland	47
6.4 Land for Non-Citizens	51
SECTION 7 SOURCING FINANCE	
7.1 Application for financing	52

7.2	Loan Application Checklist	53
7.3	Financial Assistance Policy (FAP)	54
7.4	Botswana Development Corporation	56
7.5	Possible Sources of finance	58

- | | |
|--------------------|-------------------|
| - Parastatals | - Stock Exchange |
| - NGO's | - Venture Capital |
| - Commercial Banks | - Pension Funds |

SECTION 8 OBTAINING A BUSINESS LICENSES

8.1	Tourist Enterprise Licenses	61
8.2	Department of Wildlife and National Parks Licenses	62
8.3	Commercial Licenses	64
8.4	Industrial Licenses	66

SECTION 9 ESSENTIAL SERVICES

9.1	Premises	68
9.2	Electricity	68
9.3	Water (local Authority, Water Utility, Boreholes)	69
9.4	Telecommunication (telephone, fax, radio)	69
9.5	Waste Management (sewage, refuse)	70

SECTION 10 TRAINING FACILITIES

10.1	Employment of Batswana	71
10.2	Employment of non - citizens	73
10.3	Education Training Institutions	75

SECTION 11 RECOMMENDED INSURANCE COVERS 77

SECTION 12 GENERAL INFORMATION

12.1	- National Parks & Game Reserves	79
12.2	- Background Information on Botswana	80

Appendix I TERMINOLOGY AND ABBREVIATIONS 82

Appendix II USEFUL CONTACTS

14.1	Relevant Government Ministries/Departments	87
14.2	Parastatals	87
14.3	Botswana Representatives Abroad	88
14.4	Foreign Respresentatives Based in Botswana	89
14.5	Non Governmental Organisations	91
14.6	Donor Agencies	94

Appendix III HATAB/BOCCIM LITERATURE 96

Appendix IV SOURCES FOR USEFUL BOOKS AND PUBLICATIONS 97

A

HOTEL AND TOURISM ASSOCIATION OF BOTSWANA

The Hotel and Tourism Association of Botswana (HATAB) is a private non-profit organisation registered under the societies act. HATAB represents the interests of its members who are drawn from nine sectors of the tourism industry and these are Hotels, Lodges, Camps, Airlines, Tour Operators, Services, Hunting, Mobile Safaris, Air Charter and Restaurants and is fully recognised by the Government as fulfilling this task. HATAB influences government's policy affecting the development of the tourism industry through its representation on various government advisory bodies.

HATAB organises participation opportunities for its members at trade shows/fairs and exhibitions locally, regionally, and internationally; sponsors and organises an extensive programme of training courses; consults with various government ministries and departments on a regular basis, and offers professional consultancy advice to members, on labour, immigration, tourism and other related aspects, while it also communicates to and with its members through newsletters, business luncheons, workshops, annual dinners, and personal visits by the staff.

B

BOTSWANA CONFEDERATION OF COMMERCE, INDUSTRY AND MANPOWER

The Botswana Confederation of Commerce, Industry and Manpower (BOCCIM) is a private non-profit organisation registered under the trade Unions and Employers' Organisation Act 1983. BOCCIM represents the interests of the Private Sector in total and is recognised by Government as fulfilling this task. BOCCIM influences Government policy affecting the private sector through its representation on various advisory bodies.

BOCCIM sponsors an extensive programme of training courses and scholarships; offers industrial relation assistance; provides management counselling to member firms, especially to small business, promotes women-owned businesses, and communications to and with its members through newsletters, business luncheons, workshops, annual dinners, and personal visits by the staff.

There is a list of explanations of terminology used at the back of this manual.

SECTION 1. INTRODUCTION

1.1 OVERVIEW OF BOTSWANA TOURISM AND WILDLIFE POLICIES

The introduction of this Developers Guide comes at an appropriate time when the Government of Botswana is implementing its new tourism and land management policies.

Such a positive step by the Government encourages investor confidence and will help open the tourism industry to more investment opportunities.

During 1990, the Government of Botswana introduced a new Tourism Policy. Its objectives being stated in the National Development VI plan.

This policy was formulated on the basis of Government's determination that the tourism industry has been earmarked to be the new engine of growth in the country.

Basically the aims of the Tourism Policy are:-

- * to strengthen the economy by supporting the public and private sectors.
- * to ensure that tourism becomes a significant and sustainable economic sector generating employment and income, foreign exchange and government revenue, thereby contributing to the improvement of the quality of life of the indigenous people of Botswana.
- * to improve the quality of the tourism industries services and increase visitor satisfaction, thereby projecting a favourable national image to the outside world.
- * to sustain the current targeted levels of tourism and to ensure sustainable utilisation and conservation of Botswana's tourism resources.

Objectives of the Wildlife/Conservation Policy

- * To realise the full potential of the wildlife resource which is running far below its sustainable yield capacity.
- * Develop a commercial wildlife industry to create jobs, economic opportunities and income for rural population.
- * To increase the supply of game meat as it will contribute to national nutritional objectives under the National Food Strategy and also be directed to commercial use.
- * Rural Development and citizen participation.

Legislation outlined in the policies reinforce the relationship between Government and the tourism/wildlife industries. At the same time, as the government alone cannot carry out the task of promoting and marketing the industry, therefore, those involved in tourism and wildlife must be seen to be spearheading the sector, hence the preparation of this Developers Guide. This prime aid will assist not only entrepreneurs who would like to enter the industry but existing stakeholders in broadening their vision and investment scope.

1.2 DESCRIPTION OF A TOURIST

An international tourist is described by the World Tourism Organisation as :-

"Any person who travels to a country other than in which she/he has his/her usual residence, but outside his/her usual environment and whose purpose of visit for a period of at least one night but not more than one year and whose main purpose of visit is other than the exercise of an activity remunerated from within the country visited."

A domestic tourist is described as :-

Any person who travels within their own country of residence, but outside their usual environment for a period of at least one night. In Botswana, usual environment includes the cattlepost, lands and urban homes.

1.3 REASONS FOR TRAVELLING AND HOLIDAYS

The first group of tourists are holiday tourists - who have the freedom of choice of where, when to go and how much they spend.

Reasons for travelling include :-

- A. TO DISCOVER NATURE AND WILDERNESS IN UNIQUE AREAS SUCH AS THE OKAVANGO AND KALAHARI
- B. ADVENTURE
- C. TO RELAX
- D. CHANGE OF SCENERY
- E. RENEW ENERGIES
- F. GETAWAY FROM BAD CLIMATE
- G. FUN AND ENTERTAINMENT
- H. LUXURIOUS LIVING
- I. FOLLOW A SPORT/HOBBY

J. STUDY/RESEARCH

K. COLLECT COUNTRIES/FACES/GLOBE TROTTER

L. SHOPPING

The second group of tourists have to visit a particular place and the decision to travel, when to go, is to a greater extent influenced by other factors beyond their control. These include :-

M. VISITING FRIENDS/RELATIVES (VFR)

N. BUSINESS

O. ATTEND SPECIAL EVENTS

P. CONVENTIONS/CONFERENCES

Remember one has to work hard to save to travel.

1.4 ECONOMIC SIGNIFICANCE OF TOURISM

The main economic significance of tourism - **that money earned in places of normal residence is spent in places visited** - is common to all tourism, whether international or domestic. Thus, in the receiving countries, this purchasing power generates and provides a source of income, employment, livelihood and amenities for the residents.

With this in mind the importance of the tourist industry can be noted, and the fact that not only is it one of the fastest growing in the world but after the oil industry is the biggest generator of revenue with estimated total receipts from tourism standing at US\$302,816 million during 1993. Compared with 1985 this shows an average and steady growth rate of 12.86%.

During 1993 a total of 512,939,000 tourists travelled abroad from their usual residence, and out of these 18,303,000 came to Africa giving a share of 3.5% to the continent.

It is also a prime employer of labour as the total work force in tourism around the world is estimated at 170 million workers which breaks down to one person in every fourteen workers involved in the leisure industry.

Closer to home it should be noted that South African receipts from tourism are estimated at over R10 billion per year compared with Botswana P271.8 million. It is estimated that around 300,000 people are employed in tourist related industries in South Africa compared with Botswana's 27,000.

It is anticipated that the South African work force will increase to 450,000.

The growth of tourist arrivals in South Africa has been recorded at the rate of 17% but it is now anticipated that arrivals will exceed 20%. During 1993, the country received 2.9 million visitors compared with Botswana's 916,000.

The Multiplier Effect

The following chart demonstrates how tourism spending flows through the economy.

Tourists spend for:	Second round of expenditures:	Ultimate beneficiaries (a partial list):
Lodging	Wages and salaries	Accounts Appliances Architects
Food	Tips and gratuities	Artisans and crafts people Arts and crafts suppliers
	Payroll taxes	Athletes
Beverages	Commissions	Attorneys Auto servicepersons
Entertainment	Music and entertainment	Bakers Bank workers Butchers
Clothing	Administrative and general expenses	Carpenters Cashiers Charities
Gifts and souvenirs	Professional services	Cinema and video makers/distributors Clerks Clothing manufacturers
	Purchase of food and beverages suppliers	Cooks Cultural organisations Dairies
Personal Care, medicine, cosmetics	Purchase of goods for resale	Dentists Departments store owners/workers
	Purchase of materials and suppliers	Doctors Education providers Electricians
Photography	Repairs and maintenance	Engineers Farmers Fisherpersons
Recreation	Advertising, promotion and publicity	Freight forwarders Furniture makers Gardeners Gift shop operators Government workers Grocers

	Utilities	Health care providers
Tours, Sightseeing guides and local Transportation	Transportation	Housekeeping staff
	Licenses	Insurance workers
	Insurance premiums	Laundry service providers
Miscellaneous	Rental of facilities and equipment	Manufacturing workers
	Interest and principal payments of borrowed funds	Office equipment suppliers
	Income and other taxes	Painters poultry farmers
	Replacement of capital assets	Petrol stations
	Return to government	Plumbers
		Porters
		Printers and publishers
		Recreation equipment, sales/rental
		Resort owners, operators and workers
		Restaurant owners, operators
		Road maintenance workers
		Sign makers
		Transportation workers
		Utilities, providers and repairpersons
		Waiters and waitresses
		Wholesale suppliers

Leakage: When the private or public sector purchases goods or services from sources outside the community, that money is no longer subject to the multiplier effect and the economic benefits leak out of the community/country.

Source: World Tourism Organisation.

SECTION 2 TOURISM OPPORTUNITIES ENTERPRISES

The tourism sector offers many levels for an entrepreneur to enter the industry as noted on the page illustrating the multiplier effect (page 8 of this manual).

At a principal level, the entrepreneurs can provide a service direct to the tourist i.e., accommodation, food, transport, communication, entertainment, etc.

At a secondary level, the entrepreneurs can provide a service to the tourist service provider i.e., to the lodge/hotel owner, tour operators, etc. The industry offers particularly the small entrepreneur an opportunity to sell their crafts/skills/products to the tourist service provider.

At a third level, the entrepreneurs can provide the raw materials that are part of a manufacturing process. For example, cultivating Mokolwane to sell to basket weavers around the country, growing Mukwa forestries to sell wood to carvers, making beads to sell to jewellery makers; harvesting ostrich eggs to sell to jewellery makers, ostrich farmers; designing attractive packaging to sell to veldfood producers; making frames to sell to artists.

However, the entrepreneurs need to communicate frequently with buyers to ensure that there are indeed providing the service/product to the buyer's requirements and satisfaction.

For example - the poultry farmer needs to provide a consistent supply of chickens to the safari lodge operator, whose demand is determined by the tourist arrivals. The safari lodge operator in turn may have small storage capacity and cannot hold a large quantity of stock, but he is able to tell the farmer how busy he will be the following week, month, etc. Instead of buying a batch of chickens, 100 at one time and after eight weeks trying to sell the batch, it would be better for the farmer to buy 10 chickens every week and as these hatch at different times, provide a more consistent supply to the lodge owners.

A seamstress must be able to decorate her pillow cases/tablecloths in a way that it will blend into specific safari lodge decor in order to make a sale to the lodge owner, and not just sell a normal pillow case as the lodge owner can probably buy it cheaper elsewhere.

This adding value to goods/services offers tremendous opportunity to entrepreneurs.

2.1 BRIEF DESCRIPTION OF SAMPLE TOURIST OPERATIONS/ENTERPRISES

HOTEL

A facility which provides serviced accommodation for business

or leisure travellers. The type of services provided include clean rooms, room service, provision of food and beverages, meeting rooms and business services like telephone, fax, message taking. Hotels are graded one star up to five stars depending on the level of services offered. A one star will have very basic services, whilst a five star offers luxury services and therefore costs more to stay there. Hotels can vary in size from 10 bedrooms to over 1000's on one site. Traditionally located where there is a large influx of travellers.

MOTEL

A small hotel, that historically was sited between two towns or cities that were far apart, and offered a convenient overnight accommodation facility. As these were mostly used by salesmen, who travelled with lots of luggage, they enabled the traveller to park his vehicle next to his room and saved him unpacking his vehicle for the night.

SAFARI LODGE/CAMPS

Normally providing accommodation, food and beverages in wilderness areas, for small groups up to 12 to 16 people. The lodge structures may be made of natural resources from the surrounding area including thatch, reed (letlhaka) tents or brick. Additional leisure activities offered include game walks/drives/river cruises/fishing/hunting/photographic. Some safari lodges may be larger in size up to 100 rooms, but the size of the lodges in wildlife management areas will depend on the Land use Planning guidelines as prepared by the Department of Wildlife. Often the lodge or camp specialises in one of the leisure activities.

CONFERENCE ORGANISER

Gathers together information on availability of facilities capable of hosting large or small seminars/conferences/meetings. Has data base on capacity, sizes, availability, facilities, costs, locations, contacts for equipment and support service. Carries out marketing and liaises with potential organisations such as Government, private companies, NGO's or tour specialists locally, regionally and internationally who wish to host seminars, conference. Sometimes creates own theme conference/package and markets this concept.

DOMESTIC TOURISM ORGANISER

Gathers together information on the total tourist product within a country, with particular emphasis on mid to low level categories. Has a data base on capacity, costs, locations, private organisations, institutions, government organisation, NGO's, schools and training and establishments, travel agencies, tour operations, public service transporters at all levels with a view to moving groups of local tourists/residents to various destinations within the country

for a variety of leisure of or training reasons. Sometimes doubles as a conference organiser.

ART CENTRE/GALLERY

Apart from arranging art for sale or display often organise exhibitions of a cross section of art, usually with a theme. Often hosts workshops and auctions, usually specialises and sometimes has permanent display of art internally or externally or both.

EXHIBITION ORGANISER

Creates themes for various types of exhibitions and trade fairs. Acts as agent for bodies requiring expertise of this nature. Markets the events locally and abroad. Usually hires out the exhibition stands and support equipment or acts as sub-contractor. Runs the event in total from inception to start up on to completion.

CAMPING RENTAL OUTFITTER

Provides tentage and ancillary equipment to the leisure and business sector. Often provides services to organisations or individuals requiring equipment of this nature for special events such as weddings, plant openings, school speech days, etc. In addition often hires out specialised sports equipment.

GUEST HOUSE (Traditional, colonial, exotic)

An individual or company which provides small bed/breakfast, bed only, or self catering services. Adopts a theme in order to attract a specific market. Used by low cost visitors, domestic tourist, and often businessmen. Sometimes provides a bar, or additional catering.

HEALTH SPA

A small establishment which provides accommodation, specialised catering, and health related services to a growing health conscious market. May offer seminars, jacuzzi, gym, and other aspects of a health related nature. Often based near mineral water springs, or a scenic area .

ENTERTAINMENT CENTRES

Can cover a vast spectrum of activities from live theme museums, night clubs, fun centres, amusement parlours, lunah parks, to dance halls, variety theatres, bowling alleys, etc.

SPECIAL EVENTS/SPORTS ORGANISER

A specialist in creating, organising a variety of sports events of local, regional or international stature. Championships, competitions in every category of sports at all levels eg, marathon, golf, car rally, camel racing, horse

racing, athletics, paraplegic, etc. But, also creates or organises other events such as drum or choir festivals, parades, galas, etc.

INCOMING TOUR OPERATOR

Gathers together information on total tourist product within a country. Has a data base on activities, services, capacity, costs, locations, contacts, rates. Consolidates tours with a special theme, often tailor made to specific demand or in accordance with own vision/expertise and offers these services to foreign tour operators. Carries out separate or joint marketing of tour services.

CULTURAL RESTAURANT

Identifies a cultural theme, usually local or indigenous where the spirit of the cuisine, food, beverage is promoted; often in a cultural atmosphere. Usually operates food festivals at Regular intervals and sells services to public as well as specific markets such as the leisure industry, business houses, NGO's, etc. Sometimes doubles up as a unique seminar centre.

CULTURAL CENTRE

May offer traditional dance groups drawn from various areas. Usually located in capital city. Has a specific venue which in addition may offer catering, beverages, sale of various handcrafts, unique seminar facilities, music, dancing both traditional and contemporary, live theatre etc. Will draw dance groups from sub-contracted members of community or employ versatile staff to provide a varied dance role activity.

DUTY FREE SHOP

Offers duty free goods for sale, traditionally based at airports servicing incoming as well as outgoing passengers. A novel approach is to operate at a busy road border point not in a common customs area. Usually offers a wide cross section of duty free items, but also includes the better value handcraft items of the country.

GUIDED TOUR SERVICE

Travel guides of both sexes are provided to assist visitors in visiting and learning about the city or village and its attraction, as well as the country. Usually compliments the existing tour guide service, but at a lower level, and in a middle category price bracket. Assists self drive and FIT visitors, as well as GIT, on special request.

TRADITIONAL DANCE/SONG GROUPS

An organiser contracts or hires teams capable of an effective traditional, cultural routine, and sub-contracts them to

hotels, institutions, and tour operators on a casual or contract basis according to an agreed schedule of performance. May also contract to cultural centres. Groups often used for private parties/functions, and as official welcoming groups for VIPs.

HANDICRAFT UNITS/SHOPS

Organiser gathers together a consortium of skilled producers of handicrafts (weaving, basketry, jewellery, leather work, carving, pottery, etc) and acts as a middleman for purposes of promoting and marketing these products from a central point. This venue may be a shop, a market, or a specially designed sales point as part of a theme usually based on tradition or a specific culture. Will also set up marketing and promotion to attract local, regional and international customers either as visitors or as customers for export items.

TRADITIONAL VILLAGE

May portray culture of a tribe, or variety of tribes by the recreation of the life style in a living format with all activities demonstrated, the building style and culture is faithfully reproduced. May at discretion incorporate Handicraft Units, Traditional Dance/Song Group/Cultural Restaurant etc. Customarily located at capital city village, towns and or point with maximum inflow of visitors.

COLONIAL VILLAGE

Reproduction of historic from early colonial days creating a small living village of colonial era with period costumes and styling, style, culture is carefully produced. Usually located at capital city and or at point with maximum inflow of visitors.

VISITS TO DIAMOND MINE/GOLDMINE

Mines already in operation are of extreme interest to every category of person. Here organisational skills are brought to bear in showing the actual day to day operations. Use is made of lecture notes, souvenir booklets, video film. Interest is provided with opportunity to pan for the product (pre-salted), and a chance to buy the finished product from an up market jewellery outlet.

ENVIRONMENTAL EXPOSURE/EDUCATION "ADVENTURE SAFARIS". "PHYSICAL ENDURANCE SAFARIS GUIDES SAFARIS EDUCATIONAL".

A Course run by Guides teaching individuals and groups in the field the basics of desert wilderness lifestyles eg. Okavango, Pans life, and the environmental/ecological balances of the country. Marketed locally as well as regionally and internationally.

TRADITIONAL FASHION SHOW ORGANIZER

A popular function with all levels of market where the traditional style is the key attraction and activity is based at a variety of functions as a centre piece or focal point. Usually marketed to hotels, institutions, exhibitions etc. The more sophisticated the style and the music, the better reception by the market.

HISTORICAL, ARCHAEOLOGICAL SITE

Developes sites for use by the public. Prepare history, information and services such as refreshments, toilets and if need be, accommodation near the site.

HISTORICAL SITES PROMOTER

Organiser gathers together information on availability of historical sites of every type within the country putting into a data base showing identity, location, cost of entry, basic history, etc. Carries out marketing, makes available history, and conducted tours.

AFRICAN BALLET

An experienced choreographer assembles and trains a troupe of talented dancers, creating a team which with suitable costumery is able to blend the old and new into dance routines making up shows. These are marketed at all levels domestically, regionally, and internationally.

YOUTH CAMPS/CHILDREN HOLIDAY CENTRES

Using an attractive location, special courses are run for the junior population which not only entertains, challenges, but also educates, and disciplines, providing some basic skills at the same time. Combines culture, tradition, tradition, wildlife, physical fitness education, and can be combined into a fun package. This can cover extremes from survival course to computers for education and games.

CARAVAN SITES

Using the maxim of prime location, a well placed site offers security, water, power, refuse disposal, cooking and ablution facilities with access to basic provisions so that any caravan owner is able to be comfortable in the facility.

CAMP SITES

Using the maxim of prime location, a well placed site offers security, water, power, refuse disposal, cooking and ablution facilities with access to basic provisions so that any camper is able to be comfortable in the facility.

MARINAS

Using natural water resources such as dams and rivers there should be options which may cover a variety of water activities such as windsurfing, motor boating, rowing, canoeing, yachting, swimming, fishing. Parallel to this is the opportunity to develop catering, camping, food and beverage facilities.

DESERT SURVIVAL COURSES

Operator requires full knowledge and experience of this subject, and possess equipment to back up. Conducts courses which offer challenges, experience, learning and subject. Carries out marketing and liaises with potential organisations, or tour specialists, locally, regionally, and internationally. This type of course is seen by management of corporations and many academic institutions as being suitable for leadership/management development.

HILLS/TRAIL BIKING/CYCLING TOURS

Requires a stock of relevant equipment. Gathers information on routes, tour, conditions, costs, contacts. Conducts guided tours around selected areas carries out marketing and liaises with tour specialists locally, regionally, and internationally.

CATTLE POST/FARM STAYS

Utilises either one form or several of differing activities and standards, to make up a package which offers excellent cuisine, personal service, based on active cattlepost/farm life, and an interesting activity package. Markets through existing tour operators, and carries out marketing locally, regionally and internationally.

CULINARY SAFARIS - "BO-MMASEAPEI"

Requires a knowledge of "excellent cuisine", where organiser gathers together information on the specialised culinary product. Has a data base on establishments, services, chefs, cuisine, costs. Puts together packages which incorporate the best, the unique, tradition, attractive features, and markets at all levels. Usually works in cooperation with other existing tour operators, but also operates own personally conducted tour. "Bo-Mmaseapei" could offer the cuisine in their own homes

GAME BIRD BREEDING

This project is better if it is located near to a point with maximum inflow of visitors. Various birds are bred for export sale, consumption, as well as display, and in some cases even for release into the wilds to assist in restocking programmes. Copy for Game Breeding and change birds to Game. Usually marketed and promoted domestically as well as to existing tour operators.

CAMEL SAFARIS

As this animal is relatively easy to keep being suitable for arid areas their display is part of the operation where the animals are trained and used for safari work over harsh terrain. They carry passengers, walk and race. The same principles of a FARM STAY apply. Can be applied to luxury, medium, or economy safari work as part of an existing operation or as a separate operation. Marketed locally as well as regionally and internationally.

SNAKE FARM

This project can be located near to a capital city, and or at a point with maximum inflow of visitors, but can be located in key centres of rural communities around the country. A cross section of reptiles are kept in suitable exhibition facilities for display. Marketed locally, as well as to existing tour operators.

AVIARIES

This project can be located at key centres of rural communities around the country. A cross section representation of birds are kept in suitable exhibition facilities for display. Marketed locally, as well as to existing tour operators.

BUTTERFLY FARM

A simple project requiring very little land where there is an income from the display of the insects as well as educational establishments.

DUDE RANCH

Horses are trained, offered for riding in various activities, including safaris over an extended period out of the base. The base operates on the same principles as FARM STAY. Can be applied to luxury, medium, or economy safari work. Visitors feel free to develop and enjoy a wilderness atmosphere. Marketed locally as well as regionally and internationally.

DONKEY SAFARIS

Donkeys are trained, offered for riding in various activities, including safaris over an extended period out of the base. The base operates on the same principles as FARM STAY. Can be applied to luxury, medium, or economy safari work. Visitors feel free to develop and enjoy a village atmosphere. Marketed locally as well as regionally and internationally.

WALKING SAFARIS

Operator gathers information on routes, tours, conditions, facilities, costs, contacts. Conducts walking safaris over

set itineraries. Carries out marketing and liaise with tour specialists locally, regionally and internationally.

NATURAL MINERAL WATER SUPPLIER

This product is marketed domestically, regionally with possible international sales. Can be established at any location with source of spring water. The more exotic the location the more attractive the product from a market point of view. Economic consideration of marketing/distribution will decide on how close the factory would be to major markets and in relation to key distribution network.

FILM INDUSTRY OUTFITTER

All film producers require a source of experienced semi-technical and general labour, as well as bulk of the equipment, in particular heavy items. Additional equipment needs can be drawn from CAMPING RENTAL/OUTFITTER and CAR HIRE. This activity is very capital investment oriented. Services marketed and liaised with film industry in prime film producing countries and existing tour operators, locally, regionally and internationally.

FILM INDUSTRY

Requires considerable expertise, with contacts and liaison within the prime film producing nations. Requires access to considerable finance, with nationwide contacts to possible partners of cooperation including various departments of the government. Requires to draw from national resources, culture and excellent climate of country which is utilised together with labour pool and government willingness to cooperate in order to contract film groups in using country for productions.

HOT AIR BALOONING

Requires compliance with civil aviation regulations and use of specific expertise in operating. Is carried out in areas of scenic attraction or game viewing. Has restrictions in that can only be operated when very low breezes prevail or zero cloud conditions, and by virtue of lack of ability to navigate requires chase vehicles and crews to retrieve each flight. Marketing is done at all levels.

PARACHUTING

May be done in association with HOTAIR BALOONING, but can be carried out at most locations where either instruction or practice or both is carried out. Can work in association with AIR CHARTER OPERATION as a sub-contractor, but use of own equipment is preferable. Marketing is done at all levels.

MICRO LIGHT/GLIDING

Two different operations requiring two different types of

equipment which represents capital investment and may be used in one operation or as independent operations. The operations require compliance with civil aviation regulations and use of specific expertise in operation. Requires to operate under certain weather conditions. Can be mounted at most air fields. Marketing is done at all levels.

SPECIALITY PRODUCERS (ADDED VALUE VENDORS)

Supply of Unique foods (Veldfoods)

Future trends for in bound tourists include the need to purchase naturally produced organic foods (not like home, which are synthetically/artificially produced) but from the 'true' wilderness. Foods which are perceived to be "free from excess preservation chemicals" - that is what tourists are looking for.

The following list is not all inclusive but gives a basis for potential entrepreneurs within their own natural environments, veldfoods that can be sold.

- * Dairy products, cheeses, yoghurts (madila), frozen yoghurs, ice-cream, cakes, deserts, puddings, sweets made from cows, goats sheep and even donkey milk.
- * Herbal teas
- * Dried fruits/nuts
- * Jams and preserves
- * Breads, cakes and cookies
- * Liquors, alcoholic, fruit punches and drinks
- * Dried mushrooms, herbs and spices

Supply of unique crafts/gifts

- * Pot pourris, perfumes, etc.
- * Medicines
- * Framed pictures, postcards, letter heads, greeting cards either hard drawn, or using dried plants.
- * Storage containers/cooking utensils and crockery made from pottery, tin, or wood.
- * Household linen and clothes made from natural fibres e.g., raw silk (mohane silk)

2.2 BUSINESS OPPORTUNITIES IN COMMUNITY AREAS

In addition to the above, the following is a list of wildlife and other natural resource based enterprises that might be

undertaken in community areas and should give some idea of the wide range of opportunities that can be pursued in association with rural communities.

Wildlife

Consumptive Uses:

Safari Hunting: citizen and Resident Hunting Safaris. Game Harvesting/Cropping. Game Farming/Ranching. Intensive Breeding of Crocodile and Ostrich, Live Capture and sale. Processing and Sale of Wildlife Products.

Non-consumptive Uses:

Game Viewing/Photographic Safaris: Mekoro, Boat, Vehicle and Pack Animal Safaris; Protection and/or Reintroduction of Wildlife; Breeding of Endangered Species.

Other Natural Resources

Consumptive Uses:

Forestry; Veld Products for building processing and sale; Raw Materials for Handicraft Production.

Non-consumptive Uses:

Photographic, Cultural and Adventure (Ecotourism)

In addition, a number of services might be provided in communal areas, to complement joint venture enterprises or improve marketing strategies.

These might be as follows:

Camp Sites, Tented Camps and Lodges, Research Camps, and Lodges, Handicraft Workshops, Markets for Locally Produced Goods, Retail Outlets/Restaurants, Filling Stations and Service Centres, Labour and Transport Services, Local Cultural Activities, Small Scale Agriculture, Horticulture, Cattle Stock Improvement Schemes (where permitted), Livestock and Wildlife Abattoirs.

2.3 COMMUNITY JOINT VENTURES

A joint venture is an activity, or venture, undertaken by one or more partners for their mutual benefit.

The potential partners for a community joint venture are:

Rural communities who feel that their natural resource might appeal to private sector partners, but who have little experience in business, the tourist market or the management of tourist enterprises.

Established companies who recognise an area's potential for profitable business, but do not have rights of access to the area or its resources, except through business agreements with local communities.

Joint venture agreements and partnerships should embrace the following types of community objectives. They should plan to:

- * maximise medium and long term benefits to rural communities and their joint venture partners.
- * provide sufficient incentives for participants to generate local level support and responsibility for sustainable wildlife and natural resource management.
- * increase employment opportunities for the local population and develop markets for local products.
- * provide education and training in sustainable natural resource use, wildlife management and the tourist industry, and so develop local capacities for managing natural resources and tourist enterprises.

Local communities and their potential partners must explore the best possible mean by which they can fulfil these objectives.

There are a number of options for joint ventures that could be discussed by local authorities, rural communities and potential private sector partners.

Recently there has been increasing awareness of the community utilisation Controlled Hunting Areas(CHA) represent for tourism and to other business developments. This is a direct result of the change in the way Controlled Hunting Area concessions are to be allocated in future, and the fact that the new community areas contain varied and abundant resources that might be profitably utilised.

It is essential that prospective private sector partners follow the procedures laid down by the District Council and the DWNP, and do not attempt to short circuit the consultation processes outlined in this document.

All joint venture consultations with communities will be carried out by the District Authorities and the DWNP. When a community has decided that it is in favour of taking on a joint venture, the District Council will advertise the area in the local press. These advertisements will request private sector expressions of interest for the community area in question, and may also list the types of enterprise the community has identified or wished to promote in its area.

In proposing your joint venture it is necessary for all potential partners to take a longer term view (five years, or more) of any business developments.

Longer term arrangements, which genuinely reward both the community and their partners will be of greater value to all participants.

JOINT VENTURE GUIDELINES FOR THE PRIVATE SECTOR

Interested entrepreneurs should base their proposals on the following guidelines for socially sensitive development in community areas:

- * *The objectives of private sector community partners should be based on the overall development goals and priorities identified by local communities.*
- * *The promotion of local tourist attractions and other business developments should be subject to community approval.*
- * *The involvement of rural people in any partnership should proceed only when they have considered that the integrity of their traditions and lifestyles will be respected.*
- * *Communities should be given the opportunity to secure broad-based participation in business, tourism and other activities.*

CONSULTATION

All private sector presentations must address the above issues and demonstrate sound procedures for consultation with the District Council, the DWNP and the Tribal Administration.

Company directors should introduce and register themselves to the Tribal Administration and the local District Council. This is not only a courtesy, but also acts as an important foundation for a continuing process of consultation, information and mutual support. The company should become familiar with District Development Plans and should, wherever possible, support the local administration in achieving its goals. It is also important that companies are aware of social and business development.

SUGGESTIONS FOR DEVELOPING PROPOSALS

- * **Information:** Respond to District Development Plans for each Community Area. Tell them about the company's activities and how the business operation works. Express the company's interest in working with them.
- * **Motivation:** Say how the company will involve the community. For the joint venture process to work, it is imperative that the community's opinions and advice on the potential for resource utilisation and business development in their area are sought.
- * **Skills:** Explain what the company will do to raise the local skills levels and to develop the management

capacities of their community partners.

- * **Benefits:** Explain how the community will benefit from the partnership and what the company is offering in terms of equity, fees, employment, skills development, support for local enterprises and the development and maintenance of social services.
- * **Viable Options:** Show that the company's proposed ventures are finally viable.

2.4 FRANCHISING

A franchise arrangement occurs when the business rights for a particular business, as well as the knowledge, procedure, expertise and goodwill necessary to run it, are sold to an individual or a number of companies, who are called franchisees. The amount of money involved naturally depends on the type of business being undertaken. The franchiser may expect to earn some form of royalty from you.

Operating a franchise is a relatively safe way of starting out with your own business. A franchise can reduce the risk of failure. Many of the problems encountered in starting a new business have already been overcome, while the business idea has been tested and shown to be profitable.

This may include an accounting system, marketing techniques, restaurant design and development, management consulting and a personnel system. Of course, the franchisee has to put in a lot of hard work, and will still be faced with all types of problems which have not been anticipated by the franchisees.

SOME SAMPLE FRANCHISE AREAS WHICH PROVIDE SERVICES TO THE TOURIST INDUSTRY

- * Hotel and Motel operations (Sheraton Choice hotels, Travelodge, BestWestern, Hyatt, Ramada Inns).
- * Car hire (Avis Budget Rent-a-car, Thrifty Rent-a-car, Alamo, Hertz).
- * Courier service, (DHL, TNT Express Federal)
- * Speciality restaurants (Steers, Mike's Kitchen)
- * Speciality Bars (O' Hogans)
- * Fast food outlets (MacDonalds, Wimpey, Chicken Licken, Nandos, Steers)
- * Sports equipment
- * Travel agencies (Uniglobe, TP travel, Travel Professionals, Rennies Travel, Thomas Cook)

- * Windshield and glass repair
- * Souvenir T-Shirt-print shop
- * Swimming pool services
- * Dry cleaning
- * Photography service (Kodak)
- * Language courses
- * Camp groups
- * Coffee shops
- * Photocopying services
- * Carpet cleaning
- * Hair care
- * Tyre distributor (Tyre centre)
- * Vending machines
- * Ice cream outlet
- * Pest control
- * Weight loss centre
- * Cartoon maps
- * Security
- * Videotaping services
- * Motor vehicle repairs
- * Beverage distributors (Botswana Breweries, Kgalagadi Breweries, Rebel)
- * Bath repair (Worldwide refinishing)

SECTION 3 START UP CONSIDERATIONS

3.1 PRELIMINARY START UP QUESTIONS MARKET SURVEY FOR A TOURISM PROJECT

Even though an idea may be sound, there may be a very good reason why you cannot get it started. Some of the preliminary questions you should ask before deciding to pursue the idea are:

An opportunity, if it is a good idea in tourism, should be feasible (within your capabilities to transform it into a business) and also viable (it can be transformed into a profitable business).

To decide whether the idea you have represents a real business opportunity, you must test it for feasibility. Ask...

- * Who are the potential clients for my service or businesses; individual people, tour wholesalers, tour retailers, GIT, F.I.T.?
- * What needs do they have that I can fill with my proposed service?
- * What is the profile of my proposed clients? are they young, old, male, female, rich, poor?
- * Where do my clients reside, or have their business?
- * Is my proposed operation location convenient for them?
- * Are the number of potential clients in the market area going to grow, stay the same, or decrease?
- * Does the need for my service vary during the year? Is the business seasonal?
- * How will I continue in business if there are times during the year when the demand is likely to be low?
- * From what sources will I obtain services, and how much will it cost to transport my clients there?
- * Who is my competition for these services?
- * Can I meet, or beat, the quality of my competitor's service?
- * Can I meet, or beat the price of my competitor's service?
- * How will I provide my service? And what will be the cost to provide it?
- * What volume of service am I likely to sell during the year?
- * If you are expecting to sell your service to a tourist: what do they expect? Will you be able to meet their

- requirements for efficiency, values, quality, and price?
- * Can I get the required start up finance?
 - * Do I understand the market for this type of product or service?
 - * Do I have enough skill to produce the product or deliver the service?
 - * Does this business require a formal qualification? In some areas you need to sit for examinations which are set by the relevant regulatory body.
 - * Can I get a suitable location for the business? How necessary is location to the business?
 - * Will there be enough space in which to operate the business?
 - * Are there any legal problems to be dealt with in commencing the business?
 - * Can I locate recruit suitable employees? Can I afford them?
 - * Is any special equipment required? Can I obtain it?
 - * What type of marketing will be needed? Can it be done? Can I afford it?
 - * How much working capital will be needed? Can I get it? Can I manage it?
 - * Will I be able to provide the transport needs? What will be required?
 - * Can I find clients for my service? Will retailers or wholesalers be willing to do business with me?
 - * Can I find reliable trade associates?
 - * Will I be able to maintain my interest in the business? Do I enjoy doing the type of work that this business involves? Will I give it my full attention?.

These are very important questions which should be given careful thought. If these questions can be answered with satisfaction, there is a good chance that your idea is feasible.

3.2 LEGAL IDENTITY

LEGAL STRUCTURE

The various forms of business ownership convey different advantages and disadvantages. This section provides some background information to facilitate your choice. However, the decision is not simple and professional legal advice would be advisable.

BUSINESS NAME

Your company or business name should be registered with the registrar of companies to protect it from use by other people. Cost of registration is nominal. The usual length of time to process the registration is six weeks, however, this may be longer if you choose a business name similar to one being used by another business.

Careful consideration of the advantages and disadvantages matched with the business special needs will dictate the most favourable structure.

3.3 CLASSES OF LEGAL IDENTITY

There are basically three main classes of legal entities, or styles, in which a tourist enterprise may operate. The first, and easiest entity is the "sole proprietor." The second is a "partnership," and the third is a "private limited company."

3.3.1 SOLE PROPRIETORSHIP

A sole proprietorship is owned and operated by one person (yourself). It is the simplest legal structure where the individual controls all of the business assets and profits. The business conducted is for the sole benefit of yourself and any profit or losses will be for your own account.

The disadvantages to be considered include responsibility for all debts and potentially high individual tax rates. Also It may be more difficult to attract capital for business development. Moreover, in times of ill health, the business may suffer in the event of the owner's absence.

The name of the business must be registered if it is not the name of the individual, who will remain fully liable in all cases for his business debts and commitments.

Sometimes this step is taken in the case of a very small business where the individual concerned wishes to test the business atmosphere before venturing further. An example could be in the case of the curio business.

3.3.2. PARTNERSHIP

The legal definition of a partnership is "the relationship which exists between persons carrying on a business in common with a view to profit".

- this is where two or more persons, but not more than twenty carry on a lawful business in which each of you contribute something with the object of making a profit and sharing it between you.

It is formed by an agreement between two or more persons to carry on a trade, profession or business together under a joint name. The partners are jointly and severally liable for its obligations.

Whilst a partnership may be created by an oral or written agreement or by implication from the conduct of the partners, it is recommended that a written contract be prepared.

Permission from all partners is required for the partnership to enter into a contractual agreement.

The formation of a partnership is relatively straightforward, inexpensive, confers legal status and may provide some tax advantages. All profits and losses are allocated to the partners for tax purposes. Partners are free to agree amongst themselves as to distribution of profit and allocation of loss, management and normal operational procedures. It also results in the combination of skills and expertise of each individual partner. Moreover, the partnership can determine a division of labour in accordance with the competence and skills of the partners.

Difficulties may be experienced working successfully within a partnership and additions or withdrawals of partners may create problems for smooth operations.

Partnerships are the best style for some situations, but please be forewarned that:-

From a practical point of view, partnerships require a thorough agreement on sharing of responsibilities; and from a legal point of view, **ANY SINGLE PARTNER** can be held liable for **ALL** the obligations of the partnership in the event that there are any problems!

Each partner is subject to unlimited liability for the debts of the partnership and each partner is liable for the actions of any of his fellow partners.

3.3.3. THE LIMITED COMPANY

The limited company is the most important form of business establishment in Botswana and also the most popular one. A detailed description of this form of business organisation is given.

Private Limited companies are subject to the provision of the Companies Act (Cap 42:01).

Private Limited Company - a private limited company is an association of persons, not exceeding 20 persons, who are called "shareholders".

There is no minimum capital requirement for a limited company under the Companies Act except that a private limited company has at least two shareholders and no more than 20. Each company requires a memorandum and articles of association and requires to be registered under the Companies Act. Registration is normally handled by a company secretary or lawyer.

The formation of a company confers limited financial liability, continuity of existence in that the company would continue if a member withdraws. There is a separate legal existence which enables individual owners to deal with the company. The transfer of shares is simple and additional capital can be obtained easily.

Incorporation of a private limited company is relatively expensive, also complex and companies are subject to statutory reporting requirements. Moreover, company shareholders are not necessarily entitled to participate in management.

They, in return for a monetary contribution to the company, receive shares in the company in which the liability of the members is limited to the amount unpaid (if any) on the shares they hold. This style must be registered.

Public Limited Company - a public limited company is an association of persons, exceeding 20 persons, also called shareholders. The company raises funds by going on the stock exchange and selling shares to the public

There is no easy answer to the question most asked? "which is the best option to choose?" The decision must be in accordance with your own particular circumstances. It is a good idea to obtain a copy of the Companies Act (Chapter 42:01) since the operation of a company is an extremely complex issue. The Act is available from the Government Printer, Gaborone at a nominal charge of P5. It is also prudent to seek advice from your Lawyer and/or Accountant.

3.4 PROCEDURES FOR ESTABLISHING A COMPANY

The following procedures should be followed when establishing a limited liability company in Botswana.

- * Register the proposed company's name with the Registrar of Companies for search and approval.

- * Next, file the Memorandum and Articles of Association with the Registrar of Companies who, if satisfied, incorporates the company and issues a certificate of incorporation.

Memorandum and Articles of Association should include; Objective of the company, total capitalization; number and per value of shares; details of locations and directors indicating the number of shares held by each.

Registration fee depends on the level of capitalization . It is a legal requirement for every registered business entity to have the following documents:

- * Certificate of Registration or incorporation;
- * Memorandum and Articles of Association; and,
- * Relevant business licences.

Allow enough time to prepare as, registration may require four to six weeks or longer. The memorandum of association must be submitted for approval to the Registrar of Companies, Ministry of Commerce and Industry, Gaborone, tel: 3601200.

Auditing and secretarial firms can help with registration. If you want a quick registration you can pay an extra fee to use the name of a shelf or dormant company. There are requirements and restrictions regarding: authorised share capital, company name, registered office, register of members, directors, secretary, annual returns, etc.

REPORTING AND AUDITING

The directors of a limited company are required to submit audited accounts to the shareholders. In addition an annual return must be filed by each company with the registrar of companies.

The accounts must be prepared in accordance with Companies Act as amended and must comprise a profit and loss account and balance sheet.

ANNUAL ACCOUNTS

All registered companies are required by law to keep proper books of accounts. A balance sheet and statement of accounts should be prepared annually, certified by the Directors of the company.

MANAGEMENT

Company management is delegated to the board of directors which can include both executive and non-executive members. Each company must have a secretary, who can also be a director, provided he is not the sole director. The managing director is normally appointed from amongst the directors.

The first annual general meeting (AGM) of a company must be held within 18 months of incorporation. Subsequently there must be an AGM each calendar year with not more than 15 months between each meeting. The items normally included on the agenda are acceptance of the directors report, auditors report and annual accounts, the election of directors, the approval of the auditors' remuneration and approval of any proposed dividend declaration.

BUSINESS TAXES

All companies liable for payment of income tax should, upon registration also register with the Commissioner of Taxes which should be quoted on all taxation matters.

All registered businesses or companies with regular and permanent employees are required to make certain statutory deductions from their workers remuneration on behalf of various institutions, such as the Income Tax Department.

Full details of the tax structure maybe obtained on request from: the Department of Taxes Ministry of Finance and Development Planning, Private Bag 008, Gaborone, tel: 352444.

Tax is chargeable on all amounts accrued or deemed to be in Botswana, but is limited to "income" accruals save to be where the law specifies that "capital" amounts are to be included. The tax is payable annually on income for the tax-year ending 30th June. In the case of a business, where proper accounts are kept, the business accounting year may be substituted. There are special provisions in the Income Tax Act of 1973 (as amended) applicable to a change of accounting date.

COMPANY TAX:

There is a two tier system of company tax. Companies will continue to pay tax at the rate of 25% of their taxable income but the tax is broken down as follows:

Small companies (i.e resident private companies whose gross income does not exceed P300,000.00) whose shareholders pay their personal income tax at rates lower than the 40% company tax rate, may opt for treatment as partnerships or as private traders, if there is only one beneficial shareholder. Such option is valid and binding for the current and two subsequent tax years. Any dividend paid would relate to the previous year's profits and withholding tax of 15% would be imposed. A branch of a non-resident company is subject to a profit tax of 15%.

Personal Tax

The tax threshold for resident individual is P9,000.00 while the maximum marginal tax rate is 40% which will be reached at a taxable income of P50,000.00. Thus the top marginal rate of individual tax has been equated with company rate of tax.

Botswana residents earning under P9.000.00 per annum and whose sole income is income from employment which is subject to the deduction of withholding tax by his employer, are not required to furnish a tax return. Where employees receive any other benefits or income they are required to submit tax returns.

SECTION 4 THE BUSINESS PLAN

4.1 INTRODUCTION TO BUSINESS PLANNING

Business planning is a complex and lengthy process that requires the assistance of experts, but it can also be done on a superficial level by ensuring you answer all the headings below to the best of your ability.

Alternative sources of assistance when putting together a business plan include:

- * University of Botswana "Business Clinic", a non profit organisation aimed at assisting communities.
- * Joint venture companies, on approval of your business idea
- * NGO's - on approval of your business idea
- * Accounting firm/accountants in your area
- * SEPROT

Thinking through the practical aspects of a start up in business will save you many unexpected problems, delays and nasty surprises in the future. A good business plan is a source of reference, a guide and bargaining tool. The plan :

- * Pinpoints areas of the business that have been neglected; assesses strengths and weaknesses in an objective way.
- * Gives a framework for explaining the future directions of your business to others.
- * Used in organisation of a loan application.
- * Forces you to think about the future strategy of the business.
- * Makes it easier to detect deviations from the course and to understand the reasons.
- * Provides a foundation on which to build future plans.

Such planning makes you to think through the important issues that you may be confronted with sooner or later. Lack of planning does not affect short-term success very much, but good planning is vital for long-term profitability. Research has shown that careful planning by entrepreneurs is closely associated with the survival and growth of their business.

4.2 BUSINESS PLAN COMPONENTS

4.2.1 Index Page

The first page should contain the name of the business and the owner; the type of business; the address and telephone number of the owner; and the presentation date. A logo may also be included.

4.2.2 EXECUTIVE SUMMARY

Provide a **brief overview** of the proposed tourist business, its objectives, the markets it will serve and the industry within which it will operate. Mention the form the enterprise will take (sole trader, partnership, or company) and the type of activity it will cover (service, manufacturing, merchandising). Will it be a new business, a take-over, or an expansion of an existing business?

If the firm has already been started, outline its history since inception.

State short, medium, and long-term objectives for the company, what does the company want to achieve over the next one year, three years, five years.

Indicate the type of services or products to be provided by the business; and the owner/managers educational qualifications and work experience.

Normally the summary is written after you have completed the following analysis.

4.2.3 ANALYSIS OF LOCATION

Describe the location, rental cost and size of your premises. If possible, draw a location and layout plan. A plan of the interior layout may also be included together with a photograph. Describe the premises of competitors in the area.

4.2.4 ANALYSIS OF INDUSTRY

Describe that segment of the tourist industry in which you will be entering. By explaining :-

a) ANALYSIS OF COMPETITORS

- * identify and list your main competitors
- * estimate their relative market share
- * indicate their profitability
- * indicate their strategies and services
- * indicate the intensity of competition - price wars, tariff cutting, heavy promotion, etc.

b) ANALYSIS OF SUPPLIERS

- * list your proposed suppliers - source
- * list alternative suppliers - source

c) ANALYSIS OF BUYERS

The following information will identify whether there is a market demand for the type of facility you are planning and provide information on the behaviour and preferences of your appropriate market segments. When analysing the market demand there are some key factors to address:

SEASONALITY

- * What is the seasonality pattern for the existing tour operations in the area?
- * Is there a weekly or monthly seasonal pattern?
- * Does visitation increase on weekends or does it drop?
- * Can the higher volume occupancy periods be attributed to specific market segments?
- * Is seasonality linked to school holiday, workers holiday periods?
- * Does it coincide with certain climatic seasons? Either in your area or abroad?
- * Is there potential for encouraging visitation in the traditionally low seasons? From domestic sources or abroad?

MARKET SEGMENTS

- * Will your operations cater for different market segments?
- * How compatible are they with your service?
- * Do the different segments require separate services, different facilities or special inputs?
- * Have you focused on a particular customer base?

GROWTH

- * What is the growth scenario for the area and the region as a whole?
- * Elements to be considered may include the absence or presence of convention centres, major tourist attractions, airports and capacity, the likelihood of construction of a major road leading to the site or a bypass route, neighbouring tourist attractions currently promoted or unpromoted.

- * How is the country and area going to develop in respect of tourism? What does the national tourism policy say in respect of product or areas of choice which you propose to develop and or promote?
- * From existing statistics of tourist arrivals how does the future appear in terms of growth?
- * How will future foreign tourist arrivals be increased? What airlines service tht country/area in terms of long haul, short haul, regional, domestic.
- * What national plans exist to develop domestic tourism?
- * What regional plans exist to develop tourism?

TALKING TO KEY PEOPLE

Whether or not you choose to commission specific research for your project or not, it is essential that you talk to key people and organisations including:-

- * HATAB Advisory Service
- * BOCCIM
- * The local Tourism/Wildlife Offices.
- * Ministry of tourism.
- * The Chamber of Commerce
- * District Commissioner
- * Other tour operators to assess the possibility of their utilising your facility and identifying their specific needs.
- * Hoteliers in the area to assess the possibility of their cooperation in utilising your facility for over flow business (surplus) and identifying their specific needs.

d) SUBSTITUTES/ALTERNATIVES

- * list possible substitute products/services
- * discuss their price and attractiveness (good substitutes can create a ceiling on prices in an industry)

e) ENTRY THREATS

- * examine entry barriers - those factors which make it difficult for new firms to enter into the industry. E.g, high capital requirements (for plant, machinery, or premises), significant economies of scale, regulatory barriers, strong brand identification, high levels of tour organising or guide skills, or technology.

- * remember when you evaluate the attractiveness and profitability of the chosen segment of the tourist industry - that factors such as low market growth rates, strong competitors, powerful suppliers, powerful buyers, good substitutes and low barriers to entry, all diminish the profitability of any industry. Do any of these exist?

4.2.5. FINANCIAL PLAN

Draw up forecasts for the next year of the firms's:

- * INCOME STATEMENT
- * CASH FLOW STATEMENT
- * CAPITAL EXPENDITURE ESTIMATES
- * BALANCE SHEET

4.2.6. RESOURCES REQUIRED

- * Calculate how much capital you will need to start the business.
- * Include equipment, premises, stock, wages and salaries, vehicles, working capital, travelling and travelling, brochures, advertising expenses in your calculations.
- * Explain why each resource is required, and indicate cases in which a less expensive substitute may be considered. (E.g., a second hand vehicle or computere - instead of a new one).

4.3 VIABILITY

To decide whether the business will be viable, the following must be answered: 'Will it make a profit?' In answer three factors have to be estimated by you:

4.3.1. MARGIN?

The difference between the price at which the service is sold and how much it costs, to produce. Costs of such service includes direct costs including items such as park and guide fees, accommodation, driver, fuel, vehicle operating costs, meals and any other miscellaneous related expenses. This is needed together with expenses or indirect costs.

4.3.2. EXPENSES?

The indirect costs or overhead expenses that will be incurred over the same period of time such as : rents, equipment; depreciation of capital equipment, travelling and staffing/administration/secretarial support costs. In addition distribution/marketing costs including sales commissions should be included.

4.3.3. VOLUME?

The estimated number of visitors to be serviced over a given period of time. The estimate should be based on market research, and should be conservative. Will include tarrif or charge for such type of tour or services provided.

SECTION FIVE : SAMPLE OPERATING MODELS

5.1 DETERMINING PRELIMINARY DEVELOPMENT COSTS

In order to prepare the cash flow statement, preliminary development costs must be determined. Of course, development costs vary according to type, size, location, amenities and quality.

For the purposes of analysis, estimate of development costs can be prepared, based on general industry standards. It can then be adapted to respond to local conditions.

Of a project's total cost, developer should expect to spend:

- 10 - 20% for land
- 50 - 53% for construction
- 13 - 14% for furnishings
- 13 - 18% for miscellaneous costs

For a safari lodge/camp, naturally the construction costs will be much less if natural resources are used like reeds, thatch.

Some often over-looked yet critical costs are those associated with provision of power, water and sewerage to the site.

Additional costs include the development of carparks, site preparation, construction of roadways, retaining wall and so on.

5.2 COMPOSITION OF REVENUE

All figures are percentages

	Rooms	Food	Beverages	Leisure Act	Curio Shop	Commission	Printed Tickets	Charter Retail	Other	Total
Hotel	43	28	143		1				15	100
Motel	49	28	14						9	100
Safari Lodge					5					100
Hunting Camp	16	9	5	70						100
B & B	90	10								100
Coach Tour							65	30	5	100
Travel Agency						100				100
Tour Operator						100				100

5.3 COMPOSITION OF COSTS

	Cost Of	Payroll	Advert	Agents Commission	Fin Charges	Communication and Energy	Motor Vehicle	Other	Net Profit	Total
Hotel	18	20	4	1	3	18	6	18	12	100
Motel	18	4	4			5			5	100
Safari Lodge	16	6	7	20			1		51	100
Hunting Camp	6	4	7	16			1		66	100
B & B Coach	34	5	6		9	5		8	33	100
Tour Travel	58	8	6	6		3	12		7	100
Agency Tour		60	4		3	14		19		100
Operator	67	4	7	9				8	5	100

5.4 PROJECT REVENUES

Following an assessment of the potential market support, the size and type of hotel, average annual occupancies and room rates, the developer can predict likely revenues for each operating department.

ROOM REVENUE

Assessments of potential room revenue results from three factors:

- * Projected number of available guest rooms
- * Projected average annual occupancy
- * Projected average annual room rates

Thus, for a 100 room hotel with a projected annual occupancy of 60 percent and a projected average annual room rate of P50, room revenue would be P1,095,000 (100 rooms x 365 days x 60% occupancy x P50 average room rate). This example is necessarily corporate clients, coach travellers and so on. Separate calculations should be made for each of these sectors.

Projecting room revenue is the single most important step in compiling financial projections for a hotel. Room sales typically represent the largest source of income for a hotel.

FOOD AND BEVERAGE SALES

The volume of food and beverage sales is a function of the daily occupancy of the hotel, the type of guests staying there, the incidence and nature of special banquets and walk-in trade. Thus, the type, size and mix of restaurants, bars, coffee shops and banquet facilities must be tailored to the needs of each market-segment.

To project food and beverage sales you must consider:

- * The type and size fo the hotel
- * Its location (an isolated resort hotel may be the only place for overnight guests to eat, while a central business district hotel may attract a high-volume banquet and walk-in trade)
- * The market mix of guests (a convention hotel will generally incur a high volume of banquets, while a commercial hotel may incur a high volume of breakfast meals form business travellers)
- * The quantity and quality of competitive food and beverage outlets
- * The level of support and resources dedicated to marketing
- * The average revenue per person expected for each meal period
- * The number of times a restaurant seat can be used each mealtime or day.
- * The size, quality and versatility of the meeting and banquet rooms.

When preparing projections of likely food and beverage sales, developer should use data from comparable hotels, and from local restaurant owners and operators.

TELEPHONE REVENUE

Telephone revenues result from charges to guests for their local, STD and ISD calls. Telephone sales are calculated as an amount per occupied room and reflect the mix of hotel guests. (Commercial travellers, for example, use in-room telephones heavily to arrange meetings or confirm appointments, while tourists need this convenience less often).

INCOME FROM OTHER DEPARTMENTS

Within most middle-market and luxury hotels, some income derives from the operation of a guest laundry, gift shop, a newsagency, valet service, in-room movies and other such activities. If the proposed hotel will have other operating departments that will generate significant revenues (tennis club, exercise club, carpark, golf course, etc.), then sales and expenses for each of these departments should be projected separately.

RENTAL AND OTHER INCOME

This income category includes revenue from the rental of retail space for a craft shop in the hotel. Other income may involve commissions on sales, interest income, vending machine revenues, game room revenues and other types of income from miscellaneous elements.

OPERATING EXPENSES

Operating expenses have both fixed and variable components. Fixed expenses are relatively unaffected by fluctuations in room occupancy rates whilst variable costs generally change in direct proportion to occupancy. Rent, property taxes, insurance, and replacement costs for fixed assets constitute the major fixed expenses. When preparing financial projections, expenses should be divided into their fixed and variable components.

The following are cost and expense categories that should appear in an operating statement:

- * Prevailing local base rates for salaries and wages, utilities and other related costs.
- * Costs and expenses incurred by comparable facilities in comparable markets.
- * Expected staffing needs
- * Requirements of the proposed hotel operator.
- * Predicted level of occupancy.

COST OF FOOD SALES

- * The cost of all food served to guests, less the cost of food served to employees. Costs vary depending on the size and the type of the hotel.

COST OF BEVERAGE SALES

- * The cost of all beverages served to guests, less the cost of beverages served to employees. Once again this varies depending on the size and type of the hotel.

COST OF TELEPHONE CALLS

- * The total amount billed by telecoms for local, STD and ISD calls, and or equipment rental.

PAYROLL AND RELATED EXPENSES

- * Salaries, wages, payroll taxes, employee meals and related expenses.

OTHER OPERATING EXPENSES

- * Administrative, marketing, energy costs, property operation costs and maintenance expenses.

Additional expenses that need to be considered included interest on borrowings, depreciation and income tax on profits.

SECTION 6 ACQUIRING LAND

The main thrust of the land policy is the three fold, namely:-

- a) to ensure that land is allocated to Batswana citizens;
- b) to encourage full participation in land development by Batswana;
- c) to promote private sector involvement in land development.

6.1 STEPS IN PROCURING TRIBAL LAND

(TRIBAL LAND - VESTED IN TRUST TO LANDBOARDS)

- 6.1.1 Apply in a letter form to : Headman or Chief, stating tribal land need, location and size.
(home, agriculture, cattle post, commercial.)
- 6.1.2 After approval is given, the Chief stamps application form and sends to sub-ordinate or district landboard (Sub-district)

After approval is given by landboard, application is sent to : Landboard at District level
- 6.1.3 Chief will identify plot to District landboard
- 6.1.4 Landboard will verify site
- 6.1.5 Applicant is called for interview
- 6.1.6 Once satisfied, a lease agreement is issued (this gives authority to occupy only but no right to sub-lease or mortgage). This document will need to be signed by **All members** of District Landboard
- 6.1.7 A certificate will be issued at a later date
- 6.1.8 Approved lease is sent by the applicant to: Department of Lands, Ministry Local Government and Lands, Private Bag 006, Gaborone.
- 6.1.9 Once registered the applicant submits same to Attorney General's Chambers to get Lease Agreement converted to a Title Deed.
- 6.1.10 Title Deed is returned to the applicant by Attorney Generals' Chambers. Payment of Tittle Deed can be made over 4 years by instalments.
- 6.1.11 Now plot can be mortgaged if so desired.

6.2 ACQUIRING LAND IN WILDLIFE MANAGEMENT AREAS.

The country has been zoned into different forms of land use, from hunting, to photographic, to ranching, farming etc. The land uses that are relevent to the tourism sector are:-

6.2.1 National Parks

In the National Parks, Wildlife, Flora, fauna, everything is protected and nothing is allowed to be utilized or altered. The National Parks are situated on State Land and are devoid of settlements. Together with Game Reserves they cover 17% of the country.

6.2.2 Game Reserves

Internationally, Game Reserves provide mainly for the protection of animal wildlife species, but with more flexibility in regard to utilisation and interventions. However, in Botswana, these reserves enjoy more or less the same level of protection as the National Parks. The Game Reserves are situated on Tribal Land.

6.2.3 Wildlife Management Areas (WMA)

The objective is that these wildlife areas should be managed by or with the local communities and to decentralise wildlife management from the central Government. These areas have been selected/demarcated because they are compared to what can be gained from farming and cattle. Even if the WMAs are considered to be best suitable for wildlife utilisation, it still allows farming and cattle and they form a buffer zone between the two, and provide natural migratory corridors for wildlife. WMA are zones under the Land Use Plans and cover 21% of the country..

6.2.4 Controlled Hunting Areas (CHA)

The whole of Botswana is further subdivided into Controlled Hunting Areas. Their primary purpose is to allow the regulation of wildlife utilisation anywhere in Botswana. This is necessary because even in agricultural areas, the wildlife resource may be sufficient to allow hunting quotas. Nevertheless the CHAs respect Park, Game Reserve and WMA boundaries. The CHAs also serve as the basis for community management areas within the WMAs. CHA's are not a land use form. Within the CHA's the following activities are allowed:-

- a) Citizen Hunting conducted through a national 'raffle' system. These resources are managed by the Department of Wildlife.
- b) Multiple Use Areas, these areas in which consumptive and non consumptive activities are allowed are managed by Safari Companies, who bid in an open tender for a 5 year lease renewable for three periods, and pay lease rental and royalties to both Local and Central Government.

- c) Photographic Areas, in which non consumptive wildlife activities are allowed, management by Safari companies, again on an open tender basis and payment of royalties and rentals is made to the Landlords.
- d) Community Areas which are managed by the local communities; the community sublease the land from the landboard for a resource rental and can either rent it out to others; enter a joint venture partnership with a commercial enterprises; or operate and manage the tourism activities themselves. These areas are multiple use areas.

Information required in both the prequalification and tender process may include:

Prequalification :-

Details of the site applied for

Full details of the company, its shareholders and associate companies

Corporate and individual qualifications and experience

A description of the intended use of the site

Business Plan demonstrating the financial viability and showing revenue forecasts

Supporting documents to indicate financial resources available

Marketing outline to support revenue forecasts

A description of how your selection as lease holder will benefit the community/country

Is there a clear benefit the community in the development and through this developer?

Does the development provide a balance between environmental and economic consideration?

Any other information to support your recommendations?

Any specific plans required by prequalification conditions

Has the developer demonstrated both corporate and individual capacity and reliability?

Tender Process

Same as above including:

Architectural sketch plans for the development

Environmental and management impact studies

Business plan demonstrating financial viability

Offers for resource rental and royalties

Environmental and community (if applicable) considerations

Procedures for the Accessing land in the Multiple use/Photographic concession areas.

- 6.2.5 The Department of Tourism advertises in the public media for companies to apply for prequalification to manage available concession areas. Tenders to be returned within a specified time period.
- 6.2.6 Entrepreneurs, both citizen, resident or non resident companies, pay a nominal fee to purchase the prequalification documents (normally P200). The documents are available through the Departments of Tourism and Lands in Gaborone; landboards in the respective districts and Botswana's Representative offices outside the country. All applicants must appoint a Gaborone Agent to receive necessary correspondence.
- 6.2.7 Successful prequalifiers are invited by the Department of Tourism to put in their tender proposals within a stipulated time period.
- 6.2.8 Successful tenderers are notified and invited to sign a lease/Royalty agreements with the respective Landboard and Department of Lands. A notice of the successful tenderers is issued in the public media.

6.3 STEPS IN PROCURING STATELAND

Serviced plots are available in the following areas :- Gaborone, Francistown, Lobatse area, Selebi-Phikwe Phase 1, Kasane, Jwaneng.

Serviced land (with provision of electricity, water, roads and sanitation) is provided by Department of Lands and these are directly to Botswana citizens to construct houses themselves.

While houses are built by the Botswana Housing Corporation for sale and primarily for rental to members of the public.

The City and Town Councils allocate low cost Self Help Housing plots to individuals, and assist with construction grants and loans.

Only citizens of Botswana are eligible to be allocated land. All citizens regardless of where they live will be eligible for two residential, commercial and industrial plots in the eight urban areas of Botswana, provided a first plot has been developed.

a. Standing Lists

Standing lists are kept by the Department of Lands as follows:-

Priority is given to:

- i) Applicants with no plot or house (commercial or industrial), enter List A.
- ii) Those applicants with a first developed residential, commercial or industrial plot, enter List B.
- iii) Those applicants who wish to invest in more than two residential, commercial and industrial plots enter List C.

Once the applicant's eligibility to be on a particular list has been established through the normal checks and verification process the applicant is registered accordingly. These lists are drawn up on a first come, first served basis. When plots become available, they are allocated by the State Land Allocation Advisory Committee (SLAAC).

The plots allocated under List A and B still have a two year development covenant after which, if development is not carried out the plot is forfeited to the state. The Ministry of Local Government and Lands decides on forfeitures and all appeals. Because of the extreme shortage of building land the Ministry enforces the forfeiture.

b. List C

List C is open to anybody, group or Company who wishes to develop more than two plots in the different category (i.e. residential, commercial, and industrial). He has to show ability of being able to obtain financial support for his proposals.

Such applicant(s) are able to join with a non-citizen on a joint venture basis to develop his plots. He is not permitted to sell the plots outright. If another Company is formed, he has to show a 60% interest in the new firm.

c. Financing of Development

In the Mortgage Loan Guarantee Scheme (MLGS) the market value of the residential property (to be developed) subject to guarantee has been increased from P100,000.00 to a maximum of P200,000.00

For the second residential development (nationwide) the Government guarantee under this scheme (MLGS) has been increased from 15% to 25% in order to reduce the developer's equity contribution from a minimum of 20% to 10%.

In the Building Society Home Ownership Scheme (BSHOS) the market value of the property to which the government guarantee of 20% applies has been increased from P100,000.00 to a maximum of P200,000.00.

The Government will sell plots to citizen developers on a mortgage basis and Government's first bond status could be waived in favour of a lender.

STATELAND IN RURAL AREAS

6.3.1 Identify land.

6.3.2 Application forms to be sent to

Stateland Applications,
Ministry of Local Government, Lands and Housing,
Private Bag 00128,
Gaborone
for approval.

6.3.3 First, officers search in Land Registry that land is actually available.

6.3.4 When cleared, Minister is advised, and approves.

6.3.5 When recommended, Attorney General Chambers is advised by the Department of Lands.

6.3.6 If the land identified has not been surveyed, the applicant may survey at his cost or await until the Government has surveyed the land (the latter may take a considerable amount of time).

6.3.7 Once surveyed, approved Attorney General's Chamber writes a formal letter of offer and applicant has statutory payments to make.

6.3.8 Once this has been finalised, Title Deed is issued. Payment of the title deed can now be made over a four year period.

STATELAND IN URBAN AREAS

Applicants for a plot in any town/city of Botswana

* Completed application forms must be returned to:

Stateland Applications
Ministry of Local Government, Lands and Housing
Private Bag 00128
GABORONE

* All applications must be made on the prescribed application forms. You must use the correct form or else processing of your application will be delayed. Complete all questions and cross out those not applicable to you.

Do not forget to include your National Identify Number. In the event that you do not have one, attach a copy of the receipt which shows that you have applied for National Identity.

- * Any Motswana over 21 years of age can apply for a plot.
Please note that married couples should submit only one application in respect of the above.
- * If you are a 100% citizen owned company you must apply using the following forms:-
For a residential plot or plots - form RC (yellow)
For a commercial plot or plots - form CC (pink)
For an industrial plot or plots - form IC (blue)
- * If you are an organisation, society, partnership, etc you must use the same forms as for companies.

Applicants are placed on the appropriate Standing List.

State Land Allocation Advisory Committee (SLAAC) then allocates applicants a plot against the Standing List.

The Attorney General's Chambers makes offers as soon as the allocations are made by SLAAC.

The process can be expedited by referring to the Ministry of Local Government and Lands only those applications which present difficulties and hence require appeals to the Minister.

COMMERCIAL PLOTS

Do not specify the type of use.

- * When you are allocated a plot its specific use will be established when you seek permission to develop from the appropriate Authorities.
- * For your information, plots for small scale commercial use (shop) range from 200²m - 600²m.

Others vary as follows:-

Shop/office block	= 1 000 - 10 000 ² m
Petrol Filling Station	= 2 000 - 10 000 ² m
Hotel	= 1 000 - 6 000 ² m
Cinema	= 1 000 - 6 000 ² m
Mortuary	= 1 000 - 2 500 ² m

INDUSTRIAL PLOTS

Rail served plots	= 10 000 - 20 000 ² m
Non - rail served	= 3 000 - 9 000 ² m
Light industrial plots	= 2 500 - 3 000 ² m

6.4 LAND FOR NON-CITIZENS

Citizen developers are encouraged to sell property on the open market. Where no citizens show any interest to purchase, non-citizens receive consideration.

The Ministry of Commerce and Industry, Botswana Development Corporation and Real Estate Agents keep lists of land (property) owners and land and (property) seekers. They make their own arrangements free of Government intervention. In Selebi-Phikwe the old policy continues to be operative. i.e some industrial plots will be reserved for the Selebi-Phikwe Regional Development Project.

SECTION 7 SOURCING FINANCE

7.1 APPLICATION FOR FINANCING

This is an area of weakness with a lot of small business entrepreneurs - the inability to present a "bankable" document that will give financiers the confidence to provide loan to finance a project.

There is no standard application form for financing. A company or entrepreneur, foreign or domestic, seeking to establish a tourism venture or expand an existing enterprise can approach financiers. This can be done by requesting a meeting or by submitting preliminary project and company information. During these preliminary contacts financiers will seek to establish whether the business fundamentals of the proposed project are generally sound and whether the project satisfies their investment criteria. Subsequently, they may request a detailed feasibility study.

To be eligible for assistance, the applicant should among other things:

- 7.1.1. Demonstrate some entrepreneurial spirit and business acumen needed to carry out the project to its full implementation.
- 7.1.2. Have been exposed to, or be sufficiently knowledgeable about, the business activity or sector of the project and that he/she is able or can learn to manage the proposed business enterprise.
- 7.1.3. Demonstrate sufficient social/personal independence to develop and implement the project and ultimately manage the proposed business enterprise without undue outside interference.
- 7.1.4. Demonstrate financial creditworthiness, and that there are no outstanding financial obligations which could adversely affect the implementation of the project or the financial management of the proposed business enterprise.
- 7.1.5. Demonstrate an understanding of the various aspect of the investment initiative, and that he/she has invested time and resources to bring the project proposal to a pre-feasibility stage.
- 7.1.6. In the event that the characteristics of the business venture would either require the contracting of outside managerial/technical staff, or the involvement of a business partner; demonstrate a commitment to share the management of the proposed business.

- 7.1.7. Demonstrate a commitment to spend personally the time and effort required to prepare the project and, subsequently, to manage the proposed enterprise.
- 7.1.8. Be able to raise adequate resources (cash and kind) to retain a controlling interest in the venture.

7.2 Loan Application Checklist

(Original Documentation Needed By a Potential Financier)

- 7.2.1 Memorandum and Articles of Association
- 7.2.2 Certificate of Incorporation
- 7.2.3 Board resolution authorising company to seek finance from a financial institution.

This resolution is normally prepared by the Company Secretary after a meeting of the Board of the Company.
- 7.2.4 Details of Shareholders names, capacity, percentage shareholding, financial contributions, authorised and issued share capital of the company.
- 7.2.5 Brief project memorandum indicating activities of proposed business.

Include details of market survey and how you are going to achieve revenues.
- 7.2.6 Business licence (trade, manufacturing, import and export etc).
- 7.2.7 Bank statements (last 6 months to date)

Statement of personal assets and liabilities of shareholders if a new company. Some institutions do accept cattle as collateral
- 7.2.7 CV of manager/owner, applicant

Detailed information about yourself including your age, education background, present occupation, business and management experience relevant to the proposed project.
- 7.2.8 Copies of Omang or Passport (Evidence of Citizenship)
- 7.2.9 If manager is a non resident - work permit and residence permit.

7.2.10 Lease Agreement (Rented Premises)

This may also be in the form of a letter of intent and not a signed lease.

7.2.11 Financial statements. Latest records for previous 12 months to date.

If a new company financial statements normally include proposed income statement and Balance Sheet. These indicate how the level of sales your business is aiming for, the cost of operating the business and you intend to fund the business, and repay the loans.

7.2.12 Cashflow projection (next 12 months)

These projections indicated how you intend to manage the cash in your business so that you do not end up short of cash to pay your creditors, in order to do more business.

7.2.13 Valuation Reports of any assets/collateral to be used to secure loan.

7.2.14 Title Deeds if using premises as collateral, or guarantors.

7.2.15 List of creditors/debtors (including values) - people that you owe money to and those that owe you money.

7.2.16 Invoices/quotations, for proposed purchases of equipment, assets, vehicles, operating supplies, etc.)

7.2.17 Consent to register a second bond from the first bond holder - if you are seeking finance and using your mortgage to secure the funds.

7.2.18 Cession for direct payment.

7.2.19 Orders from prospective customers.

7.2.20 Tender award.

7.2.21 Consent to contact bankers for confidential report

7.3 FINANCIAL ASSISTANCE POLICY (FAP)

WHAT IS FAP

The Government of Botswana sponsors an attractive Financial Assistance Policy (FAP) which benefits citizen investors and foreign investors alike.

Specifically, FAP provides non-repayable grants to businesses which are engaged in producing or processing exportable goods or import substitutes. Eligible businesses include:

- * manufacturing enterprises
- * agricultural enterprises, and
- * Tourism enterprises
- * "linking service" business which serve the manufacturing, tourism, mining and/or agricultural sectors.
- * Small scale mining and mineral processing

Service industries such as transport, retail trade, construction, banking, and entertainment are not eligible for grants. Nor are businesses in the cattle industry, large-scale mining operations, or brewers and distillers.

It should be noted that citizens are eligible for FAP grants no matter what the size of their business. Citizens can use FAP grants to help meet the 25 percent minimum investment which BDC requires sponsors to make in business. Foreign investors are eligible for FAP if their business has fixed assets of over P75,000.00, i.e. are medium or large scale projects.

CASE-BY-CASE FINANCIAL ASSISTANCE (CFA), which is awarded for expansions of existing productive enterprises and for new ventures. Projects must yield a real rate of return of at least six percent.

- * **Capital Grants** of P1,000.00 for non-citizen and joint ventures and P1,500.00 for citizen projects per job created on average over a five year period. Grants are subject to a maximum allowable limit, which ranges from not more than 40 percent of total fixed investment in urban areas, to not more than 85 percent in high-priority rural areas.
- * **Unskilled Labour Grant** for all citizens earnings less than P17.62 per day, ranging from an 80 percent reimbursement in years one two, to 20 percent in year five.
- * **Training Grants** which cover 50 percent of citizens' on-the-job or off-the-job training costs during the first five years of a project. Covered costs for off-the-job training include tuition, room and board, travel, materials and wages.
- * **Training Grants.** There are certain limits to CFA assistance. The total value of the Sales Augmentation Grant, Unskilled Labour, and Training Grants over a five year period should not exceed.

50 percent of the domestic value added accruing to Botswana citizens over the five year period. Value added is defined here as sales revenue minus tradable inputs, minus transfers to non-citizens; or

A percentage of unskilled wages plus training costs over the same period of time. The percentage varies by location, and ranges from 80 percent in Gaborone to 135 percent in high-priority rural areas.

(Note: The rates of FAP assistance may vary depending on the location of your business with preference being given to labour-intensive enterprise in rural areas. Figures and terms are current as of this guide's publication, but may change over time).

HOW TO GET YOUR APPLICATION FORM

As you can see in the chart, FAP packages offer substantial benefits - and serve to underscore the government's commitment to encouraging business start-ups and expansions.

To receive your FAP application form, simply contact any one of the following sources:

- * Ministry of Commerce and Industry
- * Botswana Development Corporation Ltd
- * Ministry of Mineral Resources and Water Affairs
- * Ministry of Agriculture
- * Ministry of Finance and Development Planning
- * National Development Bank
- * Commercial Banks
- * Consulting firms
- * Government of Botswana missions abroad
- * Rural Industrial Officers
- * Town Clerks
- * District Officers

7.4 BOTSWANA DEVELOPMENT CORPORATION (BDC) ASSISTANCE

BDC has contributed towards the development of the tourism sector in various ways:

- Loans (call and term);
- Share capital
(Loans and share capital together);
- Guarantees;
- Hotel property development - leased to the hotel operator;
- Management securing;
- Overdraft finance.

BDC's forms of assistance are provided in a way that is complementary to those provided by the private sector, commercial banks and other financial institutions. However, areas of overlap cannot be totally avoided. The issue of overlap between the activities of BDC and those of other financial institutions applies in particular in situations where:

- (i) BDC implements its own viable projects which the private sector has failed to undertake or is unwilling to participate in; and
- (ii) makes term loans without any associated equity investment.

BDC can provide financial assistance that meets business' full requirements. BDC loans are available at commercial rates, repayable over five to 12 years. Grace periods of up to two years on principal repayment may be given. In some cases such moratorium is applicable on principal and interest.

BDC requires a 25 per cent (of capital cost) minimum contribution by the project sponsor. In the case of projects eligible for the Financial Assistance Policy (FAP) where the sponsors include Botswana citizens, this contribution may include capital grants available from Government and are considered as part of the sponsor's contribution. It must be noted BDC will generally not finance more than 50 percent of total capital cost including permanent working capital with the exception of investments below P500,000.00 where a maximum of 75 per cent applies and with the exception of subsidiary companies.

Some considerations which form part of the investment criteria have to be addressed before a project can be assisted:

- Does the project accord with BDC policy in general and for the sector in question?
- Should the project be undertaken as an extension of an existing BDC subsidiary or associated company in the sector or independently?
- What priority does the project have for funds?
- What is the funding proposed and are funds likely to be available?

New projects in BDC are initiated in a number of different ways, which can for the most part be grouped into three categories:

- Projects identified by BDC or through feasibility studies and which BDC is itself promoting;
- Projects brought to BDC by an entrepreneur/sponsor/company with a view to financial participation from BDC;
- Projects initiated by companies already financed in some way by BDC.

BDC has three main departments - Finance, Marketing and Operations. The Operations Department is divided into six divisions, one of which is the Hotel and tourism which as the name suggests, is responsible for the tourism sector.

7.5 POSSIBLE SOURCES OF FINANCE

A. PARASTATALS

Botswana Development Corporation LTD

Private Bag 160
Gaborone
Tel: 352564
Fax: 373539/304193/359354

National Development Bank

P O Box 225
Gaborone
Tel: 352801

P O Box 282
Francistown
Tel 212775/213708

P O Box 16
Kanye
Tel: 340324

P O Box 453
Maun
Tel: 660316

Private Bag 28
Selibe-Phikwe
Tel: 810835/810955

P O Box 800
Serowe
Tel: 430393/430486

Botswana Savings Bank

P O Box 1150
Gaborone
Tel: 312555
Fax: 352608

Tswelelo (Pty)

Private Bag 00121
Gaborone
Tel: 372944
Fax: 371904

Private Bag F75
Francistown
Tel: 213968

B. VENTURE CAPITAL

Anglo American Corporation Botswana Services

Tel: 302991
Fax: 302990
Private Bag 00380
Gaborone

The Africa Project Development Facility

c/o Invest Consult
Tel: 309790
Fax: 309790
Private Bag 1608
Gaborone

C. PENSION FUNDS

Debswana

Tel: 351131
Fax: 356110/352941
P O Box 329
Gaborone

Botswana Insurance Holdings

Tel: 3600500
Fax: 373657
The Mall, P O Box 336
Gaborone

D. EQUIPMENT AND VEHICLE LEASING

ULC

P O Box 255
Francistown
Tel: 372999

WESBANK

P O Box 951
Gaborone
Tel: 351363/351320/307700

P O Box 1129
Francistown
Tel: 212160

E. COMMERCIAL BANKS

Barclays Bank of Botswana Ltd
P O Box 478
Gaborone
Tel: 352041

Standard Chartered Bank Botswana Ltd
P O Box 496
Gaborone
Tel: 3601500/377374

First National Bank of Botswana
P O Box 1552
Gaborone
Tel: 374370

Check in your nearest town a the above commercial banks may have a local branch office.

Stanbic Bank Botswana Limited
Private Bag 00168
Gaborone
Tel:301600

F. Government

Integrated Field Services (Ministry of Commerce & Industry)

Integrated Field Services commonly known as IFS is a Unit within the Department of Industrial Affairs in the Ministry of Commerce and Industry, charged with the responsibility of developing Small and Medium Scale manufacturing enterprises in order to assist Botswana to generate employment and income for themselves.

P O Box 24
Bobonong
Tel: 819274/819268

P O Box 48
Ghanzi
Tel: 596323

Hukuntsi - contact Tsabong
Gumare - contact Tsabong
Letlhakane - contact Orapa

P O Box 373
Kanye
Tel: 340235

P O Box 161
Kasane
Tel: 340235

P O Box 171
Francistown
Tel: 213851/213847

Private Bag 6
Masunga
Tel: 289261

P O Box 4
Maun
Tel: 660405

Private Bag 1
Mochudi
Tel: 377305

Private Bag 004
Molepolole
Tel: 320384

P O Box 135
Serowe
Tel: 430246

P O Box 4
Tsabong
Tel: 540280

P O Box 11
Tutume
Tel: 287282

FAP
Private Bag 0014
Gaborone

All District Councils are responsible for administering FAP nationwide

G. Non Governmental Organisations (NGO's)

Women's Finance House
P O Box 124
Gaborone

Global Environment Fund
P O Box
Gaborone
305146 (fax)

PACT
P O Box 245
Gaborone
314752
314784 (fax)

SECTION 8 OBTAINING A BUSINESS LICENSE

There are four (4) main categories of business licenses in Botswana, namely:

- a) Tourist Enterprise Licenses
- b) Department of Wildlife and National Park Licenses
- c) Casino License
- d) Commercial Licenses
- e) Industrial Licenses

8.1 TOURIST ENTERPRISE LICENSES

- * Required by everybody wishing to carry out tourism operations. Available to every applicant irrespective of nationality.
- * Applicants should apply on the prescribed form to the Tourism Department in Gaborone.

APPLICATION FORMS CAN ALSO BE COLLECTED FROM DISTRICT OFFICES. AT THE TIME OF GOING TO PRINT THESE WERE NOT YET BEING USED.

Department of Tourism
Private Bag 0047
Gaborone

A TOURIST ENTERPRISE FOR LICENSING PURPOSES IS DESCRIBED AS:

Category

- A. Operations that offer facilities only on site, such as hotels, motels, guest houses and apartments.
- B. Operations that offer facilities on and off site, such as tourist camps, lodges, caravans, hunting camps and tented tourist camps, which also operate tours which require the services of professional guides or professional hunters licensed under the Wildlife Conservation and National Parks Act, 1992.
- C. Operations that offer facilities off site only, such as safari or tour operators, and any enterprise that receives and transports travellers and guests, providing them with sleeping accommodation and food and beverages in equipment that is not geographically fixed.
- D. Operations that act as agents only, such as travel agents.

Procedures and licensing requirements are currently awaited from the Tourism Licencing Board, and will cover compulsory grading as required by the Tourism Act.

8.2 DEPARTMENT OF WILDLIFE AND NATIONAL PARKS LICENSES

TYPES OF CERTIFICATES

There are eight types of certificates: however, the activities which each authorise are not entirely mutually exclusive of each other. For instance, a senior certificate generally allows the holder to perform activities permitted under junior certificates, but not vice-versa. In each and every category the applicant must submit themselves for a test.

Application forms are available through :

Department of Wildlife and National Parks
P O Box 131
Gaborone

8.2.1 PROFESSIONAL HUNTERS'S CERTIFICATE GRADE I

This is the most senior certificate and permits the holder to undertake activities listed in all junior certificates including that of Professional Guide Certificate.

A Professional Hunter Grade I may conduct hunting safaris in any area for which he is licensed and may hunt all legal species including dangerous game: buffalo, elephant, leopard and lion. In addition, he may conduct walking safaris which camp overnight; vehicle and mokoro safaris; walking safaris which camp overnight; vehicle and mokoro safaris; walks and game drives under conditions prescribed in protected areas.

- a. An applicant must have 3 years experience or be licensed by another country in which case he undergoes a test before he is licensed here.
- b. If he has less experience the applicant will be tested and licensed as an apprentice for a period of 3 years after which we will be tested before receiving his professional hunters license.

8.2.2 PROFESSIONAL HUNTER'S CERTIFICATE GRADE II

This licence is the final step to a Professional Hunter's Certificate Grade I and permits the holder to conduct safaris during which any legal species of non-dangerous game may be hunted. It also permits the holder to accompany a Professional Hunter Grade I during a safari on which dangerous game is hunted.

8.2.3 TRAINEE PROFESSIONAL HUNTER'S CERTIFICATE

A Trainee Professional Hunter may also conduct walking safaris which camp overnight; vehicle and safaris; walks and game drives under conditions prescribed in protected areas and must be accompanied by Professional Hunter Grade I or Professional Hunter Grade II with at least 3 years experience.

8.2.4 PROFESSIONAL GUIDE'S CERTIFICATE

This is the senior of all non-hunting Guide's Certificate and permits the holder to conduct walking safaris including those which camp overnight.

8.2.5 ASSISTANT GUIDE'S CERTIFICATE

This certificate provides the final step before a Professional Guide's Certificate. It permits the holder to accompany a Professional Guide on walking safaris which camp overnight.

The holder is also permitted to conduct short safaris walks and game drives in wildlife and protected areas.

8.2.6 LODGE GUIDE A CERTIFICATE

This certificate permits the holder to conduct short safaris either by foot or in a vehicle from a fixed based -lodge or camp - in wildlife areas.

In addition, the holder can accompany a Professional Guide on walking safaris, and either a Professional or Assistant on vehicle safaris driving a second vehicle.

8.2.7 LODGE GUIDE B CERTIFICATE

This certificate permits the holder to conduct game drive (but no walks) from the lodge or camp. The holder can drive a second vehicle on a vehicle safari.

8.2.8 SPECIALIST GUIDE'S CERTIFICATE (INCLUDING MOKORO POLERS)

Normally a Specialist Guide's certificate is issued for specific activities and permits the holder to guide only in the categories which are endorsed on the license.

Specialists either operate from a fixed base - a lodge or camp being driven by a Lodge Guide A or B - or accompany a licensed guide on vehicle safari, for the purpose of imparting their specialised knowledge to tourists. This certificate will encompass particular activities including the following specialist fields:

- * to interpret archaeological and historic sites.
- * local knowledge of natural history
- * Mokoro polers and boat drivers

8.2.9 IN ADDITION THE FOLLOWING SEVEN LICENSES ARE AVAILABLE AS FOLLOWS:-

- * CITIZEN HUNTING LICENSE
Applicants must be citizens of Botswana
- * SPECIAL R.A.D. GAME LICENSE
only issued to remote area dwellers

- * BIRD LICENCE
applicant must first produce a registered firearms permit.
- * GAME LICENSE (BIG GAME)
- * GAME LICENSE (SMALL GAME)
- * TROPHY DEALERS LICENSE
- * EXPORT (WILDLIFE, ANIMALS, MEAT) LICENSE

Full details of curriculum for examinations can be obtained from department of Wildlife and National parks, Gaborone, Botswana.

8.3 CASINO LICENCE

The casino licencing board is responsible for issuing licences - falls under the Ministry of Commerce and Industry

8.4 COMMERCIAL LICENSES

There are two issuing authorities involved here:

A. NATIONAL LICENSING AUTHORITY in the Ministry of Commerce and Industry which issues the following licenses:

- * agency license
- * auctioning license
- * drilling license
- * import/export license
- * external representative license
- * hotel liquor license
- * wholesaler license (general and specialised)

B. LOCAL LICENSING AUTHORITIES in the City, District and Town Council offices which issue following licenses:

- * hawkers and vendors licenses
- * specialised dealer licenses
- * take-away, restaurant and supermarket license
- * special liquor, bar liquor, bottle store, club liquor, restaurant liquor and temporary liquor license
- * travel agency license
- * motor dealership license

- * hairdressing license
- * general trading license
- * pharmacy license
- * fresh produce license
- * filling station, garage and workshop licenses
- * dry cleaning and laundry license

The following commercial trade activities are reserved for citizens:

- * hawking and vending
- * butchery and fresh produce
- * small general trading
- * petrol filling stations
- * bottle stores
- * bars (other than those related to hotel establishments)
- * taxi services
- * security guard services
- * chibuku bars
- * village type restaurants (take away including restaurant liquor license)
- * general trading
(including ordinary supermarkets but excluding chain stores and franchise operations)
- * simple speciality licenses (including clothing boutiques and footwear)

**DOCUMENTS AND INFORMATION REQUIRED FOR LICENCE APPLICATIONS
CONSIDERED BY THE LICENCING AUTHORITY**

Submit the following documents:-

- * Health Inspector's Report on premises or approved plans;
- * Lease Agreement, or title deed;
- * Bank Statements to indicate Financial position or source of income;

- * Certificate of Incorporation, share certificates, Form 2 and 5
- * Indication of Immigration status;
- * Copy of advert or receipt from Government Printer;
- * Covering letter explaining how business is to be operated also indicating the number of employees envisaged;
- * Letters from prospective suppliers and buyers to indicate market area to be covered;
- * Letters from principals appointing applicant as agent;
- * Manager designate form;
- * Letter of recommendation from Water Affairs
- * Contact phone number.

8.4 INDUSTRIAL LICENSE (For Manufacturers)

- * required of all locally owned manufacturing enterprises employing 10 or more people and using 20kw or more of any form of energy
- * required of all non-citizen manufacturing enterprises
- * an application fee of P40 is charged on submission of forms
- * a fee of P100 is charged upon approval, and with each licence renewal, which is required normally
- * all applications are published in the Government Gazette for 2 consecutive weeks
- * if the application is rejected or cancelled, the applicant may appeal within 30 days

if the product range is to be extended:

the applicant must re-apply for the extras and pay a P20 application fee.

upon approval, the applicant then pays a P50 extension fee.

- * The following manufacturing activities are reserved for citizens:

ordinary bread

school uniforms

school furniture

cement and baked bricks

protective clothing

burglar bar.

- * the Department of Industrial Affairs in the Ministry of Commerce and Industry handles all industrial license applications

SECTION 9 ESSENTIAL SERVICES

GETTING UTILITY SERVICES

The most important thing to remember here is to **allow enough time**. Some utilities require considerable advance notice, particularly in more rural areas.

9.1 PREMISES

- * Undeveloped premises, contact:

Department of Lands

District Councils

Estate agents

Land boards

Town Councils

- * Developed premises, contact:

Botswana Development Corporation, Tel: 351811
Factory Shells in Francistown, Gaborone, Ramotswa and
Selebi-Phikwe

City and Town Councils in each location

Estate agents in the main urban areas

Ministry of Commerce and Industry, Integrated Field
Services:

Francistown, Gaborone, Kanye, Maun, Mochudi, Molepolole,
Palapye, Ramotswa

Tswelelo: Gaborone Tel: 372944, Francistown Tel: 213968

9.2 ELECTRICITY SUPPLY

- * Contact Botswana Power Corporation, Gaborone, Tel: 3603000.

- * Other offices (and telephone numbers) are in :-

Francistown (213939); Jwaneng (380251); Kanye (340253)

Kasane (650279); Letlhakane (278277); Lobatse (330542)

Mahalapye (410446); Maun (660323); Palapye (420338); Selebi-
Phikwe (810292); Serowe (430372);

Sowa Town (613393)

- * There is an initial electrical connection charge, a monthly standing charge, and monthly tariffs which vary with electrical consumption.

9.3 WATER SUPPLY

For supply in towns

* Contact Water Utilities Corporation, Gaborone. Tel: 352521

Other offices (and telephone numbers) are in:

Francistown (216100); Lobatse (330542); Selebi-Phikwe (810270);

Shashe (213878); Sowa Town (613295)

For supply in other areas of the country

* Contact nearest Department of Water Affairs or Council.

There is an initial standard connection fee. Monthly tariffs will vary with actual consumption.

9.4 TELECOMMUNICATION SERVICES

Applications for telephone/Telex service or alterations to existing services can be made on an application form available from Botswana Telecommunications Corporation Sales Offices or write to the Regional Manager (N) in Francistown for details and charges.

ADDRESS FOR CORRESPONDENCE

Regional Commercial Manager(S)
P O Box 70
GABORONE
Tel: 358318 Telex 2252 BD

Regional Commercial Manager(N)
P O Box 200
FRANCISTOWN
Tel: 200100 Telex 2305 BD

PAYMENT FOR TELEPHONE AND TELEX SERVICE

Bills in respect of services provided are forwarded monthly by post. Rental is charged monthly in advance.

LICENSING OF RADIO TRANSMITTING EQUIPMENT

Users of the radio communications equipment are reminded that there is a statutory requirement for all transmitters to be licensed. Applications should be made to the Radio Spectrum Co-ordinator, Botswana Telecommunications Corporation, P O Box 700, Gaborone.

FREE PLANNING ADVICE

When building or renovating offices, stores, factories or residential property, Botswana Telecommunications Corporation provides a free consultancy service. Experienced staff will advise you on all aspects of your telecommunication requirements for the present and the future. This covers cable, entry, distribution within the premises and telephone facilities. Please inform us of your plans early.

9.5 REFUSE AND WASTE DISPOSAL

Local councils are responsible for waste management in their areas. Application for connection to existing systems should be made to the local council information on refuse disposal will be obtained from the same authorities. The authority in this case is either at village council, town council, or city levels, depending on need, area and availability.

SECTION 10 HUMAN RESOURCES AND TRAINING

10.1 EMPLOYMENT OF BATSWANA

Labour legislation

Although the Employment Act, 1982 applies to all employees - citizens and expatriates - certain categories such as managers, executives, administrators and professional staff are excluded from that part of the act covering hours of work, overtime, rest periods, annual leave entitlement, sick leave and working on public holidays.

Contracts of employment: Such a contract is defined as an agreement, either written, verbal or implied, under which a worker agrees to work under the orders of an employer in exchange for a wage or other benefit. Written contracts are only required where an employee is being recruited for work outside of Botswana.

Employment cards: While the act provides for the issue of employment cards, regulations have not yet been gazetted as to which workers must be issued with such cards. The cards provide for details of basic conditions of employment and are issued by the employer to employees as a form of written contract. These will be in respect of all employees earning up to approximately P3 000 per annum.

Termination of employment: The employer and employee may terminate the employment, and, unless the employee is unable to read, notice must be given in writing. The right to notice may be waived once a decision has been made to terminate the contract.

Termination of employment without notice: In case of serious misconduct an employee may be summarily dismissed. Moreover such dismissal must be given within a "reasonable" time, which implies that unless the employer takes immediate action, his right to exercise this provision may be jeopardised.

Length of the notice period is now tied to the periods of payment of wages. A weekly paid employee is entitled to a week's notice while an employee who received his pay monthly, is entitled to a minimum of one month's notice. In order to terminate the employment of a monthly paid employee a full calendar month's notice must be given.

After an employee has completed two years continuous service with the same employer the minimum period of notice is two weeks, after five years one month, and after ten years six weeks.

Employees wishing to resign must give the same length of notice to which they would have been entitled had the employer been terminating the contract.

Payment in lieu of notice: A contract can be terminated without the requirement to serve notice through such a payment, which must be equal to the basic pay the employee would have received had he actually served notice.

Overtime: Overtime rates on normal working days are calculated on a daily basis at the rate of time and a half. On a rest day or public holiday, overtime is charged at double the daily rate.

Paid public holidays: While there are 12 gazetted public holidays, the act provides for only eight:

New Year's Day	Botswana Day
Good Friday	October 1st
Easter Monday	Christmas Day
President's Day	
Day following President's Day	

There are special provisions for agricultural, domestic and mine workers.

Commercial and professional employers tend to follow government practice which gives all 12 gazetted public holidays to staff members.

Annual leave: The minimum length of annual leave is not less than 15 working days in every 12 month period of continuous employment.

Sick leave: After working for an employer for 12 continuous months an employee becomes entitled to 14 working days paid sick leave in any year.

Gratuity: all employees, except manages, executives, administrators and professional staff, are legally entitled to a gratuity. The entitlement only commences from December, 1984 and is termed a "severance benefit". The minimum qualifying period is five years after which an employee is entitled to a severance benefit of one day's basic pay for each of the first 60 months of continuous service, and at the rate of two days basic pay for each month over and above the first 60 months.

Employee records: Employers are obliged to maintain comprehensive employment records, which, in addition to the employee's basic personal information, must include full salary information, month by month, details of all allowances and payments to the employee, reason for termination of employment and details of any advances or loans made to the employee. Such records must be kept for a minimum of two years, but records for employees covered by the Minimum Wage Regulation Orders must be kept for five years.

The Workmen's Compensation Act is currently under review. Workmen's compensation is defined as financial compensation paid by an employer to an employee who is temporarily, or permanently disabled as a result of an injury at work, or who contracts a prescribed occupational disease as a result of his or her work.

There is a legal requirement for all employers to be covered by workmen's compensation insurance.

The act lays down that all employers, including employers of agricultural and domestic workers, must take out workmen's compensation insurance cover with a prescribed insurance company i.e. one of the three locally registered insurance companies. The company issues a certificate of insurance in addition to a policy which must be renewed annually.

10.2 EMPLOYMENT OF NON-CITIZENS

Regulations regarding the employment of aliens are contained in the Employment of Non-Citizens Act No. 11 of 1981. The act lays down that non-citizens may be employed or otherwise engaged unless he is the holder of a work permit or a certificate of exemption. It should be noted that this requirement applies, for example, to directors of companies. The act defines a "non-citizen" as meaning a person other than -

- a) a citizen of Botswana;
- b) a person or a member of a class of persons declared by the minister by order published in the Gazette, not to be non-citizen for the purpose of this act.

All non-citizens who are not employed, but otherwise engaged in occupations for reward or profit in Botswana are required to be in possession of a work permit. This applies to all non-citizens who are owners of businesses or are self-employed. Application may be made to the Minister of Home Affairs to be declared not to be non-citizens for the purpose of the act.

Work permits are obtainable from the Labour Commissioner and should be returned upon completion to the District Labour officer, together with two passport size photographs, certified companies of testimonials and educational qualifications and a fee of P100.00 for submission to the Immigration Selection Board.

A work permit will only be granted if:

- a) no citizen is available to fill the post;
- b) the post has been advertised in the local press (a copy of the advertisement must be attached to the application form); and
- c) details for the training of local replacement personnel are supplied together with the name of the trainee.

Work permits may renewed at a fee of P50.00. The period of the work permit of the work permit matches the period of the worker's contract.

Where, however, the Labour Commissioner is of the opinion that an emergency situation exists which requires the immediate employment of a non-citizen, he may waive the regulations orally or in writing for a period of six months.

It is also necessary for the non-citizen to be in possession of a valid residence permit which is obtainable from the Department of Immigration. The validity of this permit is generally for two years and subject to renewal. It covers the prospective employee and his family. Should other members of the family seek employment in Botswana, separate work permits or certificates of exemption must be obtained. Applications for these permits should be submitted simultaneously with those for work permits.

Applications should be submitted through a District Immigration Office together with two passport size photographs, evidence of educational qualifications, and in the case of self employed persons, evidence of liquidity and means of support. The prescribed medical certificate must also be submitted.

Investors will be given visitors' permits up to a maximum of three months while they obtain assistance from the Ministry of Commerce and Industry. Non-citizen investors will be granted permits valid up to five years and extensions will be permitted to match the period of the workers' contract. Investors of ten years standing will be granted the option to apply for established residence.

WHEN APPLYING FOR A WORK AND RESIDENCE PERMIT YOU WILL NEED TO SUBMIT THE FOLLOWING:

- 10.2.1. A letter of offer of employment
- 10.2.2. Four photos (passport size) of the applicant, one copy to be certified on the reverse side by an immigration officer, a Minister of Religion, a Bank official, or a judicial officer that the photo is a true likeness of the applicant
- 10.2.3. A photocopy of the first three pages of the passport
- 10.2.4. Certified copies of educational certificates of the applicant
- 10.2.5. Certified copies of character and experience references from employer, Minister of religion, Bank official, or a judicial officer
- 10.2.6. Certified copy of Birth Certificate
- 10.2.7. Duly completed Medical form - Form 4
- 10.2.8. If married, a certified copy of Marriage Certificate
- 10.2.9. Residence permit form - Form 16

10.2.10 Work permit application form - Form 1

10.2.11 Curriculum Vitae

IN THE EVENT OF AN APPLICATION AS A RESULT OF CHANGE OF EMPLOYMENT

10.2.12 A letter of release from the current employer

10.2.13 A letter from applicant stating why he/she requires to leave the current employer

A SELF EMPLOYED APPLICANT WILL NEED TO SUBMIT THE FOLLOWING:

10.2.14 Copy of Share Certificates

10.2.15 Form 2 and Form 5 from the Registrar of Companies

10.2.16 Copy of current Bank statement of company

10.2.17 Copies of current relevant trade licenses

10.2.18 Certificate of Incorporation of company.

10.3 EDUCATION TRAINING INSTITUTIONS

10.3.1 IN BOTSWANA

Trains wildlife rangers for the Department of Wildlife

BOTSWANA WILDLIFE TRAINING INSTITUTE

P O Box 386

MAUN

Tel: 660376

Offers 3 year training programme for chefs and waiters as appentrentices

VOCATIONAL TRAINING CENTRE

Private Bag 073

MAUN

Tel: 660518

Offers a variety of shor term courses in Hospitality service

BOTSWANA NATIONAL PRODUCTIVITY CENTRE

Private Bag 00392

GABORONE

Tel: 307606

Trains Accounting Technicians and Financial Managers

10.3.2 REGION

South Africa

Ga-Rankuwa Technic

Mmabatho International School
Johannesburg Cert

Zimbabwe
Bulawayo Hotel School

Kenya
Utali College

Tanzania

10.3.3 INTERNATIONAL

Cyprus

Canada

USA

UK

IRELAND

FRANCE

SECTION 11 INSURANCE

The following insurance covers may be necessary for a typical, operational development.

WORKERMENS COMPENSATION

To provide cover in accordance with the Workermens Compensation Act for workers involved in day to day tourism operations or in site works and construction of premises.

Insurers need to know the number of employees, type of work and the gross wages for premium calculation.

CONSTRUCTION INSURANCE (For building under construction)

Covers loss or damage to the contract works from sudden and unforeseen accidents causing physical damage, examples include fire, earthquake and flood, as well as unfavourable weather conditions.

The sum insured should take into account the current cost of rebuilding the structure, together with an allowance for cost increases during the construction period.

FIRE AND SPECIAL PERILS

The building, stock-in-trade, plant, machinery and other contents should be covered for loss or damage caused by the following:

Fire, lightning, explosion, earthquake, riots, and strikes, water or oil damage, impact by vehicle or animals, impact by aircraft or other aerial devices, malicious damage, storm, tempest and rainwater.

PUBLIC LIABILITY

This policy will provide protection in the event you or your employees are deemed legally liable for damage to property or injury to others arising out of your business activities.

MONEY

Money may be covered for loss or damage, in transit anywhere in Botswana, on your business premises and in your custody at a private residence.

FRAUD AND DISHONESTY

Insurance cover for loss of money or goods resulting from any act of fraud or dishonesty committed by your employees.

PERSONAL ACCIDENT AND ILLNESS

If you are not entitled to Workers' Compensation, this cover will provide an income during a time you may be incapacitated due to personal accident and/or illness. Benefits vary in accordance with the cover selected but should be at least equal to your present level of income.

MACHINERY BREAKDOWN

Covers refrigeration and airconditioning machinery, electronic scales, cash registers, microwave ovens, all electric motors, fans, pumps, boilers, pressure vessels and other plant and machinery against sudden and unforeseen damage.

Computers, word processors, electronic equipment or other electronic data processing systems may also be covered for sudden and unforeseen damage under a similar policy.

MOTOR VEHICLE

Protects your vehicles against loss or damage caused by an accident, fire or theft. This policy will also pay compensation if your employees are legally liable for damage caused to the property of others arising out of the use of your vehicles.

SECTION 12 GENERAL INFORMATION

12.1 NATIONAL PARKS, GAME RESERVES AND WILDLIFE RESOURCES

Total area protected:

17 percent of Botswana

National Parks: sq km

Chobe National Park	11,000
Nxai Pan National Park	2,000
Gemsbok National Park	26,000

Game Reserves:

Central Kalahari Game Reserve	52,800
Moremi Wildlife Reserve	3,900
Mabuasehube Game Reserve	3,900
Makgadikgadi Game Reserve	2,500
Khutse Game Reserve	1,800
Manyelanong Game Reserve	3
Maun Game Reserve	3
Gaborone Game Reserve	4

Private Reserve:

Mashatu Game Reserve	450
Mokolodi Game Reserve	

Habitats Protected: (by Park and Reserve Legislation)

All major habitats including river, river bank, swamp, floodplain, island, dead lakebed, forest, mopane woodland, shrub and tree savanna, aquatic grassland, fossil river, dune and rocky outcrop.

Species of mammals:

164 species including elephant, rhinoceros, buffalo, lion leopard, cheetah, brown hyena, wild dog, warthog, and wild pig, zebra, many species of antelope, hippopotamus, otter, mongooses, hares, aardvark, ratel, caracal.

Birds:

About 550 species including eagles, vultures, falcons, owls, kites, flamingo, pelican, ostrich, storks, herons, cranes, geese, ducks, sandgrouse, bee-eaters, swallows, crakes, shrikes.

Reptiles

157 species from crocodiles to lizards, from python to skinks, from tortoises to worm lizards.

Amphibians:

38 species including frogs, tree a burrowing frog, toads and bullfrogs.

Fish:

Over 80 species including tigerfish, tilapia, Bream, silverfish, catfish, pike, catfish, pike, carp and mormyrids.

Species of Plants

Over 3,000 species and too numerous to enumerate in any detail, but including baobab, ivory and date palm, camelthorn, acacias, mahogany, teak, fig, mopane, leadwood, sausetree and paperback tree.

12.2 BOTSWANA

Land locked democratic republic in Africa.

Botswana is bounded by South Africa to the south, Zimbabwe to the east, Zambia, Angola and Namibia to the north and Namibia to the west.

Much of the land is semi-arid, desert land, bordered by bush and the more fertile areas of the east and the swampland of the Okavango basin in north.

TOTAL AREA:

581,730 sq Km, about the size of France or Kenya.

NEIGHBOURING COUNTRIES

Zambia, Zimbabwe, South Africa, Namibia.

NATURE

A flat country with little surface water and 84 percent covered by Kalahari sands.

ALTITUDE

An average 950 metres above sea level.

CLIMATE

Divided by the Tropic of Capricorn: in the north tropical, in the south sub-tropical. Rain falls in summer between October and April. Winter months are dry and cool. Mean temperature is 24 degrees Celsius, but in summer it can rise to over 40 degrees Celsius and in winter night temperatures can fall below freezing. Long periods of below average rainfall intersperse periods of above average rain following an approximate 20 year cycle.

MAJOR FEATURES

Kalahari Sandveld	435,600 ² km
Okavango Delta	15,000 ² km
Makgadikgadi	14,000 ² km

LIVESTOCK

Cattle (2.6 million) goats and sheep (about 2 million donkeys and horses).

POPULATION

1.3 million (1990 estimate) with 3.5 percent annual growth rate

PRESIDENT

His Excellency,
Sir Ketumile Masire.

CAPITAL

Gaborone in the southeast (population 125,000 1990 estimate)

GOVERNMENT

Presidential democracy. The President and the National Assembly are elected.

LANGUAGES

Setswana and English

RELIGIOUS

Traditional beliefs and Christianity.

CURRENCY

Pula divided into 100 Thebes

NATURAL RESOURCES

Diamonds and some semi-precious stones. Coal and Soda-ash. Copper, Nickel, Manganese, some Gold and other minerals.

Savanna capable of supporting large

Eastern Hardveld

146,130²km

Note the Okavango Delta and Makgadikgadi pans fall within the Kalahari)

numbers or wild and domesticated animals.

Wildlife including 164 mammal species, 550 birds 80 fish, 157 reptiles and 38 amphibians. Species Plants are over 3000. Veld products, numerous edible and some medicinal species. Water, unevenly distributed, fossil, saline and potable groundwater, with major surface supplies nly in the northwest.

CROPS

Maize, Sorghum, Millet, Melons, Squashes, Groundnuts, Gourds, Sunflower (and some Cotton).

Appendix 1 TERMINOLOGY AND ABBREVIATIONS

TOURIST - The WTO defines an international tourist as: any person who travels to a country other than that in which s/he has his/her usual residence but outside his/her usual environment for a period for a period of at least one night but not more than one year and whose main purpose of visit is other than the exercise of an activity remunerated from within the country visited.

TOURISM - The variety of interrelated and interdependent products and services offered and desired by people while away from home/the relationship and phenomena associated with the journeys and temporary visits of people travelling primarily for leisure or recreation/the industries and activities that provide and market the services needed for (pleasure) travel/entire spectrum of government and business activities that provide and manage the needs, wants, and desires of the tourist.

TOUR - Prearranged journey (usually prepaid) to one or more destinations and returning to the point of departure. Usually includes transportation, accommodation, sightseeing, meals and other components.

Tour Operator/Wholesale Tour Operator - The companies that arrange tour packages ... contract with hotels, ground operators, airlines, etc. thereby assembling the ingredients of a ... tour. A wholesaler produces the brochures for distribution to individuals through travel agents.

Ground Operator - Company that provides local transportation, sightseeing or other services at a destination.

Destination - Geographic location to which a person is travelling or is attracted by the range of attractions, facilities, services or other factors.

I.T. - Inclusive Tour, tour package which includes all or many of the components required by a tourist.

F.I.T. - Foreign Individual Tour/Foreign Independent Tour, International prepaid trip with itinerary planned to the travellers specification, and in which the traveller journeys alone or with a small number of friends and/or relatives.

G.I.T. - Group Inclusive Tour, prepaid tour allowing special air fares to a group and requiring that all members must travel on a the same flight ... and must travel together during the entire time abroad.

VFR - Visiting Friends and Relatives, tourists whose main or exclusive purpose of visiting to a destination is to visit family and friends residing at the destination and who may, or may not, make use of commercial tourist facilities at the destination.

LEISURE - Is the time a person is not engaged in employment or travelling to or from employment which may be put to various uses, included participation in tourism.

RECREATION - Is use of time or an activity which has as its main purpose to refresh, entertain or provide a similar experience, recreation may be the main reason for participation in tourism.

TRAVEL - Is journeys from one place to another, undertaken to and from work, as part of employment, as part of leisure, to take up residence, and for any other purpose; all tourism includes some travel, some travel constitutes tourism, but not all travel is tourism.

SECTORS OF TOURISM - Are activities involved in the ownership, management, marketing, planning, development, education, training, consultancy and other services concerned with providing for the needs of tourists.

DOMESTIC TOURISM - or internal tourism by residents within their own country.

LONG-HAUL - is tourism according to long distance from destination

SHORT-HAUL - is tourism according to short distance from destination

Holiday, business, and common interest tourism is a purpose common to visitor and visited, such as visits to friends and relatives.

VISITORS - are non-residents of a locality. Some or all visitors may be regarded as tourists.

TOURIST DESTINATIONS - are countries, regions, districts, towns villages or other geographical areas visited by tourists.

TOURIST MARKETS - are net works of dealings between buyers and sellers of tourist products.

TOURIST PRODUCTS - what tourists look for at the destinations and of the facilities and services they utilise. Total tourist product includes accessibility to the destination; as attractions site or event, amenities (such as accommodation, catering, entertainment and accessibility.

TOURIST FACILITIES AND SERVICES - are facilities and services used by tourists which include passenger transportation; accommodation, catering, entertainment; tour operations and travel agencies; or information services.

Tender - An offer or proposal to provide goods or services for a specific company or organisation.

Economic of Scale - Savings derived from larger production or distribution systems. Larger systems allow for fixed cost to be spread over a greater number of units.

Open Tender - An invitation to provide goods or service which is made available to the general public.

Closed Tender - An invitation to provide goods or service which is only made to a re-selected group, and not open to the general public.

Pre-qualification to Tender - A system whereby firms have to meet certain criteria or standards before being offered an opportunity to submit a proposal to provide goods and services.

Tender Specification - Detailed information regarding the design, material, structure, and other salient features required when completing tender documents.

Request for Proposal - An invitation offered to companies which is used a screening system to determine suitable qualified products or service providers.

Central Tender Board - The Central Government Body which serves as resource unit responsible for the co-ordination and logistics of variety of tender requirements for numerous government department.

Local Preference Scheme - One of the major industrial incentives offered by the government to promote local manufacturing and purchasing by central and local authorities.

Market Research - The investigation of environments in which products or services are marketed and the influence on the sales performance of the product. Market research has four levels:

- (1) World
- (2) Industry
- (3) Business Category and
- (4) Product

Marketing Research - The gathering of information required for all kinds of marketing decisions. Marketing Research comprises of two sub research types: (market research and consumer research)

Questionnaire - A research tool used to elicit answers to questions from respondents. Question may be open-ended or closed-ended.

Full Cost Pricing - A procedure which takes all expenses including hidden cost into consideration even staff, property, overheads, and some times debt) when setting prices. This allows a firm to recover all its costs and realise a profit.

Mark-up - The amount which the retailer or wholesaler increases the price of a product; s original cost.

Margin - The profit with respect to sales, expressed as a percentage.

Tender Pricing Strategies - The element of marketing decisions making that deals with the setting of justifiable tenders prices and values of goods and services offered.

Value Added Tendering - The process of adding perceived value to a tender through special product or service differentiation. This allows firms to tender at a higher price than the competition but still have a good chance of being awarded the tender.

Promotion - Marketing activity designed to encourage the purchase or increase usage of your goods and services. That incentive may be any promotional material or offer, such as product samples, brochures, discounts, etc.

SITE USE DEFINITIONS

Public camp site is a designated area in which visitors may camp without prior booking. Basic facilities such as water, firewood and long drop toilets may be provided. Standard park entry and overnight camping fees apply.

Special camp site is one which can be pre-booked for a period of days or weeks. A maximum period of occupancy may be stipulated. Some sites have water and toilets but many have no facilities. A special booking fee is charged together with standard entry and overnight fees. Certain special camp sites have been designated as exclusive. A premium booking fee is levied and special conditions may apply to their use.

REST CAMPS are self-catering cottages equipped with water, toilets, beds, cooking facilities, crockery and cutlery. Some basic rest camps offer only a roof and a bedstead. These are normally owned by local authorities and the management may be leased on five year basis with payment on an annual charge plus percentage of revenue.

Guest houses where offered are fully furnished, equipped and staffed houses typically accommodating 4 - 8 people who need only to bring their food and drinks.

Tented camps are permanently located but do not contain permanent fixtures or buildings. Some construction using wood and makuti, as well as concealed piping and septic tanks, is normally permitted. A normal maximum of 4 beds. Five year leases, usually apply, with payment based on a ground rent plus a percentage of audited gross revenue.

Lodges can be constructed to be permanent buildings, size is usually around 10 beds. It is used to be the norm for 25 year leases, to apply with payment based on a ground rent plus a percentage of audited gross revenue. All lodges should be designed with environmental sensitivity.

Appendix II - Useful Contacts

ADDRESSES OF GOVERNMENT MINISTRIES (GABORONE)

	POSTAL ADDRESS	TELEPHONE
Presidential Affairs & Public Administration	Private Bag 001	350800
Agriculture	Private Bag 003	350500
Commerce & Industry	Private Bag 004	3601200
Education	Private Bag 005	3600400
External Affairs	Private Bag 001	356056
Finance & Development Planning	Private Bag 008	350100
Health	Private Bag 0038	352000
Labour & Home Affairs	Private Bag 002	3601000
Local Government, Lands & Housing	Private Bag 006	354100
Mineral Resources and Water Affairs	Private Bag 0018	352454
Works, Transport and Communications	Private Bag 007	358500

GOVERNMENT DEPARTMENT (GABORONE)

Central Statistics Office	Private Bag 0024	352200
Central Tender Board	Private Bag 0058	350293
Civil Aviation	P. O. Box 250	371397
Registrar of Companies	P. O. Box 102	3601200
Cooperative Development	P. O. Box 86	371395
Customs and Excise	Private Bag 0041	312455
Geological Survey (in Lobatse)	Private Bag 14,	330428
Government Central Supplies	P. O. Box 80	351321
Immigration Department	P. O. Box 942	374545
Information & Broadcasting	Private Bag 0060	352541
Labour Commissioner	Private Bag 002	371406
Mines	Private Bag 0049	352641
Police	Private Bag 0012	351161
Posts	P. O. Box 100	353131
Railways	Private Bag 00125	373185
Roads	Private Bag 0026	313511
Department of Lands	Private Bag 0037	353251

GOVERNMENT INSTITUTIONS (INCLUDING PARASTATALS) - GABORONE BASED

Air Botswana (Pty) Ltd
P. O. Box 92
Tel: 352812

Bank of Botswana
P. O. Box 712
Tel: 3606000

Private Bag 0053
Tel:351341

Botswana Building Society
P. O. Box 40029
Tel:371396

Botswana Development Corp.
P.O. Box 438
Tel;351811

Botswana Housing Corp. (Pty) Ltd
P. O. Box 412
Tel:374371

Botswana Livestock Dev.
P. O. Box 455
Tel:351949

Botswana Power Corporation
P. O. Box 48
Tel:3603000

BOTSWANA'S REPRESENTATIVES ABROAD

Useful to regularly send your brochures to as tourists first call
abroad is on the Embassy

UNITED NATIONS:

Permanent Mission of the Republic of
Botswana to the United Nations.
2 Dag Hammarskjold Plaza
866 Second Avenue
New York. N.Y. 10017
United States of America

EUROPEAN COMMUNITY:

Botswana Embassy & Mission
to the European Communities
169 Avenue de Tervuren
1150 Brussels
Belgium
(also accredited to France, Italy, Luxemburg,
the Netherlands and Germany).

SWEDEN:

Embassy of the Republic of Botswana
Drottningatan 56
P.O. Box 697
10129 Stockholm
also accredited to the Commonwealth of
Independent States).

UNITED STATES:

Embassy of the Republic of Botswana
Suite 404, Van Ness Center
4301 Connecticut Avenue, N.W.
Washington D.C. 20008
(also accredited to Canada and Mexico)

ZAMBIA:

The High Commission of the Republic of Botswana
P.O Box 31910
Lusaka
(also accredited to Ethiopia, Kenya, Malawi, Nigeria and
Tanzania)

ZIMBABWE:

The High Commission of the Republic of Botswana
22 Phillips Avenue
P.O. Box 563
Harare

CHINA:

Embassy of the Republic of Botswana
No. 2XIN
Yuan
Wan-ha
Chaoyang District, Deigung
People's Republic of China

HONG KONG:

Trade Promotion Office
AF Diana House
Ruttanjee Centre, 11 Dudell Street
Central Hong Kong

UNITED KINGDOM

The High Commission of the Republic of Botswana
6 Stratford Place
London WIN 9AE

FOREIGN REPRESENTATIVES BASED IN BOTSWANA

ANGOLAN EMBASSY

Private Bag 111
GABORONE
Tel: 375089

BRITISH HIGH COMMISSION

Private Bag 0023
GABORONE
Tel: 352841

**CANADIAN HIGH
OF CHINA**

COMMISSION
Private Bag 00245
GABORONE
Tel: 314377

EMBASSY OF THE PEOPLE'S REPUBLIC

P O Box 1031
GABORONE
Tel: 352209

**FRENCH TRADE
COMMISSION AND
CONSULAR OFFICE**
GABORONE

ZIMBABWE HIGH COMMISSION

P O Box 1232
GABORONE
Tel; 314495

P O Box 1424
Tel: 353683

SWEDISH EMBASSY
Private Bag 0017
GABORONE
Tel: 353912

ROYAL DANISH CONSULATE
P O Box 367
GABORONE
Tel: 353770

**DELEGATION OF THE
COMMISSION OF
THE EUROPEAN
COMMUNITIES**
P O Box 1253
GABORONE
Tel: 314455

**ZAMBIA HIGH
COMMISSION**
P O Box 362
GABORONE
Tel: 351951

INDIAN HIGH COMMISSION
Private Bag 00249
GABORONE
Tel: 372676

**THE BUREAU OF THE
SOCIALIST PEOPLE'S
LIBYAN ARAB
JAMAHIRIYA**
P O Box 180
GABORONE
Tel: 352481

**CONSULATE OF THE
NETHERLANDS**
P O Box 457
Tel: 351691

**NIGERIA HIGH
COMMISSION**
P O Box 274
GABORONE
Tel: 313561

**UNITED NATIONS DEV.
PROGR.**
PO Box 54
GABORONE

SADC SECRETARIAT
Private Bag 0095
GABORONE
Tel: 352121

USEFUL CONTACTS WITH NGOS INVOLVED IN COMMUNITY ACTIVITIES

**Botswana Christian
Council**

P O Box 355
GABORONE
Lot No. 5121
Tel: 351981/351982

Location and address
of branch office:
Old Naledi upgrading project
Plot No. 01120/21, Old Naledi
P O Box 355
Gaborone
Tel: 374457

Programmes assist students, women, rural dwellers and farmers

Botswana Technology Centre

Private Bag 0082
Gaborone
Lot No. 10062
Machel Drive
Tel: 314161

Location and address(s)
of branch office(s)
Food Technology Research
Service
Private bag 11
KANYE
Tel: 340441

**Assist to develop technologies suited for Batswana especially in
food processing**

Botswanacraft
P O Box
Gaborone

To provide an outlet for local handmade crafts

**Co-operation for Research
Development and Education
(CORDE)**

P O Box 1895
GABORONE
Lot 8901
Maruapula
Tel: 373865

Location and addresses of
branch office(s):
Office in Serowe
P O Box 695
SEROWE

Promotes Research Activities, Funding, Management and Marketing
Assistance.

Gantsicraft
P O Box 196
GHANZI
Radio call 529
Ghanzi village centre

Kuru Development Trust
P O Box
GHANZI

To promote an outlet for handmade crafts

Pelagano Village Industries
P O Box 464
Gaborone
Tel: 352133
GABANE

To provide training for village industries

**Rural Industrial
Promotions (R.I.P.)**
P O Box 2088
GABORONE
Tsholetsa House
Tel: 314431/2

Promote rural employment, training and processes geared to local
resources

Thusano Lefatsheng
(Terre aide Botswana)
Private Bag 00251
GABORONE
Tel: 372273
Plot 2845, Ext. 10

To develop the production and processing of wild and cultivated medicinal and aromatic plants, fruit trees and other food producing plants.

Christian Women's Fellowship
P O Box 355
GABORONE
Tel: 350535/313427

Location and address
of branch offices:
P O Box 24
MOCHUDI
Tel: 377397

Forestry Ass. of Botswana
P O Box 2089
Gaborone

Promotes forestry, bush, tree and shrub related industries and research.

General Secretary
P O Box 20784
GABORONE
Tel: 313427

**Co-operative Development
Department**
Office of the Commissioner
of Co-operatives
P O Box 86
GABORONE
Tel: 371395

DONOR AGENCIES

Donor Agencies can provide money, personnel and consultation for groups in Botswana. Not all agencies can provide all three. Those agencies providing volunteers are marked with an asterisk (*).

Botswana Christian Council
PO Box 355
Gaborone
Tel: 351981

Church World Service (C.W.S.)
P O Box 355
Gaborone
Tel: 351623

Friederick Ebert Foundation
P O Box 18
Gaborone
Tel: 352441

German Agency for Technical (U.K.)*
P O Box 471
Gaborone
Tel: 356361

Lutheran World Federation
P O Box 1645
Gaborone
Tel: 312371

NORAD
Norwegian Agency for
International Development
PO Box 879
Gaborone
Tel: 351501

Peace Corps*
P O Box 93
Gaborone
Tel: 353912 & 351717

Danish Volunteer Service
P O Box 367
Gaborone
Tel: 353770

German Volunteer Service
P O Box 202
Gaborone
Tel: 352631

**International Voluntary Service
Cooperation (GTZ)**
Private Bag X12
Gaborone
Tel: 352284

Mennonite Ministries*
P O Box 33
Gaborone
Tel: 351090

**(S.N.V.) Netherlands Development
Organisation***
P O Box 611
Gaborone
Tel: 352413

**Swedish International
Development Authority**
Private Bag 0017
Tel: 352181
Gaborone

**Unitarian Service Committee
of Canada (U.S.C.C.)**
U.S.C.C. Botswana
Private Bag 89
Tel: 353382
Maun
Tel: 660534

**U.S. Agency for International
Development (U.S.A.I.D.)**
P O Box 2427
Gaborone
Tel: 353382

United Nations Childrens fund
P O Box 20678
Gaborone
Tel: 352752

**United Nations Development
Programme (U.N.D.P.)***
P O Box 54
Gaborone
Tel: 35212

**World University Service
of Canada (W.U.S.C)***
P O Box 1856
Gaborone
Tel: 352208

**Worldview International
Foundation (W.I.F)**
P O Box 339
Gaborone
Tel: 357767

Appendix III

HATAB/BOCCIM LITERATURE

- Creating an effective tender presentation (HATAB/BOCCIM)
- Information checklist for developing a tourism enterprise (HATAB/BOCCIM)
- Franchising Guidelines for Potential Small Business Enterprise (HATAB/BOCCIM)
- Promotional Tools and Distribution Channels in Tourism (HATAB/BOCCIM)
- Responding to Tenders (BOCCIM)
- Economic overview of Tourism in Botswana (HATAB/BOCCIM)
- Botswana Focus (HATAB)
- Know your Labour Laws (BOCCIM)
- BOCCIM Guide to applying for a small business loan (BOCCIM)
- Membership Booklet (HATAB)

Appendix IV

SOURCES FOR USEFUL BOOKS AND PUBLICATIONS

Contact:

- * - B & T Directory
- The Botswana Review of Commerce and Industry
- Botswana Directory

- * Barclays Bank of Botswana,
 - Barclays Business Guide to Botswana

- * BOCCIM, Gaborone
 - Know Your Labour Laws
 - BOCCIM Guide to applying for a small business loan
 - Responding to tenders

- * Bookstores

- * Coopers and Lybrand, Gaborone

- * Deloitte & Touche, Gaborone

- * Depart. of Wildlife and National Parks -
 - Joint ventures
 - Curriculum for examinations

- * Government Printer
 - Transport communications statistics
 - Statistical bulletin
 - Tourism statistics

- * K.P.M.G. Peat Marwick

- * Ministry of Commerce & Industry
 - Botswana: A Guide to Investment
 - Botswana Industrial Policy
 - Industrial Development Policy & Act
 - Botswana Business News
 - Businessman's Guide to the Local Preference Scheme
 - IFS Officers' Handbook
 - Improve Your Business--Handbook and Workbook

- * Ministry of Labour and Home Affairs
 - Employment Act (Chapter 47:01)
- * Department of Tourism
 - Tourism policy
 - Wildlife policy
 - Tourist Act 1992
- * Price Waterhouse, Gaborone
- * Stanbic Bank Botswana, Gaborone
 - A Business of Your Own
- * Standard Chartered Bank of Botswana
 - A Guide for Small Businessmen
- * University of Botswana Business Clinic
- * Women's Finance House, Gaborone
- * A directory of Non Governmental Organisations