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PROJECT IMPLEMENTATION COMMITTEE

MEETING # 15

Review of On-Going and Proposed Activities

March 1995

POLICY DEVELOPMENT

POLICY DEVELOPMENT SUB-COMMITTEE

ON-GOING ACTIVITIES

President's Forum
Public/Private Sector Advisory Group
SACU Study
Industrial Survey
HIV/AIDS in the Workplace
3rd Private Sector Conference
Economic Research Unit
Credit Needs of Female Entrepreneurs
Management Information System
Review of Citizen Contractors Scheme
- Orientation Training Course & Materials Preparation
- BOCCIM Policy Committee
Export Incentives Design Study
Local Preference/Set Aside Programme
White Paper on Industrial Development

On-Going Activity Status

Activity Title: President's Forum

Activity Code: 113300 PIC No. 11

Activity Description:

Convene regular fora with high level guest speakers to address major issues facing Botswana. The Fora are designed to attract both public sector and private sector attendance.

Status:

Fora have been transferred to BOCCIM's PRO. There have been none conducted since June, but series will restart in February with a luncheon talk by Stephen Lande on the implications of the SACU renegotiation for the Botswana private sector.

Issues:

Should the activity remain in the Policy Development Sub-committee.
Yes.

Recommendation(s):

Activity Coordinator will now be PRO and it should be aggressively promoted through Advertising.

Technical Subcommittee:
Coordinating Institution:

Policy Dev
BOCCIM

Activity Coordinator: Siwawa-Ndai
Phone: 353459

Approved Budget:
Actual Budget:

\$5,000

Budget Line Item:
Expend to Date: \$1,338

Reviewed by PIC

Not Reviewed by PIC

PIC Number: _____

Signature: _____

Date: _____

4

On-Going Activity Status

Activity Title: Public/Private Sector Advisory Group

Activity Code: 111800 PIC No. 11

Activity Description:

Bring together representatives from private sector with mid-level government officials responsible for implementation of key government policies. Meetings would be quarterly.

Status:

The Group has never met and has effectively been supplanted by two other advisory groups. The High Level Consultative Council will allow BOCCIM representatives to discuss key policy issues with the President and Ministers. The BOCCIM Policy Committee has been formed as the vehicle for putting together private sector positions. Key government officials will occasionally be invited to assist in the meetings.

Issues:

Recommendation(s):

Public/Private Sector Advisory Group should be removed from the list of ongoing BOCCIM activities and replaced with BOCCIM Policy Committee and High Level Consultative Council.

Technical Subcommittee:
Coordinating Institution:

Policy Dev
BOCCIM

Activity Coordinator: Siwawa-Ndai
Phone: 353459

Approved Budget:
Actual Budget:

\$4,000
\$4,000

Budget Line Item:
Expend to Date:

Reviewed by PIC

Not Reviewed by PIC

PIC Number: _____

Signature: _____

Date: _____

6

On-Going Activity Status

Activity Title: SACU Study

Activity Code: 111900 PIC No. 11

Activity Description:

Review other trade agreements to identify options used to promote industrial development in small or developing members of trading blocs. Develop a series of recommendations to the Botswana private sector to advocate to government during the current SACU renegotiation.

Status:

The consultants have made two successful trips to Botswana and are completing their final draft for delivery on 6 February. BOCCIM Executive Council will meet on the 9th to review the major recommendations and vote for their adoption. The team leader will make a final presentation of his recommendations to the BOCCIM Executive Council and to the government negotiating team on the week of February 20. He will also lead a seminar on the WTO for MCI and other invited officials, as well as a President's Forum on SACU.

Issues:

BPED needs to finalise the budget for the final leg of this assignment.

Recommendation(s):

BOCCIM should keep up the momentum of the BOCCIM/GOB dialogue that has been initiated and ensure that private sector views are put across in the most effective way.

Technical Subcommittee: Policy Dev
Coordinating Institution: BOCCIM

Activity Coordinator: Siwawa-Ndai
Phone: 353459

Approved Budget: \$61,739
Actual Budget: \$77,000

Budget Line Item:
Expend to Date: \$8,364

Reviewed by PIC

Not Reviewed by PIC

PIC Number: _____

Signature: _____

Date: _____

On-Going Activity Status

Activity Title: Industrial Survey

Activity Code: 112000 PIC No. 11

Activity Description:

Conduct a detailed survey of costs and employment in a representative sample of the Botswana private Sector. Data are to be used by the BOCCIM ERU as a basis for micro analysis of the economy.

Status:

Data collection was completed in November. Final sample size is 161 firms. Analysis of the data has begun and a first article based on the survey data was published in Mmegi on 27 January. Data analysis is scheduled for completion by June. Implementation of a quarterly survey should begin prior to that.

Issues:

Concern expressed about the resources required by BOCCIM to update survey.

Recommendation(s):

Will review progress of analysis and plans for follow-up survey at next sub-committee meeting.

Technical Subcommittee:
Coordinating Institution:

Policy Dev
BOCCIM

Activity Coordinator: Siwawa-Ndai
Phone: 353459

Approved Budget:
Actual Budget:

\$5,000

Budget Line Item:
Expend to Date: \$6,459.16

Reviewed by PIC

Not Reviewed by PIC

PIC Number: _____

Signature: _____

Date: _____

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On-Going Activity Status

Activity Title: HIV/AIDS in the Workplace Activity Code: 112500 PIC No.11

Activity Description:

Conduct a pilot study to develop a methodology for assessing the impact of HIV/AIDS on Botswana businesses.

Status:

Pilot study was completed in August. No follow-up is planned for the time being.

Issues:

Other organizations are actively working in this area. BOCCIM does not have the resources to do any follow-on work.

Recommendation(s):

The activity should be deleted from BPED roster.

Technical Subcommittee:
Coordinating Institution:

Policy Dev
BOCCIM

Activity Coordinator: Siwawa-Ndai
Phone: 353459

Approved Budget:
Actual Budget:

\$24,200

Budget Line Item:
Expend to Date: \$12,267

Reviewed by PIC

Not Reviewed by PIC

PIC Number: _____

Signature: _____

Date: _____

On-Going Activity Status

Activity Title: 3rd Private Sector Conference Activity Code: 090700 PIC No. 9

Activity Description:

Also known as the Francistown Conference, this biennial event is the pre-eminent forum for articulating the private sector agenda for policy reforms. BOCCIM organised and conducted this three day seminar, structured around the theme of Botswana's Competitive Edge.

Status:

Conference was held from May 22-25 and was judged a major success. The President opened the conference, the Vice President closed it, and the debate in the middle was provovative. The conference report was published in November and is now being sold.

Issues:

Recommendation(s):

Should be deleted from the BPED roster, although recommendations should continue to be pursued.

Technical Subcommittee:
Coordinating Institution:

Policy Dev
BOCCIM

Activity Coordinator: Siwawa-Ndai
Phone: 353459

Approved Budget:
Actual Budget:

\$50,000

Budget Line Item:
Expend to Date: \$50,993

Reviewed by PIC

Not Reviewed by PIC

PIC Number: _____

Signature: _____

Date: _____

9

On-Going Activity Status

Activity Title: Economic Research Unit Activity Code: 070500 PIC No. 7

Activity Description:

Develop a macro-, micro-, and regional data base, as well as a series of key indicators, to allow BOCCIM to conduct high quality economic research and analysis. Consultant will train BOCCIM staff in how to maintain the data base and in how to use SAS for analysis.

Status:

Consultant is completing a three week assignment to receive final comments on the data base and to train BOCCIM's Policy Unit in the use of the data base. Assignment is scheduled for completion on 7 February.

Issues:

Data base documentation is sloppy and inadequate in some areas. Consultant will be asked to clean up the documentation when he returns to the States. Final documentation is expected by 28 February. Policy Advisor computer is not adequate for data analysis. Consulting period extended twice.

Recommendation(s):

Sub-committee will review activity at next meeting to determine if any follow-up is required.

Technical Subcommittee:
Coordinating Institution:

Policy Dev
BOCCIM

Activity Coordinator: Siwawa-Ndai
Phone: 353459

Approved Budget:
Actual Budget:

\$78,590

Budget Line Item:
Expend to Date: \$55,592

Reviewed by PIC

Not Reviewed by PIC

PIC Number: _____

Signature: _____

Date: _____

On-Going Activity Status

Activity Title: Credit Needs Female Entreps. Activity Code: 090600 PIC No. 7

Activity Description:

Convene a reference group of female entrepreneurs to review literature and assess whether there is an unaddressed need for assistance to women to obtain credit.

Status:

Reference Group met on a monthly basis through November. Attendance tailed off rapidly and review of literature indicated that women seem to suffer no more than men when trying to obtain credit. The group reviewed the differential legal status of women and decided to advocate for abolition of certain restrictions. Having lost its reason for being, the Reference Group disbanded.

Issues:

Recommendation(s):

Should be deleted from the BPED roster.

Technical Subcommittee:
Coordinating Institution:

Policy Dev
BOCCIM

Activity Coordinator: Siwawa-Ndai
Phone: 353459

Approved Budget:
Actual Budget:

00,00

Budget Line Item:
Expend to Date: 00,00

Reviewed by PIC

Not Reviewed by PIC

PIC Number: _____

Signature: _____

Date: _____

On-Going Activity Status

Activity Title: Management Information System Activity Code: 110600 PIC No. 11

Activity Description:

MCI has engaged an on-site consultant to provide data base support and training. The consultant assists the staff at designing and maintaining company information data bases that will support day to day monitoring and analytical responsibilities.

Status:

All the officers working in the relevant sections have been trained. Seven hundred companies have been installed in the computer. Further work involving 700 companies is remaining. The consultant works more with officers from Department of Industrial Affairs and TIPA. The consultant actively participates in the Ministry's computer steering committee. Consultancy is expected to continue until June.

Issues:

Recommendation(s):

Progress to be assessed at next sub-committee meeting.

Technical Subcommittee:
Coordinating Institution:

Policy Dev
MCI

Activity Coordinator: T. Ndzingo
Phone: 3601279

Approved Budget:
Actual Budget:

\$41,500
\$41,000

Budget Line Item:
Expend to Date: \$10,000

Reviewed by PIC

Not Reviewed by PIC

PIC Number: _____

Signature: _____

Date: _____

12

On-Going Activity Status

Activity Title: Review of Citizen Contractor Scheme Activity Code: 110100 PIC No. 11

Activity Description:

Determine the effectiveness of the scheme in terms of improving the performance of citizen contractors.

Status:

The Botswana Technology Centre has been identified to undertake the study. They submitted the inception report which shows methodology and outline of the study and it has been accepted. (3rd February, 1995). Tentative completion date: September 1995.

Issues:

Completion date should be by April 1995.

Recommendation(s):

Progress of this activity to be reviewed at next sub-committee meeting.

Technical Subcommittee:
Coordinating Institution:

Policy Dev
MCI

Activity Coordinator: T. Ndzinge
Phone: 3601279

Approved Budget:
Actual Budget:

\$31,000
\$10,700

Budget Line Item: BDC Budget
Expend to Date: \$1,186

Reviewed by PIC

Not Reviewed by PIC

PIC Number: _____

Signature: _____

Date: _____

On-Going Activity Status

Activity Title: Orientation Trng Course & Material Prep Activity Code: 132100 PIC No. 13

Activity Description:

MCI will require a consultant to develop a training course for orienting new industrial officers in the Department of Industrial Affairs. The consultancy will include materials for the students and instructor guides.

Status:

The Department in the process of identifying a consultant to do the job. Out of eight consultants that the Department invited, only three have responded. MCI, once they have identified the consultant, will liaise with BPED who acts as contracting entity.

Issues:

We need to establish a target date for the completion of this project.

Recommendation(s):

Sub-committee will review progress at next sub-committee meeting.

Technical Subcommittee:
Coordinating Institution:

Policy Dev
MCI

Activity Coordinator: T. Ndzinge
Phone: 3601279

Approved Budget:
Actual Budget:

\$8,500.00

Budget Line Item:
Expend to Date: 00.00

Reviewed by PIC

Not Reviewed by PIC

PIC Number: _____

Signature: _____

Date: _____

On-Going Activity Status

Activity Title: BOCCIM Policy Committee

Activity Code: PIC No.

Activity Description:

The BOCCIM Policy Committee, formerly known as the BOCCIM Policy Task Force, was set up early last year as part of a wider effort geared towards strengthening BOCCIM's capacity to identify and analyze critical policy issues that effect the private sector and develop policy positions. The BPC has twelve members, of whom four are drawn from the BOCCIM Executive Council, four from the Secretariat and four from the private sector at large. The BPC is chaired by the Policy Analyst/Chief Economist, meets on a quarterly basis and has drawn up a policy agenda for the year.

Status:

The committee met on February 17, and drew up a list of issues recommended for inclusion on the agenda of the first meeting of the High Level Consultative Council (HLCC). The agenda items are issues that came up during a discussion of the 1995/96 budget speech and the recommendations of the BOCCIM study on the Southern African Customs Union.

Issues:

None.

Recommendation(s):

Retain the activity in the BPED roster for purposes of monitoring impact/influence on government policies.

Technical Subcommittee:
Coordinating Institution:

Policy Dev
BOCCIM

Activity Coordinator: Siwawa-Ndai
Phone: 353459

Approved Budget:
Actual Budget:

Budget Line Item:
Expend to Date:

Reviewed by PIC

Not Reviewed by PIC

PIC Number: _____

Signature: _____

Date: _____

15

On-Going Activity Status

Activity Title: Export Incentives Design Study Activity Code: 091800 PIC No. 9

Activity Description:

The purpose of the study was to design an export incentives programme based on Botswana's advantages and disadvantages as well as the experience other developing countries without violating Botswana's treaty obligations under SACU and GATT.

Status:

Copies of the final report were distributed to private sector representatives and Government officials at the Francistown Private Sector conference in May 1994 and recommendations were discussed in one of the group discussion sessions. The main recommendation of the report will be included in the White Paper on Industrial Development.

Issues:

There has never been a formal presentation of this paper to the MFDP.

Recommendation(s):

T. Ndzingo will write an internal memorandum to the PS of MCI requesting that action be taken on the matter. Mrs. Ndzingo will then report back to the sub-committee at its next meeting.

Technical Subcommittee:
Coordinating Institution:

Policy Dev
MCI

Activity Coordinator: T. Ndzingo
Phone: 3601279

Approved Budget:
Actual Budget:

\$100,000

Budget Line Item:
Expend to Date: \$119,025

Reviewed by PIC

Not Reviewed by PIC

PIC Number: _____

Signature: _____

Date: _____

On-Going Activity Status

Activity Title: Local Preference/Set Aside Prog

Activity Code: 090100 PIC No. 9

Activity Description:

A report of the Local Preference Scheme Review was completed by the Ministry of Commerce and Industry and one of its recommendation was that the Government establish a Set Aside Programme for Government procurement from small and citizen-owned suppliers of goods and services.

Status:

A public/private sector task force has been established to design a Set Aside Programme which would replace LPS. It is intended that a cabinet memorandum will be submitted to cabinet by end of March 1995. Consultant will be coming out to help finalize design.

Issues:

Recommendation(s):

Sub-committee will review progress at next meeting.

Technical Subcommittee:
Coordinating Institution:

Policy Dev
MCI

Activity Coordinator: T. Ndzingo
Phone: 3601279

Approved Budget:
Actual Budget:

00.00

Budget Line Item:
Expend to Date: 00.00

Reviewed by PIC

Not Reviewed by PIC

PIC Number: _____

Signature: _____

Date: _____

On-Going Activity Status

Activity Title: White Paper on Industrial Dev. Activity Code: 090300 PIC No. 9

Activity Description:

A new Industrial Development Policy is to be written by the Ministry of Commerce and Industry. This was prompted by World Bank/Government of Botswana study on Industrial Development opportunities.

Status:

The Ministry of Commerce and Industry prepared a response paper which was circulated to other Ministries for comments. It is intended to submit the draft White Paper which will have incorporated recommendations from other studies such as FAP Review Study, Local Preference Scheme, Botswana Power Corporation Tariffs Study and Citizen Reservation Policy Review to cabinet in April/May 1995.

Issues:

Recommendation(s):

Sub-committee will review progress at next meeting.

Technical Subcommittee:
Coordinating Institution:

Policy Dev
MCI

Activity Coordinator: T. Ndzingo
Phone: 3601279

Approved Budget:
Actual Budget:

00.00

Budget Line Item:
Expend to Date: 00.00

Reviewed by PIC

Not Reviewed by PIC

PIC Number: _____

Signature: _____

Date: _____

18

MANAGEMENT/ENTREPRENEURIAL DEVELOPMENT

MANAGEMENT ENTREPRENEURIAL DEVELOPMENT SUB-COMMITTEE

ON-GOING ACTIVITIES

Contract Document Study
Membership Directory
Directory of Business Resources
Marketing of Small Business Insurance
Formation of Business Councils
Institutionalising Public Relations Training Capability in the
Hotel and Tourism Sector
HIV/AIDS Prevention Awareness
Regional Training Scholarships
Quality Assessment of Training Providers
Employee Exchange
Revitalization of Small Business Division
On-Site Consultancies
Computer Upgrading - BOCCIM
MIS Consultant - BOCCIM

On-Going Activity Status

Activity Title: Contract Document Study Activity Code: 130200 PIC No. 13

Activity Description:

The activity was initiated by the BOCCIM Construction Sector. The purpose of the study was to update the contract documentation with a view to making competition transparent.

Status:

BOCCIM solicited proposals prior approval from two companies to whom they would like to award the contract. Neither proposal has a detailed budget and the workplans are sketchy. We cannot award it to these companies based on the above we need more transparency/accountability. The consultants and the Construction Sector feel that the demand for information is too much and have not responded to BOCCIM's letter of 6th Decemeber 1994 demanding more information.

Issues:

The consultants and the Sector are losing interest due to what they feel are excessive demands for details.

Recommendation(s):

Try one more time to get consultants to provide necessary data. Go to D&T network if not received.

Technical Subcommittee:	ME Development	Activity Coordinator:	E.M. Dewah
Coordinating Institution:	BOCCIM	Phone:	353459
Approved Budget:	\$9,125	Budget Line Item:	
Actual Budget:	\$9,125	Expend to Date:	0.00

Reviewed by PIC

Not Reviewed by PIC

PIC Number: _____

Signature: _____

Date: _____

BPED On-Going Activity Status

Activity Title: Membership Directory

Activity Code: 131100 **PIC No.** 13

Activity Description:

Development of materials for a BOCCIM Membership Directory, including products/services, and other information on Botswana. Directory will then be printed, distributed to the membership, and sold to the public. Expected outputs: increased public information about BOCCIM members, income generated for BOCCIM from sales of the Directory and sales of advertising in the Directory.

Status:

Information has been gathered on each member, including major products/services. Products/services information has not, however, been entered into the membership database because of problems with the database. It is hoped that hiring of a BOCCIM MIS consultant who can make corrections to the database will enable information to be entered. Completion of Directory has also been delayed by sales of advertising; a representative is selling advertising on a commission basis. Secretariat also needs to complete other parts of the Directory.

Issues:

See above problems which have delayed completion of directory.
Who will enter data? We need to make sure that database problems are addressed by MIS Consultant who has not yet started. BOCCIM needs a marketing plan.

Recommendation(s):

BOCCIM should set a target date of end April 1995 for this activity.

Technical Subcommittee:	ME Development	Activity Coordinator: M. Kaboemodimo
Coordinating Institution:	BOCCIM	Phone: 353459
Approved Budget:	\$3,650	Budget Line Item:
Actual Budget:	\$3,650	Expend to Date: 0.00

Reviewed by PIC

Not Reviewed by PIC

PIC Number: _____

Signature: _____

Date: _____

BPED On-Going Activity Status

Activity Title: Directory of Business Resources

Activity Code: 113000 **PIC No.** 11

Activity Description:

Gathering a list of businesses and other organizations which furnish services to the business community. Soliciting advertisers for the Directory. Printing the Directory. Expected output: a useful reference for businesses; income generation for BOCCIM.

Status:

The response, to the initial requests for information from businesses and other organizations who wished to be included, was quite weak. It was not felt that businesses and organizations should not be listed without their confirmation. One of the secretaries then listed names and addresses from the yellow pages. A mailing will be done, in February, to this list soliciting information. Hopefully, there will be enough interest to continue with the project.

Issues:

See above problems requiring attention.
Need more human resources to get this activity underway.

Recommendation(s):

If this second mailing doesn't work, we should drop this activity. Reassessment end March 1995.

Technical Subcommittee:	ME Development	Activity Coordinator: M. Kaboemodimo
Coordinating Institution:	BOCCIM	Phone: 353459
Approved Budget:	\$2,000	Budget Line Item:
Actual Budget:	\$2,000	Expend to Date: P400.00

Reviewed by PIC

Not Reviewed by PIC

PIC Number: _____

Signature: _____

Date: _____

On-Going Activity Status

Activity Title: Marketing of Small Business Insurance Activity Code:131200 PIC #. 13

Activity Description:

Develop and implement a marketing plan for BOCCIM Small Business Insurance Scheme. Expected outputs: better protection for members' businesses; increased BOCCIM membership resulting from the incentive to purchase insurance at a discount; increased income to BOCCIM based on commissions earned.

Status:

Botswana Insurance Co. (BIC) asked us not to do any more marketing before the end of 1994; they felt they could not handle any increase in business because of other commitments on their time. (Indeed, just getting applications considered during the latter part of 1994 was difficult!). BOCCIM plans to work with a marketing company and insurance company to develop a marketing plan in February.

Issues:

PRO should be involved. Use business councils?
BOCCIM Secretariat has no resources to market this plan.

Recommendation(s):

There are concerns about the viability of BOCCIM to carry out this activity to the extent that they are able to make it an income-generating membership service. Activity's viability to be determined at next meeting in April.

Technical Subcommittee:
Coordinating Institution:

ME Development
BOCCIM

Activity Coordinator: I. Gabegwe
Phone: 353459

Approved Budget:
Actual Budget:

\$1,825
\$1,825

Budget Line Item:
Expend to Date: 0.00

Reviewed by PIC

Not Reviewed by PIC

PIC Number: _____

Signature: _____

Date: _____

24

On-Going Activity Status

Activity Title: Formation of Business Councils **Activity Code:** 113100
PIC No. 13

Activity Description:

BOCCIM considers the development of sustainable Business Councils to be a priority issue in BOCCIM's support of the private sector across the country. The Councils are designed to provide a forum for business people to meet on a regular basis to consider and take action on issues of concern to their business communities; and as a vehicle for BOCCIM to extend its support and representation of the private sector to the district and rural areas. Expected output: 13 functioning Councils operating with a minimum of BOCCIM Outreach Staff support.

Status:

The Outreach Staff have organized Councils in 13 communities during the past 1½ years. Only 1, in Kasane, is meeting regularly, with minimal Staff support, and has a workplan. Several others meet occasionally and have made attempts to define workplans--but even these are still dependent on Staff support. The majority of the Councils have elected officers but have met only rarely. Success has been limited by the time and distances involved, by the other activity requirements of the Staff, by incorrect choice of officers/committee members (who have been replaced on some Councils), and by questions and confusion about the original concept of the Councils.

Issues:

BOCCIM is proposing that a one-day Business Councils Workshop be held, by the end of March, to discuss concepts and experiences, and to make decisions about the concept and the future of the Councils. It is then anticipated that, given the constraints on resources, that the Staff, working in conjunction with the Business Management Advisor, will concentrate efforts on the 4 or 5 Councils which seem to have the best potential for succeeding. The other Councils will be supported on a minimal basis, as resources are available. BOCCIM requests that BPED fund the Workshop. (Please see Proposed Activity Summary).

Recommendation(s):

The direction of this activity will become clearer after the completion of the Organization Strategy Study.

Technical Subcommittee:	ME Development	Activity Coordinator: Moleele/Gabegwe
Coordinating Institution:	BOCCIM	Phone: 353459
Approved Budget:	0.00	Budget Line Item:
Actual Budget:	0.00	Expend to Date: 0.00

Reviewed by PIC

Not Reviewed by PIC

PIC Number: _____

Signature: _____

Date: _____

On-Going Activity Status

Activity Title: PR in Hotel and Tourism

Activity Code: LC PIC No. 11

Activity Description:

This training will be developed to enhance the interpersonal skills of all those in both the public service and in the tourist support business who are in contact with tourists.

Status:

The activity has been approved by PIC and the tender has been awarded. The training is scheduled to commence in March 1995.

Issues:

Responses from the private sector have been high. Need to push GOB entities to participate. There was some concern about the capacity of the winning tenderers to present this course.

Recommendation(s):

The subcommittee reinforced the importance of this activity.

Technical Subcommittee:
Coordinating Institution:

ME Development
BOCCIM

Activity Coordinator: O.C. Masire
Phone: 353459

Approved Budget:

\$20,000

Budget Line Item: Special Seminars

Actual Budget:

P52,000

Expend to Date: LC

Reviewed by PIC

Not Reviewed by PIC

PIC Number: _____

Signature: _____

Date: _____

On-Going Activity Status

Activity Title: HIV/AIDS Prevention Awareness Activity Code: 112400 PIC No. 11

Activity Description:

Greater awareness amongst high risk groups and strengthen human capital can be achieved through education/presentation in fora where appropriate. Talk about AIDS in training programmes.

Status:

We have arranged with STD unit of Ministry of Health to visit our 1995 courses and/or literature distribution. 5 training programs in 1994; 30 min. sessions.

Issues:

Recommendation(s):

Subcommittee reiterated importance of this activity.

Technical Subcommittee:
Coordinating Institution:

ME Development
BOCCIM

Activity Coordinator: O.C. Masire
Phone: 353459

Approved Budget:
Actual Budget:

0.00
0.00

Budget Line Item:
Expend to Date: 0.00

Reviewed by PIC

Not Reviewed by PIC

PIC Number: _____

Signature: _____

Date: _____

On-Going Activity Status

Activity Title: Regional Training Scholarships Activity Code: 112300 PIC No. 11

Activity Description:

Regional Training will be utilised whenever the type of training identified is not available in Botswana, or the quality thereof is questionable.

Status:

11 trained to date.

Issues:

This activity has been curtailed due to mission closure.

Recommendation(s):

Focus on internal training activities. Applications need to be accepted on a case by case basis. PIC will determine guideline in the future.

Technical Subcommittee: ME Development Activity Coordinator: O.C. Masire
Coordinating Institution: BOCCIM Phone: 353459

Approved Budget: \$50,000 Budget Line Item:
Actual Budget: Expend to Date: \$20,550

Reviewed by PIC Not Reviewed by PIC PIC Number: _____

Signature: _____ Date: _____

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On-Going Activity Status

Activity Title: Quality Ass. of Training Providers Activity Code: 091200 PIC No.9

Activity Description:

BOCCIM training courses are designed to improve the efficiency, effectiveness and profitability of the businesses who sponsor the participants to the training courses. BOCCIM Training Department is not clear as to whether this key output is being achieved, and for this reason proposes to carry out an assessment of the impact of the training on the sponsoring businesses.

Status:

The activity has been approved by PIC and the tender has been tentatively awarded. We are still awaiting PIC approval for consultant support to the training department to assist and to implement this activity.

Issues:

This issue will require the consultant support to the training department. A proposal has been submitted for PIC's approval.

Recommendation(s):

Contract through D&T network instead of outside; Brendan not on team to ensure objectivity.

Technical Subcommittee: ME Development Activity Coordinator: O.C. Masire
Coordinating Institution: BOCCIM Phone: 353459

Approved Budget: \$57,285 Budget Line Item:
Actual Budget: Expend to Date: 0.00

Reviewed by PIC

Not Reviewed by PIC

PIC Number: _____

Signature: _____

Date: _____

On-Going Activity Status

Activity Title: Employee Exchange Program Activity Code: 111000 PIC No. 11

Activity Description:

Develop an exchange program between BDC and other development corporations in the SADC region. Employees at one development organization will spend up to 3 months in another corporation.

Status:

Paper is being presented to BDC's executive committee to determine the viability of program.

Issues:

Recommendation(s):

Subcommittee will review again at next meeting.

Technical Subcommittee:	ME Development	Activity Coordinator: HR Dept/Meti
Coordinating Institution:	BDC	Phone: 351811
Approved Budget:	\$3,500	Budget Line Item:
Actual Budget:		Expend to Date: 0.00

Reviewed by PIC Not Reviewed by PIC PIC Number: _____

Signature: _____ Date: _____

BPED On-Going Activity Status

Activity Title: Revitalization of Small Business Division

Activity Code: 113200
PIC No. 11

Activity Description:

The objective of this activity is to develop an active group of small business members who are working on projects which benefit the small business sector.

Status:

A new Small Business Division Executive Committee was elected in January, 1994, and met monthly during the year. Participation was good and they worked on a number of projects--some were completed and some are continuing. These included: a flea market, a small business loan guide booklet, a debt collection handbook, small scale enterprise policy recommendations, a small business week, a small business insurance scheme, a small business loan guarantee scheme proposal, and small business management counseling. AGM/Dinners, held in January 1994 and 1995, were well attended. A new Executive Committee was elected last month and will begin developing its 1995 workplan in February. An important part of this workplan should be to place priorities on projects which are most beneficial to small business development. Operating costs are covered. Francistown starting a Flea Market in March.

Issues:

Look at income-generating activities to support outreach. Focus on SB needs to show that BOCCIM can be responsive to small business.

Recommendation(s):

Would like to get on-going status reports for specific small business activities, even though they are not particular PIC-approved activities.
Consider expansion.

Technical Subcommittee: ME Development **Activity Coordinator:** Isang Gabegwe

Coordinating Institution: BOCCIM **Phone:** 353459

Approved Budget: 0.00 **Budget Line Item:**
Actual Budget: 0.00 **Expend to Date:** 0.00

Reviewed by PIC _____

Not Reviewed by PIC _____

PIC Number: _____

Signature: _____

Date: _____

BPED On-Going Activity Status

Activity Title: On-Site Consultancies **Activity Code:** LC **PIC No.** 13
Activity Description:

BOCCIM would contract with local consultants, trained by BOCCIM, to provide on-site management counseling to approved BOCCIM Small Business Division members. The program would be overseen by an On-Site Consultancies Committee.

Status:

An On-Site Consultancies Committee was organized and developed a workplan and a Consultants' Information Form. Information on 25 potential consultants has been received. In reviewing the complexities of operating such a program, the BOCCIM Secretariat concluded that a part-time administrative assistant would be needed to handle all the administrative details properly. It was felt that the professional staff did not have time in their schedules for this, and that no one on the secretarial staff was qualified. Discussions were held with US-AID to determine whether some of the BPED funds could be used to pay for an assistant. At this point, it was suggested that Peace Corps be contacted to find out whether a qualified Volunteer might have time to perform these duties on a part-time basis. Discussions were held with Peace Corps, but so far no Volunteer has been located. Efforts will be made during February to discuss this again with Peace Corps and US-AID.

Issues:

BOCCIM Secretariat has no resources to administer this activity.

Recommendation(s):

Await outcome of strategic study to determine feasibility of continuing this activity.

Technical Subcommittee:	ME Development	Activity Coordinator: Isang Gabegwe
Coordinating Institution:	BOCCIM	Phone: 353459
Approved Budget:	P200,000	Budget Line Item: LC
Actual Budget:	P200,000	Expend to date: 00.0

Reviewed by PIC

Not Reviewed by PIC

PIC Number: _____

Signature: _____

Date: _____

27

On-Going Activity Status

Activity Title: Computer Upgrading

Activity Code: 112200 PIC No. 11

Activity Description:

The activity involves the upgrading of computer software and hardware especially standardisation of program for word processing, spreadsheet, data base management system and accounting as well as staff training.

Status:

Almost all activities are completed apart from the procurement of an accounting package and an Anti Virus and Norton Utilities, which have been ordered.

Issues:

None.

Recommendation(s):

Technical Subcommittee:
Coordinating Institution:

ME Development
BOCCIM

Activity Coordinator: M.P. Chalwe
Phone: 353459

Approved Budget:
Actual Budget:

\$11,600

Budget Line Item:
Expend to Date: \$3,436

Reviewed by PIC

Not Reviewed by PIC

PIC Number: _____

Signature: _____

Date: _____

37

On-Going Activity Status

Activity Title: MIS Consultant (BOCCIM) Activity Code: 140200 PIC No. 14

Activity Description:

The consultant will analyse Membership, Training and B-MAP departments; develop and design systems that will meet the identified requirements and train staff in the use of the system.

Status:

Work has begun on Membership data base and the consultant has prepared a work plan for the other departments.

Issues:

There are no issues requiring PIC attention.

Recommendation(s):

Technical Subcommittee:	ME Development	Activity Coordinator: M.P. Chalwe
Coordinating Institution:	BOCCIM	Phone: 353459
Approved Budget:	\$16,500	Budget Line Item:
Actual Budget:		Expend to Date:

Reviewed by PIC

Not Reviewed by PIC

PIC Number: _____

Signature: _____

Date: _____

34

INVESTMENT PROMOTION

25

INVESTMENT PROMOTION DEVELOPMENT SUB-COMMITTEE

ON-GOING ACTIVITIES

Investment Location Study

Light Aircraft

Direct Mail Campaign

Blacksburg, VA. Marketing

Virginia Trade Office

Tourism Promotion Seminar 1

Tourist Leisure Development Feasibility - BDC - NO DOCUMENTATION

Real Estate Divestiture and Management Review

South Africa Buyers Conference - BOCCIM - NO DOCUMENTATION

On-Going Activity Status

Activity Title: Investment Location Study Activity Code: 091700 PIC No. 9

Activity Description:

1. Survey Trans-national Corporations to identify key factors influencing the location of foreign direct investment.
2. Identify target industries, based on a comparative advantage assessment.

Status:

Reference Group Meeting 10 February to review Draft Final report.
Follow up:
Determine the depth of sector studies, pick sectors - develop marketing material. Meeting on investment promotion issues on a regular basis.

Issues:

Take out policy issues as being addressed elsewhere.

Recommendation(s):

Due date : 3 April 1995.

Technical Subcommittee:
Coordinating Institution:

Investment Promotion
BDC

Activity Coordinator: B.M. Disele
Phone: 351811

Approved Budget:
Actual Budget:

\$50,000

Budget Line Item: Sect Studies
Expend to Date: \$20,766

Reviewed by PIC

Not Reviewed by PIC

PIC Number: _____

Signature: _____

Date: _____

On-Going Activity Status

Activity Title: Light Aircraft

Activity Code: 131700

PIC No. 13

Activity Description:

Light Aircraft Feasibility Study - determine feasibility of establishment of a light aircraft assembly operation in Botswana.

Status:

Withdrawn from PIC, due to time constraints of PIC process.

Issues:

Recommendation(s):

Delete from BPED roster.

Technical Subcommittee:
Coordinating Institution:

Investment Promotion
BDC

Activity Coordinator: B.M. Disele
Phone: 351811

Approved Budget:
Actual Budget:

\$3,500

Budget Line Item: Feasibility St
Expend to Date:

Reviewed by PIC

Not Reviewed by PIC

PIC Number: _____

Signature: _____

Date: _____

23

On-Going Activity Status

Activity Title: Direct Mail Campaign Activity Code: 111300 PIC No. 11

Activity Description:

This program is a direct mail/marketing program directed at US companies.

Status:

600 firms have been identified and the mailing has gone out the last of January 1995. Mailed February 3. No response as of 24 February. Expect 2% return. This will be an on going program that BDC will build on and expand. The mailing will go out quarterly. Develop mailing lists for Europe, Asia as well. Plan to add on by sector as well.

Issues:

Recommendation(s):

Will review progress at next sub-committee meeting.

Technical Subcommittee:
Coordinating Institution:

Investment Promotion
BDC

Activity Coordinator: B.M. Disele
Phone: 351811

Approved Budget:
Actual Budget:

\$16,000
\$16,000

Budget Line Item: Bus. Linkage
Expend to Date: \$110.00

Reviewed by PIC

Not Reviewed by PIC

PIC Number: _____

Signature: _____

Date: _____

29

On-Going Activity Status

Activity Title: Trade Fair - Virginia Activity Code: 060900 PIC No. OOC

Activity Description:

Attended Trade Fair in Blacksburg, VA. BDC and Tipa participated.

Status:

- Follow up mailing was done to firms that participated.
 - One firm Tiffany Marble came to Botswana to discuss investment
Have added list of contacts to mailing list
- Firms that showed an interest in Botswana or BDC's financial services were added to the mailing list.

Issues:

Send members of business community to trade fairs instead of TIPPA, BDC, as the latter find it difficult to discuss products.

Recommendation(s):

While trade fair is completed, follow up should continue, as with contacts made at other trade fairs.

Technical Subcommittee:
Coordinating Institution:

Investment Promotion
BDC

Activity Coordinator: B.M. Disele
Phone: 351811

Approved Budget:
Actual Budget:

\$7,000
\$5,000

Budget Line Item: Bus. Linkage
Expend to Date: \$104.00

Reviewed by PIC

Not Reviewed by PIC

PIC Number: _____

Signature: _____

Date: _____

40

On-Going Activity Status

Activity Title: Virginia Trade Office Activity Code: 113400 PIC No. 11

Activity Description:

The Government of Botswana supported by BOCCIM, successfully lobbied for the setting up of a Virginia Trade Office in Botswana. The idea was to make it easy for Botswana to develop trade links with the State of Virginia. This activity provides, subject to prior approval, up to 3 days per diem for potential investors from Virginia.

Status:

The Virginia Trade Office is now operational in Gaborone. Not much has happened since the establishment of the Trade Office. One visit related to health care supplies has been made. Likely that a branch office in SA will be opened, but Botswana will still be maintained.

Issues:

Recommendation(s):

Although not much has happened since the trade office was opened here, through BPED, Botswana should maintain close contact with the trade office with a view to achieve the goal of the project in the future.

Technical Subcommittee:	Investment Promotion	Activity Coordinator:	E.M. Dewah
Coordinating Institution:	BOCCIM	Phone:	353459
Approved Budget:	\$27,000	Budget Line Item:	Trade Linkage
Actual Budget:	\$27,000	Expend to Date:	\$654.00

Reviewed by PIC

Not Reviewed by PIC

PIC Number: _____

Signature: _____

Date: _____

41

On-Going Activity Status

Activity Title: Tourism Promotion Seminar 1

Activity Code: 112700 PIC No. 11

Activity Description:

This activity is to teach citizens about investment and business prospects in the tourism industry in Botswana. Although the Government views tourism as one of the most important industries in Botswana, citizens of Botswana have not taken up the opportunity to invest in this sector.

Status:

D&T has invited bids from private firms and individuals to conduct this seminar. So far only two bids have been received and the third is expected soon. Seminars to be held in Gaborone, Ghanzi, and Maun to introduce the citizens of Botswana to the business opportunities that exist in the tourism industry.

Issues:

Reference Guide plus some brochures would be desirable, so that entities such as TIPA can use the information from the reference materials.

Recommendation(s):

Tourism promotion amongst citizens a very important issue and appropriate for BPED involvement.

Technical Subcommittee:
Coordinating Institution:

Investment Promotion
BOCCIM

Activity Coordinator: E.M. Dewah
Phone: 353459

Approved Budget:

40
\$20,000

Budget Line Item:

Actual Budget:

Expend to Date: 00.00

Reviewed by PIC

Not Reviewed by PIC

PIC Number: _____

Signature: _____

Date: _____

42

On-Going Activity Status

Activity Title: Real Estate Divestiture

Activity Code: 111400

PIC No. 11

Activity Description:

Review and evaluate the property development and management division's portfolio, as part of the divestiture strategy study.

Status:

Need to write specific terms of reference and present updated budget.

Issues:

Was approved at the time that the divestiture study was undertaken. USAID and property evaluation and loan portfolio would come under divestiture; new budgets and terms of reference for each phase/portfolio need to be developed.

Recommendation(s):

Defer until April PIC. The PIC will have to approve each as individual projects, with separate TOR and budgets.

Technical Subcommittee:
Coordinating Institution:

Investment Promotion
BDC

Activity Coordinator: B.M. Disele
Phone: 351811

Approved Budget:
Actual Budget:

00.00

Budget Line Item: Shrt Term Tech Ass
Expend to Date: 00.00

Reviewed by PIC

Not Reviewed by PIC

PIC Number: _____

Signature: _____

Date: _____

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FINANCIAL SECTOR DEVELOPMENT

FINANCIAL SECTOR DEVELOPMENT SUB-COMMITTEE

ON-GOING ACTIVITIES

Financial Services Centre Study
Collective Investment Undertakings Study
BDC Divestiture Advisor
Export Credit Guarantee Insurance Scheme
Foreign Exchange Liberalisation Study

On-Going Activity Status

Activity Title: Financial Services Centre Study Activity Code: 140300 PIC No. 14

Activity Description:

Investigation of the possibility of making Botswana an offshore financial service centre. Areas to be reviewed include tax, legal, marketing, facilities, human resources, insurance and possible IFSC products.

Status:

Deloitte & Touche have been given responsibility to assemble a team of experts, subject to BDC approval. Team will be finalized by end February and Project Manager to meet with BDC in early March to finalize workplan.

Issues:

There has been delays in assembling of experts by Deloitte and Touche. Reference Group composition should be similar to that of CIU Study. Marketing/education/consciousness-raising activity as with CIU Study.

Recommendation(s):

We recommend that Deloitte & Touche expedite the assembling of experts, failing which we would recommend an open tender approach to the study.

Technical Subcommittee: Financial Sector Activity Coordinator: Munamati
Coordinating Institution: BDC Phone: 351811

Approved Budget: \$190,000 Budget Line Item:
Actual Budget: \$190,000 Expend to Date: 0.00

Reviewed by PIC Not Reviewed by PIC PIC Number: _____

Signature: _____ Date: _____

46

On-Going Activity Status

Activity Title: Collective Investment Undertakings Study Activity Code: 110800 PIC No. 11

Activity Description:

Creation of legislation on Collective Investment Undertakings to regulate Unit Trust vehicles in Botswana.

Status:

Final report has been submitted to MFDP for implementation. Preparation of a CIU Legislation underway by GOB. Lobbying plan has been developed by BDC including working dinners, articles, PR, discussion on other business fora, consciousness raising.

Issues:

Linkages between studies required.

Recommendation(s):

Continue to lobby MFDP.

Technical Subcommittee:
Coordinating Institution:

Financial Sector
BDC

Activity Coordinator: Munamati
Phone: 351811

Approved Budget:
Actual Budget:

\$100,000
\$118,232

Budget Line Item:
Expend to Date: \$63,928

Reviewed by PIC

Not Reviewed by PIC

PIC Number: _____

Signature: _____

Date: _____

On-Going Activity Status

Activity Title: BDC Divestiture Advisor Activity Code: 060500 PIC No. 00C

Activity Description:

BDC employed the services of a Divestiture Advisor to assist in the implementation of its five year divestiture programme.

Status:

The Advisor assumed work in November 1994. So far negotiations on three (3) companies are being finalized for divestiture.

- Guidelines have gone to management
- Implementation schedule completed

Issues:

USAID reminded BDC that the consultant is not to be directly involved in negotiations, only in an advisory capacity.

Recommendation(s):

Plan for successive visits required.
USAID concern about frequency of visits. Doesn't want to approve more trips.

Technical Subcommittee: Financial Sector Activity Coordinator: Munamati
Coordinating Institution: BDC Phone: 351811

Approved Budget: \$51,414 Budget Line Item:
Actual Budget: \$51,414 Expend to Date: \$351.00

Reviewed by PIC Not Reviewed by PIC PIC Number: _____

Signature: _____ Date: _____

48

On-Going Activity Status

Activity Title: Export Credit Guarantee Insurance Scheme

PIC No. 13

Activity Description:

A feasibility study needed to be carried out to determine if a scheme could be set up here in Botswana as an export incentive to guarantee export credit in lieu of a subsidy, which would be prohibited under GATT.

Status:

Withdrawn from BPED funding because of the timing and logistics and carried out using BDC funding instead. To be a separate company to be set up in Botswana which will most likely be a joint venture between a private company, financial institution and insurance company - private sector driven.

Issues:

Recommendation(s):

Withdraw from BPED roster.

Technical Subcommittee:
Coordinating Institution:

Financial Sector
BDC

Activity Coordinator: Munamati
Phone: 351811

Approved Budget:
Actual Budget:

\$30,000

Budget Line Item:
Expend to Date:

Reviewed by PIC

Not Reviewed by PIC

PIC Number: _____

Signature: _____

Date: _____

49

On-Going Activity Status

Activity Title: Foreign Exchange Liberalisation Study Activity Code: 080100 PIC No. 8

Activity Description:

Study to determine the benefits and costs of removing foreign exchange controls in Botswana and provide recommendations on whether or not controls should be phased out over an extended period of time and in what order.

Status:

Study was completed in January 1994 and the study report was subsequently submitted to the Ministry of Finance and Development Planning (MFDP). As a result of the report recommendations, Bank of Botswana, in conjunction with the MFDP, announced some liberalisation measures in December 1994 and committed itself to reviewing the implementation of these measures with a view to liberalising further if there is no abuse of the new regime.

Issues:

There is need to follow-up on the extent to which the liberalisation measures are being implemented and when further liberalisation might be possible.

Recommendation(s):

Retain the activity in the BPED roster.

Technical Subcommittee:
Coordinating Institution:

Financial Sector
BOCCIM

Activity Coordinator: Siwawa-Ndai
Phone: 353459

Approved Budget:
Actual Budget:

\$100,000
\$ 86,325

Budget Line Item:
Expend to Date: \$36,727

Reviewed by PIC

Not Reviewed by PIC

PIC Number: _____

Signature: _____

Date: _____

POLICY DEVELOPMENT

POLICY DEVELOPMENT SUB-COMMITTEE

PROPOSED ACTIVITIES

Marketing and Sales Management

Proposed Activity Summary

Activity Title: Marketing and Sales Management

Activity Description:

The Ministry of Commerce and Industry requests to send two officers from the Marketing Section of the Department of Industrial Affairs on a five weeks course at IDM.

Expected Impact:

The course will equip participants with knowledge and skills which will provide them strategic marketing framework to be able to (a) analyse and draw-up market actions plans, (b) affectively structure a market plan and (c) advise or independently undertake studies on competition behaviour, market segmentation, forecast and research.

Implementation Plan:

The course is scheduled for 2nd May - 2n June 1995 at IDM in Gaborone and the training will be conducted by IDM perosnnel and will cover other SADC countries as well.

Committee Recommendations:

The sub-committee recommends approval of this activity.

Technical Subcommittee:
Coordinating Institution:

Policy Dev
MCI

Activity Coordinator: T. Ndzinge
Phone: 3601279

Proposed Budget:

\$5,400

Budget Line Item:

Approved by PIC

Not Approved by PIC

PIC Number: _____

Signature: _____

Date: _____

59

AUDITING

Organisations are increasing in size, turn-over and professional internal audit function that will ensure that according to laid down rules and procedures.

Internal Auditors and Accountants to auditing

ing officers involved in internal audit or related ing with accounts or a J.C. plus five years working

h knowledge, skills and techniques in internal epare an audit plan; (b) examine, interpret and and present good quality written audit reports to iures and recommend establishment of internal

al Auditing.
dit and Professional ethics
itrol and Requirement of Internal Audit
ernal Auditing Procedures.
nal Audit Report.
se and Types
on.

ales System and Cash System
stem
Verification

Registration Deadline
7 Jul

MARKETING AND SALES MANAGEMENT

STATEMENT OF NEED:

As the SADC economies integrate, businesses are increasingly facing greater marketing and sales challenges. Marketing of goods and services is an essential ingredient in ensuring that the consumers' needs are met and integrated in Socio-economic systems of Southern Africa Countries.

COURSE DESCRIPTION:

This examinable course addresses marketing and sales strategies in a wide SADC market and focuses on knowledge and skills essential for effective marketing in a sub-regional structure.

TARGET GROUP:

The course is designed for Sales and Marketing Personnel with three year experience in these functions at managerial level.

OBJECTIVES:

To equip participants with knowledge and skills which will provide them with a strategic marketing framework to be able to: (a) analyse and draw-up market action plans; (b) effectively management environments and customer behaviour; (c) effectively structure a market plan and; (d) advise or independently undertake studies on competitor analysis, market segmentation, forecasts and research.

COURSE CONTENT:

- * An Overview of Marketing
- * Meaning, concepts, and the marketing process
- * The marketing function and its role in business
- * Analysing Markets and Behaviour
- * Organizational, National and Inter-Regional Analysis
- * Customer and Organizational Buying Behaviour Analysis
- * Market Searching and Selection
- * Market Information Systems and Market Research
- * Market Measurement and Forecast
- * Market Segmentation, Targeting Positioning
- * Developing Marketing Strategies
- * Marketing Communication and Promotion Mix Decisions
- * Organizing and Managing the Sales Force

Duration: Five Weeks

Course No.	Venue	Dates	Registration Deadline
MSM95-1	Botswana	2 May-2 Jun	2 Apr

P44-25.00 board
P2700.00 non-board

MANAGEMENT/ENTREPRENEURIAL DEVELOPMENT

55

MANAGEMENT ENTREPRENEURIAL DEVELOPMENT SUB-COMMITTEE

PROPOSED ACTIVITIES

Training Impact Evaluation Assistance
BOCCIM Staff - Training Needs Appraisal Systems, Job Descriptions
Small Business Guides consulting support
Business Councils Workshop
BDC Industrial Division Procedures Manual
SME Development Training - BDC

Proposed Activity Summary

Activity Title: Training Impact Evaluation Assistance

Activity Description:

This activity was approved by PIC in 1994. The focus of the activity is to evaluate the bottom line impact of BOCCIM training on the businesses which have participated in the BOCCIM course programs. Require assistance of ST advisor to work with the consulting team.

Expected Impact:

Monitoring of BPED impact is a major requirement of the BPED project. This activity will fulfill the monitoring of impact requirement.

Implementation Plan:

BOCCIM Training Department has had difficulty in obtaining consulting services to carry out this impact evaluation. This is because of the complex nature of the process. It was therefore planned that the Training Advisor would work closely with the consultants to ensure effective completion of the assignment. Consulting assistance (to replace the Training Advisor) is therefore required. At each stage in the assistance process the consultant will work with the training officer to ensure effective skills transfer. Due to a satisfactory working relationship in the past, and in the interest of continuity BOCCIM would like to use Brendan McConville, the former BPED Training Advisor, as the consultant. Mr. McConville's input will be maximum 16 days for the entire support process and the fee ceiling will be USD5,004 for this intervention.

Committee Recommendations:

Use D&T network to contract study. Brendan should not be on team to ensure objectivity.

Technical Subcommittee:
Coordinating Institution:

ME Development
BOCCIM

Activity Coordinator: O.C. Masire
Phone: 353459

Proposed Budget:

\$5,004

Budget Line Item:

Approved by PIC

Not Approved by PIC

PIC Number: _____

Signature: _____

Date: _____

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Proposed Activity Summary

Activity Title: BOCCIM Staff - Training Needs, Appraisal Systems, Job Desc.

Activity Description:

This activity complements the BOCCIM Strategic Review Consultancy. This strategic review is on going, and when the consultancy eventually identifies the optimum strategic option, it is then necessary for BOCCIM to provide its staff with the necessary skills, job descriptions, and appraisal/counselling procedures to enable the organization achieve its strategic goals.

Expected Impact:

BOCCIM will be successful through the work of its staff. This consultancy is therefore an important institutional strengthening process.

Implementation Plan:

The consultant and Training Officer will develop the necessary training plans through a needs analysis and design and install a staff appraisal and counselling process. Consulting assistance (to replace the input of the Training Advisor) is therefore required. At each stage in the assistance process the consultant will work with the training officer to ensure effective skills transfer.

Due to a satisfactory working relationship in the past, and in the interest of continuity BOCCIM would like to use Brendan McConville, the former BPED Training Advisor, as the consultant. McConville's input will be maximum 23 days for the entire support process and the fee ceiling will be USD7,193 for this intervention.

Committee Recommendations:

This proposal should be consolidated with other ST TA requests from the Training Department with a 480 hour cap.

Technical Subcommittee: ME Development
Coordinating Institution: BOCCIM

Activity Coordinator: O.C. Masire
Phone: 353459

Proposed Budget: \$7,193

Budget Line Item:

Approved by PIC

Not Approved by PIC

PIC Number: _____

Signature: _____

Date: _____

58

Proposed Activity Summary

Activity Title: Small Business Guides consulting support

Activity Description:

Five guides were approved by PIC in 1994. It was originally intended that the former BPED Training Advisor would write the guides. The editing and publication will be handled by consultants already identified. It is now sought to appoint additional consulting assistance to write the guides.

Expected Impact:

Developing financial self sustaining activities is a dominant BPED goal at this stage in the life of the project. It is through such activities that there is institutional strengthening. This activity will generate revenue and enhance private sector development.

Implementation Plan:

BOCCIM Training Department has targeted five guides for publication. Consulting assistance (to replace the Training Advisor) is required to provide the initial drafts of the guides which will then be edited and published by already identified consultants. At each stage in the assistance process the consultant will work with the training officer to ensure effective skills transfer.

Due to a satisfactory working relationship in the past, and in the interest of continuity BOCCIM would like to use Brendan McConville, the former BPED Training Advisor, as the consultant. McConville's input will be maximum 20 days for the entire range of five guides and the consultant fee ceiling will be USD6,254 for this intervention.

Committee Recommendations:

This proposal should be consolidated with other ST TA request from Training Department, with 480 hour cap.

Technical Subcommittee:
Coordinating Institution:

ME Development
BOCCIM

Activity Coordinator: O.C. Masire
Phone: 353459

Proposed Budget:

\$6,254

Budget Line Item:

Approved by PIC

Not Approved by PIC

PIC Number: _____

Signature: _____

Date: _____

Proposed Activity Summary

Activity Title: Business Councils Workshop

Activity Description:

This 1 day Workshop would bring together the Chairperson and Secretary of each of the the 13 Business Councils to discuss experiences on organizing their Councils, and to make decisions about the concept and the future of the Councils.

Expected Impact:

The Workshop is expected to greatly increase the chances for the Councils to succeed by: giving clear guidance to the future course of the Councils; improving the understanding of the Council concept by the less successful Councils; increasing the motivation of all the Councils to succeed; and furnishing the information needed to enable the Outreach Staff to use their limited resources more effectively.

Implementation Plan:

The Chairperson and Secretary from each of the 13 Councils will be invited to the 1-day Workshop probably in Gaborone. The Workshop will be planned and conducted by the Deputy Director, Outreach Staff, and Business Management Advisor in a way that will maximize participation of the Council representatives. It is expected that there will be only slight usage of outside resources. Since a number of the participants will have to come a great distance by road (only a few will be able to fly) the budget includes 2 nights in a hotel. The budget also anticipates that the 2 representatives of each Council will travel together. The agenda will include: a presentation by each Council on their experiences; a presentation and discussion on the dynamics of developing local business associations; a discussion on the relationship with BOCCIM; a discussion on the financing of the Councils; development of an overall strategy for the Councils; and development of a plan for each Council (to be approved by each Councils' Executive Committee). Oasis Motel is tentative workshop site.

Committee Recommendations:

2-day seminar better. Can be taken out of indirect costs. Suggest booking at Kagiso Center.

Technical Subcommittee:
Coordinating Institution:

ME Development
BOCCIM

Activity Coordinator: Moleele/Gabegwe
Phone: 353459

Proposed Budget:

P21,840

Budget Line Item: LC

Approved by PIC

Not Approved by PIC

PIC Number: _____

Signature: _____

Date: _____

BOCCIM
Business Councils Workshop Proposal
3 February 1995

Terms of Reference

Justification

1. BOCCIM considers the development of sustainable Business Councils to be a priority issue in BOCCIM's support of the private sector across the country. The Councils are designed to provide a forum for business people to meet on a regular basis to consider and take action on issues of concern to their business communities; and as a vehicle for BOCCIM to extend its support and representation of the private sector to the district and rural areas. The goal of the program is to have 13 functioning Councils operating with a minimum of BOCCIM Outreach Staff support.
2. The Outreach Staff have organized Councils in these 13 communities during the past 1½ years. Only 1, in Kasane, is meeting regularly, with minimal Staff support, and has a workplan. Several others meet occasionally and have made an attempt to develop workplans--but even these are still dependent on Staff support. The majority of the Councils have elected officers but have met only rarely. Success has been limited by the time and distances involved, by the other activity requirements of the Staff, by incorrect choice of officers/committee members (who have been replaced on some Councils), and by questions and confusion about the concept of the Councils
3. Because of the limited success, BOCCIM feels strongly that the Business Council programme is at a critical point where the concept and experiences need to be thoroughly discussed by those involved and decisions made about the future of the Councils.

Proposal

1. BOCCIM, therefore, proposes that a one-day Business Councils Workshop be held, by the end of March, to conduct these discussions and plan the future of the Councils.
2. The Chairperson and Secretary from each of the 13 Councils will be invited to the Workshop which will probably be held in Gaborone.
3. The Workshop will be planned and conducted by the Deputy Director, Outreach Staff, and Business Management Advisor in a way that will maximize participation of the Council representatives.
4. The agenda will include: a presentation by each Council on their experiences; a presentation and discussion on the dynamics of developing local business associations; a discussion on the relationship with BOCCIM; a discussion on the financing of the Councils; development of an overall strategy for the Councils; and development of a plan for each Council (to be approved by each Council's Executive Committee).

Results:

1. The Workshop is expected to greatly increase the chances for the Councils to succeed by: giving clear guidance to the future course of the Councils; improving the understanding of the Council concept by the less successful Councils; increasing the motivation of all the Councils to succeed; and furnishing the information needed to enable the Outreach Staff to use their limited resources more effectively.
2. It is then anticipated, given the constraints on resources, that the Staff, working in conjunction with the Business Management Advisor, will concentrate efforts on the 4 or 5 Councils which seem to have the best potential for success. The other Councils will be supported on a minimal basis, as resources are available. It is anticipated, however, that even with minimal support, the other Councils will be substantially assisted by the results of the Workshop.

Financial Resources Required:

BOCCIM requests that BPED fund the Workshop.

It is expected that there will be only slight usage of outside resources. Since a number of the participants will have to come a great distance by road (only a few will be able to fly) the budget includes 2 nights in a hotel. The budget also anticipates that the 2 representatives of each Council will travel together.

Estimated Costs are:

Meeting Room, lunch, tea breaks	P1,350 + 1350 = 2,700
Hotel: accommodations, 24 people x 2 nights x P160/night	7,680 + 3,840 = 11,520
Breakfasts and dinners	1,680 + 840 = 2,520
Transportation, at 45t/km	4,100
Miscellaneous	<u>1,000</u>
Total	P15,810 P21,840

~~FOR A~~ LC budget ?

Proposed Activity Summary

Activity Title: Industrial Division Procedures Manual - BDC

Activity Description:

Development of a procedures manual to be used by BDC Industrial Division in its day-to-day operations.

Expected Impact:

Documentation of Industrial Division Systems and procedures will increase efficiency and effectiveness of the Division, particularly in Manager's absence. Also a good training tool for new staff.

Implementation Plan:

Level of effort expected to be 1-2 months effort, to start 1 April 1995. Reference Group to be internal BDC team primarily.

Committee Recommendations:

BDC will submit detailed budget to BPED for this activity. Subcommittee recommends approval, although it is felt that Task 3.9 will require its own TOR and consultancy. D&T network can be used. D&T will work with BDC to develop TOR for Task 3.9 and identify consultants for these activities. May need training component.

Technical Subcommittee:
Coordinating Institution:

ME Development
BDC

Activity Coordinator: D. Kgosietsile
Phone: 351811

Proposed Budget:

\$25,000

Budget Line Item:

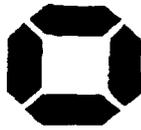
Approved by PIC

Not Approved by PIC

PIC Number: _____

Signature: _____

Date: _____



THE BOTSWANA DEVELOPMENT CORPORATION LTD.
TERMS OF REFERENCE FOR DEVELOPMENT OF
INDUSTRIAL DIVISION PROCEDURE MANUAL

1. OVERVIEW

The Botswana Development Corporation Limited (BDC) desires to contract the services of a highly qualified consulting team to perform a project for the development of a procedure manual to be used by Industrial Division personnel in their day to day operations. The manual will organise the steps and procedures used in performing evaluations for refinancing and restructuring and in monitoring existing investments.

The qualifying consulting team would be expected to visit BDC, interview Industrial Division personnel, review BDC's Projects Division's Project Appraisal Manual and interview selected personnel from other BDC divisions to determine areas of cooperation between the Industrial Division and other divisions, e.g. - Corporate Finance and Divestiture, Estates, Industrial Development etc.

The consulting team will work under the guidance of the Industrial Division Manager or those so delegated to supervise the consultancy. The consulting team will be required to make an oral presentation to a BDC appointed reference group after submission of draft data and again upon the submission of the draft final report. The final report will be expected within two weeks of presentation of the draft final report.

The estimated level of effort for this project is one to two person months, with a desired starting date of 1 April 1995. It is anticipated that a fixed price contract will be awarded to the successful tenderer. Note that the project sponsors reserve the right to award the contract to firms other than the lowest priced tender proposal.

Consulting firms interested in tendering for this project are requested to submit the following data in five copies by 10 March 1995 to:

Industrial Division Manager
Botswana Development Corporation Ltd.
Private Bag 160, Gaborone, Botswana

1. A brief history of experience in similar projects with a synopsis of the work performed, the personnel involved, recommendations made, and outcome on completion.
2. A brief description of the methodology which would be adopted by the consulting team in meeting the terms of reference, and a timetable for meeting the project deadlines.
3. A full curriculum vitae for each member of the consulting team and a description of their role in the project.
4. A business proposal itemising professional fees, person days, expenses, total cost, and relevant payment terms. Please note that U.S. Agency for International Development travel and per diem regulations would apply.

2. BACKGROUND

Botswana is a large, landlocked, sparsely populated country which achieved independence relatively recently. Since independence in 1966 its economic growth has been maintained at a very high level - roughly 8 per cent per annum real growth in gross domestic product.

From a subsistence farming economy in the colonial era, Botswana is now one of the richest countries in Africa. Income distribution, however, remains highly skewed. Periodic droughts in an essentially arid country accentuate the rapid drift from rural to urban areas.

Botswana Development Corporation was established in 1970 to be Botswana's main agency for commercial and industrial development. BDC has investments through subsidiary and associated companies in all sectors of the economy except large scale mining.

The primary task of BDC is to identify investment opportunities in Botswana for exploitation by both local and foreign investors. To achieve this the corporation provides investment advice, loans, share capital, and industrial plots and buildings to investors.

The Industrial Division is one of several divisions that exist within the corporation. The portfolio of the Industrial Division consists of about 60 companies which are engaged in a diverse range of manufacturing and other activities, and are widely dispersed throughout Botswana.

The Industrial Division's total portfolio investment exceeded P124 million at the end of 1994. Of this amount, investments in the form of loans amounted to P69 million and equity investments made up the balance of P55 million. As a major contributor to BDC's income from interest and dividends, the Division's investments supplied some P17.8 million or 78 percent of the total.

To these companies, the Division provides a range of support services which include operations monitoring, financial planning, market research, board level direction, and many others.

3. OBJECTIVES OF THE PROCEDURE MANUAL PROJECT

The objectives of the project are to:

- 3.1 Produce a procedure manual that will organize all steps and procedures necessary to implement new projects as well as monitor existing investments.
- 3.2 Analyze all forms used, data gathered, reports produced, and steps followed by Industrial Division personnel and to improve upon these where possible.
- 3.3 Develop standard "templates" for the construction of Board Papers and Executive Committee Papers.
- 3.4 Identify and classify typical problems encountered and determine which tasks are to be performed in order to combat and/or resolve those problems.
- 3.5 Clarify how the Industrial Division interfaces with Industrial Development Division during project implementation/monitoring, e.g. - what steps should be followed once a project is approved and transferred to the Industrial Division from the Projects Division.

3.6 Make recommendations as to how the Industrial Division can improve its communication and interaction with all other divisions, e.g. - how and when should Estates inform Industrial when a client fails to pay rent?

3.7 Identify any inefficient procedures currently in use within the Industrial Division and/or which procedures may be lacking and make recommendations for improvement.

3.8 Develop and/or improve on existing job descriptions for: Assistant Manager; Principal Operations Officer; Senior Operations Officer; and Assistant Operations Officer. Identify all tasks and sub-tasks associated with each position.

3.9 Evaluate the Industrial Division's loan/equity portfolio to develop a system whereby the Industrial Division can track all of its subsidiary and associated companies on a quarterly basis in order to identify problems, strengths, significant changes, etc. This tracking system might, for instance incorporate commonly used financial ratios in order to make a quick assessment of the financial position of any company.

3.10 Review the present manually compiled data base of the Industrial Division portfolio and make recommendations for the most efficient way to computerize this. This will require some liaising with BDC's Data Processing department on the part of the consulting team.

3.11 Based on findings of the project determine the optimal staffing level for the Industrial Division.

1) Streamlining / documenting procedures

2) Evaluation of loan portfolio

3) Computerizing

Proposed Activity Summary

Activity Title: Short Term Training - SME Development

Activity Description:

Training Course: "Small and Medium Enterprise Development" for Mrs. Chelenyane at BDC, whose portfolio in Industrial Division consists of small and medium enterprises.

Expected Impact:

Strengthen internal human capital resource at BDC to assist small and medium scale enterprises development.

Implementation Plan:

Attend course: 10 April - 5 May 1995
The course is to be held in Washington, D.C. USA

Committee Recommendations:

The committee recommends approval of this request.

Technical Subcommittee:
Coordinating Institution:

ME Development
BDC

Activity Coordinator: D.A. Kgosietsile
Phone: 351811

Proposed Budget:

\$9,950

Budget Line Item: Short Term Training

Approved by PIC

Not Approved by PIC

PIC Number: _____

Signature: _____

Date: _____

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BOTSWANA DEVELOPMENT CORPORATION LIMITED

MEMORANDUM

TO : Amy Richwine, Deloitte & Touche
FROM : D A Kgosietsile, Botswana Development Corporation Ltd
DA Kgosietsile
DATE : 15 March 1995

SUBJECT : OUT OF CYCLE REQUEST (FOR FUNDING OF A TRAINING COURSE - SMALL AND MEDIUM ENTERPRISE DEVELOPMENT)

This request replaces our request for funding of the Strategies for Promoting Small Scale Enterprise course. The content is almost similar, with the proposed course covering more detail than the former (which has been rescheduled). The course is being offered by the Institute for Public-Private Partnerships in Washington DC USA. BDC would like to have Mrs P. Chelenyane attend.

This course is structured to provide participants with concepts and management skills necessary to effectively create, develop, manage and expand small and medium enterprises in their countries. The seminar will provide background on mobilizing resources of financial institutions and in identifying potential sources of funding and technical support.

Small to medium scale business is going to continue to be an important part of the future growth of Botswana. The course will be useful to BDC as they develop their strategy for venture capital for small and medium businesses and in the divestiture of their smaller companies through private treaty sales. Private treaty sales are going to be the biggest challenge of BDC's divestiture program.

This request is consistent with BPED's goal of strengthening the human capital resource in the participating institutions to support private sector development and to provide training for BDC's staff in project management and analysis. It is also consistent with the USAID/BDC project agreement and that of Deloitte & Touche, the prime contractor. The course would be funded under BDC's, BPED budget for short term training.

The cost of the course is:

Tuition	US\$5 950
Accommodation	US\$4 000

Total cost for one person will be US\$9 950. BDC will pay for airfare.

The Management and Entrepreneurial Development Committee had recommended the training for PIC approval, we therefore request you to further seek approval for the above-mentioned course.

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Overview & Program Objectives

In developing and emerging market countries alike, the most productive economic growth for the foreseeable future will come from the creation and development of small and medium-sized enterprises in such diversified areas as services, manufacturing, textiles/garments, handicraft, and agribusinesses. This process, although not new conceptually, has become more important as the privatization of large enterprises has yielded diminishing economic returns. This is especially true in the many countries that have burgeoning populations where often over one-half of the population is under the age of twenty. The combination of these two phenomenon creates a new urgency for governments to foster an environment for new enterprise development and job opportunities for the evergrowing and under-utilized workforce.

To facilitate new opportunities for entrepreneurs and owners/managers of small and medium enterprises, a "partnership" relationship between government and the private sector must evolve as a way to accelerate new opportunities for entrepreneurship development, to promote small and medium enterprises in local, regional and global markets, and to provide appropriate skills-based training and technical assistance.

However, in most developing and emerging market countries there are often critical barriers, which inhibit the creation of new employment opportunities in small and medium enterprises, including:

- regulatory environments that protect large businesses through massive government subsidies and/or trade protection;
- a lack of entrepreneurial development skills in the working population;
- inadequate financing mechanisms to capitalize or expand a small or medium-sized business;
- a lack of appropriate management skills in marketing, finance and business operations; and
- a lack of skills in computer and information technologies and applications.

For governments to effectively implement a program of developing small and medium enterprises, these principal barriers must be overcome. Creating a dynamic entrepreneurial class with the appropriate skills, tools and technologies to compete effectively in local, regional or global markets is vital to the well-being and economic development of any nation.

In the *Small and Medium Enterprise Development* workshop, participants will be exposed to those concepts and management skills necessary to effectively create, develop, manage and expand small and medium enterprises in their countries. Relevant sectors that will be highlighted include the following:

- Services
- Light Industry and Manufacturing
- Textiles and Garments
- Agribusinesses

The objective of the workshop will be to provide participants with a variety of skills, techniques, practices, and proven models to become successful policy makers, business owners, managers and job-creators.

Training Mission & Methodology

The Institute's training mission is to develop the analytical and implementation skills of its training participants in an adult learning environment. By acquiring new knowledge and skills, as well as learning about the latest developments in their respective fields from other country settings, participants will be able to provide their organizations with the most important lessons from attending executive management training—capacity building for the individual and his/her organization.

The Institute's training methodology includes a cohesive program of lectures, presentations, group exercises, case studies, discussions, and participant-driven action plan development sessions. In each workshop, participants will identify their own problems and opportunities specific to their own situation. *They will, with the input of expert instructors and other participants, develop specific action plans to use for project implementation upon return to their organizations.*

A special element of this workshop will include practical training in the use of *micro-computer spreadsheets and database analysis*. All participants will receive introductory instruction in the use of computerized spreadsheet analysis as well as practical skills in enterprise-based database development and analysis.

The program will also include a five-day study tour featuring site visits, briefings, and meetings with successful small business owners and managers and government/commercial officials in the U.S.'s historic New England region.

The Institute emphasizes five key components highlighted in the Workshop Outline.

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INVESTMENT PROMOTION

INVESTMENT PROMOTION DEVELOPMENT SUB-COMMITTEE

PROPOSED ACTIVITIES

Investment Opportunities in Selected Villages

Investment Mission for Botswana Business people to the USA - May 1995

Franchise Seminar in Botswana

Investment Promotion Programme by World Trade Centre Vienna,
Austria October 16 - 20 1995

Investment Mission to Hong Kong September, 1995

Marketing of Services - Training/BDC

Proposed Activity Summary

Activity Title: Investment Opportunities in Selected Villages

Activity Description:

Consultancy to study investment opportunities in Kanye, Molepolole, Mochudi, Tsabong, Mahalapye, Masunga, Serowe, Maun.

Expected Impact:

Employment creation. If successful, the study could serve as a model for other villages. The projects identified could be put on the agenda of Local Business Councils.

Implementation Plan:

BOCCIM trained citizen consultants should be engaged to undertake these studies. Consultants to compile project profiles as is done in India with regards to the promotion of small scale industries. Studies to be completed by September 1995.

1985 Product Diversification Study - 35 project ideas small pamphlets
Problem: No experience in new areas; no encouragement. Lessons can be learned from this study for formulating TOR for new study.

Committee Recommendations:

BOCCIM should submit TOR and budget for this activity at next sub-committee meeting.

Technical Subcommittee:
Coordinating Institution:

Investment Promotion
BOCCIM

Activity Coordinator: E.M. Dewah
Phone: 353459

Proposed Budget:

Budget Line Item:

Approved by PIC

Not Approved by PIC

PIC Number: _____

Signature: _____

Date: _____

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Proposed Activity Summary

Activity Title: Investment Mission for Botswana Business People to the USA

Activity Description:

TIPA is planning to take 8-10 Botswana businessmen and women on an Investment mission to the U.S.

Expected Impact:

The activity is consistent with BPED objectives of promoting investment. Impact will include the establishment of Joint Ventures, contact with suppliers of technology, follow-up of contacts established at the MIGA and other conference etc. Improved business skills and growth will lead to more employment creation and development of small businesses to medium/large scale as well as increased technical knowhow.

Implementation Plan:

Participants will be drawn from business people with projects which they want to promote but lack the knowledge. The commercial attache in Washington D.C, will help identify and match the relevant projects in the USA for the visiting Botswana investors. TIPA, BDC and BOCCIM will work together to select participants from Botswana.

Committee Recommendations:

Given the constraints of the new legislation PD-20, this proposal has been WITHDRAWN.

Technical Subcommittee:
Coordinating Institution:

Investment Promotion
TIPA

Activity Coordinator: D. Tsheko
Phone: 351790

Proposed Budget:

Budget Line Item:

Approved by PIC

Not Approved by PIC

PIC Number: _____

Signature: _____

Date: _____

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Proposed Activity Summary

Activity Title: Franchise Seminar in Botswana

Activity Description:

TIPA is planning to sponsor a group of franchising organization from the USA to come and explain the system of franchising to Botswana business people. The seminar is intended to introduce and familiarize the business community with the franchising concept. It will also aim at encouraging Botswana business community to enter the franchise business in large numbers.

Expected Impact:

The activity is another prospective of promoting the investment and economic growth of the country and it is consistent with BPED objectives. The success of the seminar will be measured by the determination of participants to start negotiations with franchisers as well as the rate of agreements signed. Long term success will be measured by opening up of franchise businesses as well as the amount of employment generated.

Implementation Plan:

The seminar is expected to take 3 days and resource people are expected to come from USA, South Africa and Zimbabwe. Participants will be taken from the Botswana business community. Promotion of the seminar will be handled by TIPA and franchisers themselves. Per diem only.

Committee Recommendations:

The above is insufficient information. TIPA will investigate more closely. Under BPED guidelines only per diem for these individuals could be covered for up to three days while they are in country. No other costs would be covered.

Technical Subcommittee:
Coordinating Institution:

Investment Promotion
TIPA

Activity Coordinator: D. Tsheko
Phone: 351790

Proposed Budget:

Budget Line Item:

Approved by PIC

Not Approved by PIC

PIC Number: _____

Signature: _____

Date: _____

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Proposed Activity Summary

Activity Title: World Trade Centre Vienna, Austria - October 16-20, 1995

Activity Description:

TIPA is planning to send two officers from Investment Promotion Division to this course. It is an intensive course that include workshops on the targeting and screening in investors.

Expected Impact:

Participant will gain more knowledge on comparative analysis, presentation to investors, joint ventures, availability of financing and legal aspects. These type of activities are inline with BPED objectives.

Implementation Plan:

The course will take two weeks and officers will come back with the enhanced knowledge of handling the difficult investment promotion drive to Botswana. Aggressive promotion and investment tracking will be involved.

Committee Recommendations:

BPED cannot approve any activity which is to take place after 30 September 1995.

Technical Subcommittee:
Coordinating Institution:

Investment Promotion
TIPA

Activity Coordinator: D. Tsheko
Phone: 351790

Proposed Budget:

Budget Line Item:

Approved by PIC

Not Approved by PIC

PIC Number: _____

Signature: _____

Date: _____

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Proposed Activity Summary

Activity Title: Investment Mission to Hong Kong September, 1995

Activity Description:

TIPA is planning to take 8-10 Batswana businessmen and women on an Investment mission to Hong Kong.

Expected Impact:

The activity is consistent with BPED objectives of promoting investment. Impact will include the establishment of Joint Ventures, contact with appliers of technology, follow-up of contacts established at other conference etc. Improved business skills and growth will lead to more employment creation and development of small businesses to medium/large scale as well as increased technical knowhow.

Implementation Plan:

Beneficiaries will include selected business people on tourism, leather products and textiles. The mission is expected to take 4 days and it will include short seminars, individuals meeting, factory visits etc.

Committee Recommendations:

Due to refocus of BPED activities in the investment promotion area, this proposal has been WITHDRAWN.

Technical Subcommittee:
Coordinating Institution:

Investment Promotion
TIPA

Activity Coordinator: D. Tsheko
Phone: 351790

Proposed Budget:

Budget Line Item:

Approved by PIC

Not Approved by PIC

PIC Number: _____

Signature: _____

Date: _____

Proposed Activity Summary

Activity Title: Marketing of Services - Training

Activity Description:

Staff of the Investment Promotion department require a course in marketing of services. Topics include market segmentation, targeting and positioning your product in a competitive market, and promoting of services.

Expected Impact:

Sharing ideas with other professionals in services marketing and having an opportunity to interact with those in the private sector marketing services should assist the Investment Promotion staff in their ability to sell Botswana and the financial services (and other services) which Botswana has (will have) to offer.

Implementation Plan:

Course to be held 23-28 April 1995 at the University of Cape Town. Misses Tatedi and Molefhe will share what they have learned on the course with others at BDC in a debriefing session to be held in the Training Room upon their return.

Committee Recommendations:

The committee recommends approval of this request.

Technical Subcommittee:
Coordinating Institution:

Investment Promotion
BDC

Activity Coordinator: B.M. Disele
Phone: 351811

Proposed Budget:

\$2,903

Budget Line Item:

Approved by PIC

Not Approved by PIC

PIC Number: _____

Signature: _____

Date: _____

MEMO

To: Amy Richwine, Deloitte & Touche

From: Bud Eaton, Botswana Development Corporation

Date: 3 February 1995

Subject: Out of cycle request for funding of a training course
on marketing of services.

A Marketing course "Marketing of Services" is being offered by The Graduate School of Business, University of Cape Town. The course is scheduled for 23 April to 28 April 1995 and will be held at the Graduate School of Business in Cape Town, South Africa. BDC would like to have Ms. R.T. Tatedi and Ms. T. Molefhe attend the course.

BDC is selling two commodities. First is the Country of Botswana and second is its financial services. The marketing staff needs an opportunity to share ideas with other professionals in service marketing and have an opportunity to interact with those marketing services in the private sector.

The course will provide an understanding of the role of marketing in financial and other service organizations. Topics that will be covered are market segmentation, targeting and positioning your product in a competitive market, the services marketing mix, service pricing, and promoting of services.

The course instructors will be Professor John Deighton from the Harvard Business School and Professor Leyland Pitt of Henley Management College at Brunel University, UK. Dr. Deighton is on the forefront in the US in formulating strategies for marketing financial institutions and in changing the way that they approached promotion of their services.

This request is consistent with BPED's goal of strengthening the human capital resource in the participating institutions to support private sector development and to provide training for BDC's staff in project analysis and investment promotion. It is also consistent with the USAID/BDC project agreement and that of Deloitte & Touche the prime contractor. The course would be funded under BDC's, BPED budget for short term training.

The cost of the course is:

Tuition	R 3910
Accommodations	R 700
	(excl VAT)

R3300

Total cost for two people would be R9220 plus VAT and other cost not included in Accommodations.

At this time, we ask you to seek out of cycle approval from the PIC members of the Botswana Private Enterprise Development Project for two people from BDC to attend the Marketing of Services course in Cape Town South Africa.

MARKETING OF SERVICES

23 April - 28 April 1995
Dates for 1996 to be advised

Tuition R 3 910
Accommodation R 700
(excl VAT)

"I gained a far greater understanding of the scope of services marketing and of just how much you can achieve without spending millions."

*Judy Middup, Accounts Executive,
Rennies Foreign Exchange*

WHAT YOU WILL LEARN

You will understand that marketing services is different to marketing consumer products. You will also learn to:

- understand the role of marketing in the service organisation and how it interacts with other functions
- design and conceptualise new services and price them profitably
- measure and manage service quality
- understand the vital link between employee loyalty, customer satisfaction and performance in service firms

TOPICS INCLUDE:

COURSE OUTLINE

There are two views on services. One is that they are different from products and therefore require a different approach in marketing. The opposing view is that there is no difference between services and products, as customers don't buy services or products, but solutions to their problems and want satisfaction and benefits.

So which view is correct? The perspective of this course is that both views have much to offer and that in studying both of these approaches, marketers of services particularly have much to gain. However, marketers of products will also be able to

explore some very exciting perspectives by viewing their offerings as bundles of benefits rather than physical goods.

The services marketing course at the GSB is unique to South Africa. Since the first course was taught in 1991 by world-renowned services guru, Professor Parasuraman, it has grown to be recognised by South African service organisations as THE marketing course for service firms. This year, the instructors will be using the latest audio-visual material and cases from Harvard Business School as well as cases based on leading South African service firms.

COURSE INSTRUCTORS



**PROFESSOR
LEYLAND PITT**
MCom MBA DCom

Professor of Management Studies responsible for Marketing at Henley Management College at Brunel University, UK. Professor Pitt also teaches marketing at a number of other universities internationally. He is widely published and consults extensively to companies and governments in a number of countries. His research interests include market orientation, service quality and

WHO SHOULD ATTEND

- People in middle to senior management positions who work in service environments or environments where service is an integral part of the product
- Human resource, operations and marketing personnel, as well as people working in marketing departments



**PROFESSOR
JOHN DEIGHTON**
Bsc (Eng) MBA PhD

Professor of Marketing at the Harvard Business School. A regular contributor to *The Journal of Marketing*, *The Journal of Marketing Research*, *The Journal of Consumer Research*, *Sloan Management Review* and *Psychology and Marketing*. Professor Deighton's research is in marketing communications, direct response marketing and services marketing. He consults for two major US advertising agencies and

THE IMMERSION PRINCIPLE

At the GSB, we work to what we call the Immersion Principle. It is an approach as intensive and unrelenting as the global and domestic markets in which we now operate.

During your stay you will eat, sleep, live and breathe your subject matter. Removed from the hassles of your work and home environment, you will sharpen your approach with unique insights and original thinking.

You will be thrust far beneath the surface and emerge with a new vision. A new understanding. Ready to compete like never before.

AT THE INTERNATIONAL CUTTING EDGE

Through our close ties with leading international academics and business people, we have kept abreast of developments around the globe. So it is no exaggeration to say that today we are at the cutting edge of contemporary business principles and practices, counting among our many guest lecturers the people who are shaping international business trends.

In addition, commerce and industry-driven research conducted by GSB academics in a wide variety of fields feeds into course content to ensure that curricula

are kept up-to-date and highly relevant to rapidly changing local and international markets.

RESEARCH FACILITIES

The GSB's Library and Business Information Centre provides delegates with access to some 10 000 business and management books, 300 journals, local and international newspapers and magazines, a video centre and an extensive collection of databases on CD-ROM.

Widely regarded as one of the best management centres in the country, the GSB Library makes use of state-of-the-art computer and information technology to ensure the best possible service.

THE CAMPUS IN THE WATERFRONT

Situated in the heart of Cape Town's picturesque but bustling Victoria & Alfred Waterfront, the GSB is ideally located. Only minutes away from the CBD by bus or "tuk-tuk" taxi, delegates have an enormous variety of restaurants and other recreational facilities within easy walking distance of the on-campus residence.

MARKETING AT THE GSB

UCT's Graduate School of Business has long been recognised as South Africa's premier post-graduate and executive teaching institution in the field of Marketing.

This has been achieved through unstinting devotion to teaching excellence. (Overall satisfaction levels with ALL the GSB's executive marketing courses have exceeded 4.6 on a five point scale where 1 = poor and 5 = excellent.)

Faculty members also lecture at major business schools in the US, UK, Europe and South East Asia, and other South African universities.

Members of the GSB Marketing faculty are extremely productive in terms of research and publish regularly in journals such as *Journal of Marketing*, *Journal of Marketing Research*, *Journal of Consumer Research*, *Sloan Management Review*, *Journal of the Academy of Marketing Science*, *European Journal of Marketing*, *Journal of Management* and *MIS Quarterly*.

In addition, every member of the faculty is actively involved in consulting to major companies or institutions both in South Africa and internationally. This enables them to bring to their academic work a wealth of experience gained in a wide variety of actual marketing settings.

LEARNING BY DOING

At the GSB, we have developed a dynamic three-phase approach to the learning process which encourages an exceptionally high degree of participation:

- **private preparation** - delegates prepare readings and cases in their own time
- **small group discussion** - delegates are divided into small groups for the duration of the course. Groups meet daily to discuss and debate assigned readings and cases
- **plenary sessions** - lecturers ensure maximum class participation during formal lectures.

MARKETING SIMULATION EXERCISES

The GSB has led the way among South African business schools in the use of computerised marketing simulations such as MARKSTRAT, BRANDMAPS, THE MARKETING GAME and MARKETER.

In 1995 PHARMISM will be introduced. This simulation has been awarded the highest accolades by the business press, academics and consultants and is used on the MBA programme at Harvard Business School. It affords participants the opportunity of putting into practice the lessons learned in class, in as real-world a situation as possible.