

PD-ABM-627
Botswana Private Enterprise Development Project (BPED)

Providing technical assistance to private enterprise in Botswana

ISN 98765

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PROJECT IMPLEMENTATION COMMITTEE

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Review of On-Going and Proposed Activities

July 1995

POLICY DEVELOPMENT

POLICY DEVELOPMENT SUB-COMMITTEE

ON-GOING ACTIVITIES

President's Forum
SACU Study
Industrial Survey
Economic Research Unit
Management Information System - Barton
Review of Citizen Contractors Scheme
BOCCIM Policy Committee
Export Incentives Design Study
Local Preference/Set Aside Programme
White Paper on Industrial Development
Policy Writing Course
ST Policy Assistance - Wolfe

PIC Activity Summary

Activity Title: President's Forum
Activity Code: 113300

PIC Number: 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.
Expected Impact:
Implementation Plan: Want to turn forum into fund-raising activity. Have not yet lined up speakers yet.
Status: Fora have been transferred to BOCCIM's PRO.
Issues:
Recommendations:

Technical Subcommittee: Policy Development
Coordinating Institution: BOCCIM

Activity Coordinator: Kaboemodimo
Phone: 353459

Approved Budget: \$5,000
Actual Budget:

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

Expected Host Country Contribution:

Contribution to Date:

PIC Activity Summary

Activity Title: SACU Study
Activity Code: 111900

PIC Number: 11

<p>Activity Description: Review other trade agreements to identify options used to promote industrial development in small or developing members of trading blocks. Develop a series of recommendations to the Botswana private sector to advocate to government during the current SACU renegotiation.</p>
<p>Expected Impact:</p>
<p>Implementation Plan:</p>
<p>Status: The study was completed in February and the study report was presented to the Botswana negotiating team. Copies of the report were sent to MCI and MFDP. MCI responded by offering to brief BOCCIM on the status of negotiations subsequent to each round of talks. This has not been done by MCI.</p>
<p>Issues: Study report was well received by the negotiating team. Follow-up on the extent to which recommendations of the study report have been taken on board indicate the following:</p> <ul style="list-style-type: none">a) the negotiating team does not seem confident to negotiate blanket duty free importation of raw materials and equipment for the manufacture of the goods for sale within and outside SACU. The idea seems likely to be considered for 'infant industries'b) government does not seem too keen on getting a technical advisor to assist the negotiating team in the continuing negotiationsc) many of the recommendations on administrative structure seem likely to be adopted <p>Botswana is the only country that does not have a technical advisor to assist them in the negotiation process.</p>
<p>Recommendations: Keep in the BPED roster for purposes of monitoring impact/influence on government positions and/or policy. Negotiations have up to now been very general. Hopefully this week's sessions will start to get more detailed. Will take years!</p> <p>Need Host Country Contribution figures.</p>

Technical Subcommittee: Policy Development
Coordinating Institution: BOCCIM

Activity Coordinator: Siwawa-Ndai
Phone: 353459

Approved Budget: \$61,739
Actual Budget: \$93,185

Budget Line Item:
Expended to Date: \$91,427

Expected Host Country Contribution:

Contribution to Date:

PIC Activity Summary

Activity Title: Industry Survey
Activity Code: 112000

PIC Number: 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 basis for micro analysis of the economy.
Expected Impact:
Implementation Plan:
Status: Data analysis in progress. Analysis of data on some aspects of the surveyed firms is quite advanced. Analysis of expectations data not as advanced. Data analysis still scheduled for completion by June at which time the Policy Unit will hold a brief seminar (2-3 hours) to present findings. Quarterly survey was fielded last month and the deadline for the return of completed questionnaires was Monday, May 8. To date (May 9) 36 completed questionnaires have been returned to BOCCIM. Follow-up on firms that have not returned completed questionnaires to begin on Wednesday, May 10.
Issues: This line item will require additional funds to cover printing of the report and conduct and analysis of quarterly reports. Need to track cost. Need Host Country Contribution figures.
Recommendations: Activity should remain in the BPED roster for purposes of monitoring progress.

Technical Subcommittee: Policy Development
Coordinating Institution: BOCCIM

Activity Coordinator: Siwawa-Ndai
Phone: 353459

Approved Budget: \$5,000
Actual Budget:

Budget Line Item:
Expended to Date: \$6,549.16

Expected Host Country Contribution:

Contribution to Date:

PIC Activity Summary

Activity Title: Economic Research Unit
Activity Code: 070500

PIC Number: 7

Activity Description: Develop a macroeconomic, microeconomic, and regional data base, as well as a series of key indicators, to allow BOCCIM to conduct high quality economic research and analysis. Consultant trained BOCCIM staff in how to maintain the data base and in how to use SAS for analysis. Consultancy initially scheduled to end in October 1994 but date revised to February 10, 1995.
Expected Impact:
Implementation Plan:
Status: As mentioned at the last meeting, final documentation was expected on February 28. Until now (May 10) BOCCIM has not received the final documents nor the diskettes containing the data. Pelani has been in touch with the consultant -- sent him several faxes and talked to him on the phone on a number of occasions. When she talked to him last on May 1, he said he was going to send out the documents on May 3rd or 4th. To date, nothing has been received and there is still no word from him.
Issues: BOCCIM is concerned at the delay in submitting the final documents.
Recommendations: The BOCCIM Director and the BPED Technical Coordinator should get directly involved in the follow-up.

Technical Subcommittee: Policy Development
Coordinating Institution: BOCCIM

Activity Coordinator: Siwawa-Ndai
Phone: 353459

Approved Budget: \$78,590
Actual Budget:

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

Expected Host Country Contribution:

Contribution to Date: \$1,815

PIC Activity Summary

Activity Title: Management Information System

Activity Code: 110600

PIC Number: 14 + 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 work within the Ministry.

Expected Impact:

Implementation Plan:

Status: The Consultant has been working mainly with officers in the Industrial Licensing Section. Although most of the staff are able to maintain the data, manoeuvre data for different purposes still remains a problem. Additional training in dBase IV is required. The Consultant is due to start work with the FAP Section.

Issues: Although considerable progress has been made work will not be complete until August 1995.

DESPERATELY NEED HOST COUNTRY CONTRIBUTION INFORMATION.

Recommendations:

Technical Subcommittee: Policy Development
Coordinating Institution: MCI

Activity Coordinator: T. Ndzinge
Phone: 3601279

Approved Budget: \$41,500
Actual Budget: \$41,000

Budget Line Item:
Expended to Date: \$27,375

Expected Host Country Contribution:

Contribution to Date:

PIC Activity Summary

Activity Title: Review of Citizen Contractor Scheme
Activity Code: 110100

PIC Number: 11

Activity Description: Determine the effectiveness of the scheme with a view to improving the performance of citizen contractors.
Expected Impact:
Implementation Plan:
Status: The Botswana Technology Centre is undertaking the study. They will submit a draft final report by May 19th, 1995. The Reference Group will meet to consider the report.
Issues: Completion date is May 1995. NEED HOST COUNTRY CONTRIBUTION INFORMATION.
Recommendations:

Technical Subcommittee: Policy Development
Coordinating Institution: MCI

Activity Coordinator: T. Ndzingo
Phone: 3601279

Approved Budget: \$13,600
Actual Budget:

Budget Line Item:
Expended to Date: \$1,186

Expected Host Country Contribution:

Contribution to Date:

PIC Activity Summary

Activity Title: BOCCIM Policy Committee
Activity Code:

PIC Number: 15

<p>Activity Description: The BOCCIM Policy Committee (BPC), 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 analyse critical policy issues that affect 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.</p>
<p>Expected Impact:</p>
<p>Implementation Plan:</p>
<p>Status: The BPC last met on April 20 and reviewed the status of recommendations made in the past by itself, other BOCCIM organs and BOCCIM-organised fora, e.g. the Private Sector Conference. It also refined the draft list of items to be included in the HLCC agenda. The committee disbanded as constituted then in line with one of its bye-laws that requires the committee to be reconstituted after BOCCIM has held its annual general meeting (AGM), which is scheduled for June. The new committee will convene its first meeting in July.</p>
<p>Issues: G. Kayira supposed to coordinate feedback.</p> <p>Government has not given status of recommendation so that BOCCIM can finalise policy agenda for HLCC. Was supposed to have been received by BOCCIM at NEMEC meeting.</p>
<p>Recommendations: Retain in the BPED roster for purposes of monitoring impact/influence on government policies.</p>

Technical Subcommittee: Policy Development
Coordinating Institution: BOCCIM

Activity Coordinator: Siwawa-Ndai
Phone: 353459

Approved Budget:
Actual Budget:

Budget Line Item:
Expended to Date: n/a

Expected Host Country Contribution:

Contribution to Date:

PIC Activity Summary

Activity Title: Export Incentives Design Study
Activity Code: 091800

PIC Number: 9

<p>Activity Description: The purpose of the study was to design an export incentives programme based on Botswana's advantages as well as the experience other developing countries without violating Botswana's treaty obligations under SACU and GATT.</p>
<p>Expected Impact:</p>
<p>Implementation Plan:</p>
<p>Status: Copies of the final report were distributed to private sector representatives and Government officials at the Francistown Private Sector conferences 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.</p>
<p>Issues: There has never been a formal presentation of this paper to the MFDP.</p>
<p>Recommendations: An internal Memorandum has been written to the Permanent Secretary and a response is awaited.</p>

Technical Subcommittee: Policy Development
Coordinating Institution: MCI

Activity Coordinator: T. Ndzingo
Phone: 3601279

Approved Budget: \$100,000
Actual Budget:

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

Expected Host Country Contribution:

Contribution to Date:

PIC Activity Summary

Activity Title: Local Preference/ Set Aside Programme
Activity Code: 090100

PIC Number: 9

Activity Description: A report of the Local Preference Scheme Review was completed by the Ministry of Commerce 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.
Expected Impact:
Implementation Plan:
Status: A draft cabinet memorandum has been submitted to the Permanent Secretary for circulation to other Ministries/Departments, Local Authorities and the private sector for comments. The exercise will last for three months. Handbook would not be required until after this 3 month period.
Issues: Follow up to Rick Wolfe work?
Recommendations:

Technical Subcommittee: Policy Development
Coordinating Institution: MCI

Activity Coordinator: T. Ndzingo
Phone: 3601279

Approved Budget:
Actual Budget:

Budget Line Item:
Expended to Date:

Expected Host Country Contribution:

Contribution to Date:

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PIC Activity Summary

Activity Title: White Paper on Industrial Development
Activity Code: n/a

PIC Number:

Activity Description: A new Industrial Development Policy is to be written by the Ministry of Commerce and Industry. This was promoted by World Bank of Botswana on opportunities for Industrial opportunities.
Expected Impact:
Implementation Plan:
Status: Ministry of Commerce and Industry is still awaiting the completion of other studies which have to be incorporated in the policy paper.
Issues: These studies are expected to be complete by September, 1995. Likely not out until 1996.
Recommendations:

Technical Subcommittee: Policy Development
Coordinating Institution: MCI

Activity Coordinator: T. Ndzinge
Phone: 3601279

Approved Budget:
Actual Budget:

Budget Line Item:
Expended to Date:

Expected Host Country Contribution:

Contribution to Date:

PIC Activity Summary

Activity Title: Policy Writing Course
Activity Code: 140500

PIC Number: 16

<p>Activity Description: Each of the BPED implementing agencies have suggested that selected staff would benefit greatly from a policy writing course to enhance their capacity to write documents which relate to research, formulation, analysis, presentation or dialogue, BPED has identified a training institute.</p>
<p>Expected Impact: A policy writing course will enhance each individual's capacity to write policy related documents required for their specific duties within their organization, thus reducing the need for outside technical assistance in this area. Impact will be measured by individual performance, as well as quality of documents from these individuals over the next year.</p>
<p>Implementation Plan: The training institute from the US will provide individualized policy writing training on-site in Botswana to a group of participants representing each implementing agency, ideally two persons per institution. Sample documents would be submitted ahead of course for review and development of curriculum. Course would take place over two weeks for half-day sessions and involve working documents.</p>
<p>Status:</p>
<p>Issues:</p>
<p>Recommendations:</p>

Technical Subcommittee: Policy Development
Coordinating Institution: BPED Project Office

Activity Coordinator: A. Richwine
Phone: 351611

Approved Budget: \$19,394.00
Actual Budget:

Budget Line Item:
Expended to Date:

Expected Host Country Contribution: P3,000.00

Contribution to Date:

PIC Activity Summary

Activity Title: ST Policy Assistance for MCI
Activity Code: 140400

PIC Number:

<p>Activity Description: The Ministry of Commerce and Industry will require consulting services during the period March - September 1995 to assist in the completion of ongoing technical assistance and training activities at MCI related to policy development.</p>
<p>Expected Impact:</p>
<p>Implementation Plan:</p>
<p>Status: One trip of approximately three weeks has been completed. Additional proposals for two more trips and, time in Washington to complete writing assignments, train, and perform research as required on particular policy initiatives will be proposed at a later date. The key counterpart/contract will continue to be T. Ndzingo. No reference group required on this activity.</p>
<p>Issues: UNIDO person to give some assistance. No clarification of policy assistance by Rick for the next few months.</p>
<p>Recommendations:</p>

Technical Subcommittee: Policy Development
Coordinating Institution: MCI

Activity Coordinator: T. Ndzingo
Phone: 3601279

Approved Budget: \$29,656
Actual Budget:

Budget Line Item:
Expended to Date: \$11,762.45

Expected Host Country Contribution:

Contribution to Date:

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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 - BDC
Revitalization of Small Business Division
Flea Market
On-Site Consultancies
Computer Upgrading - BOCCIM
MIS Consultant - BOCCIM
Orientation Training - DIA
Treasury Management - Mothobi
SME Development - Chelenyane
Corporate Finance - Madikwe
BOCCIM Business Councils Workshop
Microenterprise Development - Ollyn
Marketing and Sales Management - DIA
Policy and Procedures Manual - BDC
Industrial Division Database
Short Term Technical Assistance to BOCCIM Training Department

PIC Activity Summary

Activity Title: Contract Document Study
Activity Code: 130200

PIC Number: 13.2

<p>Activity Description: The purpose of this activity, which was initiated by the BOCCIM Construction Sector, is to recommend standardized construction contract documentation which would make competition for tenders more transparent.</p>
<p>Expected Impact: Improved opportunities for citizen construction contractors. Success of activity will be measured by: i) extent to which the GOB accepts the recommendations for standardized contract documentation and ii) increase in number of citizen contractors who win tenders using the new documentation.</p>
<p>Implementation Plan: Output will be standardized construction contracting forms.</p>
<p>Status: BOCCIM solicited proposals from two pre-selected companies. However, neither proposal included a detailed budget and the workplans are sketchy.</p>
<p>Issues: From BPED's point of view, the workplans and budgets are inadequate, but from the point of view of the Construction Sector and the potential consultants, the demands for information are prohibitive. They have not responded to BOCCIM's letter of December 6, 1994, which requested more information. IS GOB RECEPTIVE TO THE IDEA OF STANDARDIZING CONSTRUCTION CONTRACT DOCUMENTATION? IF THE PROPOSED CONSULTANTS ARE UNWILLING TO SUBMIT AN ADEQUATE PROPOSAL WITH BUDGET, ARE THEY CAPABLE OF RECOMMENDING ADEQUATE DOCUMENTATION FOR SUBMITTING BIDS FOR CONSTRUCTION TENDERS? NEED IMPLEMENTATION ASSISTANCE FROM GOB. FORMATION OF A REGIONAL CONSTRUCTION COUNCIL WHO IS LOOKING AT STANDARDIZATION OF INDUSTRY PROCEDURES.</p>
<p>Recommendations: BOCCIM will try one more time to get the proposed consultants to provide adequate information. If this fails, the D&T network will be utilized? SUBSEQUENT RECOMMENDATION/AGREEMENT TO DROP ACTIVITY. DELETE FROM ROSTER.</p>

Technical Subcommittee: M&E Development
Coordinating Institution: BOCCIM

Activity Coordinator: E.M. Dewah
Phone: 353459

Approved Budget: \$9,125
Actual Budget:

Budget Line Item: Sector Studies
Expended to Date:

Expected Host Country Contribution:

Contribution to Date:

PIC Activity Summary

Activity Title: BOCCIM Membership Directory
Activity Code: 131100

PIC Number: 13.11

<p>Activity Description: Develop a BOCCIM Membership Directory which includes information about products/services offered by BOCCIM members.</p>
<p>Expected Impact: The directory will be distributed to members and sold to the public. As a result, BOCCIM members should experience increased demand for their services, and BOCCIM will realize income from the sale of the directory and from advertising sales. HOW WILL IMPACT BE TRACKED?</p>
<p>Implementation Plan: NEED IMPLEMENTATION PLAN.</p>
<p>Status: Information on major products/services offered by each member has been gathered but has not yet been entered into the membership database. The BOCCIM MIS consultant will make the necessary modifications to the database to ensure that the information can be entered. A sales representative is currently selling advertising on a commission basis. The Secretariat needs to complete other parts of the directory. DOES MIS CONSULTANT WORKPLAN ADDRESS THE PROBLEM? STATUS OF SALES REPRESENTATIVE - HOW MANY ADS SOLD? WHAT COMMISSIONS HAS HE/SHE EARNED? WHAT PARTS OF DIRECTORY DOES SECRETARIAT NEED TO COMPLETE? WHO IN SECRETARIAT? STATUS? PROBLEM SOLVERS WILL BE CONTRACTED TO PRODUCE DIRECTORY.</p>
<p>Issues: Advertising sales are sluggish. Who will enter the data? BOCCIM needs a marketing plan. ANY MARKETING PLAN YET? SHOULDN'T ADVERTISING/MARKETING FOR MEMBERSHIP DIRECTORY AND BUSINESS RESOURCES DIRECTORY BE DONE IN TANDEM? NEED TO ESTIMATE HOST COUNTRY CONTRIBUTION. HOST COUNTRY CONTRIBUTION MUST BE TRACKED AND REPORTED ON IN NEXT COMMITTEE MEETING. IS THERE A PROPOSED OUTLINE/FORMAT FOR THE DIRECTORY? WHAT IS TIMETABLE FOR COMPLETION? NEED TO TARGET DATE FOR WHEN IT WILL BE ON THE MARKET.</p>
<p>Recommendations: BOCCIM should set a target date of April 1995 for this activity. Subsequent expenses for this activity should be drawn from LC budget.</p>

Technical Subcommittee: M&E Development
Coordinating Institution: BOCCIM

Activity Coordinator: M. Kaboemodimo
Phone: 353459

Approved Budget: \$3,650
Actual Budget: \$3,650

Budget Line Item:
Expended to Date:

Expected Host Country Contribution:

Contribution to Date:

PIC Activity Summary

Activity Title: Directory of Business Resources
Activity Code: 113000

PIC Number: 11.30

Activity Description: This activity involves compiling a list of businesses and other organizations which furnish services to the business community.
Expected Impact: The directory will be a useful reference for businesses and generate income for BOCCIM.
Implementation Plan: NEED COPY OF TERMS OF REFERENCE AND BUDGET.
Status: The response to the initial request for information from businesses and other organizations to be included in the directory was weak. A BOCCIM secretary then listed names and addresses from the yellow pages, and a mailing from this list is planned for February. If the response is sufficient, the activity will be continued. WHEN WAS MAILING DONE? RESPONSES?
Issues: WHAT ABOUT ADVERTISING? WILL FORMAT BE SAME AS 1990 EDITION? HOW WILL DIRECTORY BE MARKETED? GIVEN/SOLD TO MEMBERS? SOLD TO PUBLIC? NEED TO ESTIMATE, TRACK AND REPORT ON HOST COUNTRY CONTRIBUTION. 2ND MAILING HAS BEEN SUCCESSFUL. CMS ASSOC. TO PRODUCE DIRECTORY - "SOLICITATION" HAS NOT YET TAKEN PLACE, HOWEVER.
Recommendations: Need date for completion. Subsequent expenses related to this activity should be drawn from LC budget.

Technical Subcommittee: M&E Development
Coordinating Institution: BOCCIM

Activity Coordinator: M. Kaboeamodimo
Phone: 353459

Approved Budget: \$2,000
Actual Budget: \$2,000

Budget Line Item:
Expended to Date: P400

Expected Host Country Contribution:

Contribution to Date:

PIC Activity Summary

Activity Title: Marketing of Small Business Insurance

Activity Code: 131200

PIC Number: 13.12

<p>Activity Description: Develop and implement a marketing plan for the BOCCIM Small Business Insurance Scheme.</p>
<p>Expected Impact: Small Business Insurance Scheme will result in: i) better protection for members' businesses; ii) increased BOCCIM membership resulting from the incentive to purchase insurance at a discount; and iii) increased income from commissions earned.</p>
<p>Implementation Plan: BOCCIM will work with Marketing Communications and the Botswana Insurance Company (BIC) to develop a marketing plan in February. WHICH MARKETING COMPANY? IS BUDGETED AMOUNT SUFFICIENT TO PAY FOR SERVICES OF MARKETING COMPANY? NEED COPY OF THE MARKETING PLAN.</p>
<p>Status: BIC asked BOCCIM to suspend marketing prior to the end of 1994 because they could not handle any increased business due to other commitments, and even getting them to consider applications during the latter part of 1994 was difficult. HOW MANY MEMBERS HAVE PURCHASED INSURANCE UNDER THE SCHEME? HOW MUCH HAS BOCCIM EARNED IN COMMISSIONS TO DATE? MOLOBE HAS BEEN INSTRUCTED TO INCREASE ANNUAL COMMISSIONS TO BOCCIM TO P3,000 BY APRIL 30. STATUS? MAILING WAS INACCURATE-NEEDS TO BE RESENT.</p>
<p>Issues: The Public Relations Officer should be involved. The BOCCIM Secretariat has no resources to market this plan. HAS ACTIVITY COORDINATOR CHANGED? IF BIC COULDN'T EVEN HANDLE THE MINIMAL INCREASED BUSINESS FROM BOCCIM IN DECEMBER, VIABILITY OF SCHEME IN QUESTION. HOST COUNTRY CONTRIBUTION NEEDS TO BE ESTIMATED - VALUE OF STAFF TIME, OTHER RESOURCES. HOST COUNTRY CONTRIBUTION ALSO NEEDS TO BE TRACKED AND REPORTED ON AT NEXT COMMITTEE MEETING. USE BUSINESS COUNCILS FOR MARKETING AS WELL; BDC NEWSLETTER; DAILY NEWS.</p>
<p>Recommendations: There are concerns about the viability of this activity and whether it can become an income-generating membership service. The viability is to be assessed at the next committee meeting. Marketing is the key to viability. Subsequent expenses related to this activity should be drawn from LC budget.</p>

Technical Subcommittee: M&E Development
Coordinating Institution: BOCCIM

Activity Coordinator: D. MOLOBE?
Phone: 353459

Approved Budget: \$1,825
Actual Budget: \$1,825

Budget Line Item: Institutional Strengthening
Expended to Date:

Expected Host Country Contribution:

Contribution to Date:

PIC Activity Summary

Activity Title: Formation of Regional Business Councils

Activity Code: 113100

PIC Number: 11.31

Activity Description: BOCCIM considers the development of sustainable Regional Business Councils to be a priority for support to 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.

Expected Impact: The Councils will serve as a vehicle for BOCCIM to extend its support and representation of the private sector outside of Gaborone. DESCRIBE HOW KASANE HAS BEEN SUCCESSFUL AND WHY; WHAT LESSONS CAN BE LEARNED?

Implementation Plan: BOCCIM aims to develop 13 functioning Councils operating with a minimum of BOCCIM Outreach staff support. HOW? DESCRIBE PLAN FOR DOING THIS.

Status: Outreach staff have organized Councils in 13 communities over the past 1 1/2 years. However, only one, in Kasane, is meeting regularly with minimal staff support. Several others meet occasionally and have attempted to develop workplans, but they are still dependent on BOCCIM staff support. Most of the Councils have elected officers but they rarely meet. A Business Councils Workshop will be held in mid-April to bring together Council representatives to share experiences and discuss the future of the Councils.

Issues: BOCCIM has limited staff and financial resources to support the development of the Councils. Some officers and committee members were inappropriate and have been replaced. There has been confusion surrounding the concept of the Councils. SWEDECORP may accept a BOCCIM proposal for assistance to develop these Councils further. NEED TO IDENTIFY ONE ACTIVITY COORDINATOR (WHICH DOES NOT MEAN THAT OTHER STAFF ARE NOT INVOLVED IN THE ACTIVITY). NEED TO ESTIMATE AND TRACK HOST COUNTRY CONTRIBUTION - INCLUDING STAFF TIME, TRAVEL, PER DIEM. STATUS OF PROPOSAL TO SWEDECORP?

Recommendations: Outreach staff will focus efforts on the 4 or 5 Councils which seem to have the best potential to succeed. WHICH COUNCILS? THIS WAS WHAT WAS SAID LAST REPORTING PERIOD IN THE PIR.

Technical Subcommittee: M&E Development
Coordinating Institution: BOCCIM

Activity Coordinator: I. Gabegwe
Phone: 353459

Approved Budget: \$0.00
Actual Budget: \$0.00

Budget Line Item:
Expended to Date: \$0.00

Expected Host Country Contribution (per month):

Contribution to Date:

PIC Activity Summary

Activity Title: PR in Hotel and Tourism
Activity Code: LC

PIC Number: 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.
Expected Impact:
Implementation Plan:
Status: The activity has been approved by PIC and the tender has been awarded. The training is scheduled to commence in March 1995 and be completed by end of June. Course in Gaborone, Kasane, Maun and Francistown.
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. GOB reluctant to participate. BOCCIM should talk to PS in relevant ministries to discuss. DPSM said they have no more money in their budget for Wildlife people who wanted to go.
Recommendations: The sub-committee <u>reinforced the importance of this activity</u> , particularly of government agencies participating in these courses.

Technical Subcommittee: M&E Development
Coordinating Institution: BOCCIM

Activity Coordinator: O.C. Masire
Phone: 353459

Approved Budget: \$20,000
Actual Budget: P52,000

Budget Line Item: Special Seminars
Expended to Date:

Expected Host Country Contribution:

Contribution to Date:

PIC Activity Summary

Activity Title: HIV/AIDS Prevention Awareness
Activity Code:

PIC Number: 11

Activity Description: Greater awareness amongst high risk groups and strengthen human capital an be achieved through education/presentation in fora where appropriate. Talk about AIDS in training programmes.
Expected Impact:
Implementation Plan: 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 minutes sessions.
Status: Have visited 2 of the programs so far.
Issues: <u>Awareness</u> is pervasive throughout government. Only a few private sector companies are taking an enlightened approaching banks, mines.
Recommendations: Sub-committee reiterated importance of this activity.

Technical Subcommittee: M&E Development
Coordinating Institution: BOCCiM

Activity Coordinator: O.C. Masire
Phone: 353459

Approved Budget:
Actual Budget:

Budget Line Item:
Expended to Date:

Expected Host Country Contribution:

Contribution to Date:

2/4

PIC Activity Summary

Activity Title: Regional Training Scholarships
Activity Code: 112300

PIC Number: 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.
Expected Impact:
Implementation Plan:
Status: 11 trained to date.
Issues: This activity has been curtailed due to mission closure. HAS MR. DHLAMINI SUBMITTED A REPORT ON HIS TRAINING?
Recommendations: Focus on internal training activities only. No more regional training scholarships. After PIC 17, delete from roster.

Technical Subcommittee: M&E Development
Coordinating Institution: BOCCIM

Activity Coordinator: O.C. Masire
Phone: 353459

Approved Budget: \$50,000
Actual Budget:

Budget Line Item:
Expended to Date: \$25,210

Expected Host Country Contribution:

Contribution to Date:

25

PIC Activity Summary

Activity Title: Quality Assessment of Training Providers
Activity Code: 091200

PIC Number: 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.
Expected Impact:
Implementation Plan:
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.
Recommendations: Contract through D&T network instead of outside; Brendan not on team to ensure objectivity.

Technical Subcommittee: M&E Development
Coordinating Institution: BOCCIM

Activity Coordinator: O.C. Masire
Phone: 353459

Approved Budget: \$57,285
Actual Budget:

Budget Line Item:
Expended to Date:

Expected Host Country Contribution:

Contribution to Date:

PIC Activity Summary

Activity Title: BDC Employee Exchange Program

Activity Code: 111000

PIC Number: 11.10

<p>Activity Description: This activity involves developing an exchange program between BDC and other development finance corporations in the SADC region.</p>
<p>Expected Impact: WHAT IS EXPECTED IMPACT/BENEFIT OF THIS PROGRAM?</p>
<p>Implementation Plan: Employees of one development finance corporation would spend up to 3 months in another corporation. NEED MORE DETAIL IF THIS ACTIVITY IS GOING TO BE IMPLEMENTED - E.G. DESCRIBE MALAWI EXCHANGE IF RELEVANT.</p>
<p>Status: A paper is being presented to BDC Executive Committee members, who will determine the viability of the program. Based on the outcome of this presentation, M&E Development Committee will decide whether the BPED funding for this activity should be reprogrammed. OUTCOME OF BDC INTERNAL REVIEW?</p>
<p>Issues: IF ACTIVITY IS TO MOVE FORWARD, NEED TO ESTIMATE HOST COUNTRY CONTRIBUTION. OTHERWISE, NEED TO REPROGRAM FUNDS. TIMING IS ALSO AN ISSUE - ACTIVITY NEEDS TO BE COMPLETED BY SEPTEMBER 30 (TO THE EXTENT THAT BPED FUNDS ARE INVOLVED). WILL LIKELY BE APPROVED AT EXECUTIVE MEETING - WILL CIRCULATE AN ACTION PLAN BY END OF THE WEEK - 12 MAY 1995. NEED REVISED BUDGET/HOST COUNTRY CONTRIBUTION.</p>
<p>Recommendations: Need to determine BPED role in this activity, given change in TOR and Implementation Plan.</p>

Technical Subcommittee: M&E Development
Coordinating Institution: BDC

Activity Coordinator: S. Meti/P. Mokou
Phone: 351811

Approved Budget: \$3,500
Actual Budget:

Budget Line Item:
Expended to Date:

Expected Host Country Contribution:

Contribution to Date:

PIC Activity Summary

Activity Title: Revitalization of Small Business Division
Activity Code: 113200

PIC Number: 11.32

<p>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.</p>
<p>Expected Impact: Activities should generate income to support business outreach services. A focus on small business needs will also show that BOCCIM can be responsive to small businesses.</p>
<p>Implementation Plan: BPED Business Management Advisor will spend 2-3 hours per week through April and 1-2 hours thereafter working with SBD members and Field Officer South to transfer responsibilities to them.</p>
<p>Status: A new Small Business Division Executive Committee was elected in January 1994 and met monthly during the year. Participation was good and members worked on a number of projects: i) a flea market; ii) a small business loan guide booklet; iii) a debt collection handbook; iv) small-scale enterprise policy recommendations; v) a Small Business Week; vi) a small business insurance scheme; vii) a small business loan guarantee scheme proposal; and viii) small business management counselling. AGM Dinners, held in January 1994 and January 1995, were well-attended. A new Executive Committee was elected in January 1995 and a workplan will be completed in March. The workplan is to place priority on projects which are most beneficial to small business development. Operating costs are covered. HOW - BY WHAT ACTIVITIES? E.G. WHAT PORTION OF FLEA MARKET PROFITS TO BOCCIM SECRETARIAT, WHAT PORTION TO SBD? Francistown starting a flea market in March? IS THIS TRUE - I THOUGHT THIS WAS DELAYED UNTIL PROBLEMS WITH GABS MARKET WORKED OUT.</p>
<p>Issues: There is presently a dependence on the Advisor for this activity. WHY, AND HOW WILL THIS DEPENDENCY BE OVERCOME? ARE THERE PLANS TO HOLD ANOTHER SMALL BUSINESS DIVISION WEEK? IS THE DEBT COLLECTION HANDBOOK COMPLETED - IF SO, WHAT IS IT BEING USED FOR? WHAT IS THE STATUS OF THE SMALL-SCALE ENTERPRISE POLICY RECOMMENDATIONS? WHAT IS THE COST/PROFIT-SHARING ARRANGEMENT (IF ANY) BETWEEN THE BOCCIM SECRETARIAT AND THE SMALL BUSINESS DIVISION? NEED TO ESTIMATE HOST COUNTRY CONTRIBUTION.</p>
<p>Recommendations: USAID would like Mr. Gabegwe to maintain on-going status reports for the sub-committee on selected small business activities, such as Flea Market, Small Business Week, even though they are not particular PIC-approved activities.</p>

Technical Subcommittee: M&E Development
Coordinating Institution: BOCCIM

Activity Coordinator: I. Gabegwe
Phone: 353459

Approved Budget: \$0
Actual Budget: \$0

Budget Line Item: n/a
Expended to Date: \$0

Expected Host Country Contribution:

Contribution to Date:

PIC Activity Summary

Activity Title: BOCCIM Flea Market

Activity Code: n/a

PIC Number: n/a

Activity Description: The Borakanelo Flea Market at the BBS Mall was formally opened on October 30, 1994 by the Minister of Commerce and Industry to provide small-scale entrepreneurs with an outlet for their products. The concept was originated by a Peace Corps Volunteer who assisted BOCCIM in setting up the market, with support from the BPED Business Management Advisor.

Expected Impact: The market will provide small-scale businesses and vendors with an outlet for their products. In addition, the market generates income for BOCCIM to support its small business activities. Impact indicators include: i) increase in profits; ii) increase in average number of citizen entrepreneurs who rent space; and iii) number and type of BOCCIM workshops or other activities directly financed by flea market profits.

Implementation Plan: The market operates on Sundays from 10:00 a.m. to 6:00 p.m. at the BBS Mall. Entrepreneurs pay P25 for a space, including a tent or gazebo. From revenues generated, BOCCIM pays for administrative costs, advertising, site rental (P100 weekly), security guards and litter cleanup. The Canada Fund donated P20,924 for the purchase of gazebos, tables, and umbrella stands. Other donations totalling P70,000 (DOES THIS INCLUDE THE P20,924?) were received for the purchase of tables, sheds, advertisements, and printing of t-shirts. A Flea Market Committee and the BOCCIM Field Officer South are responsible for the operation of the flea market. Once the market at BBS is functioning smoothly, the flea market may be expanded to other sites (e.g. Bontleng Mall, Francistown) and/or to Saturdays.

Status: The BPED Business Management Advisor, the BOCCIM Field Officer South and the Flea Market Committee are currently evaluating market operations to identify areas for improvement. WHAT IS STATUS OF THIS EVALUATION? WHAT STEPS ARE PROPOSED? The Field Officer South has been given the responsibility to ensure that the flea market generates profits of at least P500/week by April 30, P750/week by July 31, and P1000/week by October 31. The Peace Corps Volunteer has developed a handbook outlining the process of establishing and operating a flea market. CURRENT AVERAGE WEEKLY NUMBER OF SPACES SOLD? % CITIZENS? % BOCCIM MEMBERS? AVERAGE WEEKLY PROFITS? WHO IS ON-SITE ON SUNDAYS? HOW OFTEN DOES FLEA MARKET COMMITTEE MEET? WHAT MONITORING SYSTEMS ARE IN PLACE? WHO HANDLES RECORDS/FUNDS? WHAT IS INVOLVEMENT OF SMALL BUSINESS DIVISION - DO THEY RECEIVE A CUT OF PROFITS?

Issues: There have been complaints that the market is dominated by non-citizens. Entrepreneurs do not seem to understand the concept of a flea market and sell inappropriate goods at inappropriate prices. The Business Management Advisor's workplan states that "recently ... the Market has not been doing well." WHAT SPECIFICALLY ARE THE PROBLEMS, AND HOW WILL THEY BE ADDRESSED? NEED TO ESTIMATE HOST COUNTRY CONTRIBUTION.

Recommendations: Members should receive a preferential rate for space as compared to non-members. The market should be used to promote BOCCIM more generally - a BOCCIM stall should be set up to advertise BOCCIM services and recruit members. Newspapers have stated that "profits will go towards workshops and seminars conducted by BOCCIM for small business owners" and "boost the coffers of the Small Business Division". If so, this should be advertised at the market, and when such workshops are offered, they should be advertised as having been funded by the flea market. Handbook could be used as a basis for a workshop for entrepreneurs to help them understand the concept of a flea market better. Flea Market Committee representatives and the Field Officer South might benefit from a trip to an established flea market (Pretoria?) to observe its operations and benefit from the experiences of its organizers/operators.

Technical Subcommittee: M&E Development
Coordinating Institution: BOCCIM

Activity Coordinator: I. Gabegwe
Phone: 353459

Approved Budget: \$0
Actual Budget: \$0

Budget Line Item: n/a
Expended to Date: \$0

Expected Host Country Contribution (per month):

Contribution to Date:

PIC Activity Summary

Activity Title: BOCCIM On-Site Consultancies
Activity Code: Local currency

PIC Number: L13.5

<p>Activity Description: BOCCIM will contract with local consultants, who have been trained by BOCCIM under Swedecorp, to provide on-site management counselling to BOCCIM Small Business Division members.</p>
<p>Expected Impact: IF ACTIVITY IS TO CONTINUE, NEED TO INDICATE EXPECTED IMPACT AND HOW IT WILL BE MEASURED.</p>
<p>Implementation Plan: The program will be overseen by an On-Site Consultancies Committee which would operate as the Training Committee currently operates. NEED MORE DETAIL. NEED COPY OF TERMS OF REFERENCE AND MORE DETAILED BUDGET, IF ACTIVITY IS TO CONTINUE.</p>
<p>Status: The On-Site Consultancies Committee has been organized and has developed a workplan and a Consultants' Information Form. Information about 25 potential consultants has been received. Because of the complexities of operating such a program, BOCCIM concluded that a part-time Administrative Assistant would be required. Discussions with USAID concerning the use of BPED funds to hire an Administrative Assistant resulted in the suggestion that a Peace Corps Volunteer might perform such duties on a part-time basis. However, discussions with Peace Corps have not yielded any results to date. Further discussions will be held with Peace Corps and USAID in February. TO MY KNOWLEDGE NO SUCH DISCUSSIONS WERE HELD WITH USAID.</p>
<p>Issues: The BOCCIM Secretariat has no resources to administer this activity. NEED TO ESTIMATE HOST COUNTRY CONTRIBUTION. FEASIBILITY OF ACTIVITY IN QUESTION. NOT SUSTAINABLE, AND PROBABLY SHOULD BE DROPPED.</p>
<p>Recommendations: The feasibility of continuing this activity should await the outcome of the BOCCIM Strategic Planning review. Delete from roster.</p>

Technical Subcommittee: M&E Development
Coordinating Institution: BOCCIM

Activity Coordinator: I. Gabegwe
Phone: 353459

Approved Budget: P200,000
Actual Budget: P200,000

Budget Line Item: Local Currency
Expended to Date: 0

Expected Host Country Contribution:

Contribution to Date:

PIC Activity Summary

Activity Title: BOCCIM Computer Upgrading
Activity Code: 112200

PIC Number: 11.22

<p>Activity Description: This activity involves the upgrading of computer software and hardware at BOCCIM.</p>
<p>Expected Impact: NEED 1-2 SENTENCES DESCRIBING EXPECTED IMPACT/BENEFITS TO BOCCIM.</p>
<p>Implementation Plan: BOCCIM will obtain standard programs for word processing, spreadsheets, database management and accounting, and staff will receive appropriate training in these packages.</p>
<p>Status: Most packages have been procured with the exception of an accounting package, an anti-virus package and Norton Utilities, all of which have been ordered. HAVE THESE PACKAGES NOW ARRIVED?</p>
<p>Issues: AS PART OF THE BPED TRANSITION/REDESIGN PROCESS, BOCCIM WILL NEED TO PROVIDE USAID WITH AN INVENTORY OF ALL COMPUTER EQUIPMENT AND SOFTWARE OBTAINED WITH BPED FUNDS, AND HOW THESE ITEMS HAVE BEEN DISTRIBUTED WITHING BOCCIM. WERE JAMAL'S SERVICES ALSO PAID FOR UNDER THIS ACTIVITY (E.G. WHEN HE WAS CALLED TO REPAIR SOMETHING)? BOCCIM MIS CONSULTANT MAY IDENTIFY COMPUTER TRAINING NEEDS. NEED TO ESTIMATE HOST COUNTRY CONTRIBUTION.</p>
<p>Recommendations: Any other procurement for upgrading requirements should come out of BOCCIM's LC budget.</p>

Technical Subcommittee: M&E Development
Coordinating Institution: BOCCIM

Activity Coordinator: M.P. Chalwe
Phone: 353459

Approved Budget: \$11,600
Actual Budget: \$11,600

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

Expected Host Country Contribution:

Contribution to Date:

PIC Activity Summary

Activity Title: BOCCIM MIS Consultant
Activity Code: 140200

PIC Number: 14.2

Activity Description: The consultant will analyse the database management needs of the Membership, Training, B-Map and Outreach departments to develop and implement systems that will meet the identified requirements. The consultant will also train staff in the use of the systems.
Expected Impact: IMPROVED MONITORING AND REPORTING SYSTEMS FOR BOCCIM. BASIS FOR INFORMING MEMBERS RE BENEFITS OF MEMBERSHIP. SOURCE OF IMPACT DATA.
Implementation Plan: Consultant to be paid in Pula. Consultant working part-time until end July 1995.
Status: Work has just gotten underway on the Membership database. Full progress report due at the end of May.
Issues: NEED TO ESTIMATE HOST COUNTRY CONTRIBUTION.
Recommendations: WORKPLAN SHOULD BE ASSESSED IN LIGHT OF ORGANIZATION STRATEGY REVIEW - TO BE COMPLETED BY END JULY.

Technical Subcommittee: M&E Development
Coordinating Institution: BOCCIM

Activity Coordinator: M.P. Chalwe
Phone: 353459

Approved Budget: \$16,500
Actual Budget: \$10,550

Budget Line Item:
Expended to Date: \$6,761

Expected Host Country Contribution:

Contribution to Date:

PIC Activity Summary

Activity Title: Orientation Training Course & Material Preparation
Activity Code: 132100

PIC Number: 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.
Expected Impact:
Implementation Plan:
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. Numerous contracting irregularities. Is there a Reference Group? Who is on it? Is there a BPED presence on the Reference Group? Contract with consultant needs to be with D&T. Need Implementation Plan. Need Host Country Contribution calculation.
Recommendations: Sub-committee will review progress at next sub-committee meeting.

Technical Subcommittee: M&E Development
Coordinating Institution: MCI

Activity Coordinator: G. Kombani
Phone: 3601279

Approved Budget: \$8,500
Actual Budget:

Budget Line Item:
Expended to Date:

Expected Host Country Contribution:

Contribution to Date:

PIC Activity Summary

Activity Title: Treasury Management Course - BDC
Activity Code: 140600

PIC Number: 16

Activity Description: Management of cash flow and investments of a large development finance organisation. Monitoring of domestic and international loans, with constant review of foreign exchange impact on loans and investments.
Expected Impact: The course will assist me to:- <ul style="list-style-type: none">- Accurately measure treasury performance- Effectively manage financial risk with latest hedging techniques- Enhance foreign exchange exposure techniques- Profit from superior debt and investment management tools- Enable me to share views with other treasurers
Implementation Plan: This course is to be held on 5-8 June 1995 at the Balalaika Hotel, Sandton, Johannesburg Ms. Mothobi is staff of the F&A Dept, but provides assistance to the Corporate Finance & Divestment Department in the area of Treasury Management.
Status:
Issues:
Recommendations:

Technical Subcommittee: M&E Development
Coordinating Institution: BDC

Activity Coordinator: S. Meti
Phone: 351811

Approved Budget: \$2,811
Actual Budget:

Budget Line Item:
Expended to Date: \$2,805

Expected Host Country Contribution: P2,052

Contribution to Date:

PIC Activity Summary

Activity Title: Short Term Training - SME Development
Activity Code: 140700

PIC Number: 16

Activity Description: Training Course: "Small and Medium Enterprise Development" for Mrs. Chelenyane at BDC, whose portfolio in Industrial Division consists of small and medium enterprise.
Expected Impact:
Implementation Plan:
Status: Attend course: 10 April - 5 May 1995 The course is to be held in Washington, D.C. USA
Issues: Will Mrs. Chelenyane be giving a presentation/briefing to BDC/Industrial Division staff on her training?
Recommendations:

Technical Subcommittee: M&E Development
Coordinating Institution: BDC

Activity Coordinator: S. Meti/P. Mokou
Phone: 351811

Approved Budget: \$9,950
Actual Budget:

Budget Line Item:
Expended to Date: \$9,450

Expected Host Country Contribution:

Contribution to Date:

PIC Activity Summary

Activity Title: ST Training - Applied Corporate Finance
Activity Code: 060800

PIC Number: 16

<p>Activity Description: The Industrial Division at BDC would like one of its project officers to take a course in Applied Corporate Finance. This intensive training programme integrates both traditional and modern financial advisors who are involved in valuing companies and recommending financial structures. The emphasis is on <u>Practice</u> and using theoretical concepts to undertake transactions and solve corporate finance and risk management problems.</p>
<p>Expected Impact: The course will strengthen the project officer's skills in risk assessment, investment evaluation, valuation and corporate restructuring, thereby enhancing the Division's capacity to manage its portfolio of companies.</p> <p>HOW WILL THIS IMPACT BE MEASURED BY BDC?</p>
<p>Implementation Plan: The course to be held in Sandton Johannesburg, South Africa. The course is scheduled 16 - 19 May 1995.</p>
<p>Status:</p>
<p>Issues:</p>
<p>Recommendations:</p>

Technical Subcommittee: M&E Development
Coordinating Institution: BDC

Activity Coordinator: D. Kgosietsile
Phone: 351811

Approved Budget: \$2,597.34
Actual Budget:

Budget Line Item:
Expended to Date: \$2,171.10

Expected Host Country Contribution:

Contribution to Date:

PIC Activity Summary

Activity Title: Business Councils Workshop
Activity Code: 140800

PIC Number: 15

Activity Description: A Business Council workshop will bring together representatives from each of the 13 Business Councils to discuss and evaluate: i) experiences in developing the Business Councils; ii) the dynamics of developing local business associations; iii) the relationship between the Business Councils and BOCCIM; iv) financing of the Business Councils; v) an overall strategy for developing the Business Councils; and vi) workplans for each Business Council, to be approved by each Council's Executive Committee.

Expected Impact: BOCCIM considers the development of sustainable Business Councils to be a priority area of support to the private sector, particularly outside of Gaborone. The Business Councils provide a forum for business people to meet on a regular basis to discuss and take action on issues of concern to the local business community. To date, success in establishing these Business Councils has been very limited. The workshop will provide an opportunity to evaluate experiences to date and offer BOCCIM a basis upon which to determine a future course of action with respect to the Business Councils. **INDICATORS OF SUCCESS WILL INCLUDE AT LEAST 5 APPROVED BUSINESS COUNCIL WORKPLANS WHICH ARE IMPLEMENTED DURING THE COURSE OF THE NEXT YEAR.**

Implementation Plan: The Deputy Director, the Outreach staff and the Business Management Advisor will plan and conduct a one-day workshop in Gaborone that will maximize the participation of the Business Council representatives. Minimal use will be made of outside resources. Two representatives of each Business Council will attend, and the budget includes two nights in a hotel for each representative.

Status: The workshop has tentatively been scheduled for April 20-21 so that the Director and Deputy Director of BOCCIM can attend.

Issues: Following the Committee meeting, BOCCIM indicated that it might require the services of a facilitator to ensure the success of the workshop. BOCCIM has been in contact with an IESC volunteer who has previously worked with BOCCIM, and this individual is available to facilitate. Deloitte & Touche will contact IESC to arrange for the services of this volunteer. A terms of reference and budget need to be developed for this added component of the workshop and attached to the request for approval by PIC members.

A single activity coordinator should be identified, who will in turn communicate with other involved individuals.

HOST COUNTRY CONTRIBUTION (EXPECTED & ACTUAL) REQUIRED.

Recommendations: The M&E Development Committee recommends that the seminar be extended to two days since the agenda was fairly ambitious for one day. Costs will be charged to BOCCIM's Indirect Cost line item. Kagiso Center was recommended as an alternative venue.

Technical Subcommittee: M&E Development
Coordinating Institution: BOCCIM

Activity Coordinator: I. Gabegwe
Phone: 353459

Approved Budget: P27,621 + \$3,000

Budget Line Item: BOCCIM Indirect
Cost; IESC-forex budget
Expended to Date: \$2,200

Actual Budget:

Contribution to Date:

Expected Host Country Contribution:

PIC Activity Summary

Activity Title: Best Practices in Microenterprise Development
Activity Code: n/a

PIC Number: 15

<p>Activity Description: Ms. Kopano Olyn of BDC, who is currently seconded to Tswelelo, will attend a regional seminar on Best Practices in Microenterprise Development. The key themes of the seminar are: i) identifying and programming for the microenterprise sector; ii) principles and best practices in providing financial services delivery; iii) the role of informal and innovative financial services delivery; iv) hands-on microfinance management tools; and v) principles of successful non-financial services programs.</p>
<p>Expected Impact: NEED TO WRITE UP IMPACT HERE.</p>
<p>Implementation Plan: The seminar is being sponsored by the USAID Global Bureau's Microenterprise Development Office under the Gemini Project and will be hosted by USAID/Kenya's Private Enterprise Office from May 1 - 5, 1995. There is no fee for participation in the seminar, but BPED is being requested to pay for accommodation, meals and incidental expenses. USAID/Botswana will coordinate with USAID/Kenya.</p>
<p>Status:</p>
<p>Issues: USAID/Botswana was requested to nominate someone who is currently working in a local institution in the microenterprise field. BDC recommended that Ms. Olyn would be appropriate since she is now seconded to Tswelelo.</p> <p>Need to quantify estimated host country contribution - airfare, salary of participant while at the training course.</p> <p>Will Ms. Olyn be giving a presentation on her course to appropriate BDC staff - i.e. Tswelelo?</p>
<p>Recommendations:</p>

Technical Subcommittee: M&E Development
Coordinating Institution: BDC

Activity Coordinator: S. Meti/P. Mokou
Phone: 351811

Approved Budget:
Actual Budget:

Budget Line Item:
Expended to Date: USAID co-financing
not from BPED budget

Expected Host Country Contribution:

Contribution to Date:

PIC Activity Summary

Activity Title: Marketing and Sales Management
Activity Code: 140900

PIC Number: 16

Activity Description: The Ministry of Commerce and Industry requests to send two officer from the Marketing Section of the Department of Industrial Affairs on five weeks course at IDM.
Expected Impact:
Implementation Plan:
Status: The course was scheduled for 2nd May - 2nd June 1995 at IDM in Gaborone and the Training will be conducted by IDM personnel and will cover other SADC countries as well. Rescheduled to start 5 June.
Issues: WHY DOES EXPENDITURE EXCEED APPROVED BUDGET?
Recommendations:

Technical Subcommittee: M&E Development
Coordinating Institution: MCI

Activity Coordinator: G. Kombani
Phone: 3601279

Approved Budget: \$5,400
Actual Budget:

Budget Line Item:
Expended to Date: \$6,000

Expected Host Country Contribution:

Contribution to Date:

PIC Activity Summary

Activity Title: Policy and Procedures Manual
Activity Code: 141000

PIC Number: 16

<p>Activity Description: Development of a project monitoring system to be used by monitoring staff on a day to day basis to track the investments (affiliates, associates and subsidiaries) totalling over 45. This would involve determination of data required to assess performance of a company, identifying problems and tracking templates, all to be part of the development of a policy and procedures manual showing tasks, relations, roles.</p>
<p>Expected Impact: The outcome should be increased efficiency and effectiveness. With a systematic approach, problems should be identified and a preventative mechanism engaged; ie. proactive rather than reactive which is costly and time consuming.</p>
<p>Implementation Plan: A consultant will be required to develop the manual having assessed the structures and systems in place with a view to improve efficiency. The manual shall be formulated and compiled under the direction of the division manager in liaison with reference group nominated by BDC. A needs assessment for project monitoring system will be completed by the consultant, whereupon a computer consultant will actually develop the program - entry and reporting. Duration approximately 3-4 weeks. Close liaison with DP department required.</p>
<p>Status:</p>
<p>Issues:</p>
<p>Recommendations:</p>

Technical Subcommittee: M&E Development
Coordinating Institution: BDC

Activity Coordinator: D. Kgosietsile
Phone: 351811

Approved Budget: US\$17,955
Actual Budget:

Budget Line Item:
Expended to Date:

Expected Host Country Contribution: P4,575

Contribution to Date:

PIC Activity Summary

Activity Title: Industrial Division Database - BDC
Activity Code: 141100

**PIC
Number:**
16

Activity Description: To computerize database of division portfolio information comprising of some 100 companies. The database will capture general non-financial information such as location shareholders, etc currently maintained manually. The database will be developed using database software on network.
Expected Impact: An on-line database of the industry projects/companies will enable easy access to information. This would improve efficiency of recording and maintaining information and the sorting capability. This activity will also serve as pilot to BDC as they attempt to streamline/integrate information systems of each department.
Implementation Plan: A temporary assistant is required to do the initial step of collecting and compiling data and verifying data already compiled. A computer consultant would then be required to develop a user friendly, flexible database utilizing Citrix Advances Pic Data input screen would be based on the attached form and reports would be developed with the guidance of the Head of Industrial Division.
Status:
Issues:
Recommendations: The sub-committee recommends approval of this request.

Technical Subcommittee: M&E Development
Coordinating Institution: BDC

Activity Coordinator: D. Kgosietsile
Phone: 351811

Approved Budget: P4,400
Actual Budget:

Budget Line Item:
Expended to Date:

Expected Host Country Contribution: P5,090

Contribution to Date:

PIC Activity Summary

Activity Title: Short-Term Technical Assistance to BOCCIM Training Department
Activity Code: 142100

PIC Number: 15

<p>Activity Description: The BOCCIM Training Department requires a short-term technical assistance to: i) develop and present five in-house training courses and ii) develop Small Business Guides (Financial Management, Business Record Keeping, Budgeting, Business Planning, and Cash Flow Forecasting) which will be used by consultants to teach courses for small business owners. The Small Business Guides will also be sold in Botswana and regionally to generate revenue for BOCCIM.</p>
<p>Expected Impact: The BOCCIM Training Department is currently dependent on donor financing. This consultancy will enable BOCCIM to explore two options for generating training revenues once BPED funding ceases. The impact of the consultancy will be measured by: i) the extent to which the 5 BOCCIM courses and the Small Business Guides courses continue to be presented in 1996 without BPED funding or support; ii) profits generated (net of BPED funding, including the cost of this consultancy) from the five BOCCIM courses and Business Guides courses in 1995 and 1996; iii) the effectiveness of the courses, based on participant evaluations and followup; and iv) revenues generated through the sales of the Small Business Guides.</p>
<p>Implementation Plan: The consultant will assist the Training Officer to develop course materials for five new training courses scheduled to be held in 1995. He will also rehearse presentation techniques with the Training Officer and jointly present each new course with her. Each course will require 2 days of preparation time, 2 practice days, 2 travel days and 2 course presentation days from the consultant, for a total of 40 days. The consultant will also assist the Training Officer to draft the five Small Business Guides. Each guide will require approximately 4 days of assistance, for a total level of effort days. These guides will then be edited and published under a previously approved consultancy, and consultants will be contracted to teach the corresponding courses.</p> <p>BOCCIM will request the consultant's services on an as-needed basis, and the level of effort in support of each activity under the consultancy will be monitored by BOCCIM, Deloitte & Touche and USAID. A total of 480 hours is authorized under this consultancy between March 7 and September 30, 1995.</p>
<p>Status: This activity was approved as an out-of-cycle request on March 7, 1995, and Brendan McConville, the former Training Advisor to BOCCIM, was selected to carry out the consultancy.</p>
<p>Issues:</p>
<p>Recommendations: BOCCIM needs to track Mr. McConville's level of effort in support of each of the two activities under this consultancy, as well as the host country contribution (e.g. the amount of time spent by Mrs. Masire and her staff on these activities). The BOCCIM Accountant needs to track costs and revenues associated with these activities in order to provide a basis for assessing their impact and viability.</p>

Technical Subcommittee: M&E Development
Coordinating Institution: BOCCIM

Activity Coordinator: O.C. Masire
Phone: 353459

Approved Budget: \$18,762
Actual Budget: \$18,762

Budget Line Item:
Expended to Date: \$4,777

Expected Host Country Contribution:

Contribution to Date:

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INVESTMENT PROMOTION

INVESTMENT PROMOTION DEVELOPMENT SUB-COMMITTEE

ON-GOING ACTIVITIES

Investment Location Study
Direct Mail Campaign
Virginia Trade Office
Tourism Promotion Seminar 1
Tourist Leisure Development Feasibility
Real Estate Divestiture and Management Review
South Africa Buyers Conference
Marketing Management Program - Tatedi
Marketing Research Seminar - Mmualefe
Industrial Promotion/Malaysia - Monagen
Investment Promotion - Letsamao
Joint Venture Negotiation - Baatshwana
Marketing of Services - Tatedi/Molefhe
Project Analysis - Molefhe
Investment Opportunities in Selected Villages
Investment Promotion - Mpoloka
Venture Capital Fund

PIC Activity Summary

Activity Title: Investment Location Study
Activity Code: 091700

PIC Number: 9

<p>Activity Description: A survey of multinational corporations will identify foreign investment location criteria and factors inhibit investment in Botswana. The study will also identify target industries based on a comparative advantage assessment.</p>
<p>Expected Impact: As a result of the study, BDC will be able to formulate a more focused investment promotion strategy and attract industries that are not currently operating in Botswana.</p>
<p>Implementation Plan: The study reference group will establish the criteria for selecting industries for review, and the study team will identify industries meeting these criteria through a literature review. The team will survey the existing activity level in each of the selected industries in Botswana and interview local representatives, if any. The study team will compile a list of major multinationals in each of the selected industries and will interview key decision makers in these firms. The results of the study will be presented in a report, the first volume of which will constitute a working document to help BDC, BOCCIM and TIPA focus their investment promotion activities, based on an industry-specific analysis of investment criteria. Industries which could be attracted without major changes in the investment climate will be identified, together with the type of information that would be required in investment promotion materials directed at these industries. For other industries, the study team will identify the changes in the investment climate that would be required to attract direct foreign investment. The second volume of the report will focus on human resource needs for attracting direct foreign investment in the targeted industries. This volume will estimate the current and future deficits in key labour skill areas to attract the targeted industries. The study team will also prepare an executive summary for wide public dissemination. This summary will be a policy document which focuses on changes required to attract foreign direct investment in the industries surveyed. The study will be a joint BDC/BOCCIM/MCI effort and will utilize local personnel. THIS TEXT SUMMARIZED FROM TOR - MODIFY AS NECESSARY.</p>
<p>Status: A reference group meeting was held on February 14 to review the draft final report. Followup by BDC and TIPA. Determine the depth of sector studies, pick sectors - develop marketing material. Meeting on investment promotion issues on a regular basis.</p>
<p>Issues: Take out policy issues since these are addressed elsewhere. HOST COUNTRY CONTRIBUTION? WHAT FOLLOWUP IS APPROPRIATE?</p>
<p>Recommendations: Due date is April 3, 1995. WHAT HAS HAPPENED TO THIS REPORT?</p>

Technical Subcommittee: Investment Promotion
Coordinating Institution: BDC

Activity Coordinator: B.M. Disele
Phone: 351811

Approved Budget: \$50,000
Actual Budget: \$20,000

Budget Line Item: Sector Studies
Expended to Date: \$20,766

Expected Host Country Contribution:

Contribution to Date:

4/3

PIC Activity Summary

Activity Title: Direct Mail Marketing Campaign
Activity Code: 111300

PIC Number: 11

Activity Description: This program is a direct mail marketing campaign to encourage U.S. companies to invest in Botswana.
Expected Impact: Increased investment in Botswana.
Implementation Plan: The mailing consists of a one-page letter highlighting some of the advantages of investing in Botswana (access to regional markets, liberal foreign exchange regime) and a reply card which requests more information. This will be an on-going program, with quarterly mailings. There are plans to develop mailing lists for Europe and Asia, and to add sectors.
Status: D&T Home Office assisted with developing the mailing list. 600 firms have been identified and a mailing was done at the end of January 1995. As of March 22, there were no responses, but a 2% return is expected (12 firms).
Issues: This activity may be in violation of PD-20. Media advertising in the U.S. aimed at encouraging relocation of U.S. firms to Botswana is strictly prohibited, while media advertising in the U.S. directed at investment promotion falls into a gray area where it is permitted if it doesn't lead to a relocation, but would be prohibited if it does lead to a relocation. Even if there are few responses to the mailing, one response which results in a relocation would put the activity in violation of PD-20.
Recommendations: Drop as a BPED-funded activity but turn mailing list over to BDC to allow BDC staff to continue doing direct mailings using their own resources. ESTIMATE HOST COUNTRY CONTRIBUTION - COST TO BDC OF DOING QUARTERLY MAILINGS USING THE MAILING LIST. REPROGRAM REMAINING FUNDS.

Technical Subcommittee: Investment Promotion
Coordinating Institution: BDC

Activity Coordinator: B.M. Disele
Phone: 351811

Approved Budget: \$16,000
Actual Budget: \$16,000

Budget Line Item: Business Linkage
Expended to Date: \$110.00

Expected Host Country Contribution:

Contribution to Date:

PIC Activity Summary

Activity Title: Virginia Trade Office
Activity Code: 113400

PIC Number: 11

<p>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.</p>
<p>Expected Impact:</p>
<p>Implementation Plan:</p>
<p>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.</p>
<p>Issues:</p>
<p>Recommendations: 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.</p>

Technical Subcommittee: Investment Promotion
Coordinating Institution: BOCCIM

Activity Coordinator: E.M. Dewah
Phone: 353459

Approved Budget: \$27,000
Actual Budget: \$27,000

Budget Line Item:
Expended to Date: \$654.00

Expected Host Country Contribution:

Contribution to Date:

PIC Activity Summary

Activity Title: Tourism Promotion Seminar 1
Activity Code: 112700

PIC Number: 11

<p>Activity Description: This activity is to reach 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.</p>
<p>Expected Impact:</p>
<p>Implementation Plan:</p>
<p>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.</p>
<p>Issues: Reference Guide plus some brochures would be desirable, so that entities such as TIPA can use the information from the reference materials.</p>
<p>Recommendations: Tourism promotion amongst citizens a very important issue and appropriate for BPED involvement.</p>

Technical Subcommittee: Investment Promotion
Coordinating Institution: BOCCIM

Activity Coordinator: E.M. Dewah
Phone: 353459

Approved Budget: \$41,000
Actual Budget: \$45,000

Budget Line Item:
Expended to Date: \$44,907.05

Expected Host Country Contribution:

Contribution to Date:

48

PIC Activity Summary

Activity Title: Tourist Leisure Development Feasibility Study
Activity Code: 131800

PIC Number: 13

Activity Description: Feasibility Study to Develop Tourist Leisure Facility outside of Lobatse.
Expected Impact: Income generating, employment producing tourist enterprise on the Trans-Kalahari Route if feasible.
Implementation Plan: Identify consultant to perform feasibility once investor commits 25% of cost of project.
Status: Investor unable to come up with 25% contribution to feasibility. No activity to date.
Issues: LIKELIHOOD OF HAPPENING IS VERY SLIM.
Recommendations: Delete from roster.

Technical Subcommittee: Investment Promotion
Coordinating Institution: BDC

Activity Coordinator: B.M. Disele
Phone: 351811

Approved Budget: \$8,000
Actual Budget:

Budget Line Item:
Expended to Date:

Expected Host Country Contribution:

Contribution to Date:

PIC Activity Summary

Activity Title: Divestiture Strategy for BDC Properties
Activity Code: 111400

PIC Number: 16

Activity Description: Review and evaluation of the portfolio of BDC Property Development and Management Division.
Expected Impact: Develop a structure of disinvestment that strengthens the ability to manage its portfolio and improve BDC's investment and development capability.
Implementation Plan: Level of effort is three person months, to start mid July 1955.
Status:
Issues:
Recommendations:

Technical Subcommittee: Investment Promotion
Coordinating Institution: BDC

Activity Coordinator: B.M. Disele
Phone: 351811

Approved Budget: \$60,000
Actual Budget:

Budget Line Item:
Expended to Date:

Expected Host Country Contribution: P13,200

Contribution to Date:

PIC Activity Summary

Activity Title: South Africa Buyers Conference
Activity Code: 060100

PIC Number:

Activity Description: South Africa Buyers Conference
Expected Impact: Buy Botswana Campaign results: increased market for Botswana goods, especially for SA buyers who sell in Botswana.
Implementation Plan: Organize meeting of potential SA Buyers of Botswana products.
Status: Inactive.
Issues:
Recommendations: Delete from roster.

Technical Subcommittee: Investment Promotion
Coordinating Institution: BOCCIM

Activity Coordinator: E.M. Dewah
Phone: 353459

Approved Budget: \$5,000
Actual Budget: 0.00

Budget Line Item: 0.00
Expended to Date: 0.00

Expected Host Country Contribution:

Contribution to Date:

PIC Activity Summary

Activity Title: Marketing Management Program
Activity Code: 141200

PIC Number: 16

<p>Activity Description: R.T. Tatedi OF BDC'S MARKETING DEPARTMENT? will attend a four-week Marketing Management course at the International Marketing Institute, Boston College from July 8 - August 4, 1995.</p>
<p>Expected Impact: Employee will acquire increased marketing expertise, awareness of trends, decision-making skills and level of confidence in conducting business internationally. PARTICIPANT SHOULD WRITE BRIEF (ONE PAGE) REPORT COMMENTING ON HOW THE COURSE WILL IMPROVE HIS/HER JOB PERFORMANCE - SPECIFIC EXAMPLES.</p> <p>How will the impact of the training be monitored - how will she share what she has learned with other colleagues - debriefing?</p>
<p>Implementation Plan: Course consists of four one-week moduels which constitute an in-depth, integrated treatment of marketing theory and practice: i) market orientation; ii) tools for international marketing strategy formulation; iii) issues in international marketing management; and iv) marketing's role in the broader strategic context. Instruction will be accomplished through case studies, discussion groups, competitive (computerized) simulations, corporate visits and expert guest-lecturers to help participants take classroom concepts and make them tools of practice.</p>
<p>Status:</p>
<p>Issues: COURSE FEE IN BUDGET (\$9,700) DOES NOT CORRESPOND TO PROGRAM FEE IN FACT SHEET (\$11,500). BDC SHOULD DOCUMENT ACTUAL HOST COUNTRY CONTRIBUTION ONCE PARTICIPANT RETURNS.</p>
<p>Recommendations:</p>

Technical Subcommittee: Investment Promotion
Coordinating Institution: BDC

Activity Coordinator: B.M. Disele
Phone: 351811

Approved Budget: \$14,000
Actual Budget:

Budget Line Item:
Expended to Date: \$12,174

Expected Host Country Contribution: P22,724

Contribution to Date:

PIC Activity Summary

Activity Title: Marketing Research Seminar
Activity Code: 141300

PIC Number: 16

Activity Description: B. Mmualefe, Project Officer at BDC, will attend a Marketing Research seminar at the University of South Africa, Midrand, from June 8-9, 1995.
Expected Impact: Improved ability to conduct market research, and improved marketing decisions. PARTICIPANT SHOULD WRITE BRIEF (ONE PAGE) REPORT COMMENTING ON HOW THE COURSE WILL IMPROVE HIS/HER JOB PERFORMANCE - SPECIFIC EXAMPLES. How will the impact of the training be monitored?
Implementation Plan: Two day seminar will give an overview of essential marketing terminology, methods and applications for beginners, to introduce them to the marketing research process. Topics to be discussed include: i) research process; ii) introduction to questionnaire design; iii) introduction to sampling; iv) translating research data into decision-making information; and v) designing measuring instruments.
Status:
Issues:
Recommendations:

Technical Subcommittee: Investment Promotion
Coordinating Institution: BDC

Activity Coordinator: B. M. Disele
Phone: 351811

Approved Budget: \$1,000
Actual Budget:

Budget Line Item:
Expended to Date: \$777.00

Expected Host Country Contribution: P1,230

Contribution to Date:

PIC Activity Summary

Activity Title: Training Programme for TIPA - Malaysia
Activity Code: 141400

PIC Number: 16

<p>Activity Description: The course is designed to share Malaysia's experience of industrial development, investment promotion, policy and incentive formalities, processing of applications etc. It will also create opportunities for sharing ideas.</p>
<p>Expected Impact: To improve skills in investment promotion, industrial development and incentive policy formulation. Mrs Monagen is charged with the responsibility to promote investment and needs to upgrade her skills.</p> <p>HOW WILL IMPACT OF COURSE BE MONITORED? WILL SHE SHARE HER EXPERIENCE WITH COLLEAGUES/THROUGH A DEBRIEFING?</p>
<p>Implementation Plan: The course will be in Kuala Lumpur, Malaysia from July 24-5 August, 1995. The person to attend is Mrs Ontiretse Monagen, Senior Commercial Officer in the Investment Promotion Unit of TIPA.</p>
<p>Status:</p>
<p>Issues:</p>
<p>Recommendations:</p>

Technical Subcommittee: Investment Promotion
Coordinating Institution: TIPA

Activity Coordinator: D. Tshoko
Phone: 351790

Approved Budget: \$2,576
Actual Budget:

Budget Line Item:
Expended to Date: \$2,100

Expected Host Country Contribution: P18,543

Contribution to Date:

54

PIC Activity Summary

Activity Title: International Investment Promotion - Letsamao
Activity Code: 141500

PIC Number: 16

Activity Description: The course provides an understanding of basic issues in Investment Promotion and to be better aware of potential investors requirement.
Expected Impact: Develop skills in practical aspects of dealing with investors and marketing strategies. HOW WILL IMPACT OF COURSE BE MONITORED? DEBRIEFING?
Implementation Plan: Attend the course in London from 5 to 8 June 1995. One person will attend. Ms. K. Letsamao A new employee of BDC in Investment Promotion Division.
Status:
Issues:
Recommendations:

Technical Subcommittee: Investment Promotion
Coordinating Institution: BDC

Activity Coordinator: B.M. Disele
Phone: 351811

Approved Budget: \$4,500
Actual Budget:

Budget Line Item: Shrt Term Trng
Expended to Date: \$4,051

Expected Host Country Contribution: \$3,906

Contribution to Date:

55

PIC Activity Summary

Activity Title: Negotiating International Joint Ventures Course - BDC
Activity Code: 141600

PIC Number: 16

<p>Activity Description: The Projects Division of BDC has identified a course for negotiating international joint ventures for a staff member of their division who is responsible for some of the division's project development, Mr. M.J. Baatshwana.</p>
<p>Expected Impact: To increase the professional skill level of project officer is more effectively negotiate joint ventures and work with International Companies seeking to invest in Botswana companies through BDC. Impact may be measured through successfully negotiated ventures and positive response of international companies. Ability to transfer skills learned to other relevant staff members may be measured.</p>
<p>Implementation Plan: Course dates are May 8 to 19, 1995 at International Law Institute in Washington, DC. After completion of course Mr. Baatshwana may share his new skills with colleagues at a Projects Division presentation.</p>
<p>Status:</p>
<p>Issues:</p>
<p>Recommendations: Training justified and supported.</p>

Technical Subcommittee: Investment Promotion
Coordinating Institution: BDC

Activity Coordinator: B.M. Disele
Phone: 351811

Approved Budget: \$5,064
Actual Budget:

Budget Line Item: Shrt Term Trng
Expended to Date: \$5,162

Expected Host Country Contribution: P13,176

Contribution to Date:

PIC Activity Summary

Activity Title: Marketing of Services - Tatedi/Molefhe
Activity Code: 141700

PIC Number: 16

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 refer.
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.
Status:
Issues:
Recommendations: The committee recommends approval of this request.

Technical Subcommittee: Investment Promotion
Coordinating Institution: BDC

Activity Coordinator: B.M. Disele
Phone: 351811

Approved Budget: \$2,903
Actual Budget:

Budget Line Item:
Expended to Date: \$2,748

Expected Host Country Contribution: P5,260

Contribution to Date:

PIC Activity Summary

Activity Title: Project Development Course - Molefhe
Activity Code: 141800

PIC Number: 16

Activity Description: The course gives comprehensive approach to designing and development of projects.
Expected Impact: To improve skills in development of project papers. Ms. Molefhe has been with BDC just over a year and needs to upgrade her skills in project development.
Implementation Plan: The course will be in Washington DC between July 31 to September 1, 1995 at the International Institute USDA Graduate School. The person to attend - Ms. T.B. Molefhe.
Status:
Issues:
Recommendations:

Technical Subcommittee: Investment Promotion
Coordinating Institution: BDC

Activity Coordinator: B.M. Disele
Phone: 351811

Approved Budget: \$12,000
Actual Budget:

Budget Line Item: Shrt Term Trng
Expended to Date: \$8,362

Expected Host Country Contribution: P26,267

Contribution to Date:

PIC Activity Summary

Activity Title: Investment Opportunities in Selected Villages
Activity Code: n/a

PIC Number: 16

Activity Description: Consultancy to study Investment Opportunities in Tsabong and Kasane. This is a pilot project.
Expected Impact: Employment creation. If successful, the study could help to boost the economies of the villages. The projects identifies will be put on the agenda of Local Business Councils. If successful, similar consultancies will be held in other villages.
Implementation Plan: BOCCIM trained citizen consultants will be engaged to undertake such studies. Consultants will be required to write up project profiles, giving the magnitude of investment for each project, machinery required and projected product demand. These studies should be completed before the end of September 1995.
Status:
Issues:
Recommendations:

Technical Subcommittee: Investment Promotion
Coordinating Institution: BOCCIM

Activity Coordinator: E.M. Dewah
Phone: 353459

Approved Budget: P13,138
Actual Budget:

Budget Line Item: Local Currency
Expended to Date:

Expected Host Country Contribution: P4,000

Contribution to Date:

PIC Activity Summary

Activity Title: Attracting Foreign Direct Investment to Africa - Mpoloka
Activity Code: 141900

PIC Number: 16

Activity Description: The course is designed to increase success in attracting foreign investors to participants countries, to teach participants how to overcome some of the constraints faced by many regions in Africa and to find out how to generate and qualify investment enquiries.
Expected Impact: To increase the professional skills of the participant in investment promotion and devising cost effective marketing strategies.
Implementation Plan: The course will be held in Harare, Zimbabwe from 7-9 August, 1995. The person to attend is Mr. U.S. Mpoloka, Commercial Attache, Zimbabwe.
Status:
Issues:
Recommendations:

Technical Subcommittee: Investment Promotion
Coordinating Institution: TIPA

Approved Budget: \$1,650
Actual Budget:

Expected Host Country Contribution: P2,500

Activity Coordinator: D. Tsheko
Phone: 351790

Budget Line Item:
Expended to Date: \$1,650

Contribution to Date:

PIC Activity Summary

Activity Title: Regional Venture Capital Fund
Activity Code: 142000

PIC Number: 16

Activity Description: Perform a market survey for the purpose of determining the potential demand in Southern Africa for a regional venture capital fund.
Expected Impact: To define the demand for regional venture capital and provided proposals for what would be the best structure for the fund to take. NEED MORE HERE - what would a venture capital fund do for Botswana?
Implementation Plan: Level of effort is three person months to start 27 June 1995.
Status:
Issues:
Recommendations: Level of effort could be reduced. D&T network to expedite implementation.

Technical Subcommittee: Investment Promotion
Coordinating Institution: BDC

Activity Coordinator: B.M. Disele
Phone: 351811

Approved Budget: \$60,000
Actual Budget:

Budget Line Item: Sector Studies
Expended to Date:

Expected Host Country Contribution:

Contribution to Date:

FINANCIAL SECTOR DEVELOPMENT

FINANCIAL SECTOR DEVELOPMENT SUB-COMMITTEE

ON-GOING ACTIVITIES

Foreign Exchange Liberalisation Study
Collective Investment Undertakings Study
Financial Services Centre Feasibility Study
Divestiture Consultant

PIC Activity Summary

Activity Title: Foreign Exchange Liberalisation Study
Activity Code: 080100

PIC Number: 8

<p>Activity Description: Study to determine the benefit 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.</p>
<p>Expected Impact:</p>
<p>Implementation Plan:</p>
<p>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.</p>
<p>Issues: Bank of Botswana (BoB) has not announced a date for the abolition of the remaining controls.</p> <p>BoB and the Ministry of Finance and Development Planning (MFDP) are concerned about the negative effects of possible massive capital inflows on exchange rate and interest rates and the Bank's capacity to respond appropriately to induced changes in these.</p> <p>Liberalisation measures announced in December contain some elements of control - for example, business persons applying for foreign exchange to invest off-shore are required to make a declaration to the effect that all income arising from the proposed investment is liable to be repatriated to Botswana if so required by the BoB.</p> <p>BoB has indicated that most of the unduly harsh conditions contained in the Exchange Control (EC) notices issued following the December announcement of liberalisation measures will be dropped from the revised EC notices.</p> <p>BoB will, with effect from May, conduct a bi-annual assessment of the implementation of these liberalisation measures. Foreign currency accounts (FCAs) for individuals will be introduced in July. Controls on capital accounts will remain for some time until the MFDP gives the go ahead.</p> <p>Commercial banks, as implementing agencies, feel they can live with the current phase of liberalisation measures.</p> <p>Non-resident businesses are not likely to transfer funds from overseas accounts into FCAs because these funds would then be subject to tax. Foreign earnings are now also subject to tax, so expect evasious tactics.</p>
<p>Recommendations: Retain the activity in the BPED roster.</p>

Technical Subcommittee: Financial Sector
Coordinating Institution: BOCCIM

Activity Coordinator: Siwawa-Ndai
Phone: 353459

Approved Budget: \$100,000
Actual Budget: \$ 86,325

Budget Line Item:
Expended to Date: \$81,755

Expected Host Country Contribution:

Contribution to Date:

PIC Activity Summary

Activity Title: Collective Investment Undertakings Study
Activity Code: 110800

PIC Number: 11

Activity Description: Creation of legislation on Collective Investment Undertakings to regulate Unit Trust vehicles in Botswana.
Expected Impact:
Implementation Plan:
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.
Recommendations: Continue to lobby MFDP.

Technical Subcommittee: Financial Sector
Coordinating Institution: BDC

Activity Coordinator: Munamati
Phone: 351811

Approved Budget: \$100,000
Actual Budget: \$100,000

Budget Line Item:
Expended to Date: \$93,248

Expected Host Country Contribution:

Contribution to Date:

PIC Activity Summary

Activity Title: Financial Services Centre Study
Activity Code: 140300

PIC Number: 14

<p>Activity Description: Investigation of the possibility making Botswana an offshore financial services centre. Areas to be reviewed include tax, legal, marketing, facilities, human resources, insurance and possible IFSC products.</p>
<p>Expected Impact:</p>
<p>Implementation Plan:</p>
<p>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.</p>
<p>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.</p>
<p>Recommendations: We recommend that Deloitte & Touche expedite the assembling of experts, failing which we would recommend an open tender approach to the study.</p>

Technical Subcommittee: Financial Sector
Coordinating Institution: BDC

Activity Coordinator: Munamati
Phone: 351811

Approved Budget: \$190,000
Actual Budget: \$190,000

Budget Line Item:
Expended to Date:

Expected Host Country Contribution:

Contribution to Date:

66

PIC Activity Summary

Activity Title: BDC Divestiture Study Consultant
Activity Code: 060500

PIC Number: 00C

Activity Description: BDC employed the services of a Divestiture Advisor to assist the implementation of its five year divestiture programme.
Expected Impact:
Implementation Plan:
Status: The Advisor assumed work in November 1994. So far negotiations on three (3) companies are being finalized for divestiture. <ul style="list-style-type: none">- 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. In addition, frequency of visits should not exceed budget.
Recommendations:

Technical Subcommittee: Financial Sector
Coordinating Institution: BDC

Activity Coordinator: Munamati
Phone: 351811

Approved Budget: \$51,414
Actual Budget: \$51,414

Budget Line Item:
Expended to Date: \$17,246,38

Expected Host Country Contribution:

Contribution to Date: