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Development



TRAINING NEEDS FOR BUSINESS GROWTH



Private Sector Training Survey 1994

Botswana Confederation of Commerce Industry and Manpower
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The Director

The Botswana Confederation of Commerce Industry and Manpower (BOCCIM) 1994 Private Sector Training Survey provides a wealth of information on both the training needs and the demographic characteristics of business within the BOCCIM membership. As such, it is a valuable guide for training institutions, Government and donor organisations.

This survey focused on training needs which would, on implementation, facilitate business growth. The BOCCIM training department designed, managed and carried out the survey. I am pleased that our training department was able to handle such a vast consultancy assignment, and members should note this increase in our 'in house' capability as compared to 1991 when we hired the services of a consultancy firm to conduct the survey.

I am heartened to note the very high response rate to the questionnaires used to collect the information – 75.6% for small business, 80.4% for medium sized business and 95% for large businesses. This makes this survey the most successful that we have ever undertaken at BOCCIM. It also adds considerable authority to the survey findings, and reflects the deep interest in training matters amongst our members.

I urge all those interested in training to carefully study this report and I thank all those who helped make this assignment such a success.

Modiri J Mbaakanyi, Director
January 1994



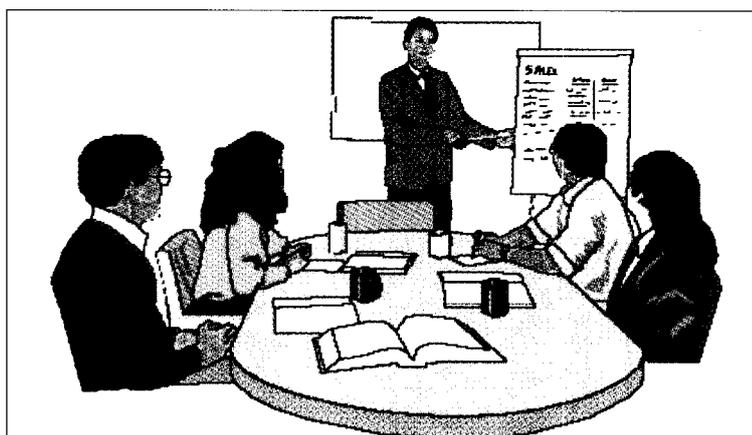
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Training Survey Overview

**Executive
Summary**

Acknowledgments

Sincere appreciation and a special thanks go to those who helped bring this training information to you the reader.

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Organising and summarising the final survey results for this document was completed by Problem Solvers (Pty) Ltd. with the team lead by Mr W E Scott and Ms S S Williams.

NOTE: This document provides a general overview of the total data gathered. Should you – as an end-user of this very valuable information – need additional detailed data, please contact:

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*Human resource development
(training in and for the workplace) in Botswana faces
a demanding and exciting, future
which will require the highest levels
of professional competence.*



Training Overview

Private Sector Survey 1994

Survey Objective

The Botswana Private Enterprise Development project (BPED) is a United States Agency for International Development (USAID) funded project that began in February 1992. The purpose of BPED is to produce an enhanced enabling environment for increased private investment and enterprise growth in Botswana. In terms of people therefore, a major anticipated output from the project is strengthened human capital resources to support private sector development.

The objective of this survey was to enquire of entrepreneurs regarding their business training needs, and in particular those training needs which – if satisfied – would further enable them to develop and /or expand their businesses.

Survey Methodology

This survey, a major consultancy assignment, was designed, managed, and carried out by BOCCIM Training Department. Direction was provided by a Reference Group which consisted of representatives from BOCCIM, BPED, University of Botswana, USAID, and the private sector. Statistical design and analysis was provided by Dr Tharakan of the University of Botswana.

A self weighting stratified sample, selected by using a controlled selection technique, was defined. The sample chosen for enquiry, consisted of 290 BOCCIM members (20.2% of the total membership). A combination of personal interviews and postal questionnaires was used to collect the data. The design of the sample ensured business representation by location, size, and gender composition of their workforce.

Survey Sample

- Location – 156 businesses were based in Gaborone, 40 in Francistown, and 94 at other locations.
- Size – 205 employed less than 25 people, 60 employed between 25 and 100 persons, and 25 employed over 100 people.
- Gender – 222 businesses had more than 20 percent women in their workforce, and 68 employed 20% or less.
- Sectors – 63 businesses are in General Trades, (largest sector) 35 in Manufacturing, 30 in Construction and 162 were spread among the 15 other sectors.



Training Overview

continued

Survey Responses

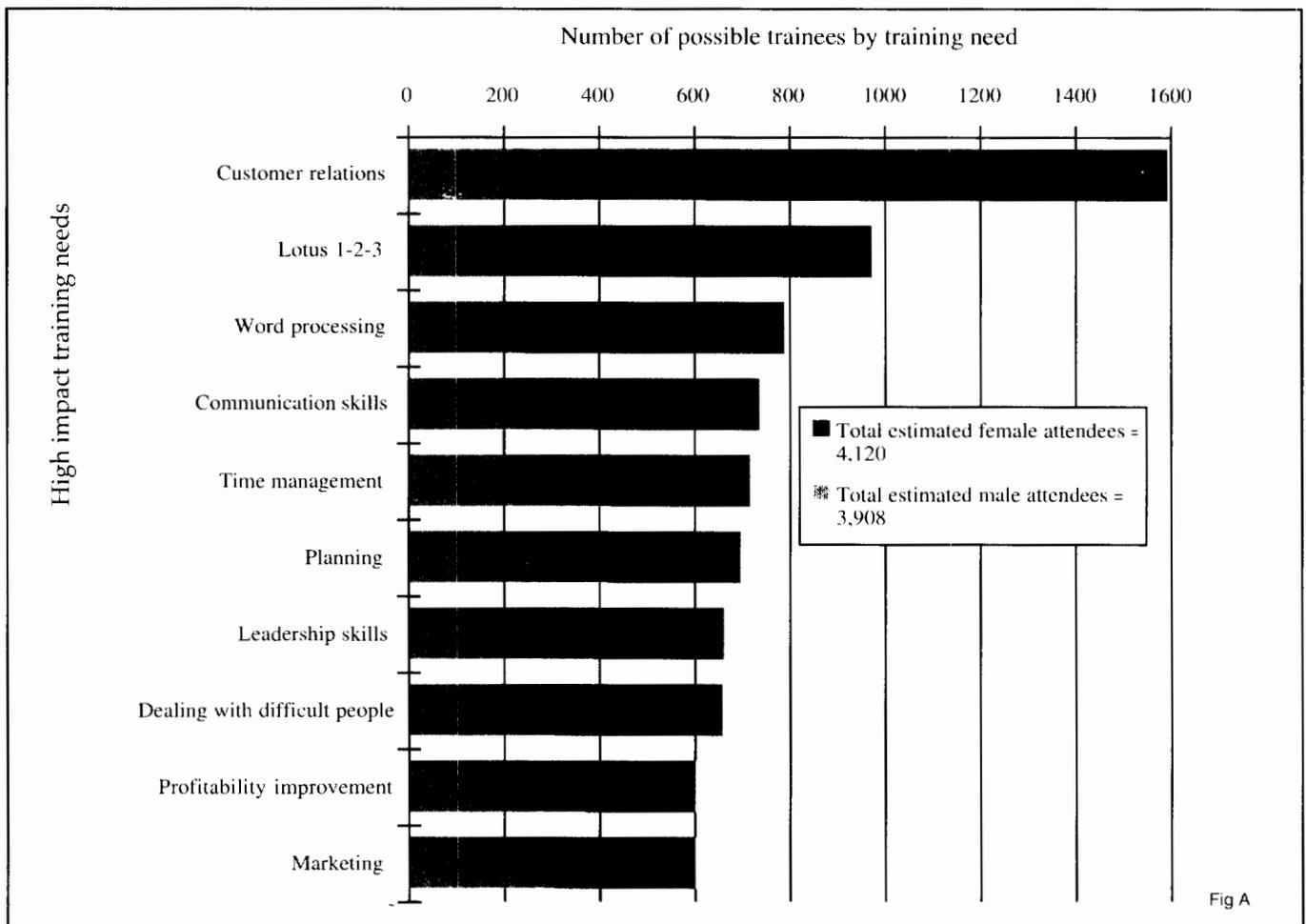
The 78.6% response rate achieved makes this survey the most successful survey ever carried out by BOCCIM. Large businesses (those with over 100 employees) were most diligent in responding with a 95.0% response rate, while the numerous small businesses had an impressive 75.6% response rate.

Significant Findings

Results of this survey demonstrate that the Botswana private sector strongly views staff training as a critical component in promoting productivity, growth and profitability. Over 100 training needs were identified, of which 67 were classified as having a medium to high impact on business. It is estimated that there could be 31,370 training attendees in a range of over 100 identified training needs.

In 'high impact' needs training, it is estimated that there could be 8,028 attendees - i.e. 25.6% of all identified training needs.

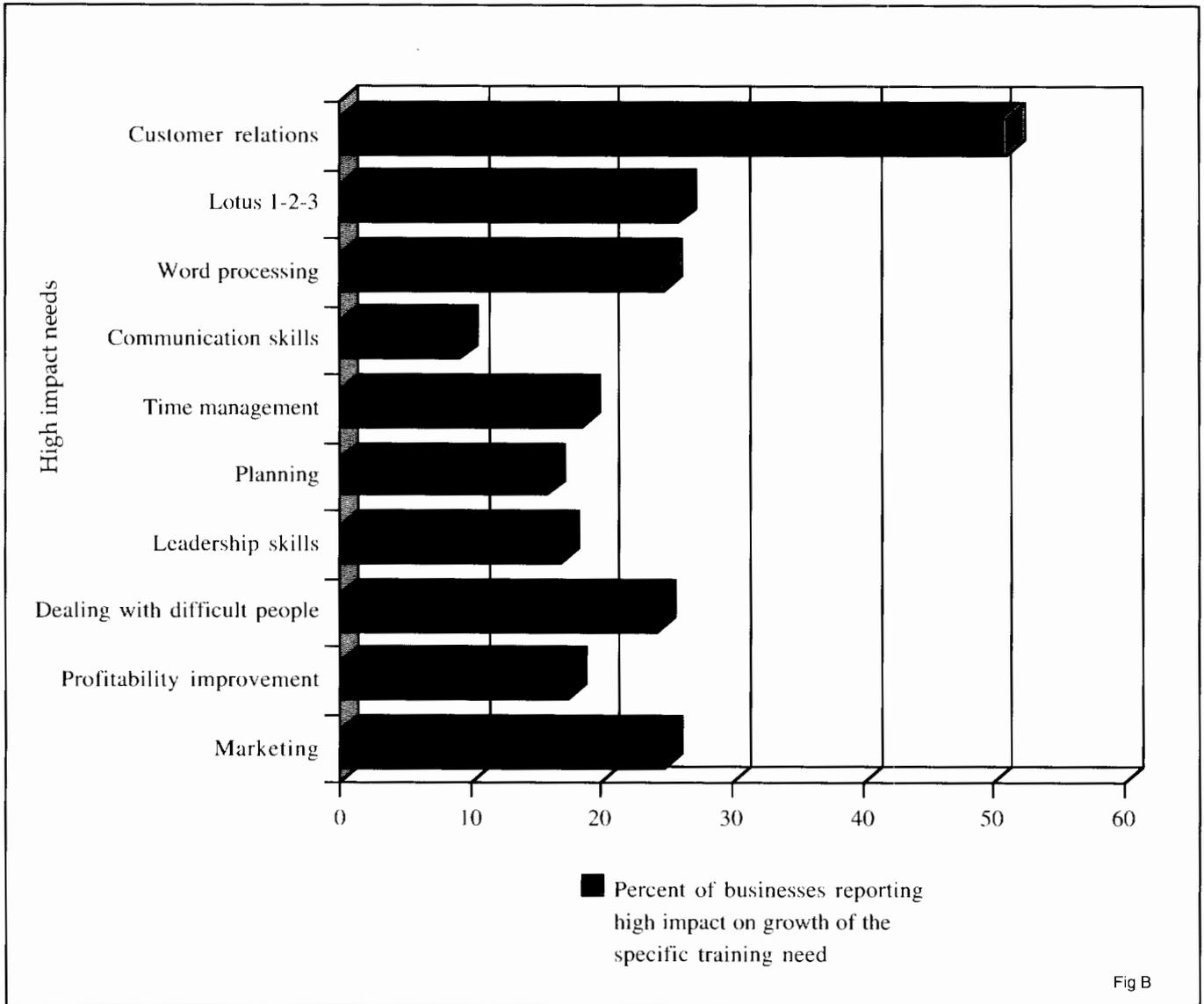
The 'top ten' high impact needs (ranked by estimated number of attendees) are shown in figure A below.



Training Overview

continued

Figure B below shows the percent of businesses reporting high impact on business growth of the 'top ten' training needs.



The most needed training is in Customer Relations with 51% of businesses requesting it for an estimated 1,593 attendees. A marked difference from earlier studies is the substantial increase of interest in computing training, with 25.8% of current businesses claiming that competence in the spreadsheet package - Lotus 1-2-3 could have a high impact on their ability to expand their businesses.

An overview of the most significant training needs indicates that businesses believe that training in the key areas of marketing/sales, record keeping and analysis of data, personal skills, and managing for the 'bottom line' will equip them for developing their businesses.



Training Overview

continued

Furthermore the entrepreneurs now indicate that while vocational training can have a high impact on business growth, the target populations are relatively small. Perhaps this implies that managers feel vocational-skills-development is best handled in-house where there is "Learning on-the-job" to a great extent – or perhaps there are other more subtle reasons for the relatively small vocational training population which they targeted.

Finally, a comparison with the 1991 Training Needs Survey also conducted by BOCCIM, yields some interesting observations. Both surveys demonstrate a strong – and apparently continuing – need for improvement in employee attitudes towards, and treatment of customers. In the 1994 survey, the importance of computing skills as a training need – with a high impact on anticipated expansion of businesses – increased significantly. There is a very large increase in the perceived need for accounting/bookkeeping and related computer skills. Employee time management and productivity are again clearly identified as a high need.

The second set of ten high impact training needs is related in figure C below showing male and female attendees and the total for each training need.

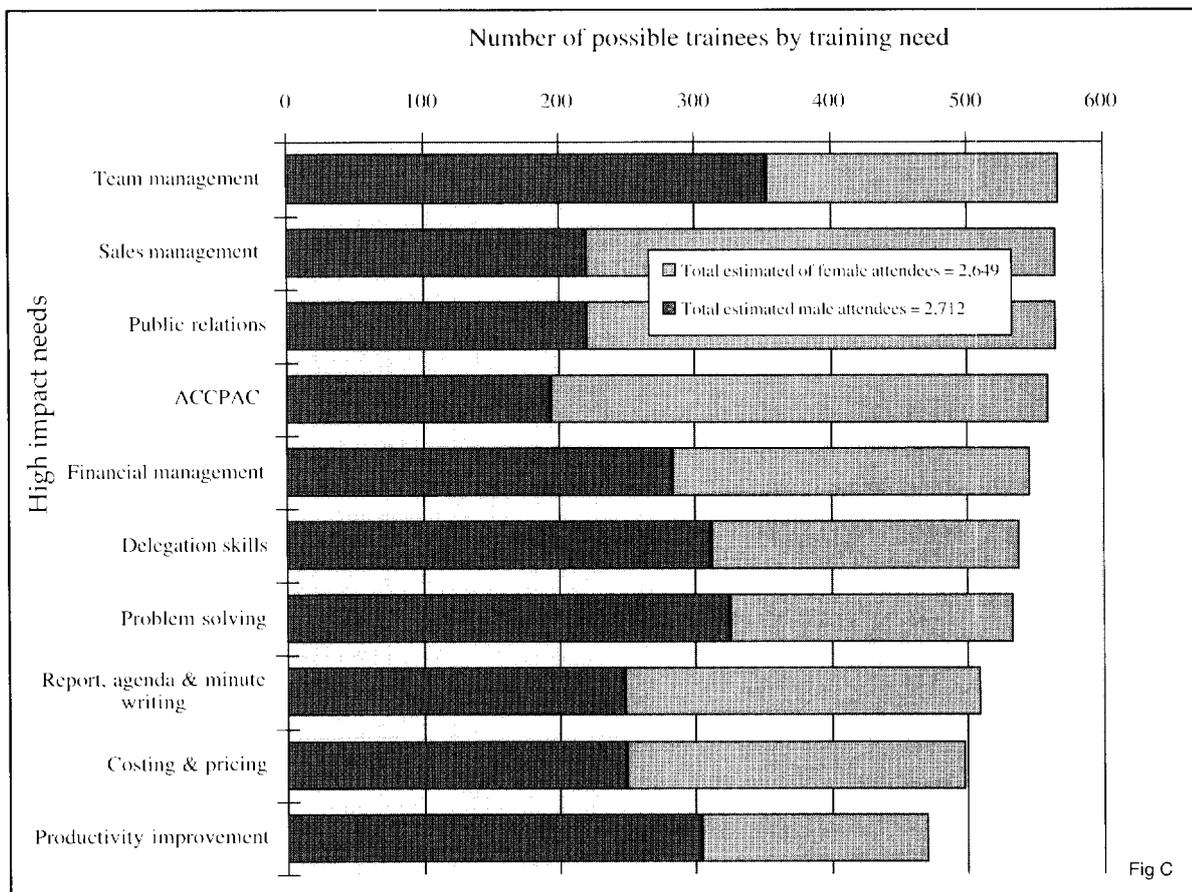


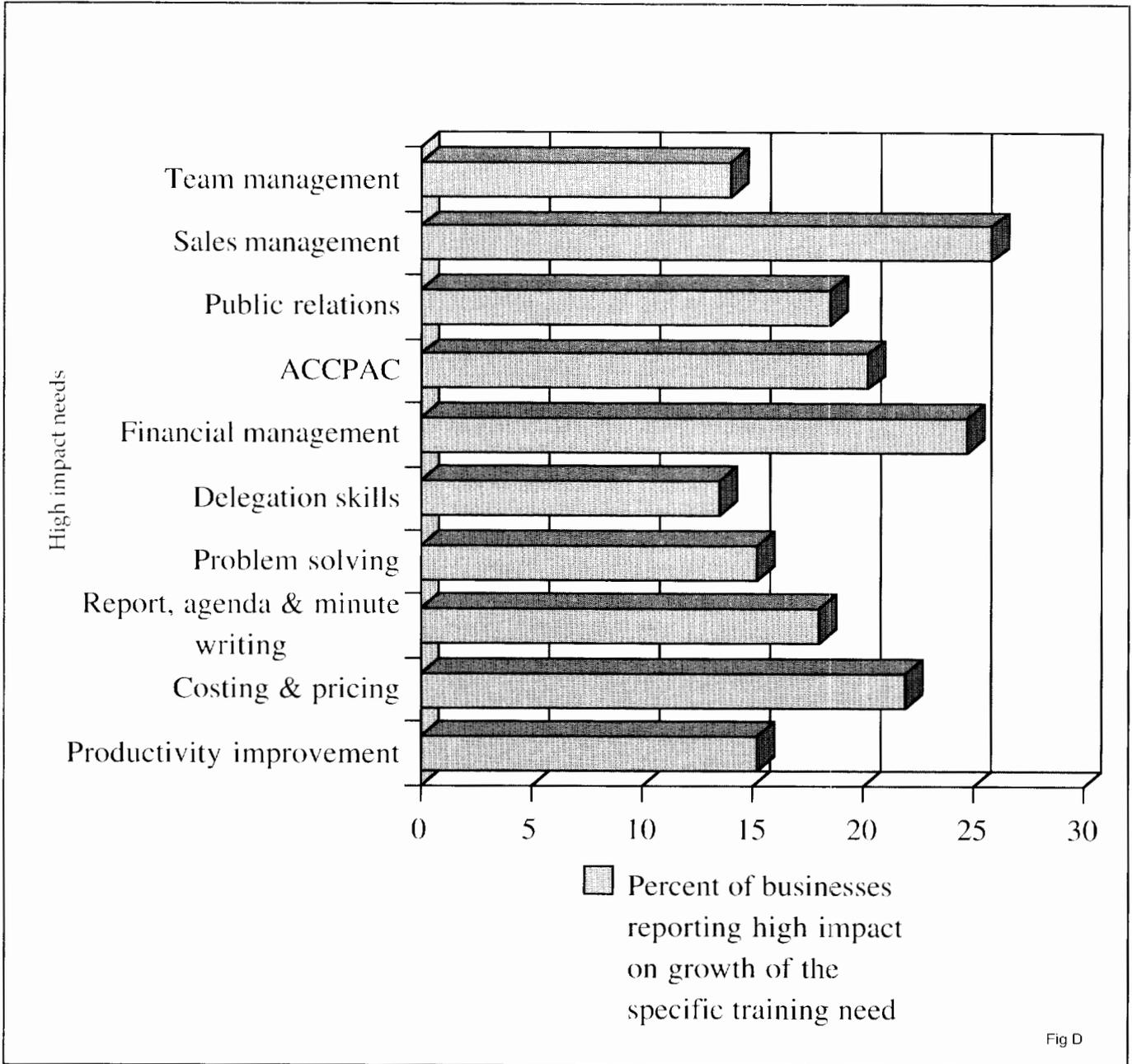
Fig C



Training Overview

continued

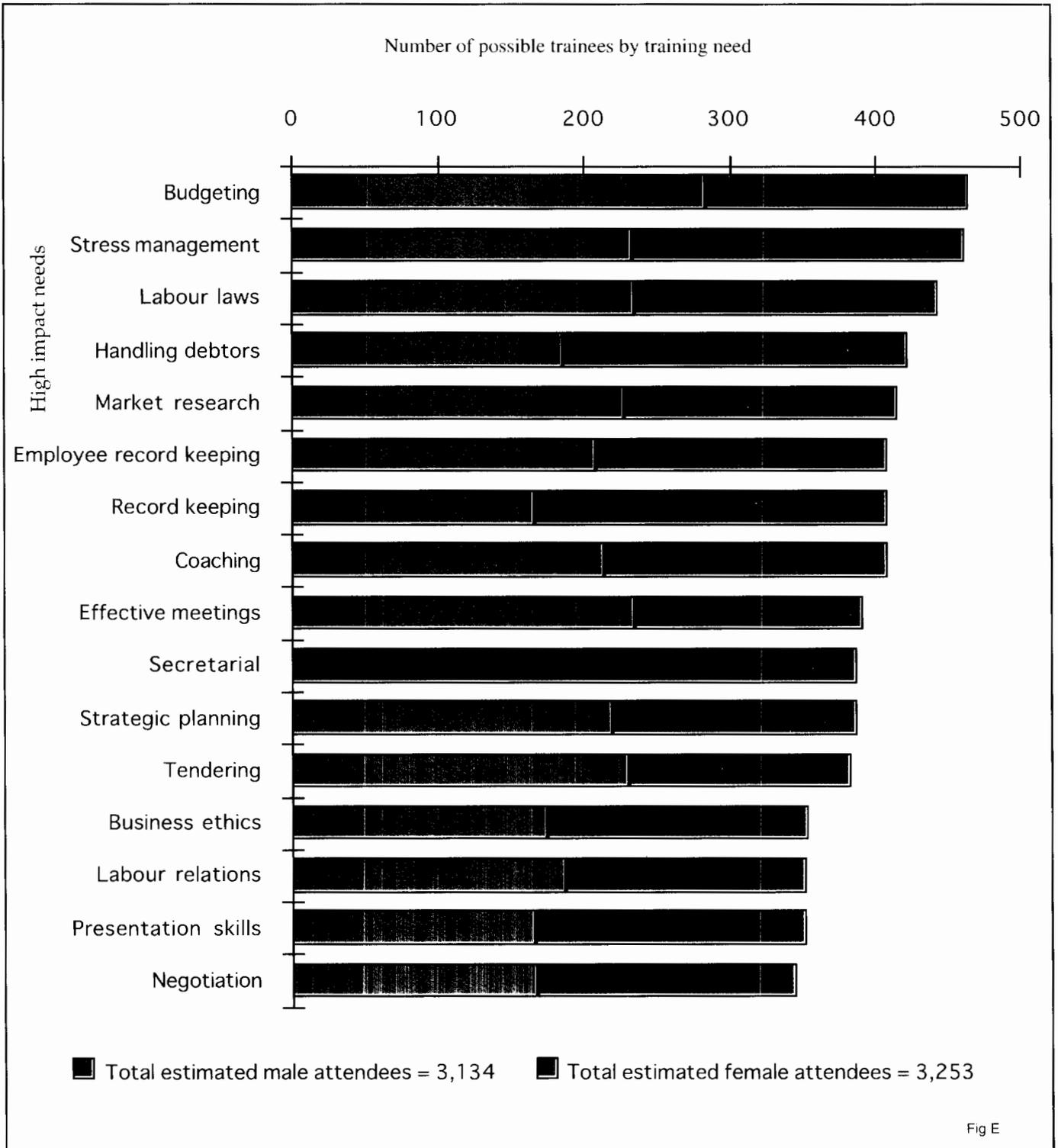
Figure D below shows the percent of businesses reporting high impact on business growth in the 'second set of ten' high impact training needs.



Training Overview

continued

The third set consisting of sixteen (16) high impact training needs is shown in figure E below indicating male and female attendees and the total for each training need.



Training Overview

continued

Figure F below shows the percent of businesses reporting high impact on business growth in the third set of training needs consisting of sixteen (16) high impact needs.

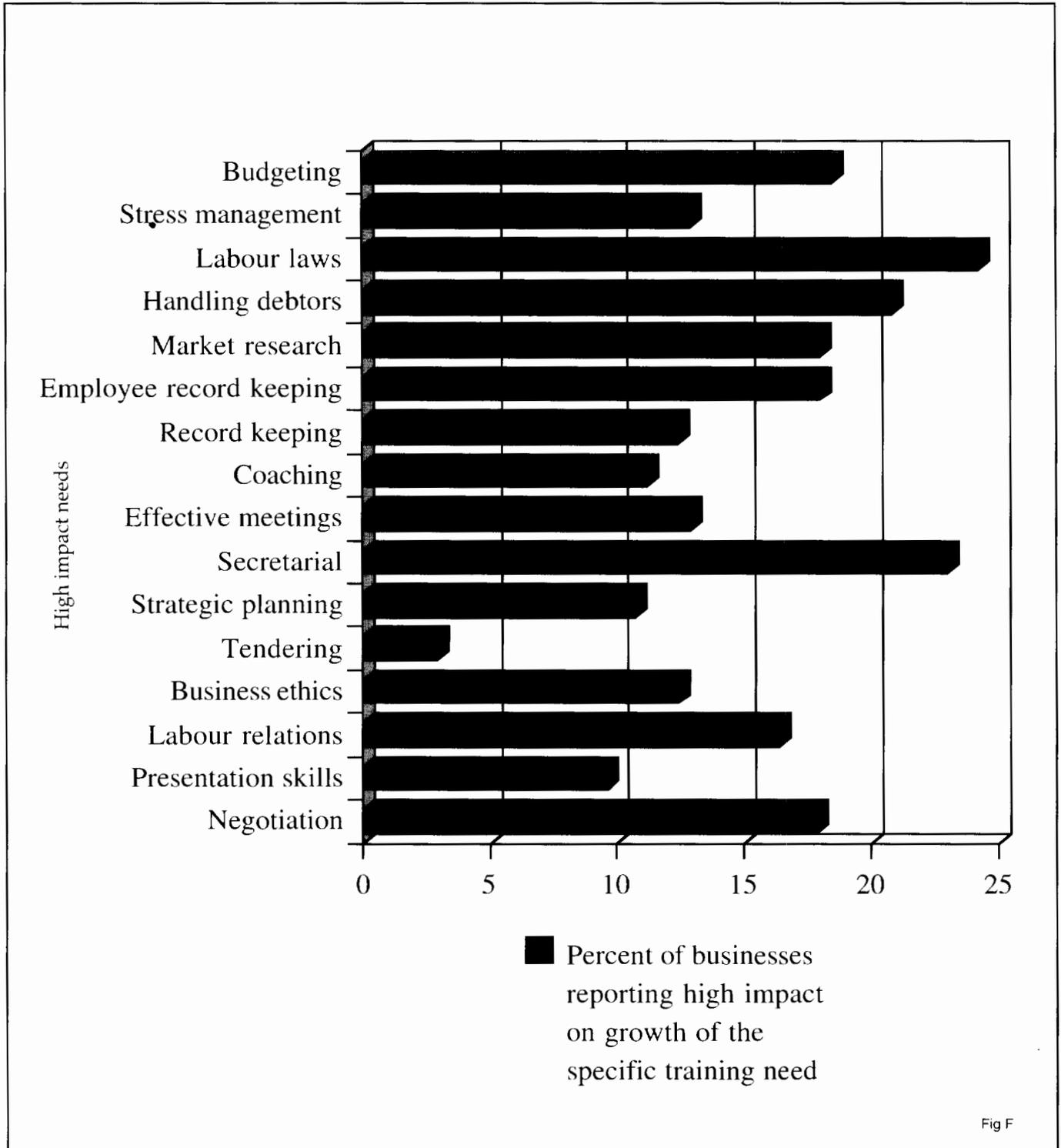


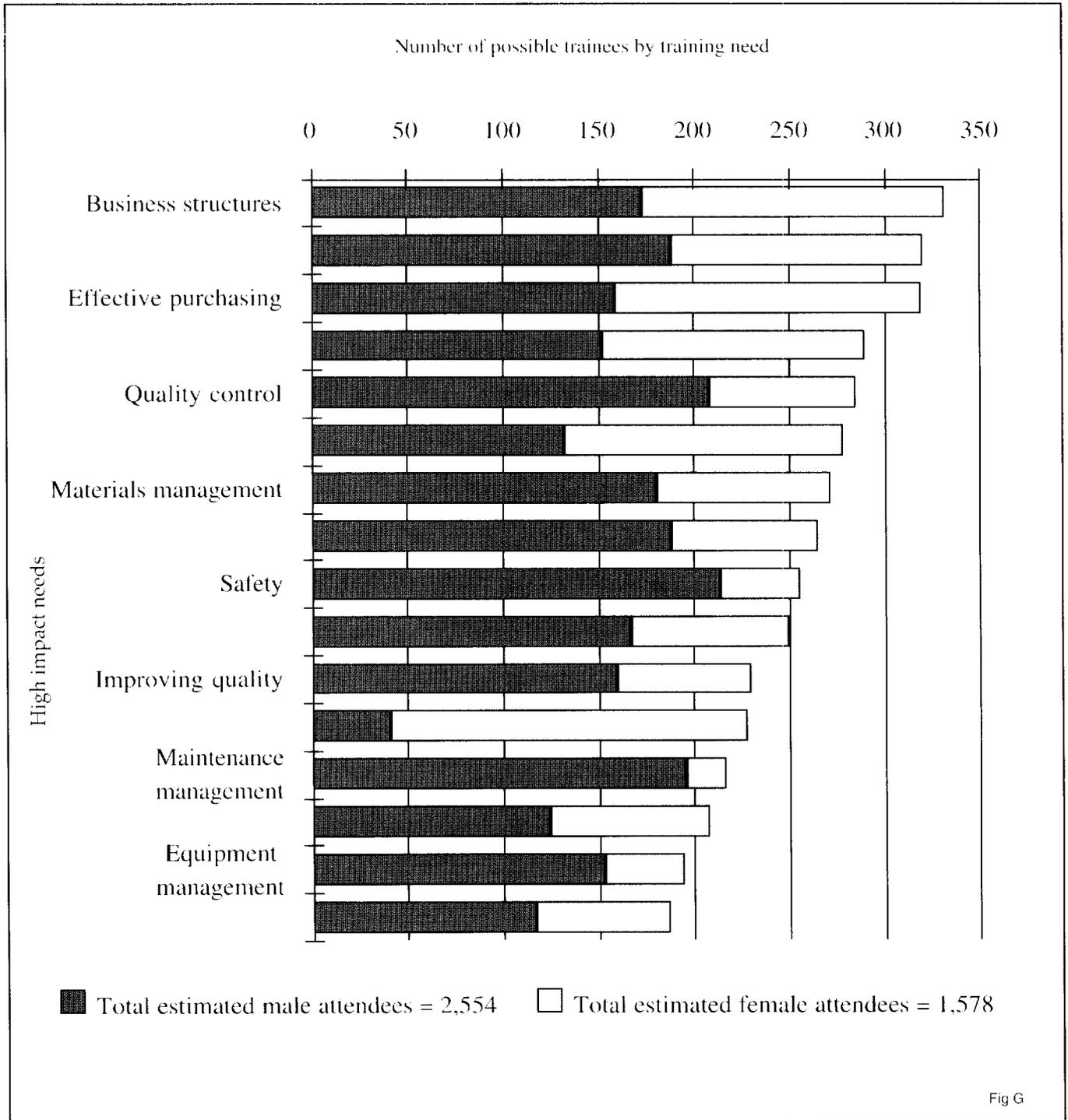
Fig F



Training Overview

continued

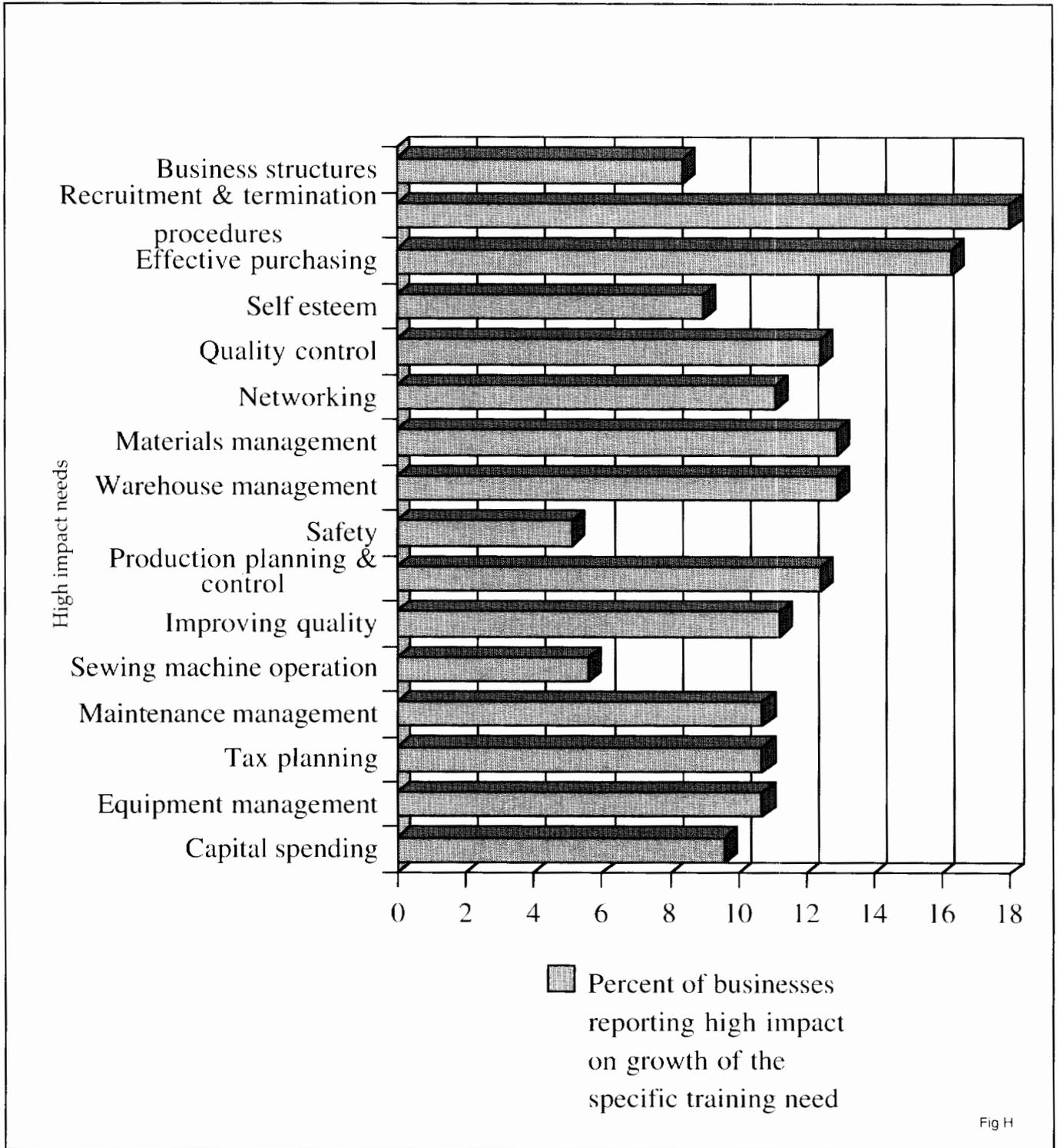
The fourth set consisting of sixteen (16) high impact training needs is shown in figure G below indicating male and female attendees and the total for each training need.



Training Overview

continued

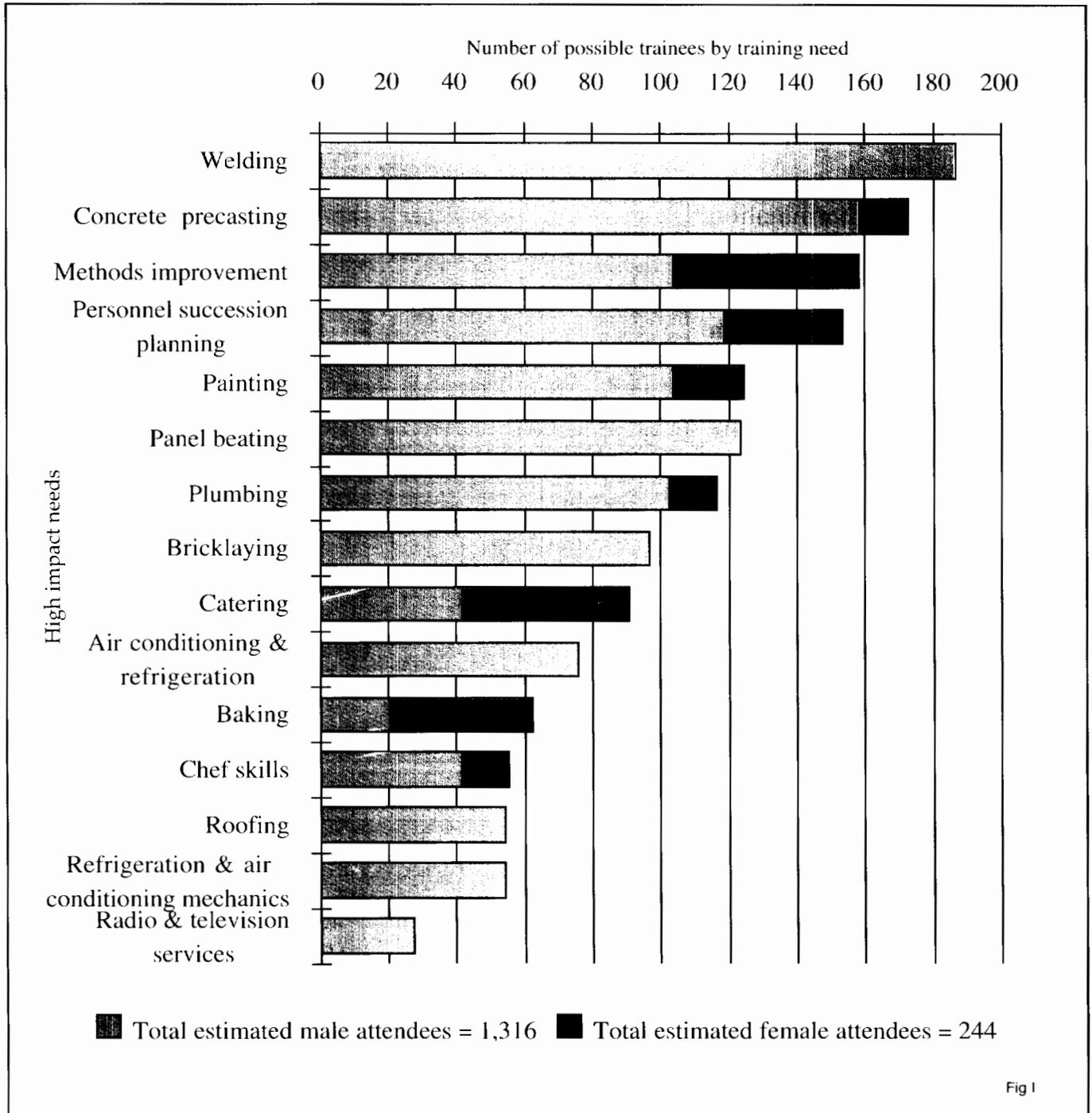
Figure H below shows the percent of businesses indicating high impact on business growth in the fourth set of training needs consisting of sixteen (16) high impact needs.



Training Overview

continued

The fifth set consisting of fifteen (15) high impact training needs is shown in figure I below indicating male and female attendees and the total for each training need.



Training Overview

continued

Figure J below shows the percent of businesses indicating high impact on business growth in the fifth set of training needs consisting of fifteen (15) high impact needs.

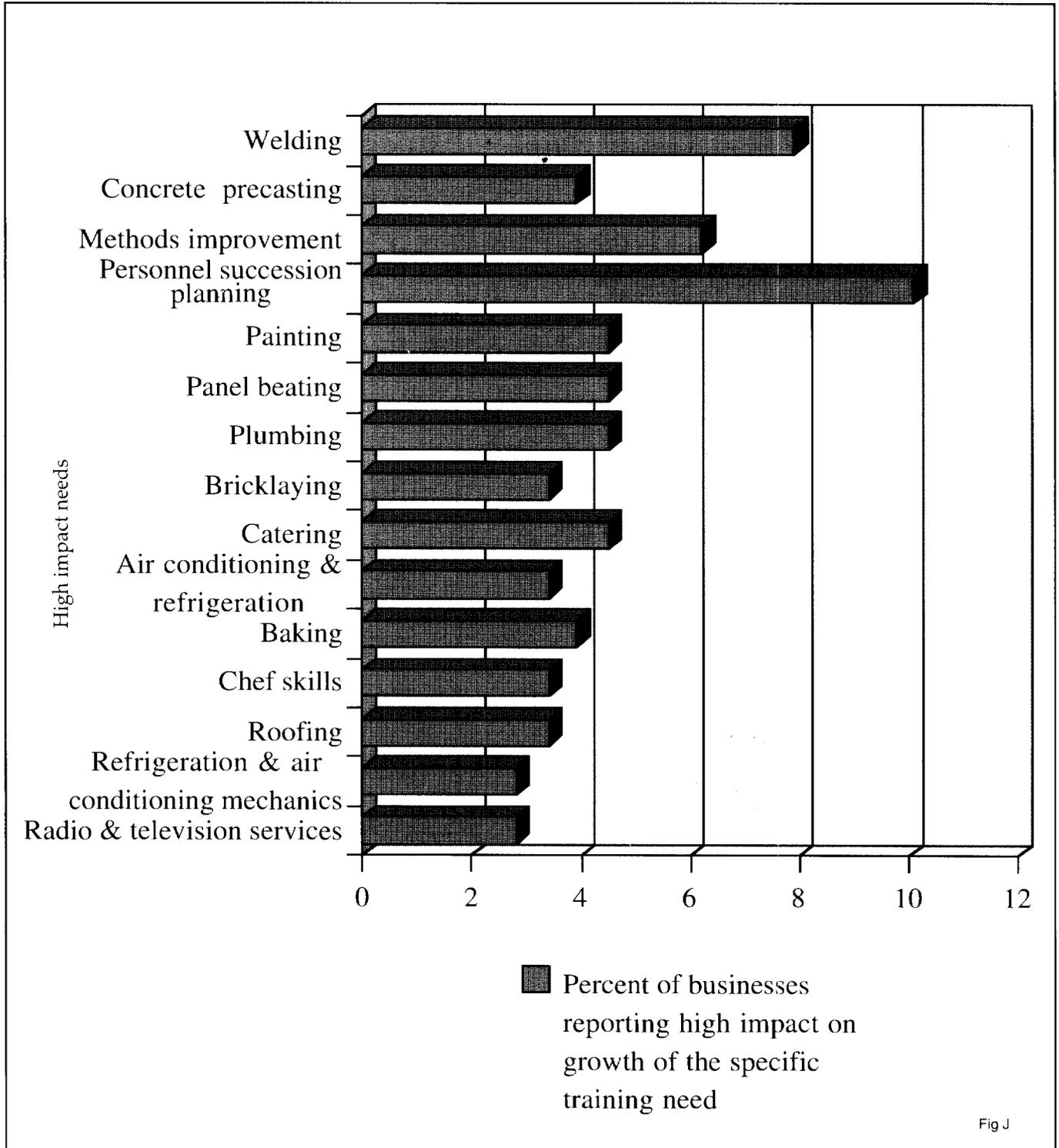


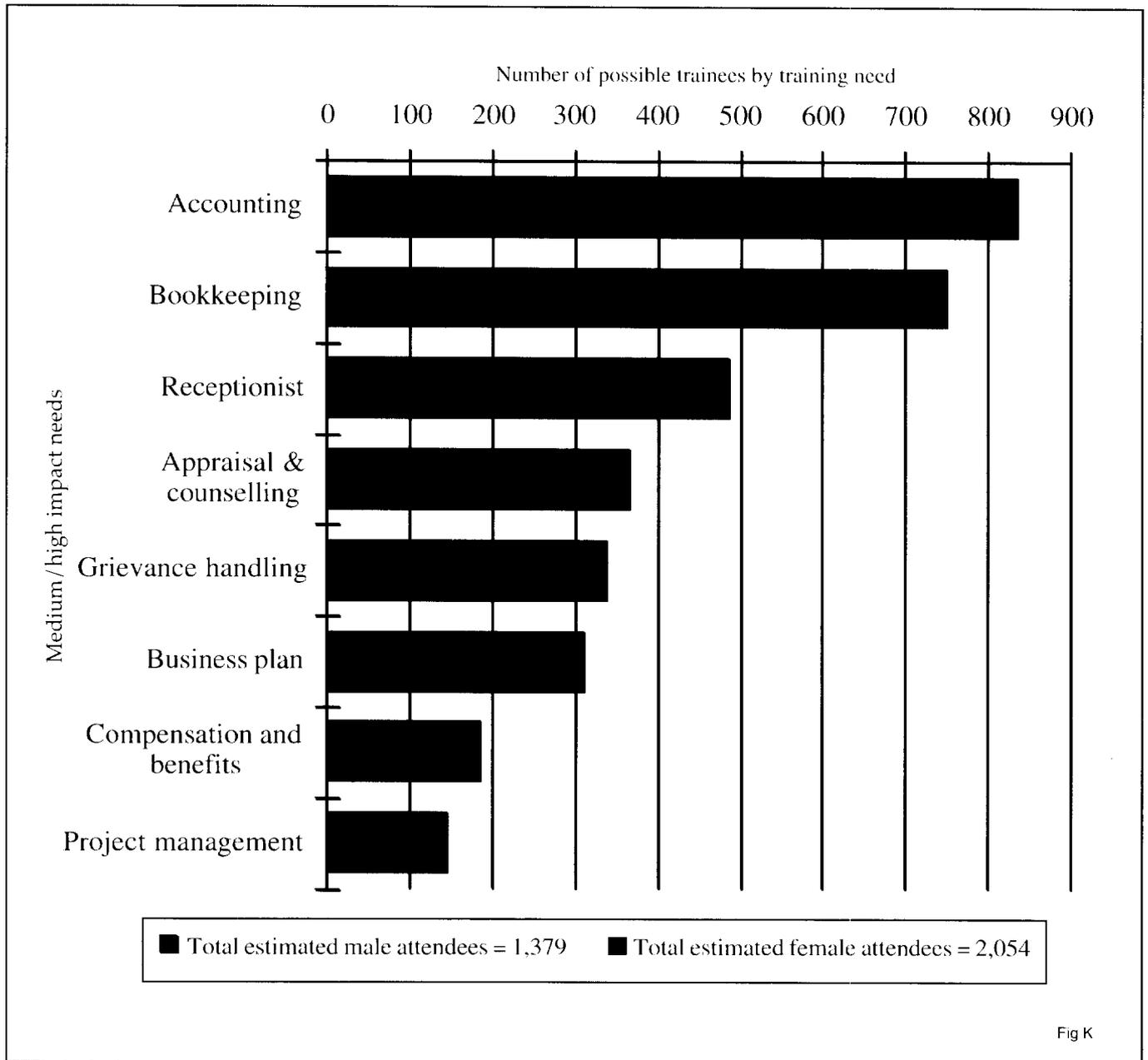
Fig J



Training Overview

continued

The sixth set consisting of eight (8) medium/high impact training needs is shown in figure K below indicating male and female attendees and the total for each training need.



Training Overview

continued

Figure L below shows the percent of businesses indicating medium/high impact on business growth in the sixth set of training needs consisting of eight (8) medium/high impact needs.

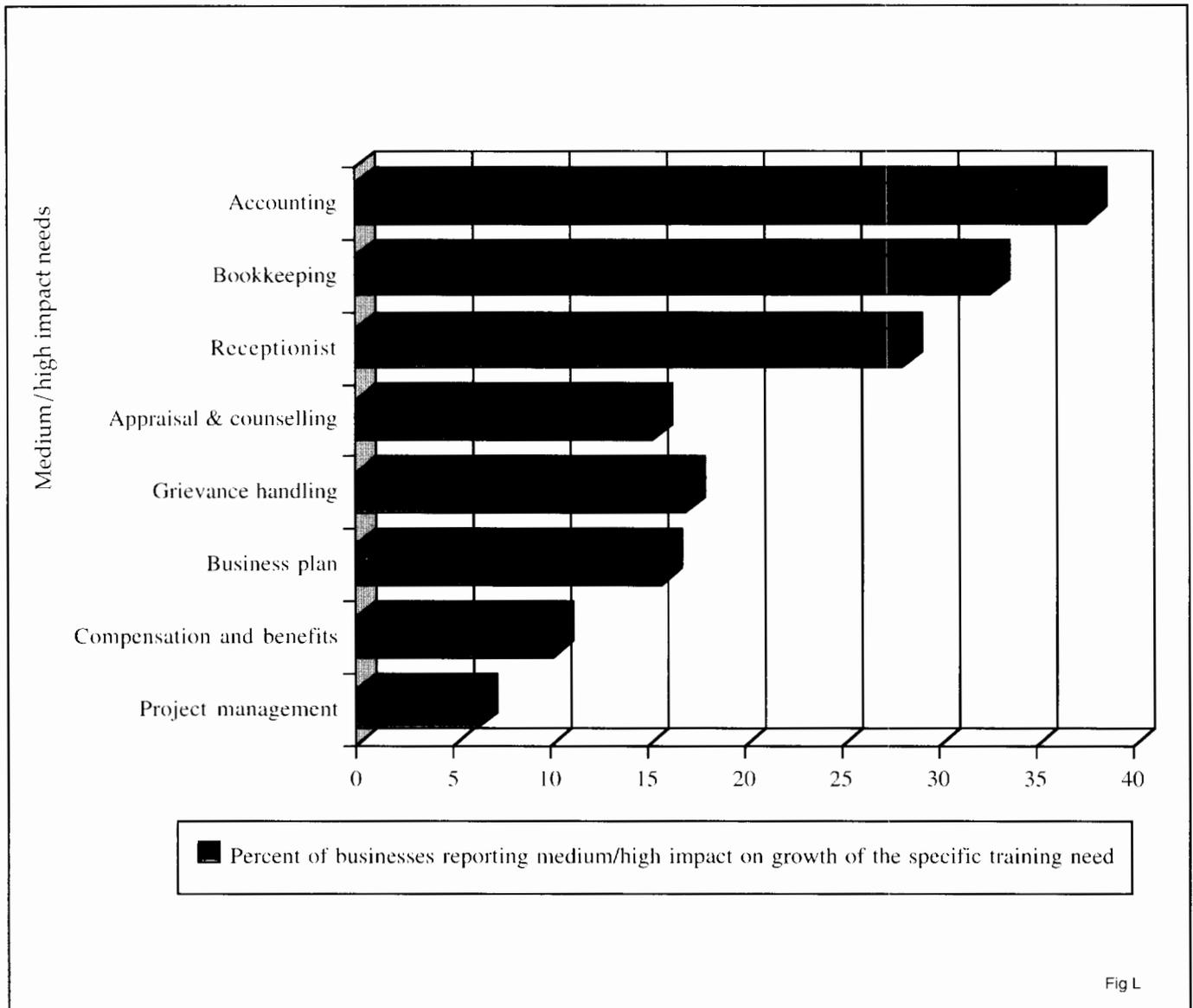


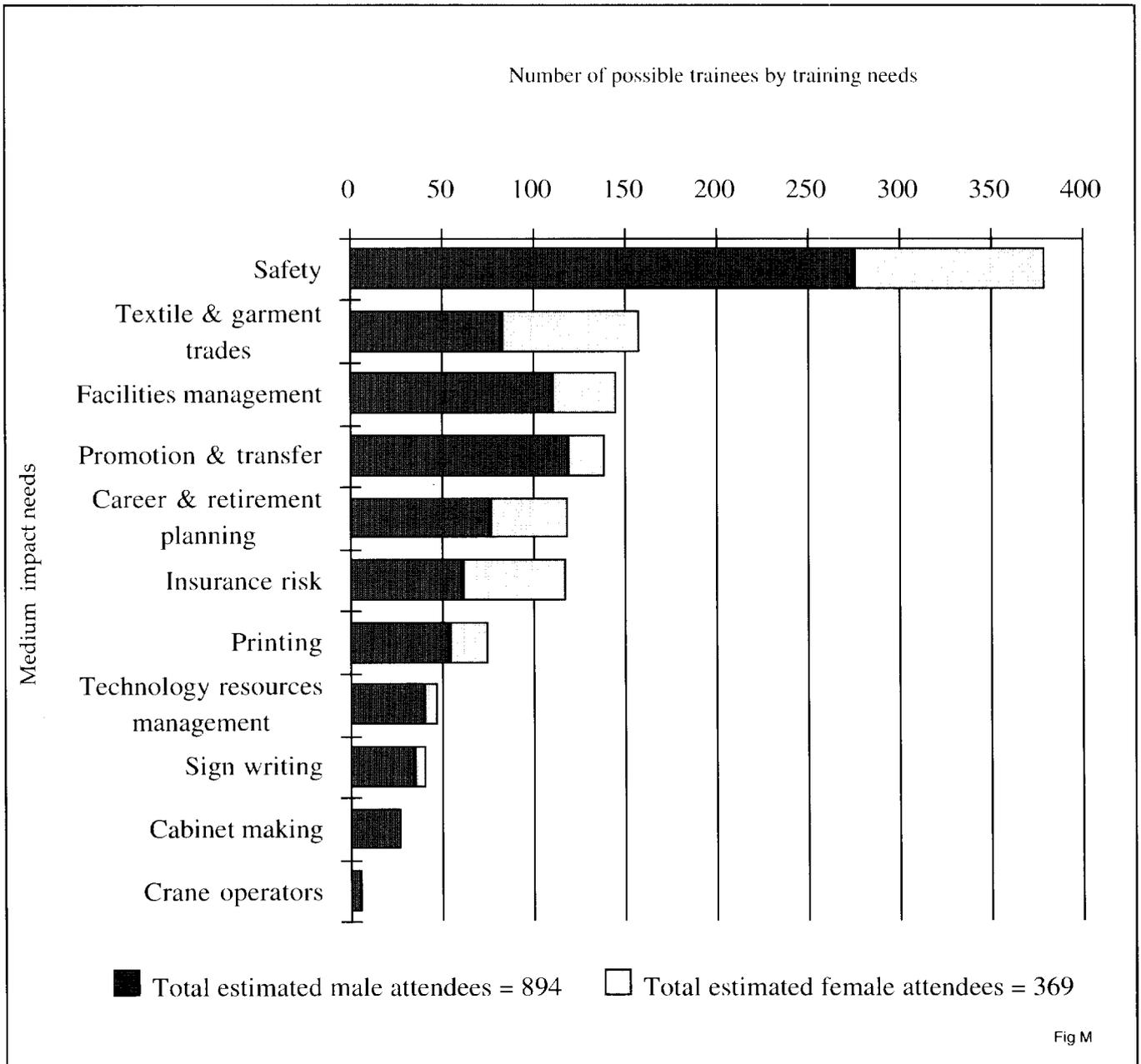
Fig L



Training Overview

continued

The seventh set consisting of eleven (11) medium impact training needs is shown in figure M below indicating male and female attendees and the total for each training need.



Training Overview

continued

Figure N below shows the percent of businesses indicating medium impact on business growth in the seventh set of training needs consisting of eleven (11) medium impact needs.

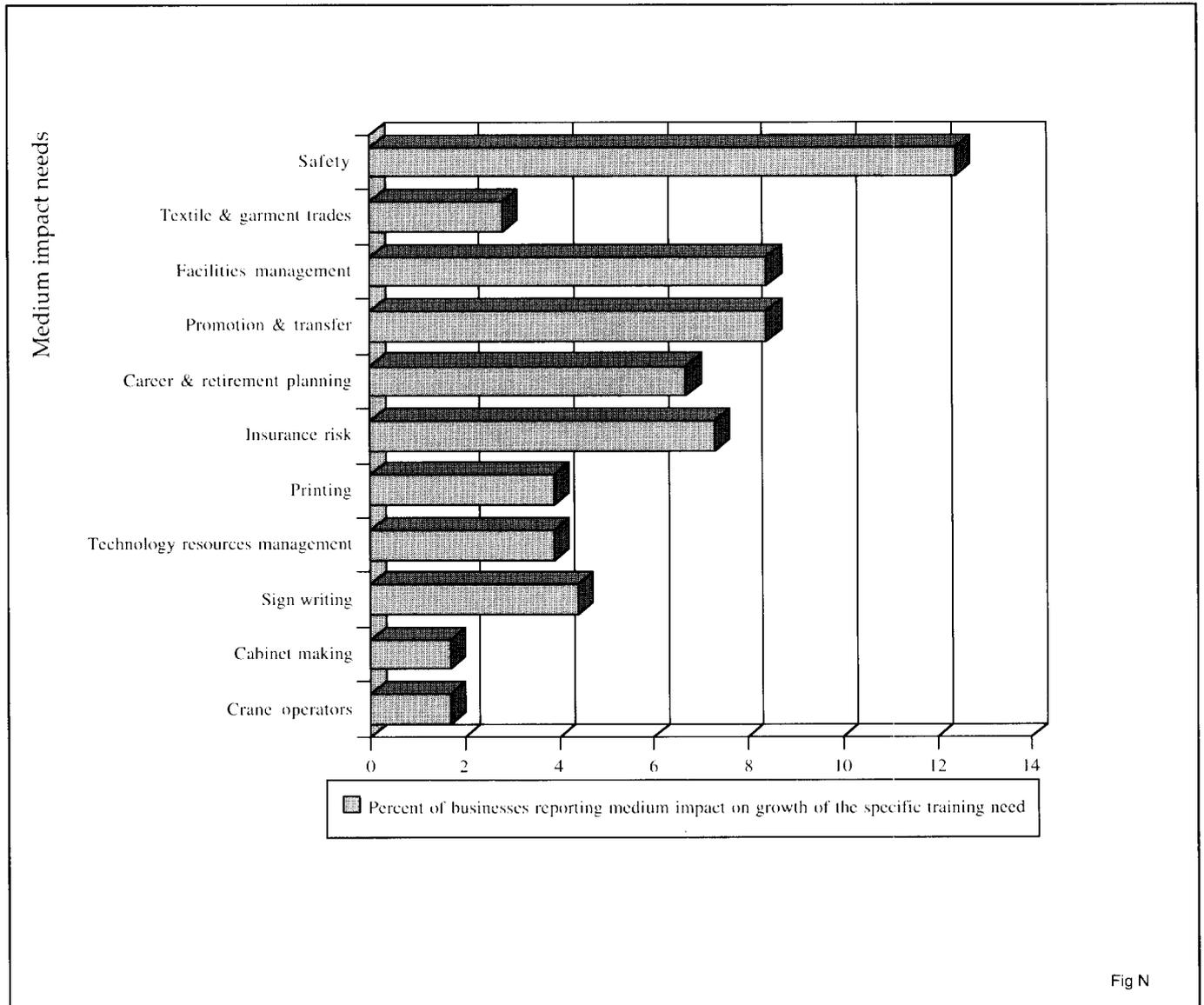


Fig N



Training Overview

continued

The eighth set consisting of three (3) low impact training needs is shown in figure O below showing male and female attendees and the total for each training need.

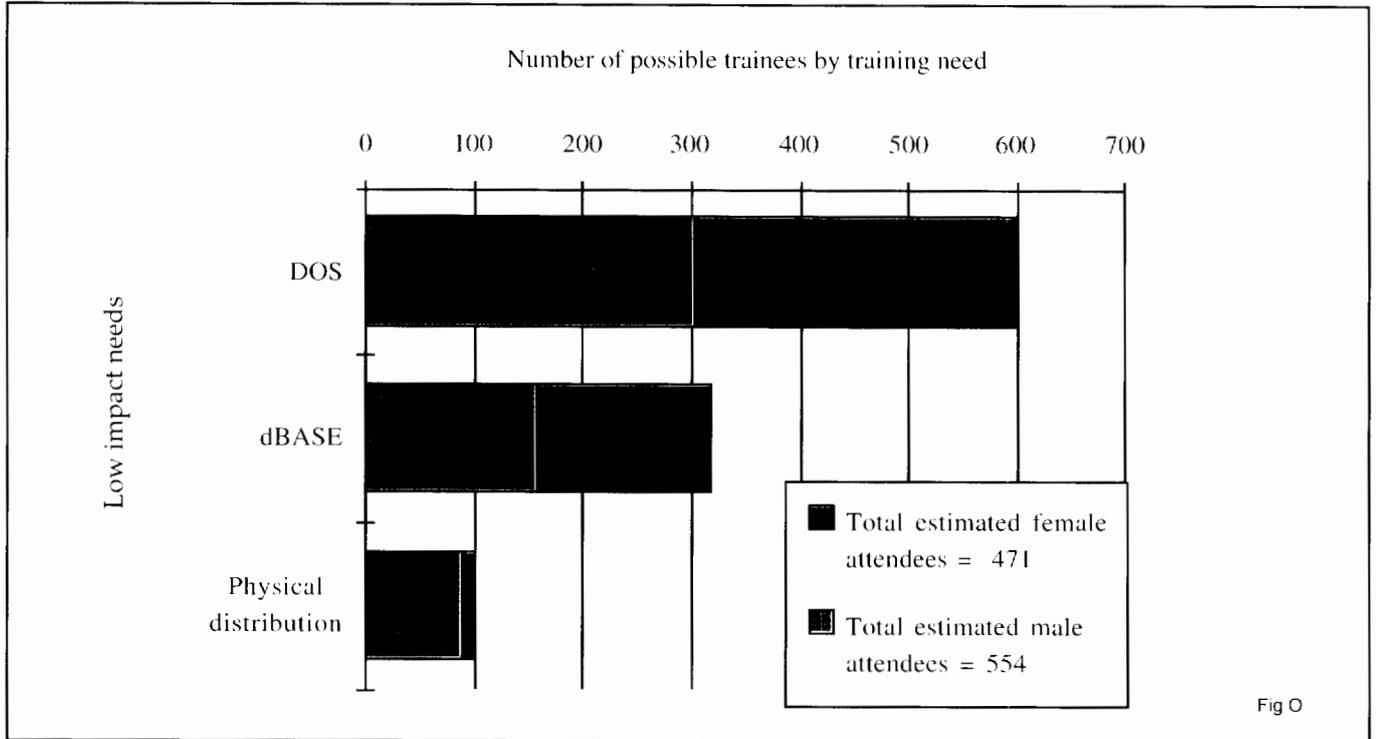


Fig O

Figure P below shows the percent of businesses indicating low impact on business growth in the eighth set of training needs consisting of three (3) low impact needs.

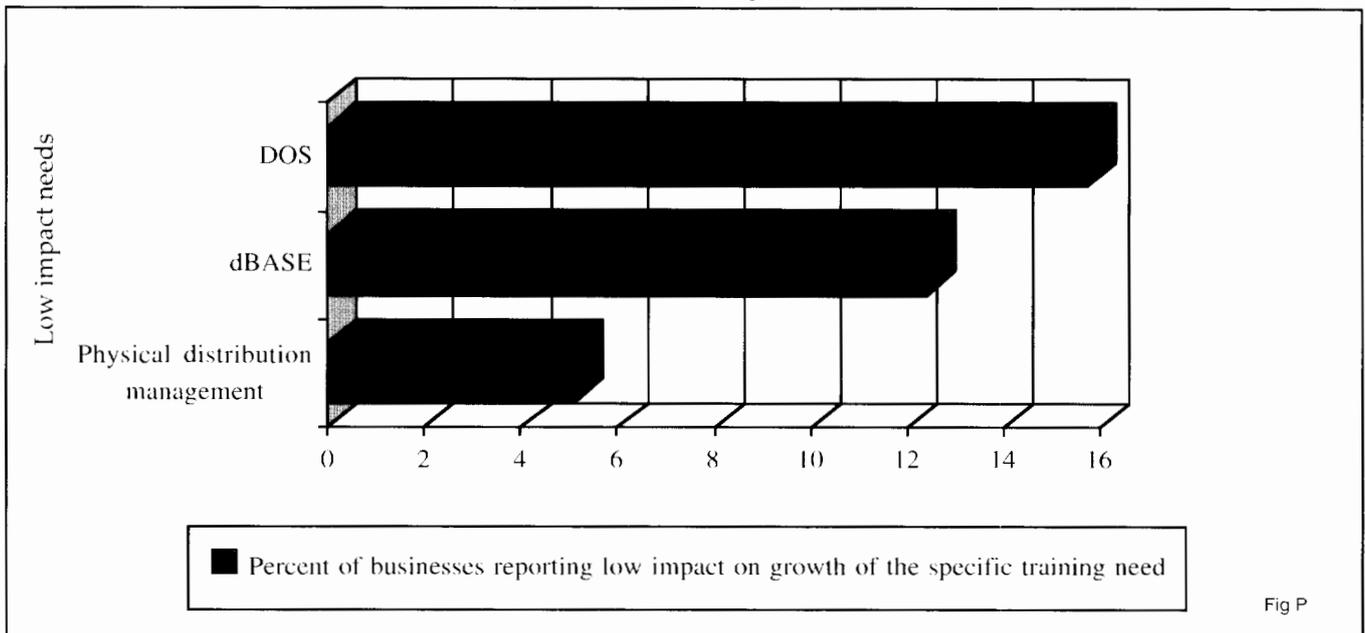


Fig P



Training Overview

continued

The ninth set consisting of eight (8) no impact training needs is shown in figure Q below indicating male and female attendees and the total for each training need.

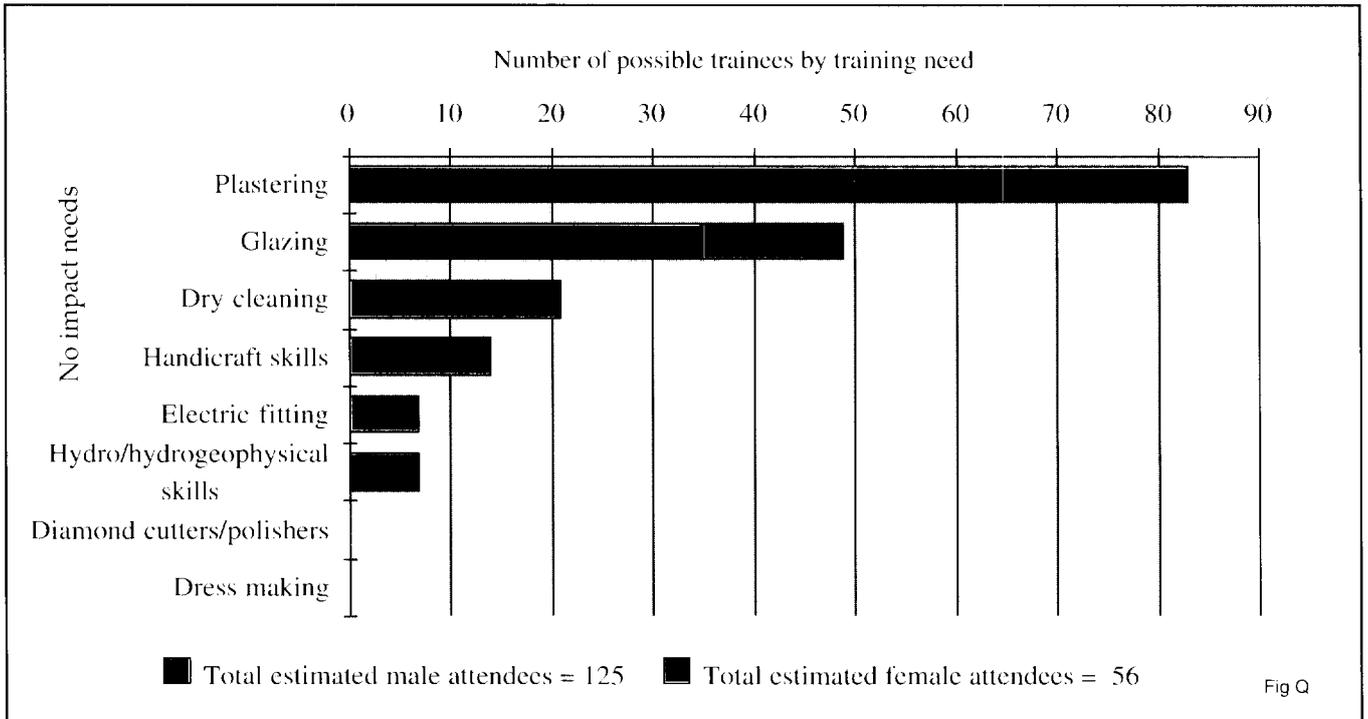
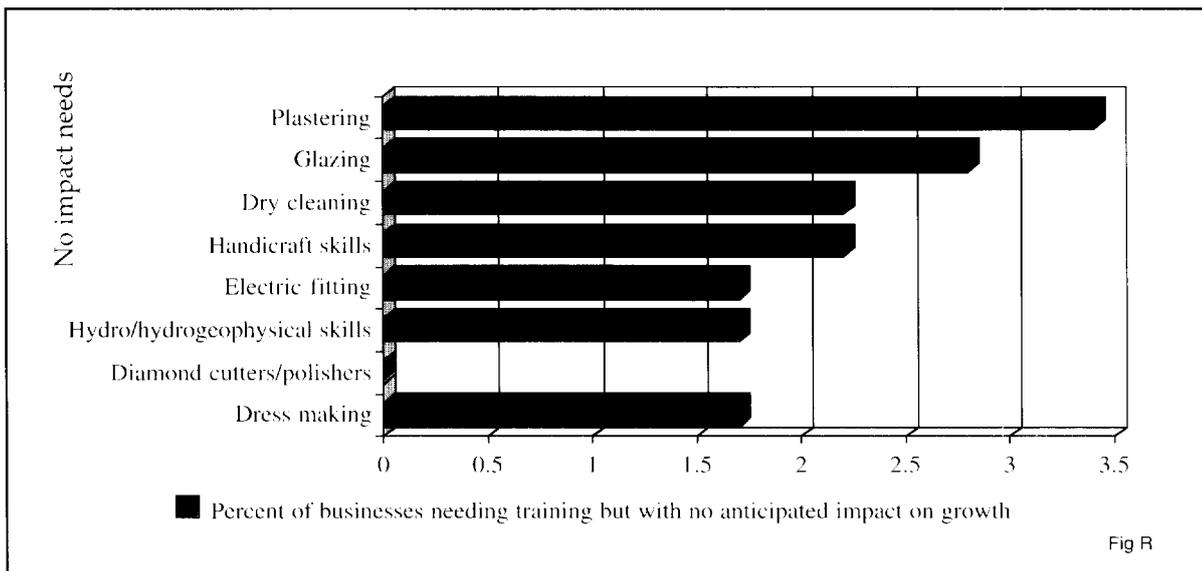


Figure R below shows the percent of businesses indicating no impact on business growth in the ninth set of training needs consisting of eight (8) no impact needs.



Population and Sample

1

Population and Sample

*Training surveys encourage
diagnosis of problems.*

*An improved employee performance helps to solve
problems and shows the visual effect of good training.*



Population and Sample

This Training Needs For Business Growth study was conducted only among BOCCIM members of record as of September 1993. It portrays the training needs as indicated by the BOCCIM members. Following the Reference Group’s decision to use statistical sampling, the statistician advised that a 20% sampling would provide adequate confidence after non-responses and other non-observations were considered. Hence, a 20% sample from each of the 18 operational business sectors of BOCCIM was used. (Fig 1)

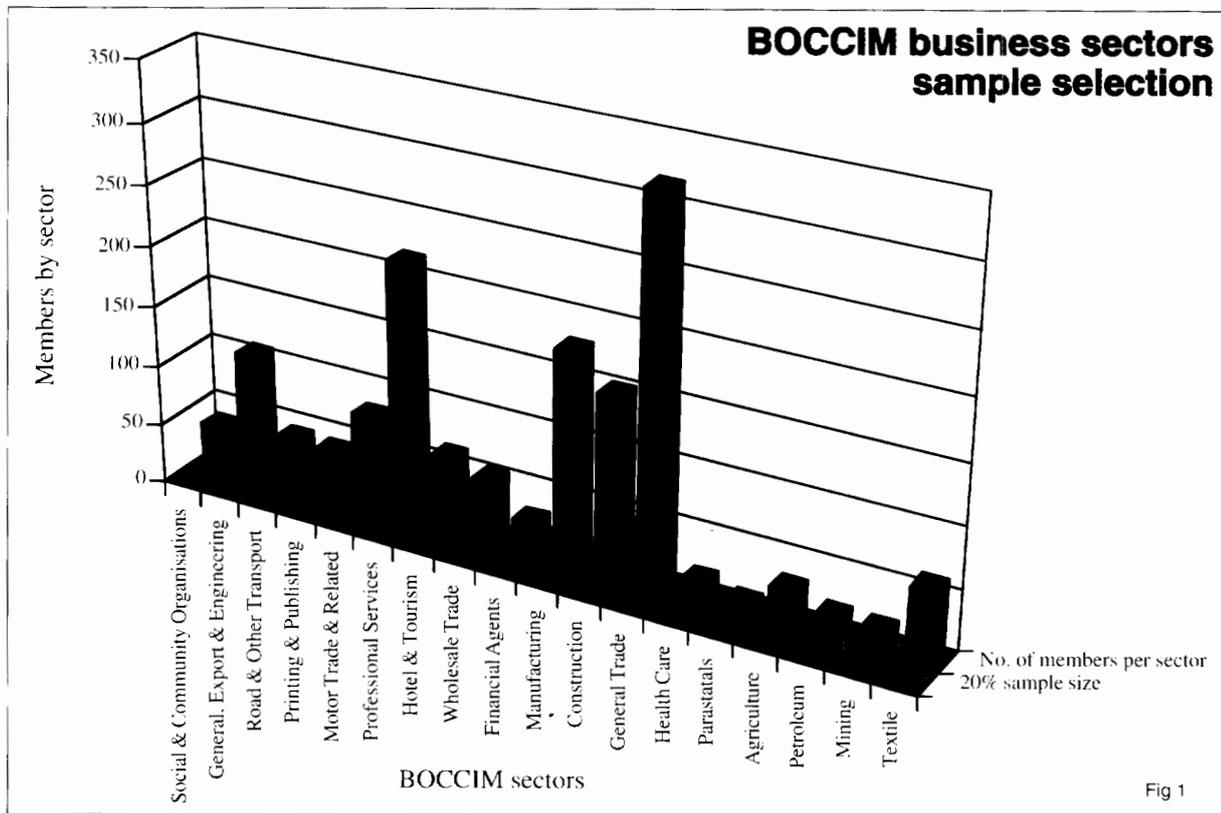


Fig 1

An alphabetised list of all BOCCIM members provided the following: (a) specific membership by sector, (b) location of each business, (c) number of employees and (d) their gender.

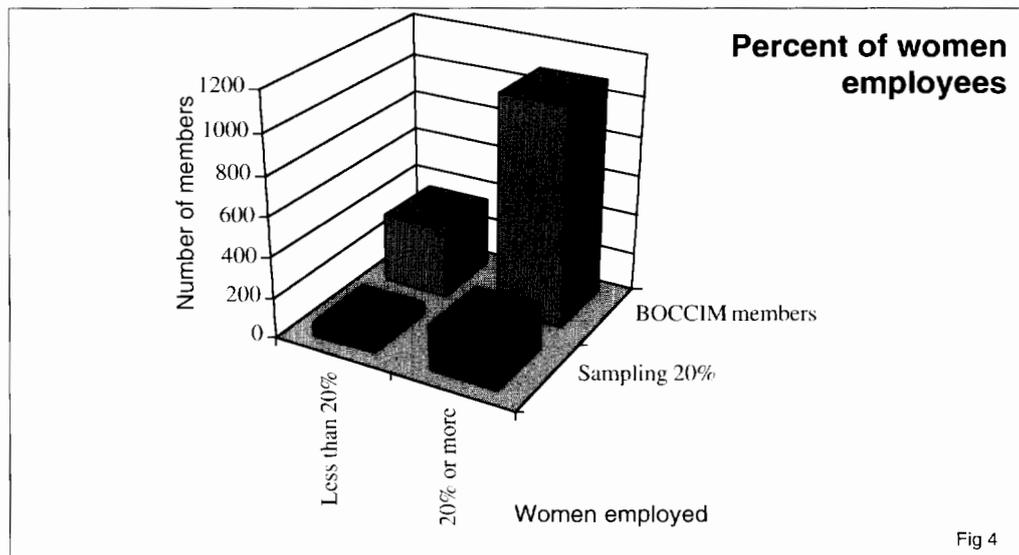
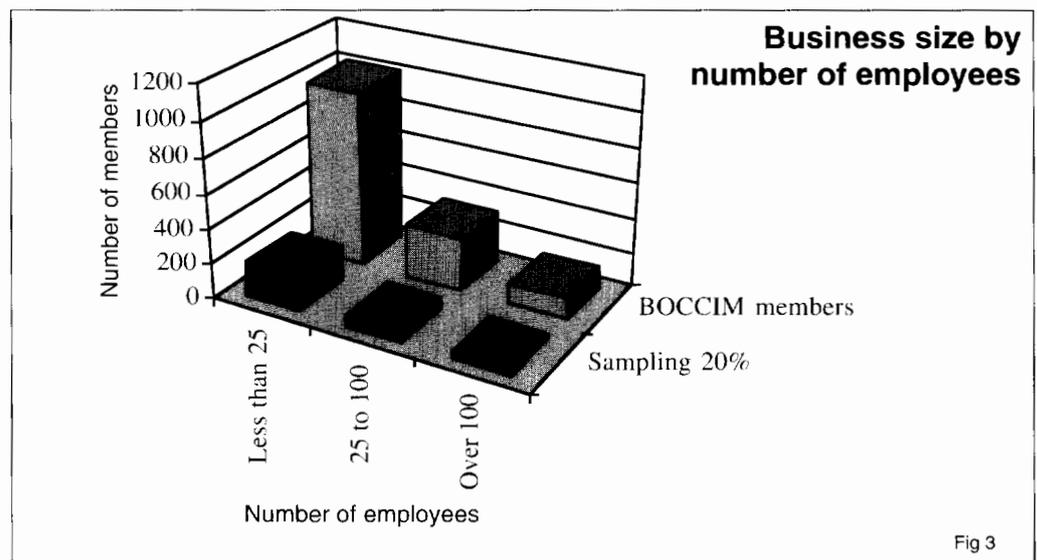
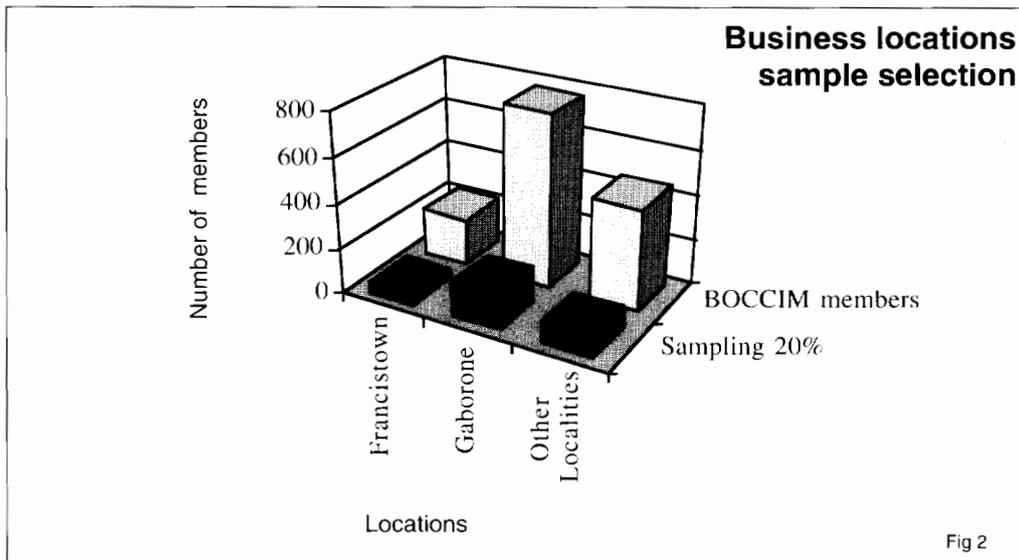
This study was designed to be sensitive to three geographic areas: (1) Francistown, (2) Gaborone and (3) other locations. Businesses were sized by number of employees: 25 people or less; 26 to 100 people and over 100 people. Businesses were further divided by gender where women made up 20% or less of their workforce and more than 20% of the workforce. Using these parameters, a self-weighting stratified sample was developed with a controlled selection technique.

A total of 290 BOCCIM members (20.2% of the total membership) comprised the selected observation group. The businesses surveyed are shown graphically in Fig 1 above by business sector. On the following page graphs show their business location (Fig 2), business size by number of employees (Fig 3) and businesses by percent of women employees (Fig 4).



Population and Sample

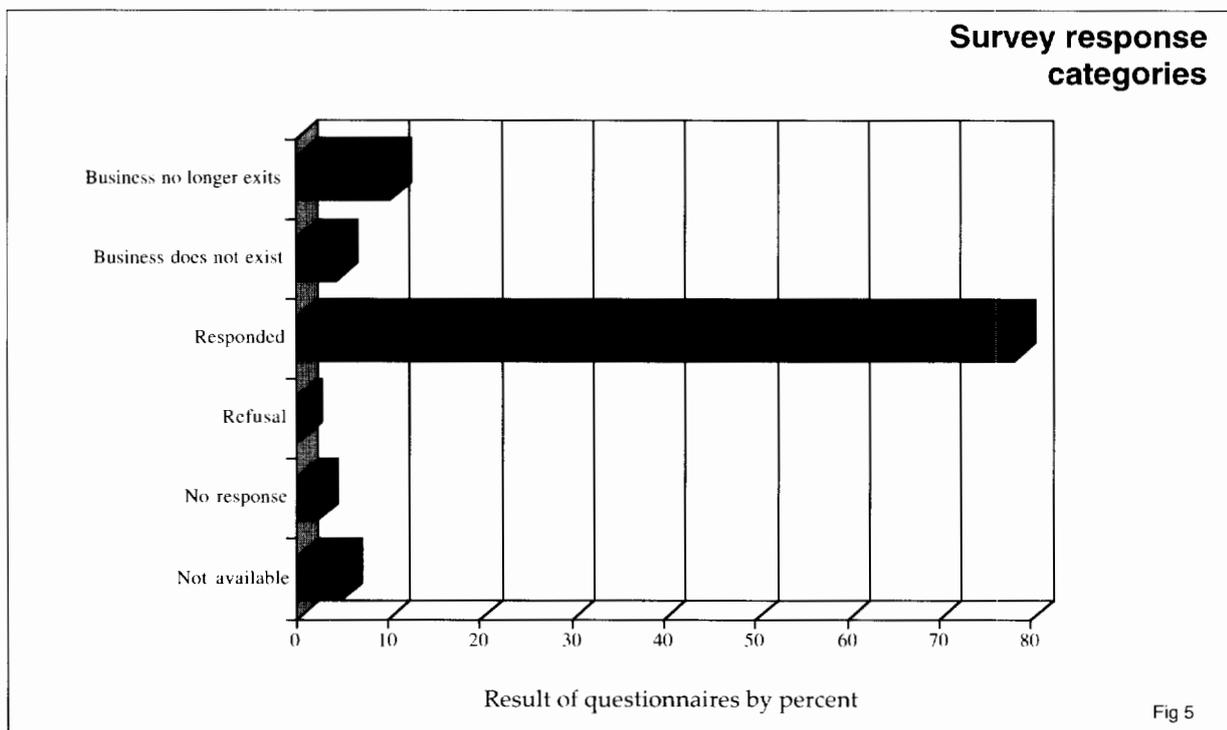
continued



Population and Sample

continued

A combination of face to face interviews and postal questionnaires were used to collect this data. Of the 290 questionnaires sent out 228 were returned. Of the 228 questionnaires that were returned, there are 50 'non-responses' that indicated the businesses were not known or never physically existed. This represents 4.4% of the total BOCCIM membership. Another equivalent 4.8% of the total membership were returned indicating that they were not available to respond during the study period. An analysis of the businesses that were no longer in existence revealed that of small businesses 12.5% had closed. Among medium size businesses 6.5 % closed and of big businesses there were zero 0% closures. See Figure 5 below.



It is recognised that the elements in the non-response categories of 'Business no longer exists' and 'Business does not exist' as shown in Fig 5 do not belong in the study population. It is therefore concluded that except for the questionnaires which did not come back at all, the response rate was very satisfactory.

The data indicate that 75.6% of the small businesses responded – and 80.4% of medium size businesses responded, while 95% of the big businesses selected returned their questionnaires. Extrapolation shows that of the 1,435 BOCCIM members of record in September 1,228 (85.5%) existed at the time of the survey.

With responses from 178 businesses (14.5%) as a self-weighting-sample, it is easily concluded that the completed and returned questionnaires are also representative of the businesses that did not respond. Thus this data provide an insight into the population of all BOCCIM members as of September 1993, as well as to its various sub-populations – such as the business sectors.



Population and Sample

continued

As noted earlier, the BOCCIM membership is grouped into eighteen (18) unique sectors. Figure 6 shows the distribution of surveyed businesses by sector and by number of employees. For example 5.8% of the businesses are in Motor Trade and Related and have 25 or less employees. Most businesses are in General Trade and employ less than 25 people.

Distribution of surveyed businesses by sector and number employed

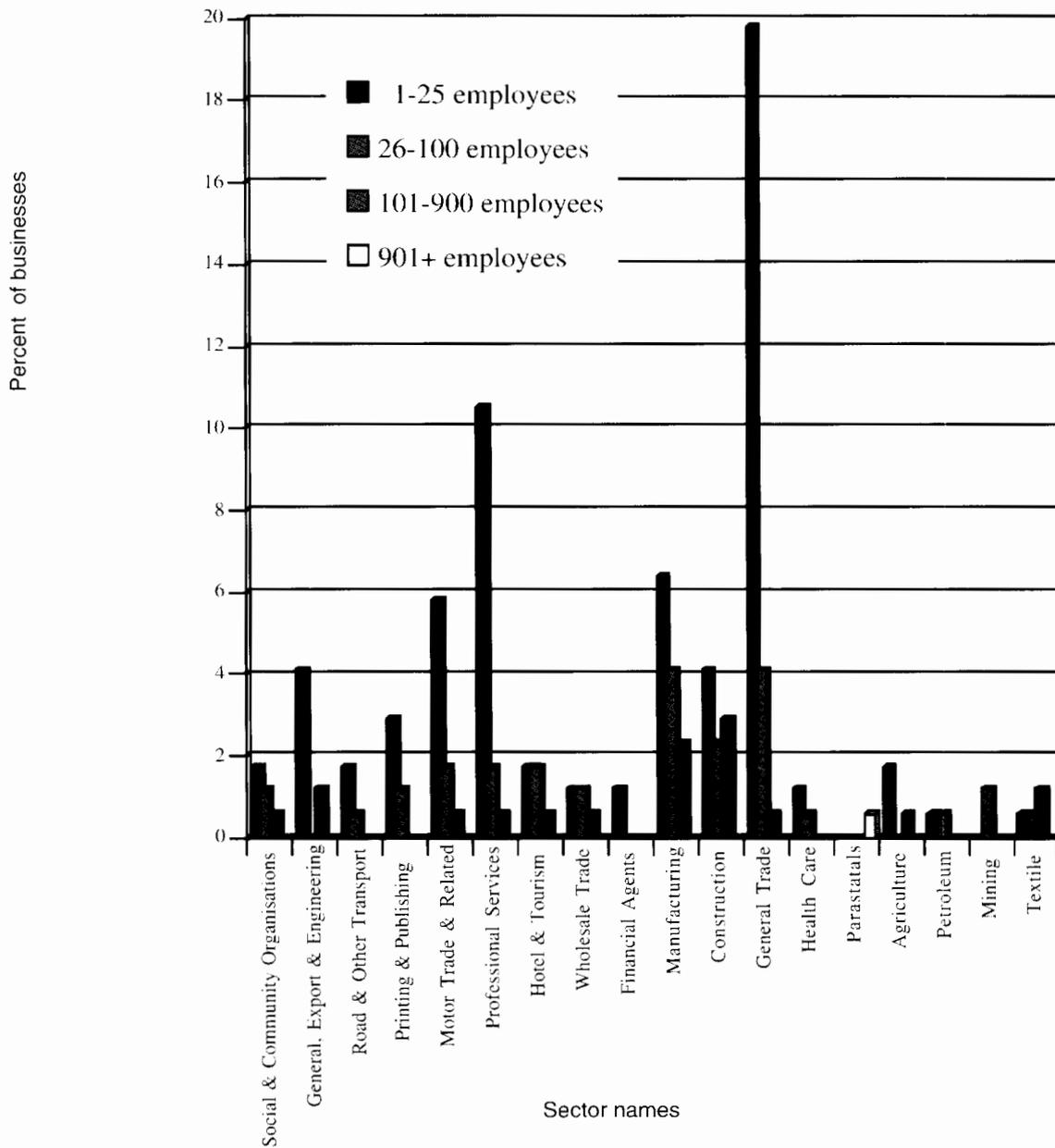


Fig 6



Population and Sample

continued

Figure 7 below, shows businesses by sector and by proportion of women employed. About 12.4% of the businesses in the Manufacturing Sector have less than 20% women in their workforce. On an overall basis 90.4% of businesses have less than 20% women, while only 6.4% have more than 20% women in their employment.

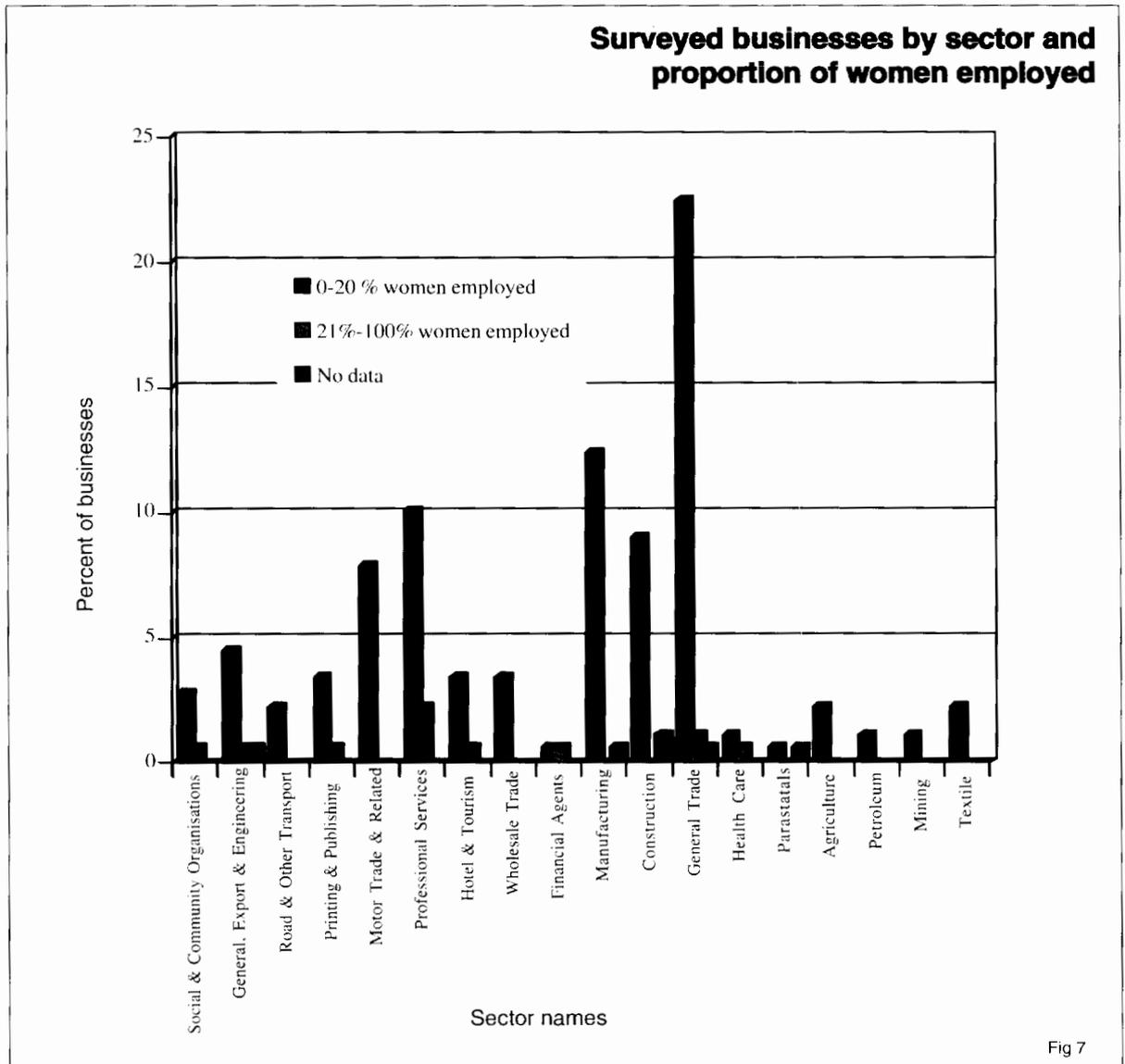


Fig 7

Businesses were also classified by sector and the location of the largest establishment in that sector. Figure 8 on the following page shows that of the three locations considered – Gaborone, Francistown and other areas, about 12.9% of the businesses are General Traders operating outside Gaborone and Francistown. Note that the majority of businesses are located in Gaborone and that 64.9% of all businesses employ 25 or less people.



Population and Sample

continued

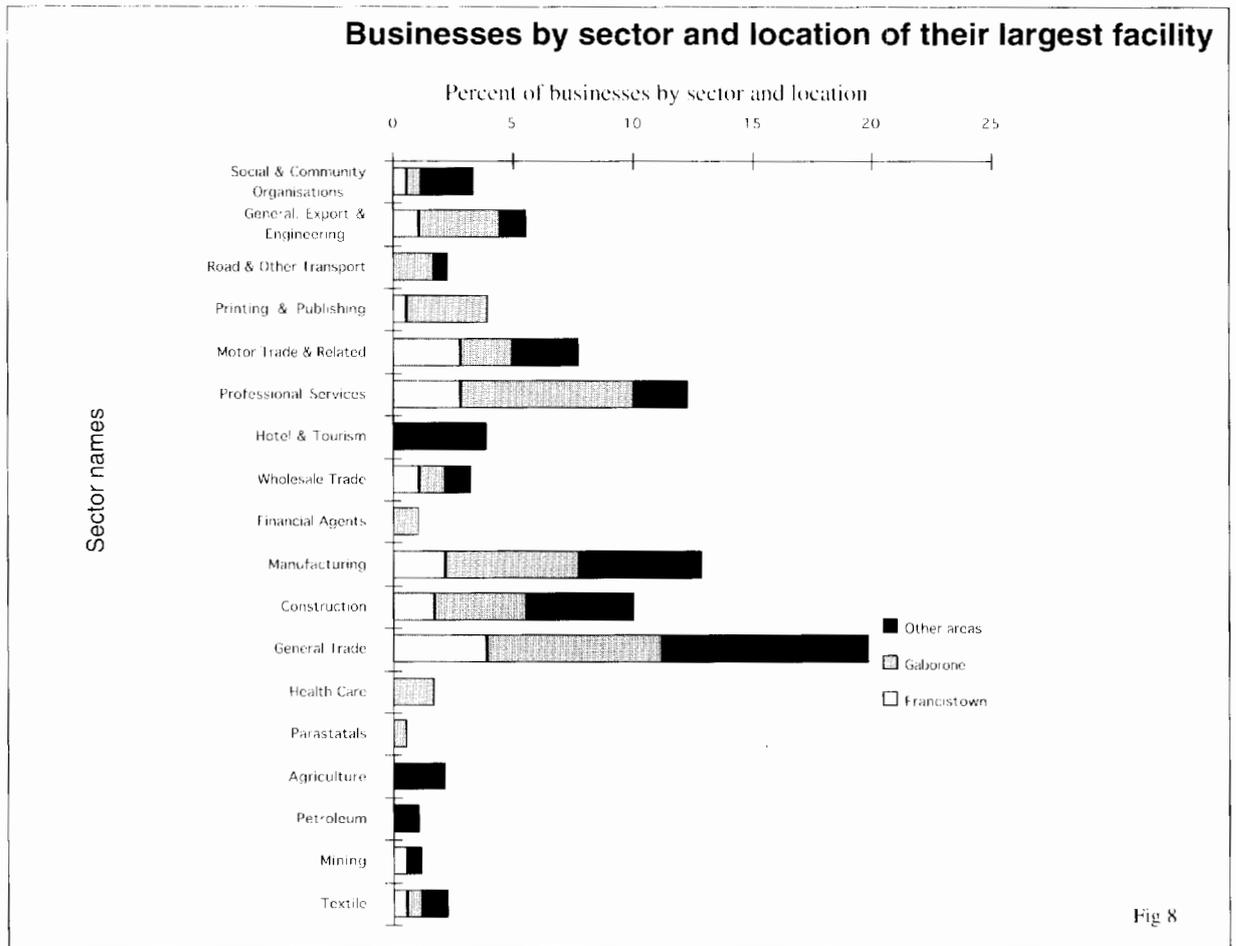


Fig 8

Figure 9 shows businesses by size and proportion of women employed. It indicates that 93% of businesses have less than 20% women in their employment, and amongst these businesses 64.9% have a total employment of 25 or less people.

Please note: The data in figure 9 was obtained from field inquiry whereas the data shown in figure 4 came from BOCCIM records. Timing and/or other factors may account for the differences.

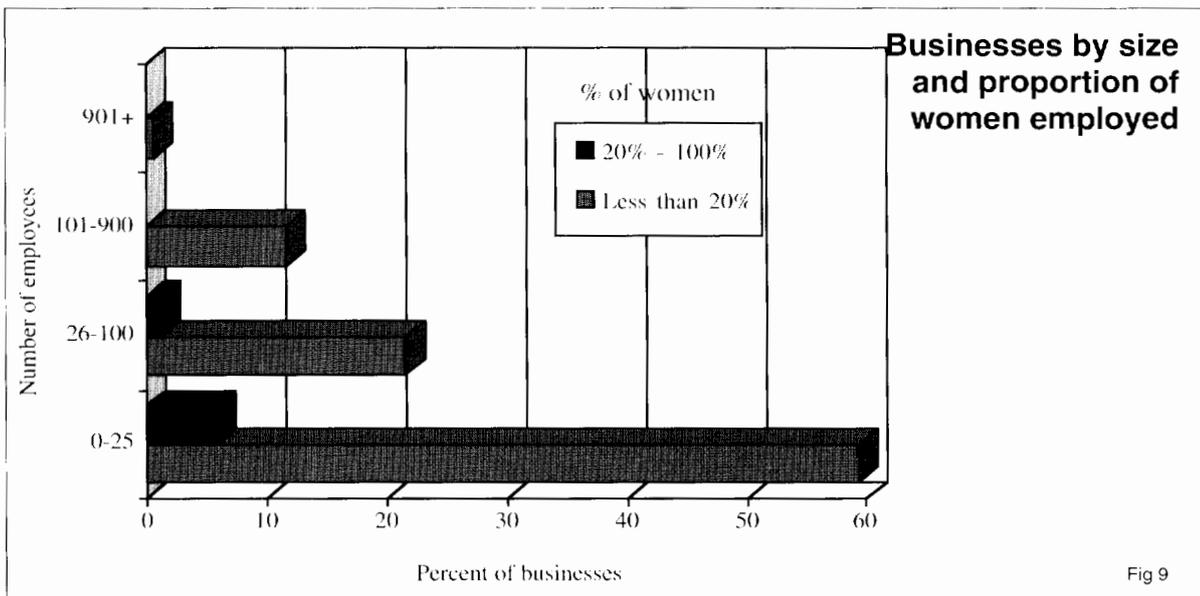


Fig 9



Population and Sample

continued

Most businesses (75.3%) operate as Limited companies. The next largest group are Sole Traders (10.7%). See figure 10.

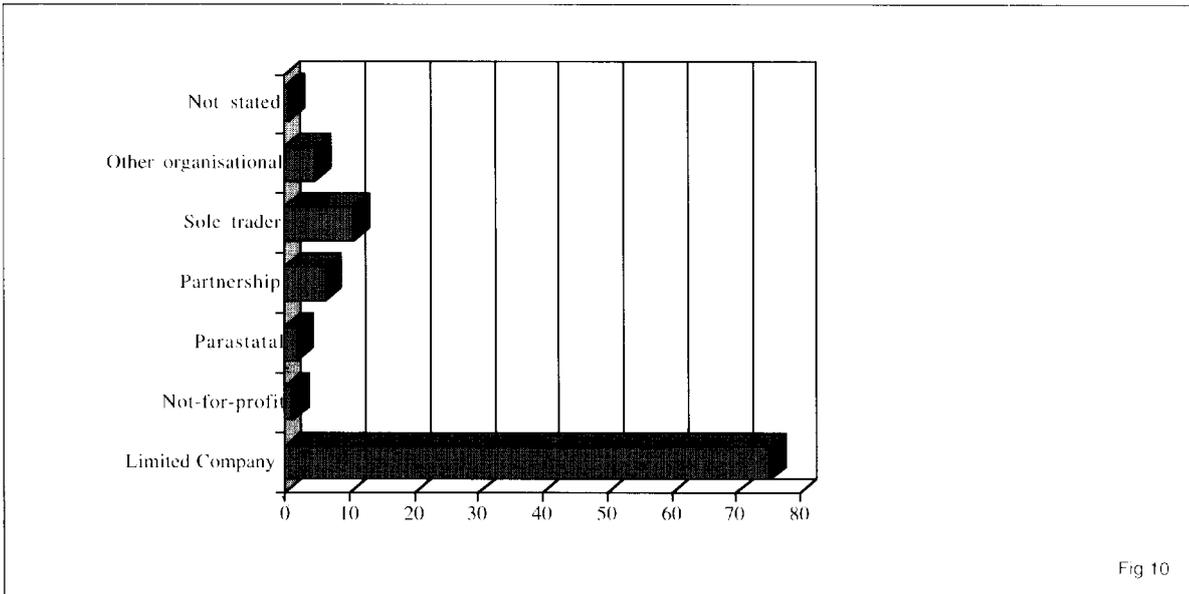


Fig 10

This survey has divided employment of staff into five categories. They are: (a) top management, (b) middle management, (c) supervisors/foremen, (d) artisans and/or tradesmen and (e) unskilled.

Figures 11 through 20 on the following pages show various aspects of business ownership in Botswana. In each column there are two sets of data. The first data series represents the percent of businesses owned by the respective group of people. The second data series are shown with either



for men or



for women,

and indicate the percent of ownership by the gender with nationality of people. The baseline figures 1 through 24 numbering the columns and (as in figure 11) to represent the sample responses in the data series.



Population and Sample

continued

In figure 11, below column 1 shows that 41.3 % of businesses surveyed have no ownership by Batswana men. Column 13 indicates a 50% ownership by Botswana men in 16.9% of the businesses. Column 24 shows that 23.3% of the businesses in Botswana are 100% owned by Batswana men.

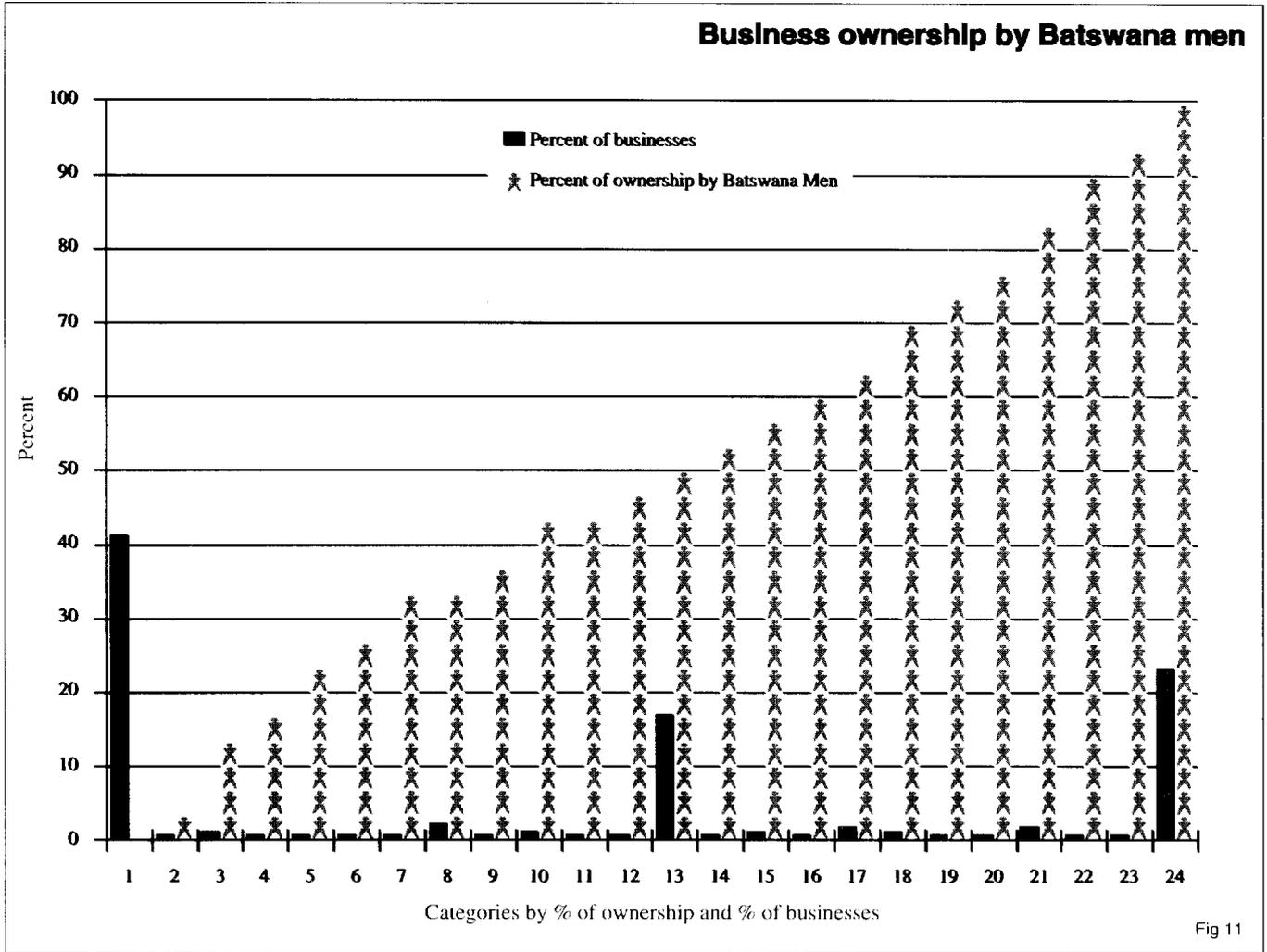


Fig 11

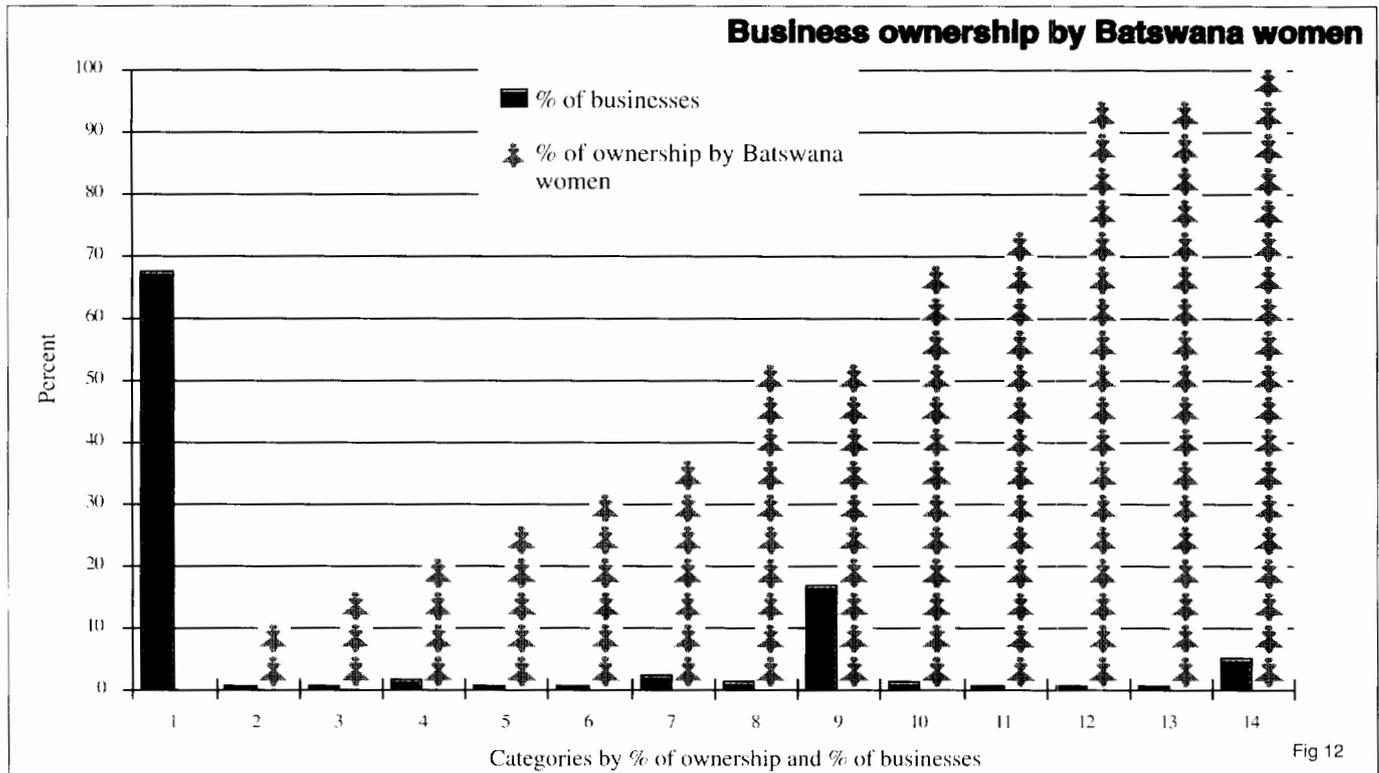
Batswana women have some ownership of 34.8% of businesses. In 16.9% of businesses Batswana women have 50% ownership. On the average Batswana women have ownership in 18.1% of all businesses surveyed. Of the businesses surveyed, Batswana women have no ownership in 67.4% versus 100% ownership in 5.2%.

See figure 12 on the following page. ➡➡➡

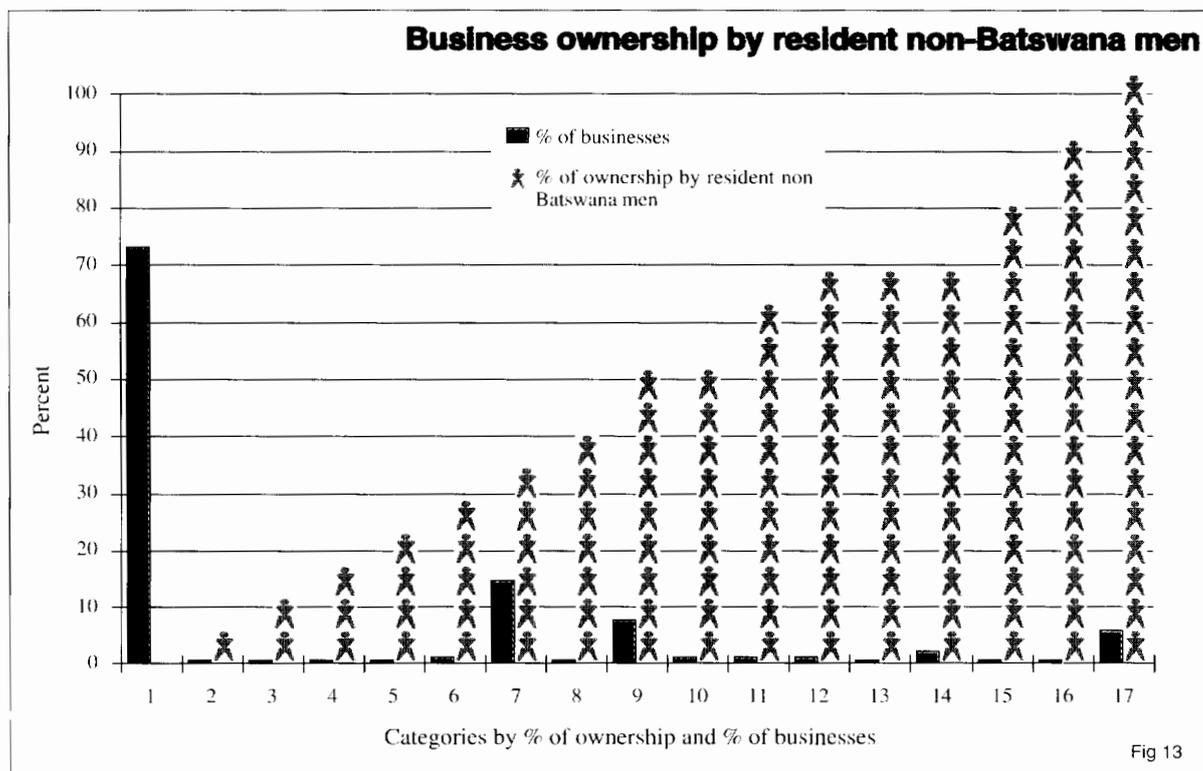


Population and Sample

continued



For non-Batswana men there is a 50% ownership in 7.3% of the businesses and 100% ownership in 5.6% of the businesses. On the average expatriate men have 16.0% ownership in Botswana businesses. In figure 13 below, column 1 shows that expatriate men have no ownership in 73.3% of the businesses surveyed.



Population and Sample

continued

In 5.8% of the businesses expatriate or resident non-Batswana women have about 50% ownership. In most of the businesses non-Batswana women have no ownership. Column 1 of figure 14 below shows 0% ownership in 85.5% of the businesses. There are very few businesses in which expatriate women own 100% of the business. Overall the average ownership by expatriate women in Botswana businesses is 6.3%.

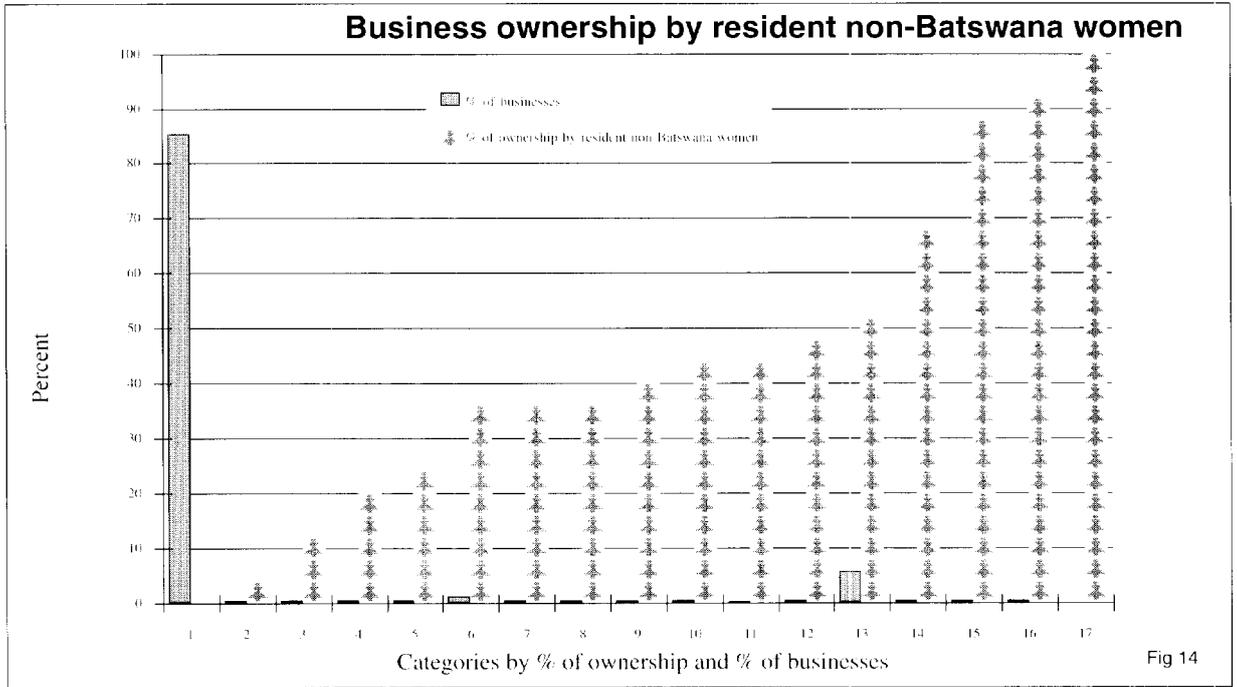


Fig 14

In figure 15 about 9.5 % of businesses have non-Batswana men as 100% ownership. These businesses could also be foreign listed companies. The overall average business ownership by non-Batswana men is 17.1%.

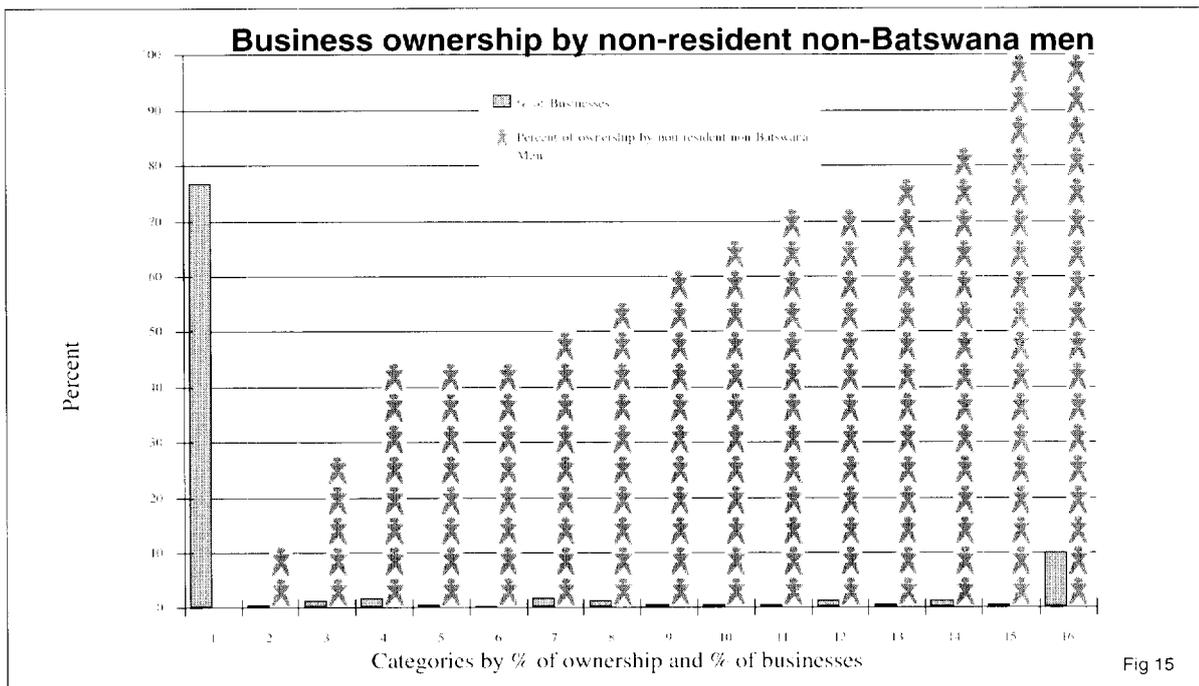


Fig 15



Population and Sample

continued

Non-resident/ non-Batswana women have ownership in very few businesses. The average ownership is only 1.5%. See figure 16.

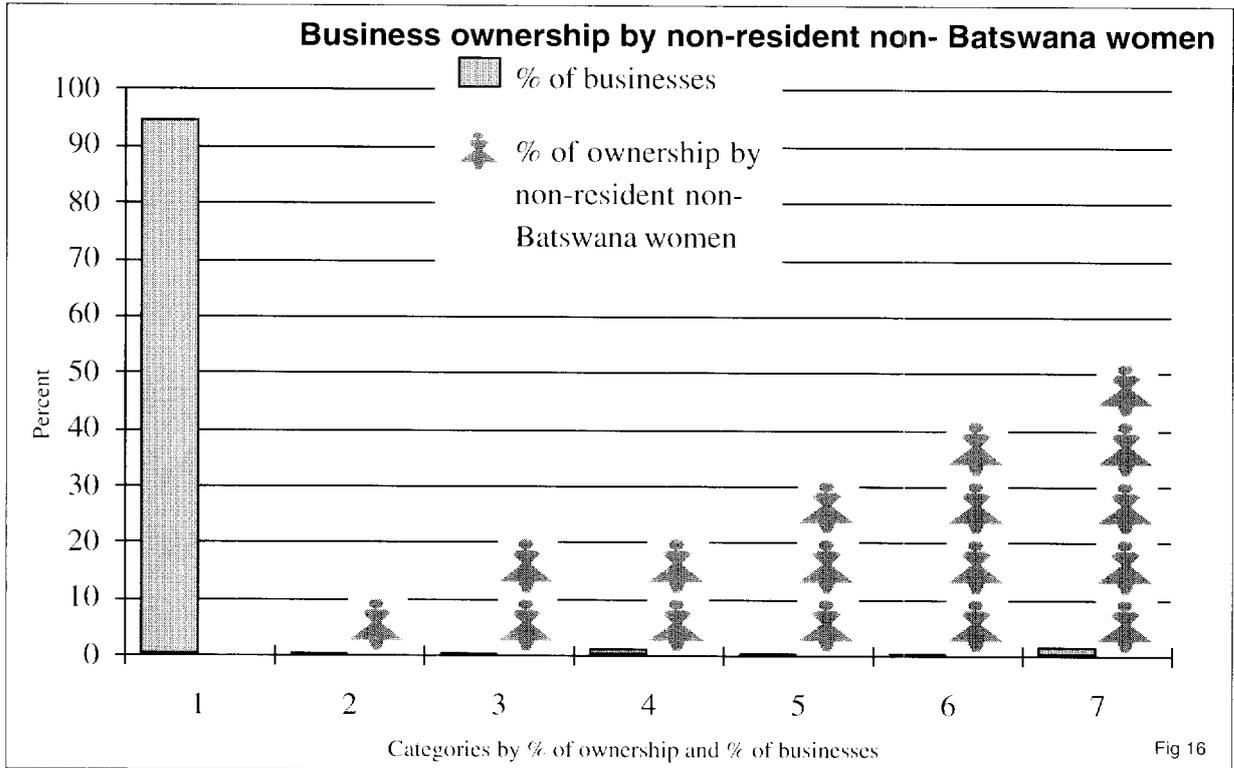


Fig 16

More than 50% of businesses, Batswana have 100% ownership, but they have no ownership in 33% of the businesses. See figure 17.

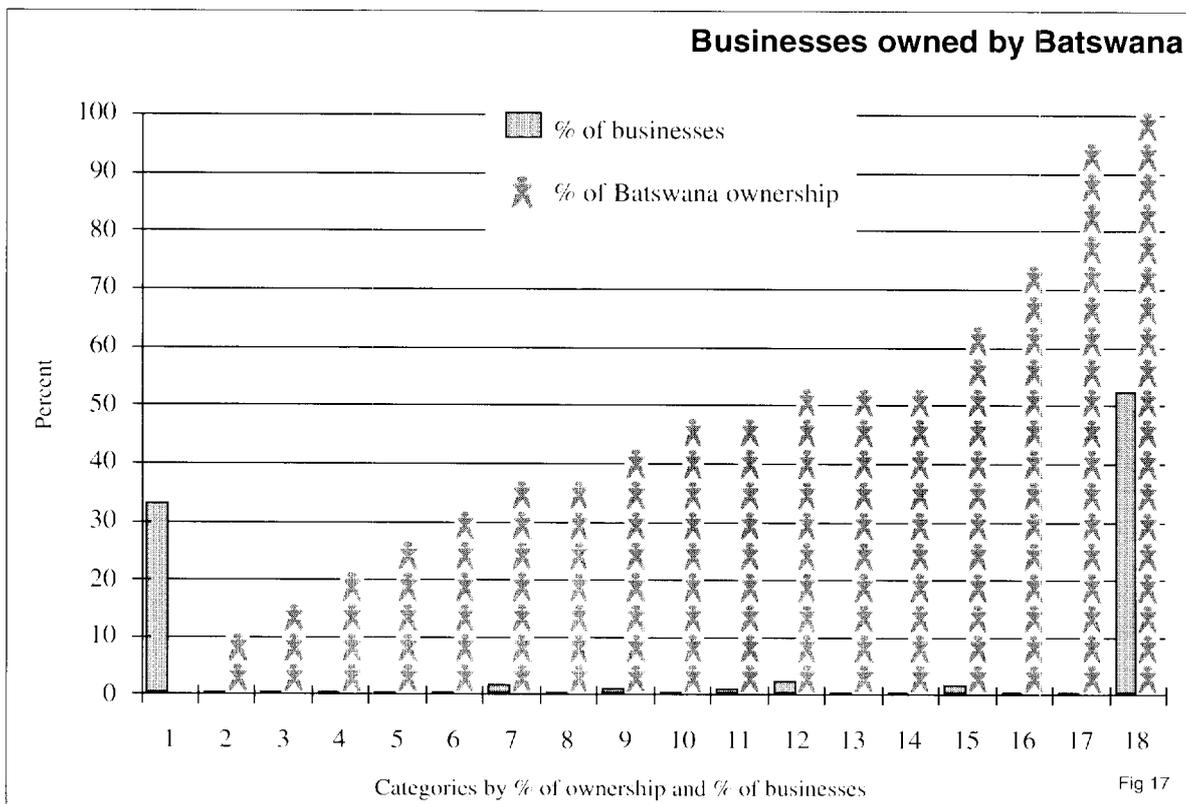


Fig 17



Population and Sample

continued

Resident non-Batswana have no ownership in 71.5% of businesses while they have 100% ownership in 14.6% of businesses. See figure 18.

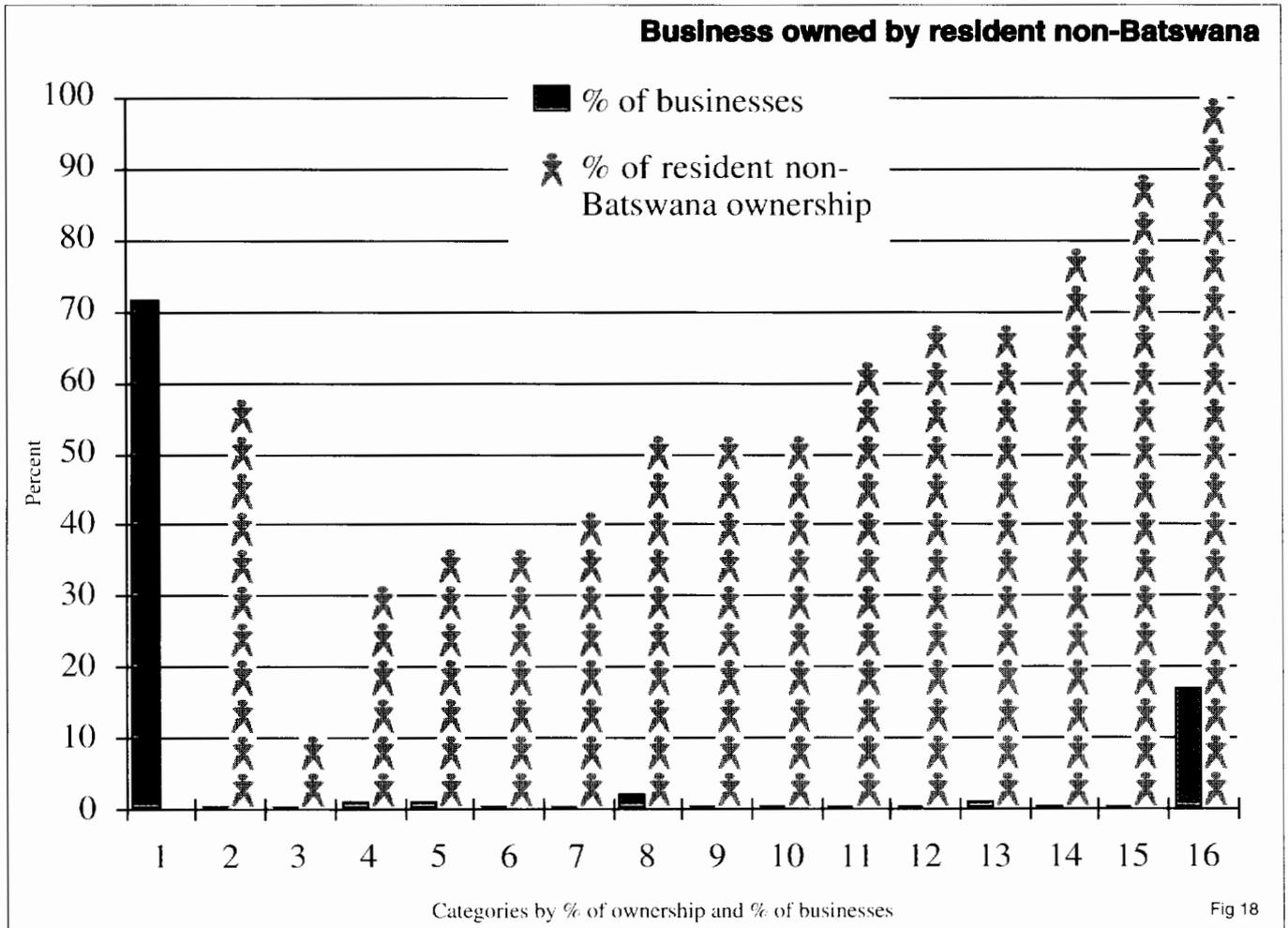


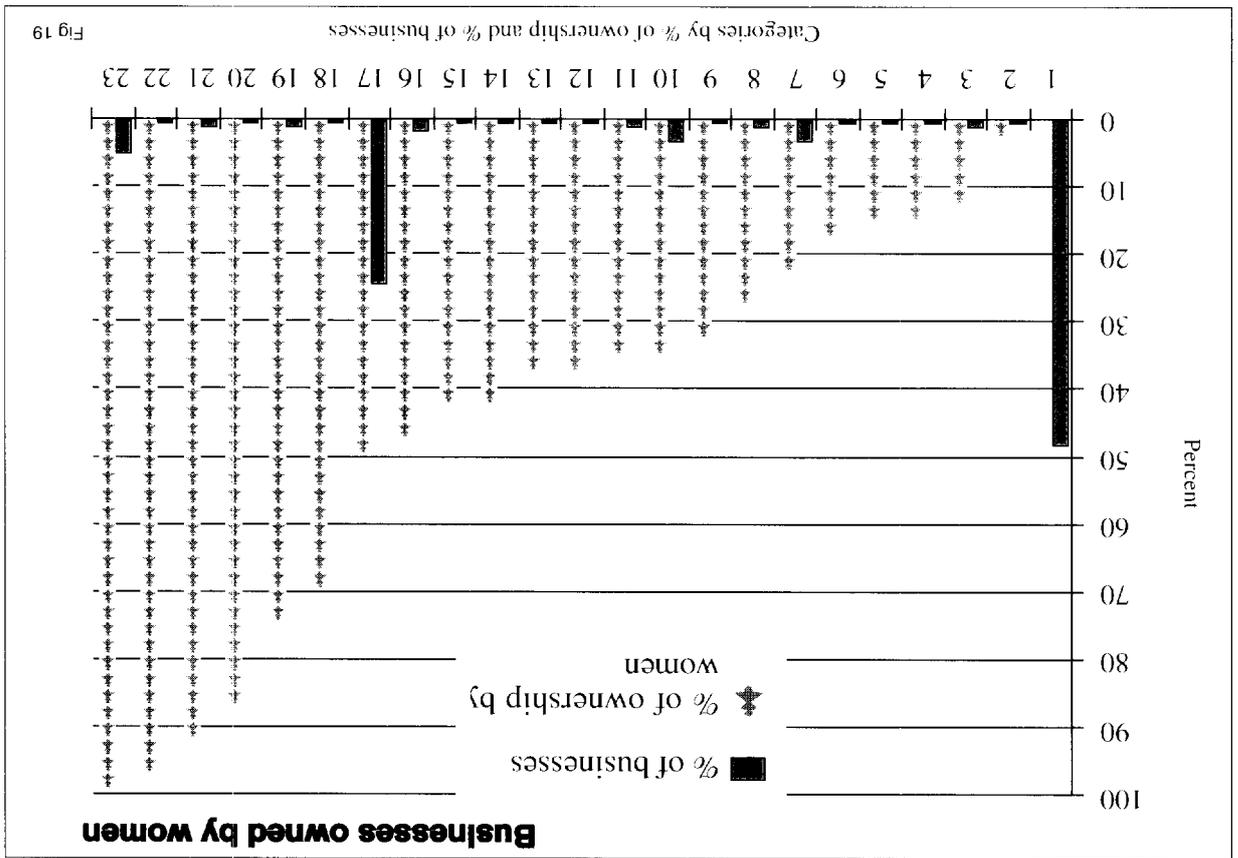
Fig 18

In 48.3% of businesses, women have no ownership. However in 24.4% of businesses they own about 50% while in 5.2% of businesses women have 100% ownership. See figure 19 on the following page. ➤➤➤

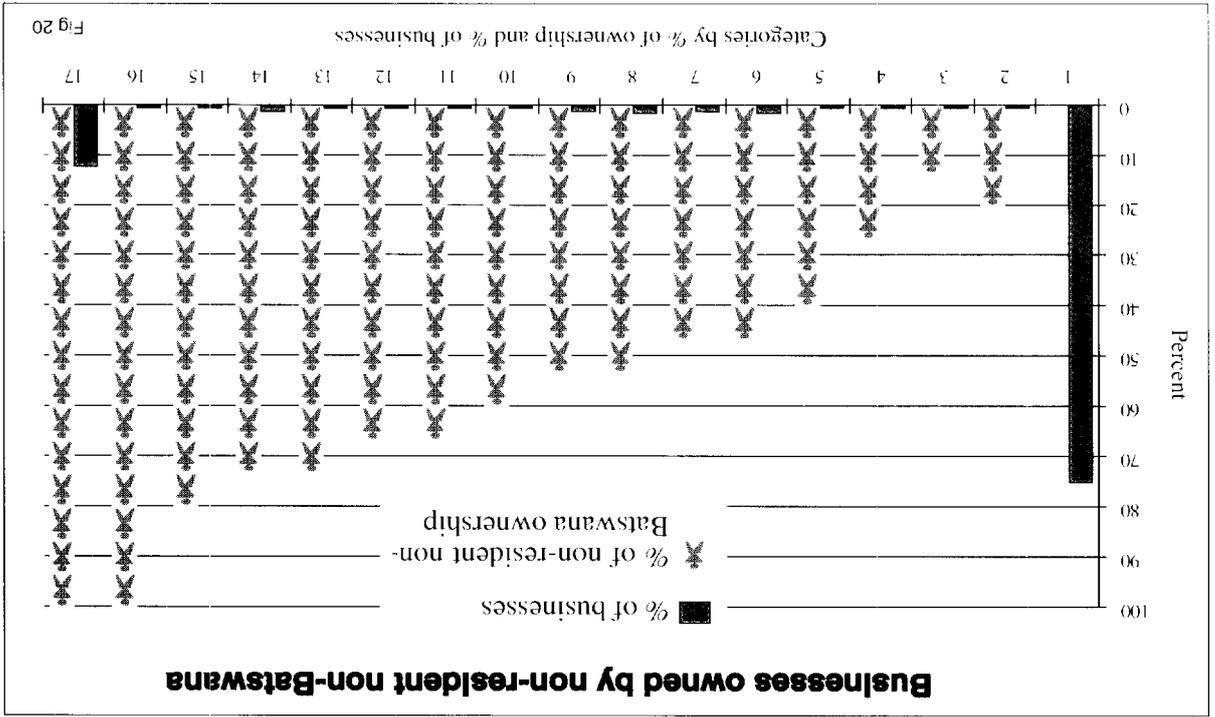


Population and Sample

continued



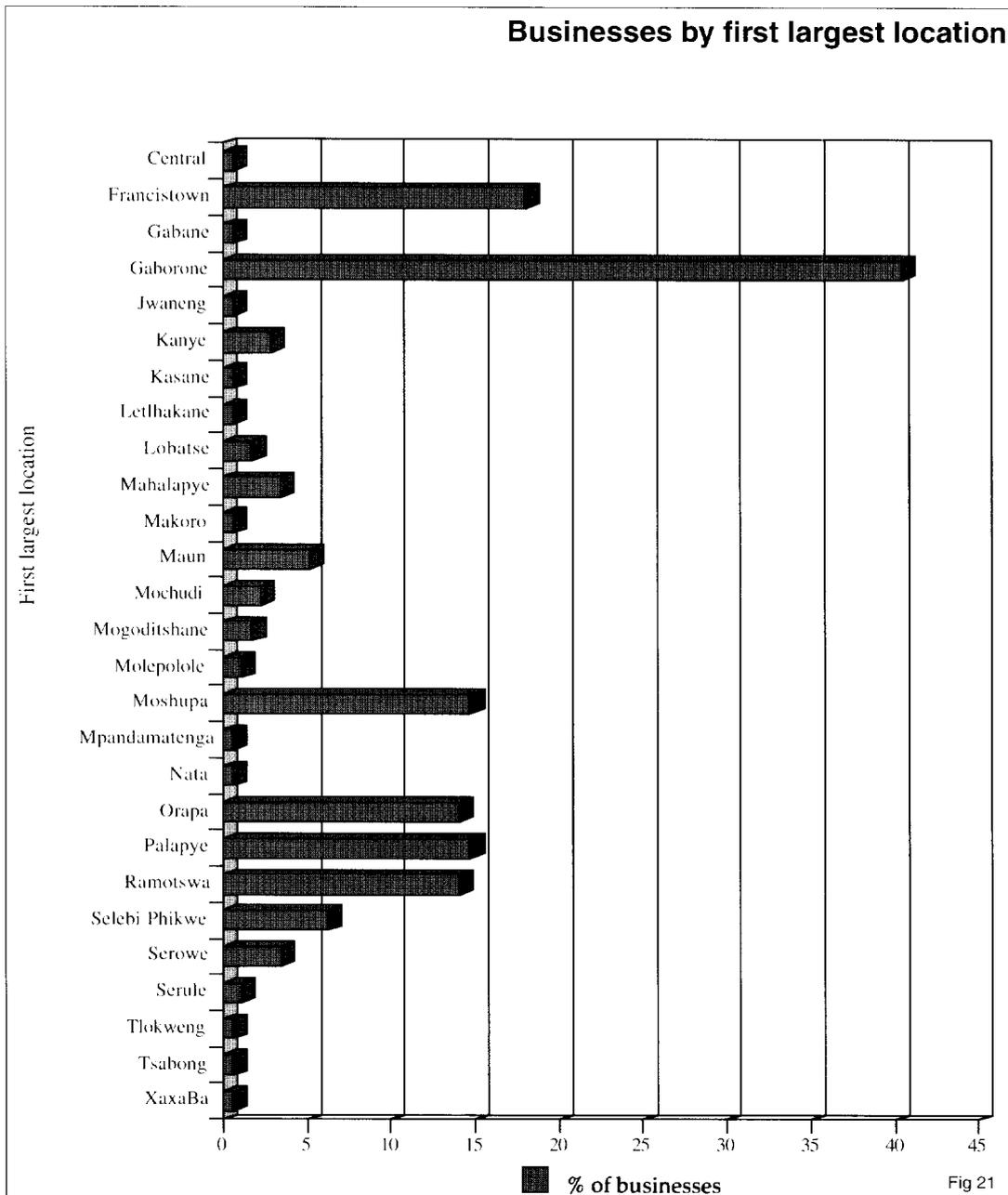
■ in 11.8% of businesses non-resident non-Batswana have 100% ownership, while in 72.3% of businesses they have no ownership. See figure 20 below.



Population and Sample

continued

Most businesses have only one location, but 3% of businesses have 5 or more locations. The most frequent location for many businesses is Gaborone. The second most preferred location is Francistown, then other locations as shown in figure 21. The first largest location for businesses is 40.4% in Gaborone with 18% in Francistown.

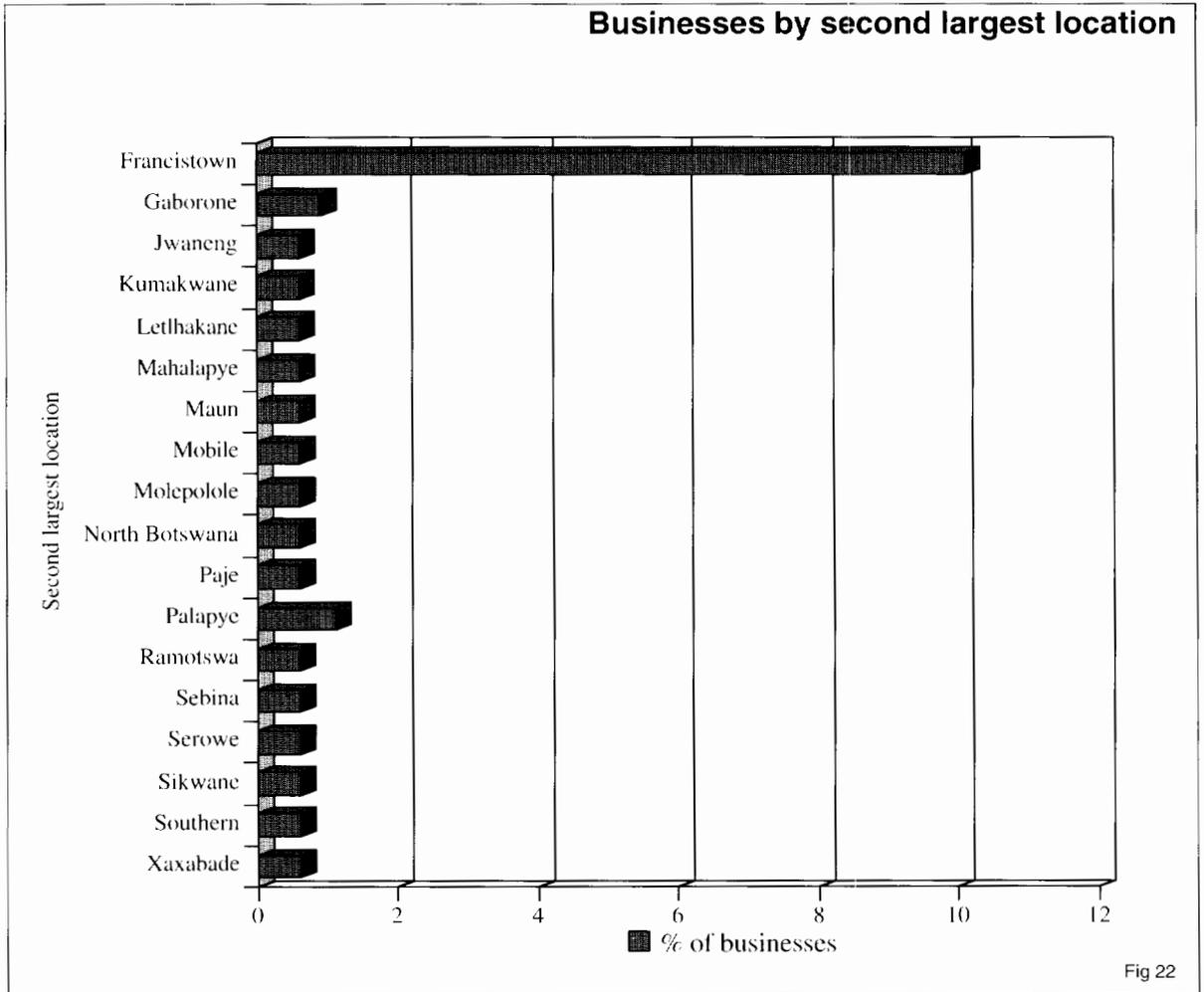


Multiple locations of the same business occur in 27.7% of the companies responding. Figure 22 on the following page shows that Francistown is the first choice for a second location with Palapye next, followed by Gaborone. ➡➡

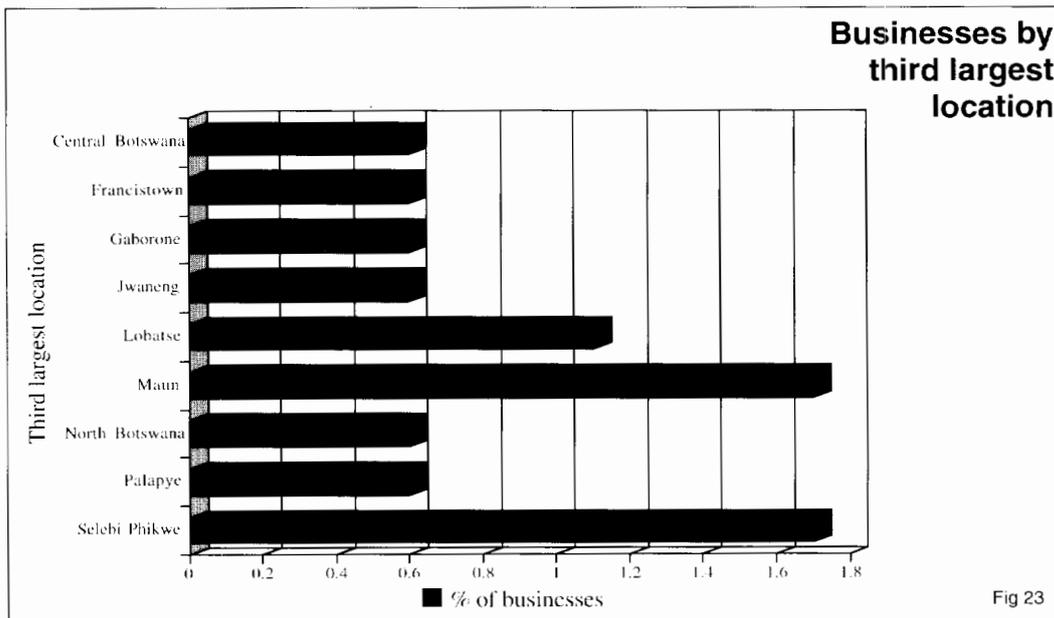


Population and Sample

continued



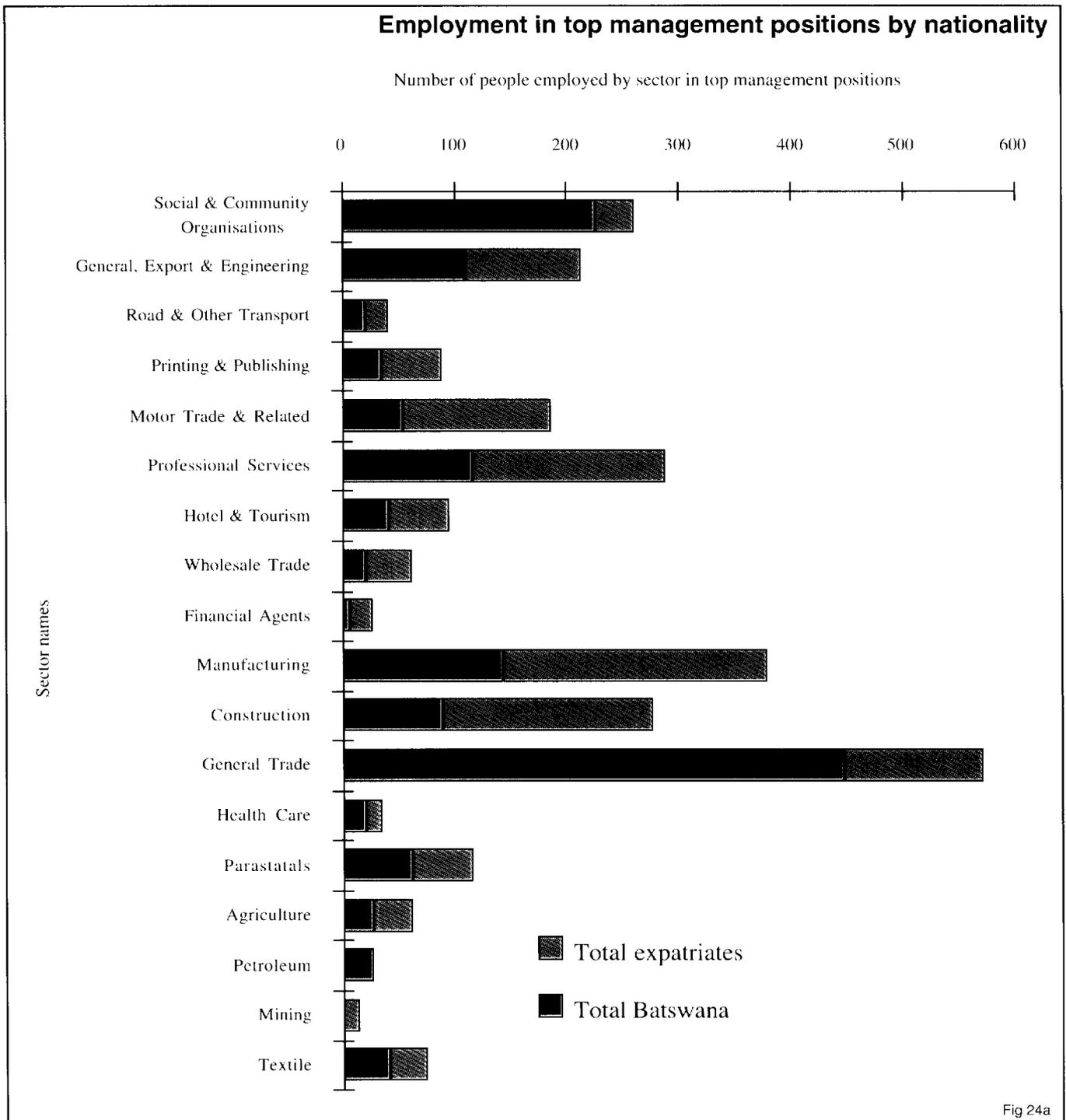
About 8.2% of businesses have more than two locations. The most preferred places for the third largest locations are Maun, Selebi-Phikwe and Lobatse. See figure 23 below.



Population and Sample

continued

This survey divided employment of staff into five categories. They were: (a) top management, (b) middle management, (c) supervisors/foremen, (d) artisans/tradesmen and (e) unskilled. These represented almost 3,000 people in top management of businesses in Botswana. The total of all employees represented in this survey are shown on the following pages in figures 24 through 29.

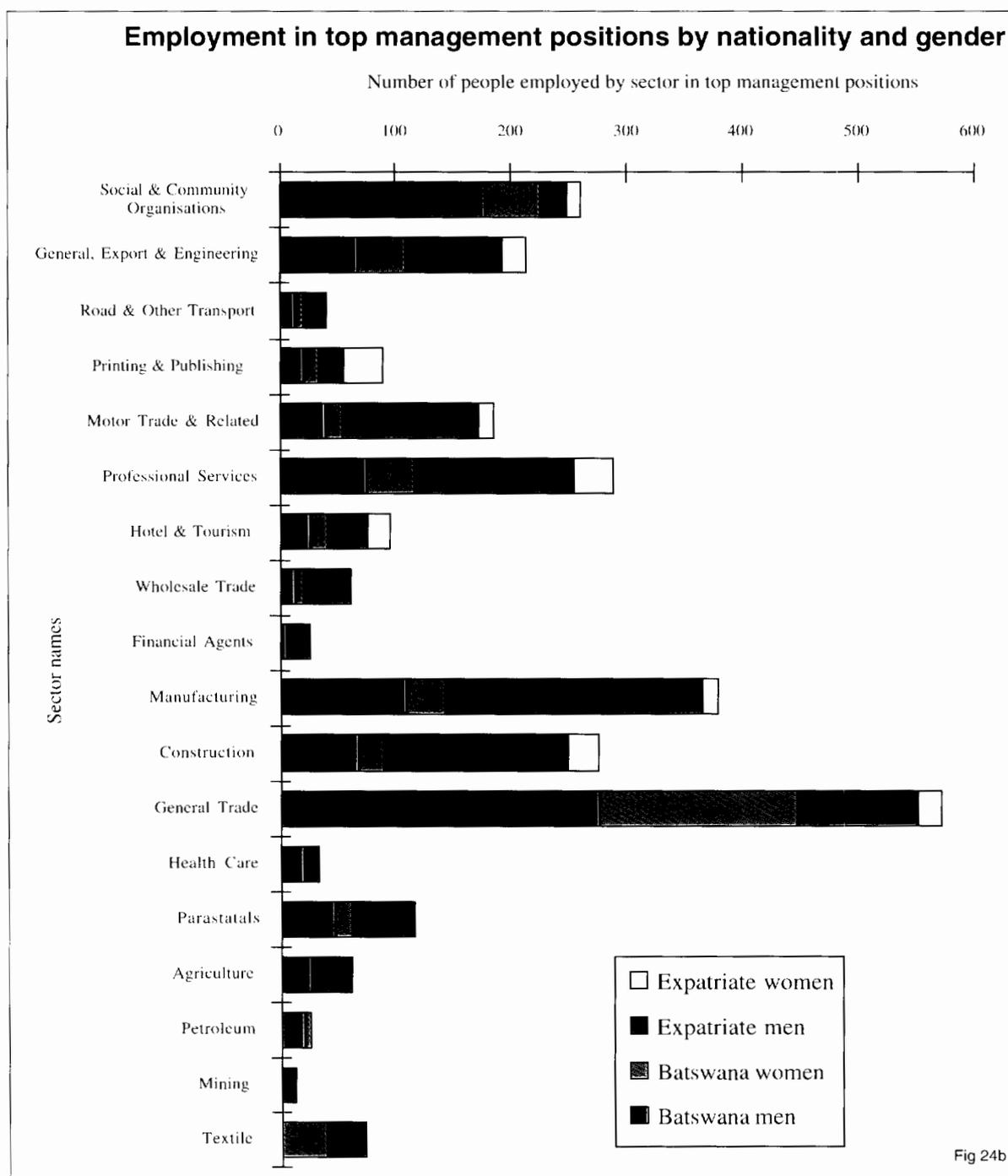


Population and Sample

continued

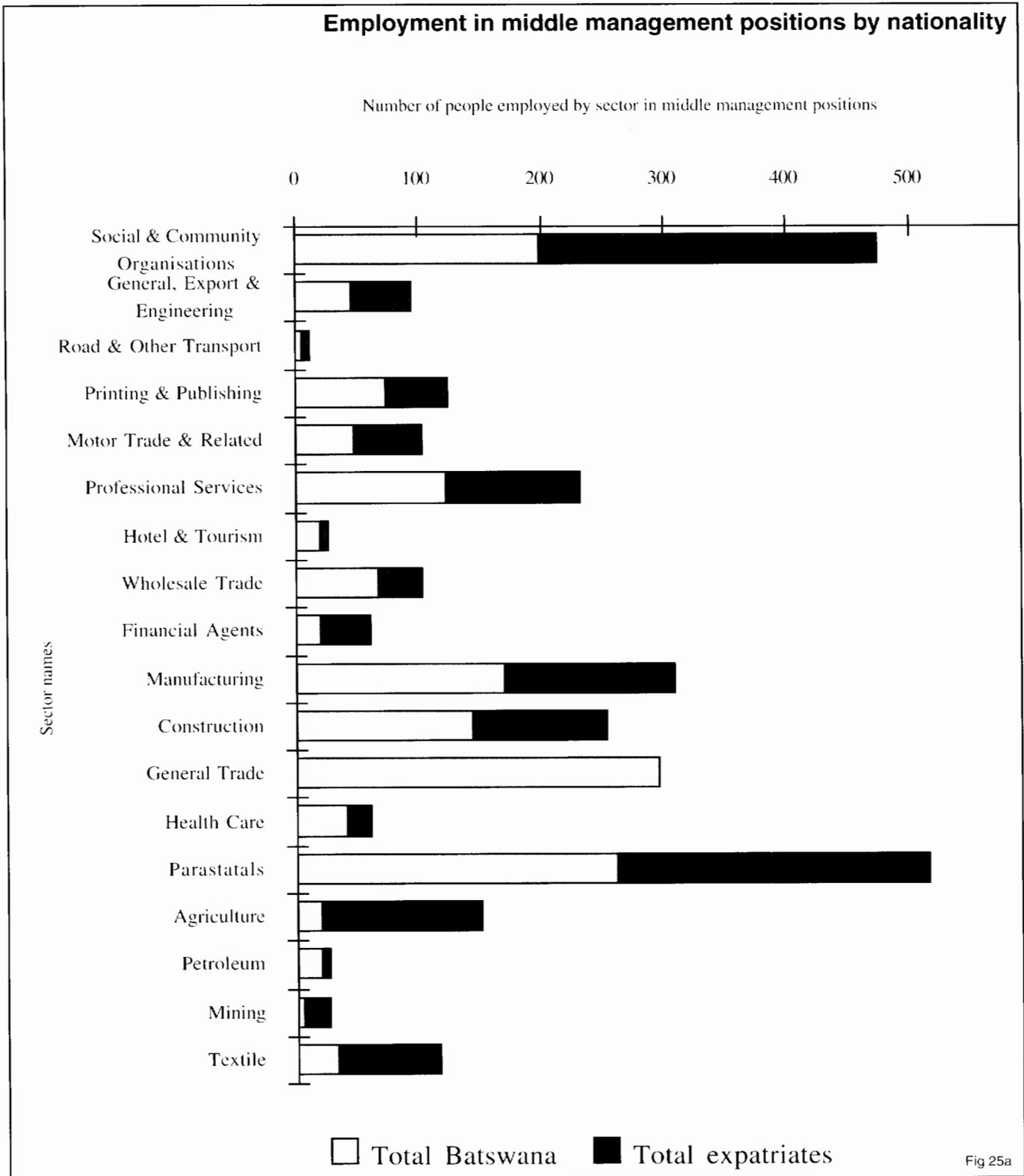
Representing different genders and nationalities, employees were also divided into four different categories for analysis purposes. The categories are: Batswana men, Batswana women, expatriate men, and expatriate women.

Among top management 53% are Batswana and within this group 68.3% are men. Of the expatriates in top management 15.1% are women, as shown in figure 24(b).



Population and Sample

continued



Population and Sample

continued

In middle management similar patterns exist. However, there are more expatriate women (25.6%) in middle management than in top management.

Employment in middle management positions by nationality and gender

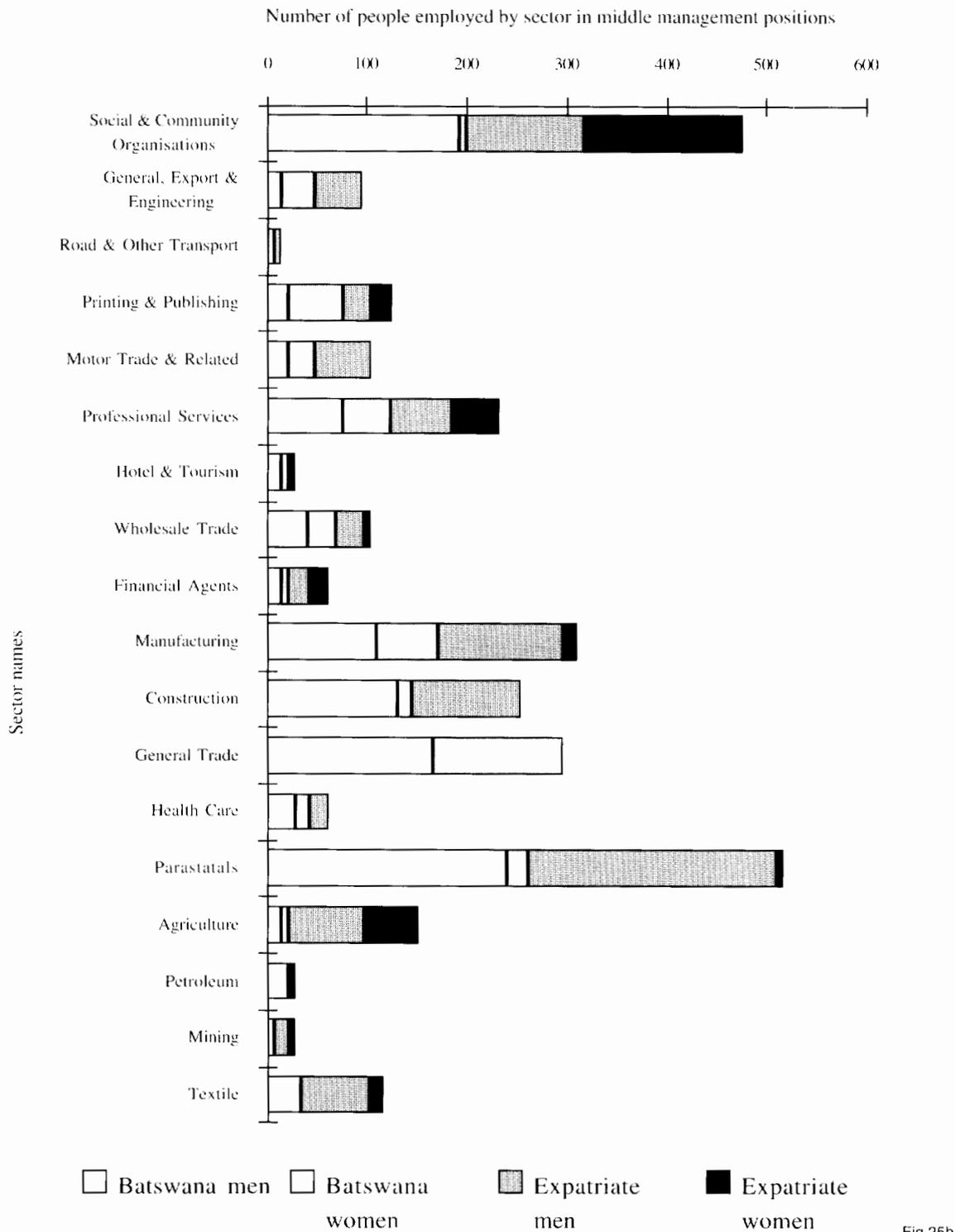
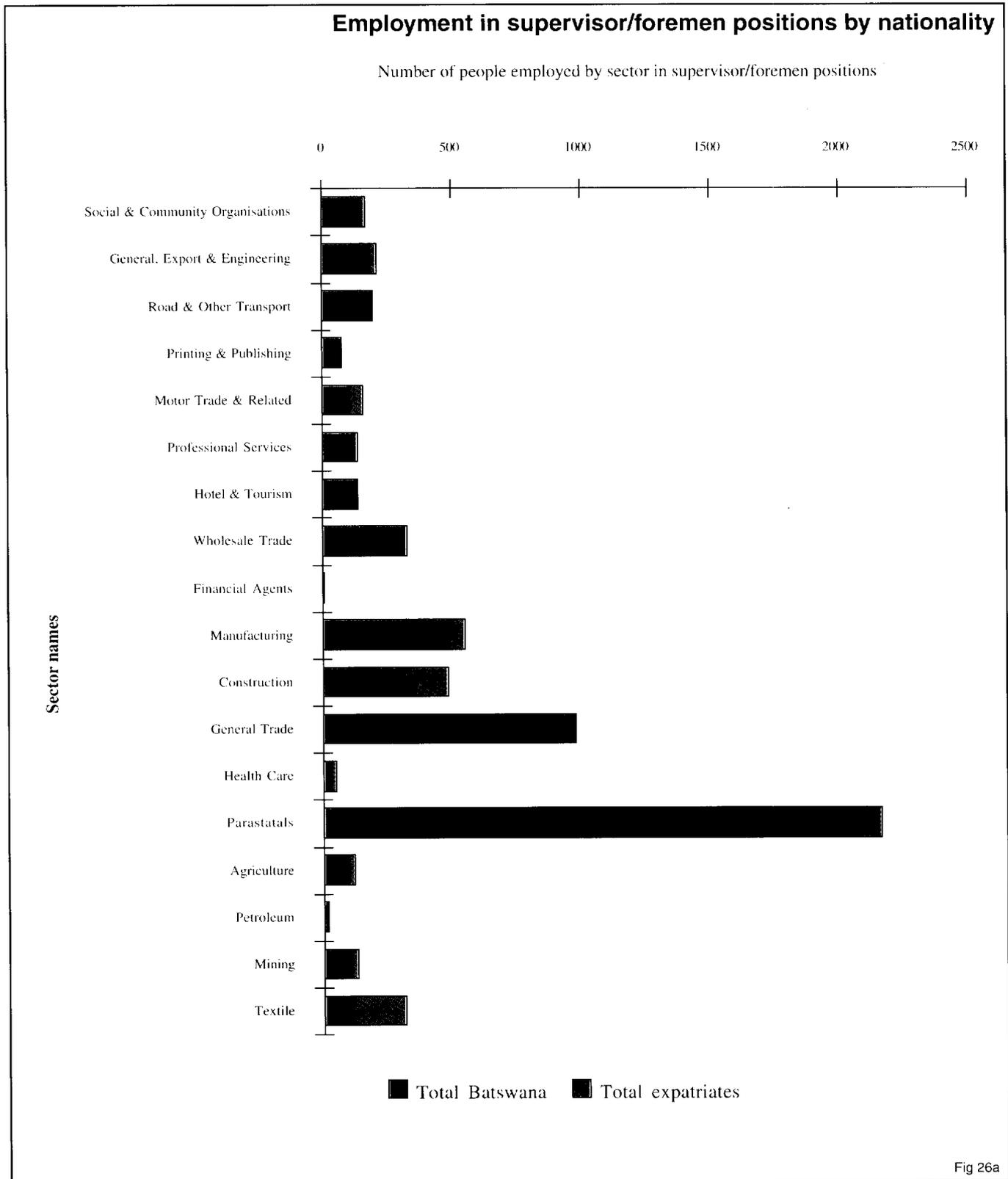


Fig 25b



Population and Sample

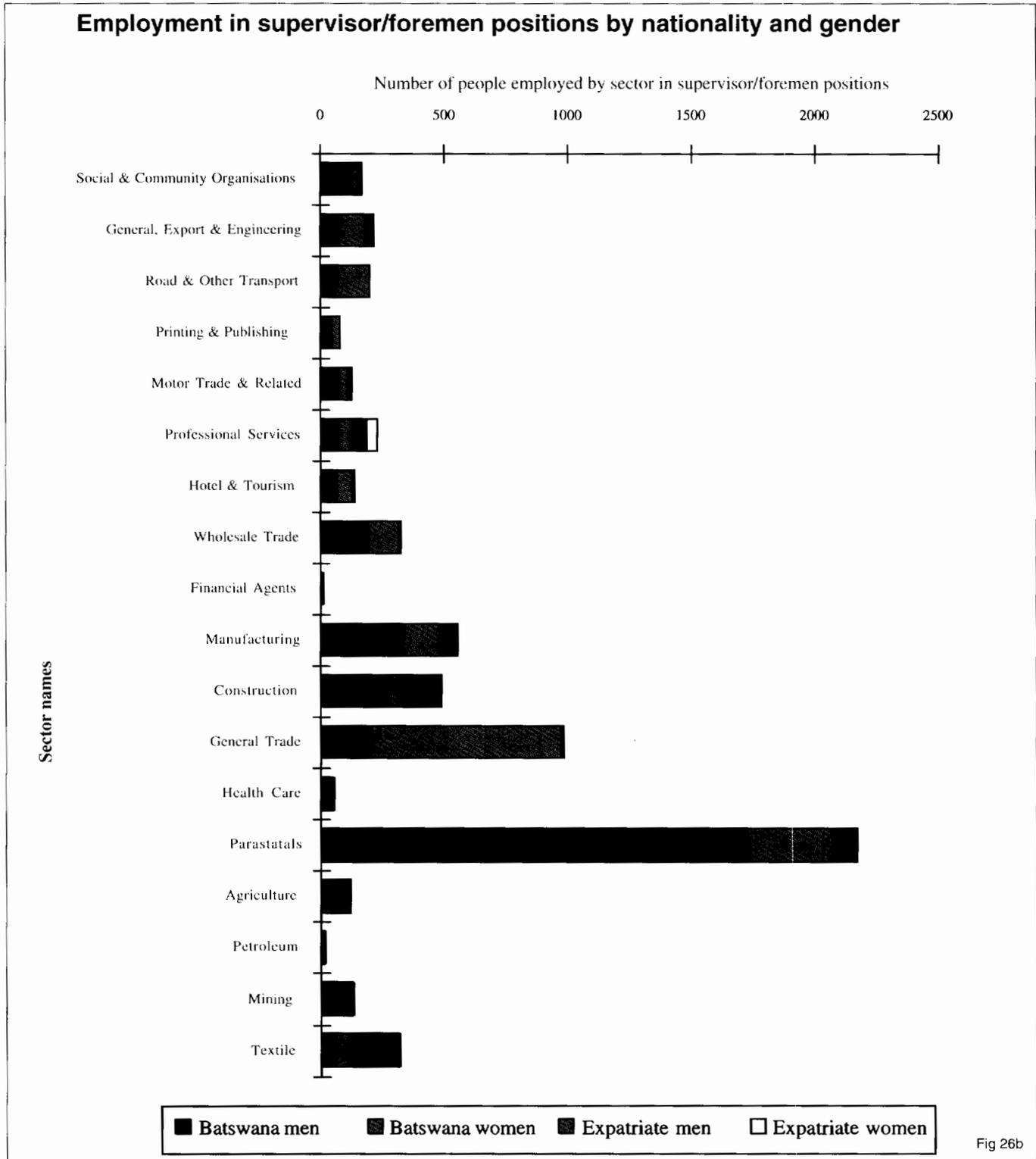
continued



Population and Sample

continued

Note in figure 26b, that 87.3% of the supervisors/ foremen are Batswana, and that 36% of those are women, and that more than 38% of the women supervisors are in General Trades.



Population and Sample

continued

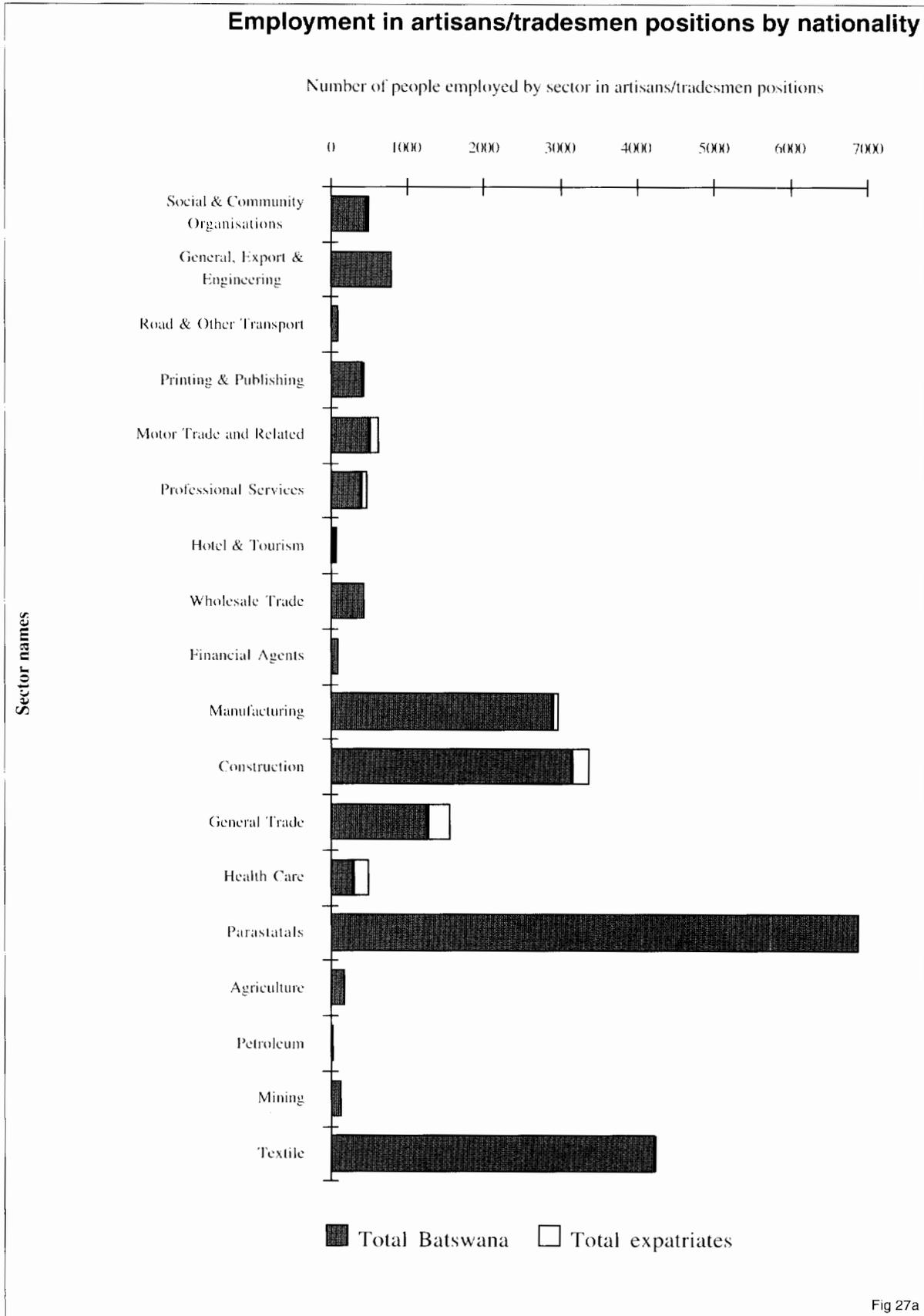


Fig 27a



Population and Sample

continued

In the artisans/tradesmen group 46.4% of the total are Batswana men. Only 3.1% of artisans/tradesmen are expatriates and just over one-third of those are women. See figure 27.

Employment in artisans/tradesmen positions by nationality and gender

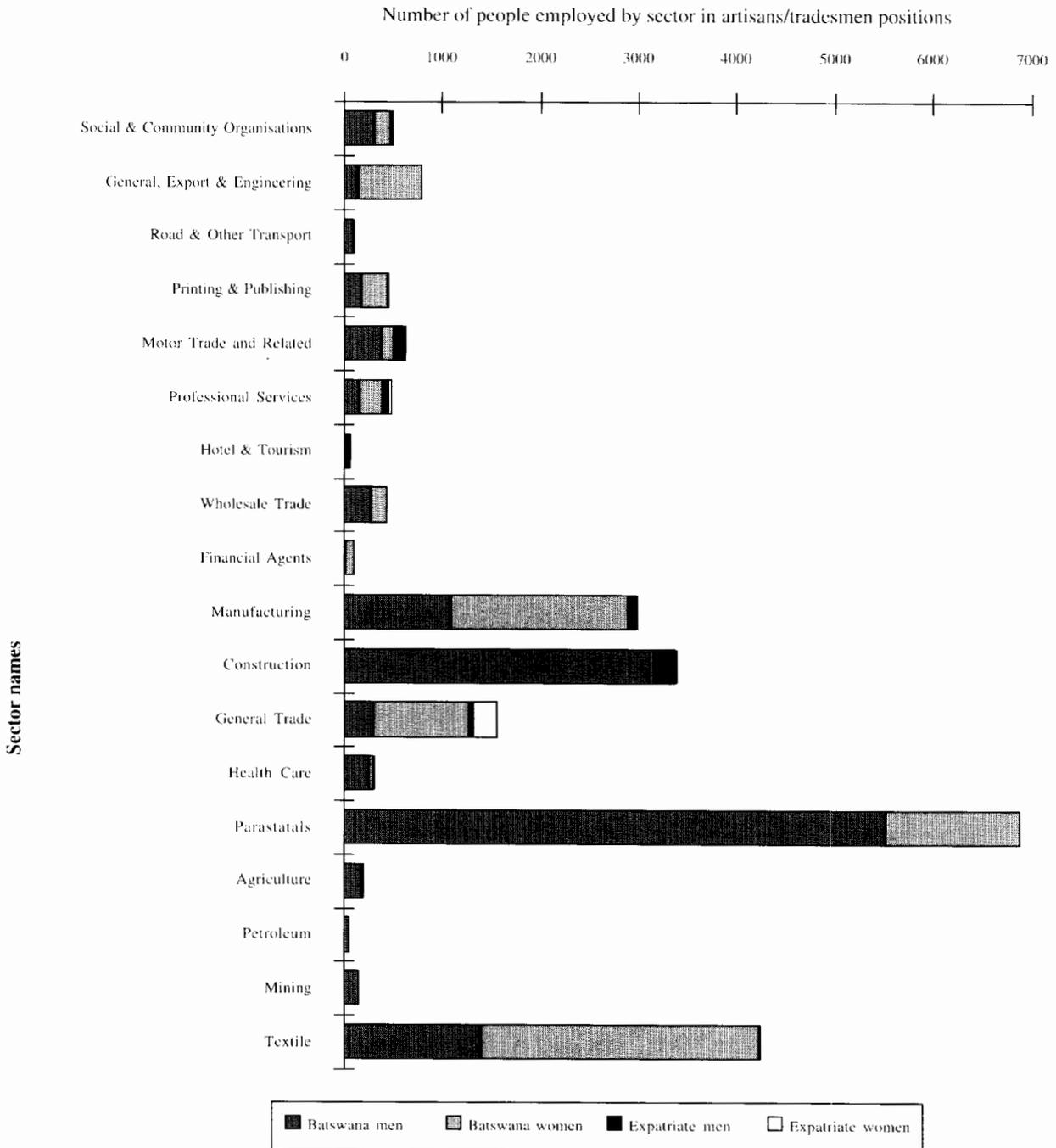
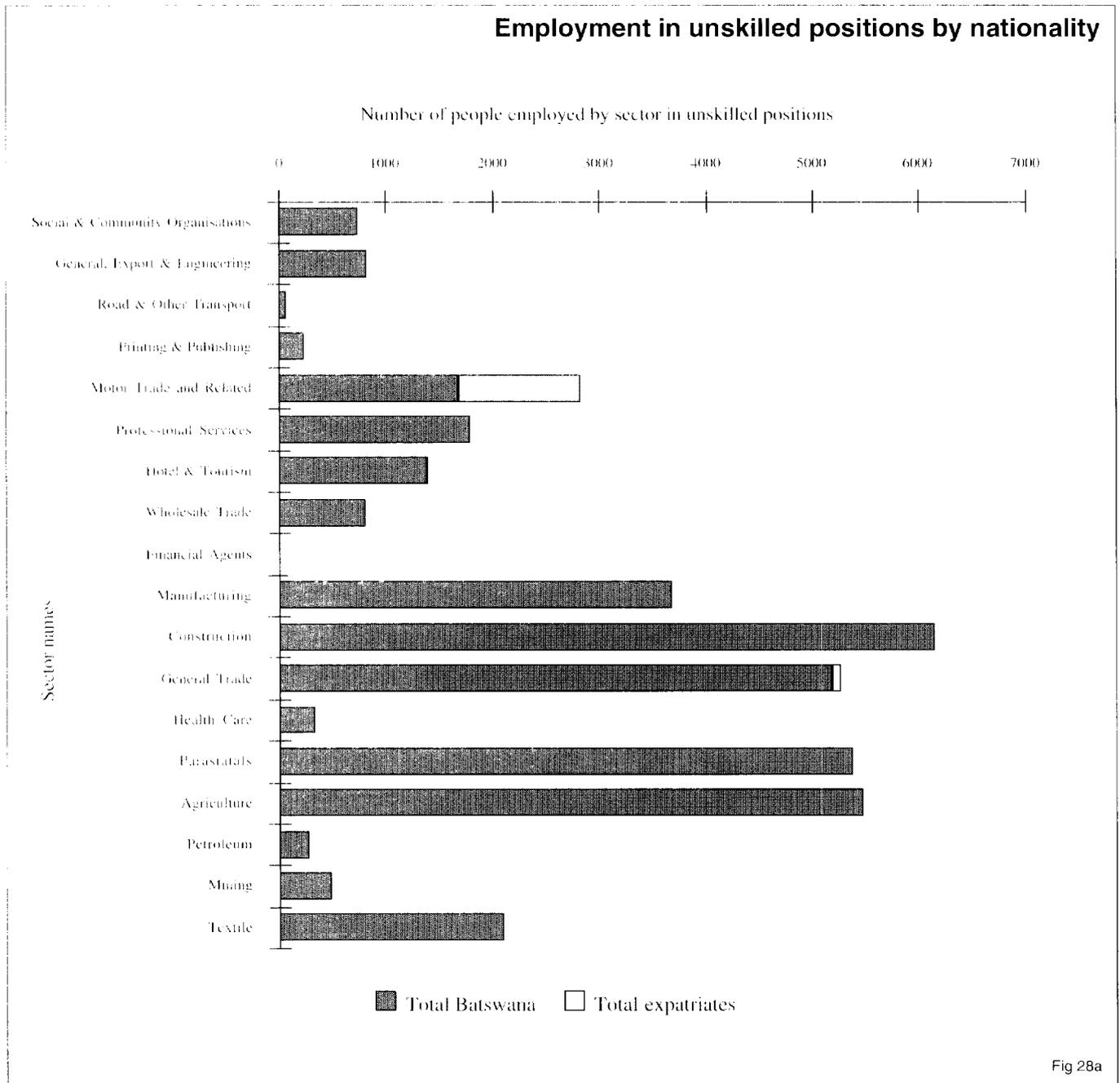


Fig 27b



Population and Sample

continued



Population and Sample

continued

Nearly all unskilled workers are Batswana – while expatriates are only one-half of one percent (0.05%) as is shown in figure 28. Among unskilled Batswana workers, 39.4% are Batswana women.

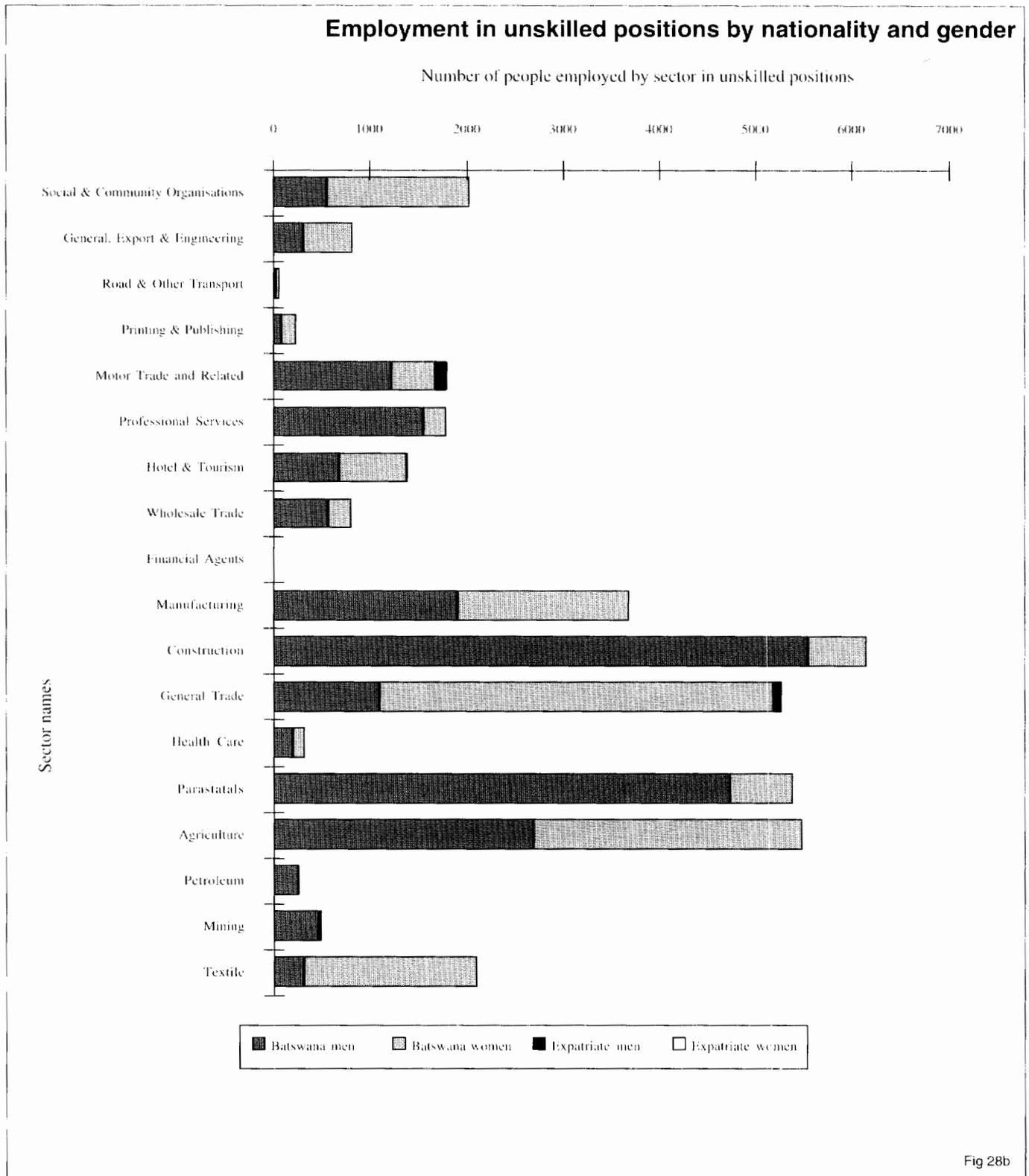


Fig 28b



Population and Sample

continued

There are over 70,000 employees represented: 93.5% of them are Batswana while 6.5% are expatriates. Almost 38% of the total work force are women, while Batswana men represent more than 57% of the total work force.

Employment by nationality and gender in all category levels by BOCCIM business sectors

Number of people employed by nationality and gender by sector in all positions sampled by this study

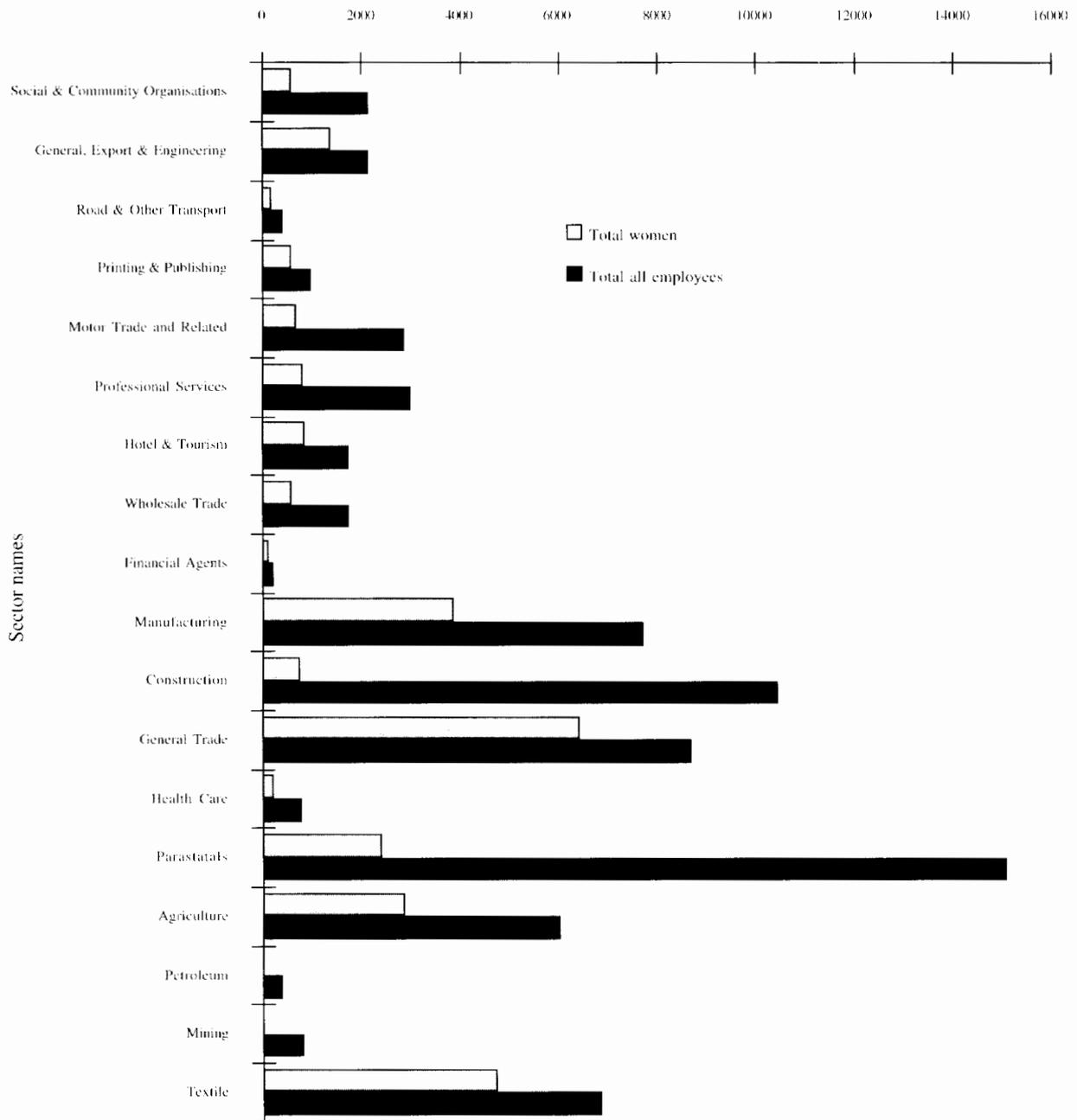


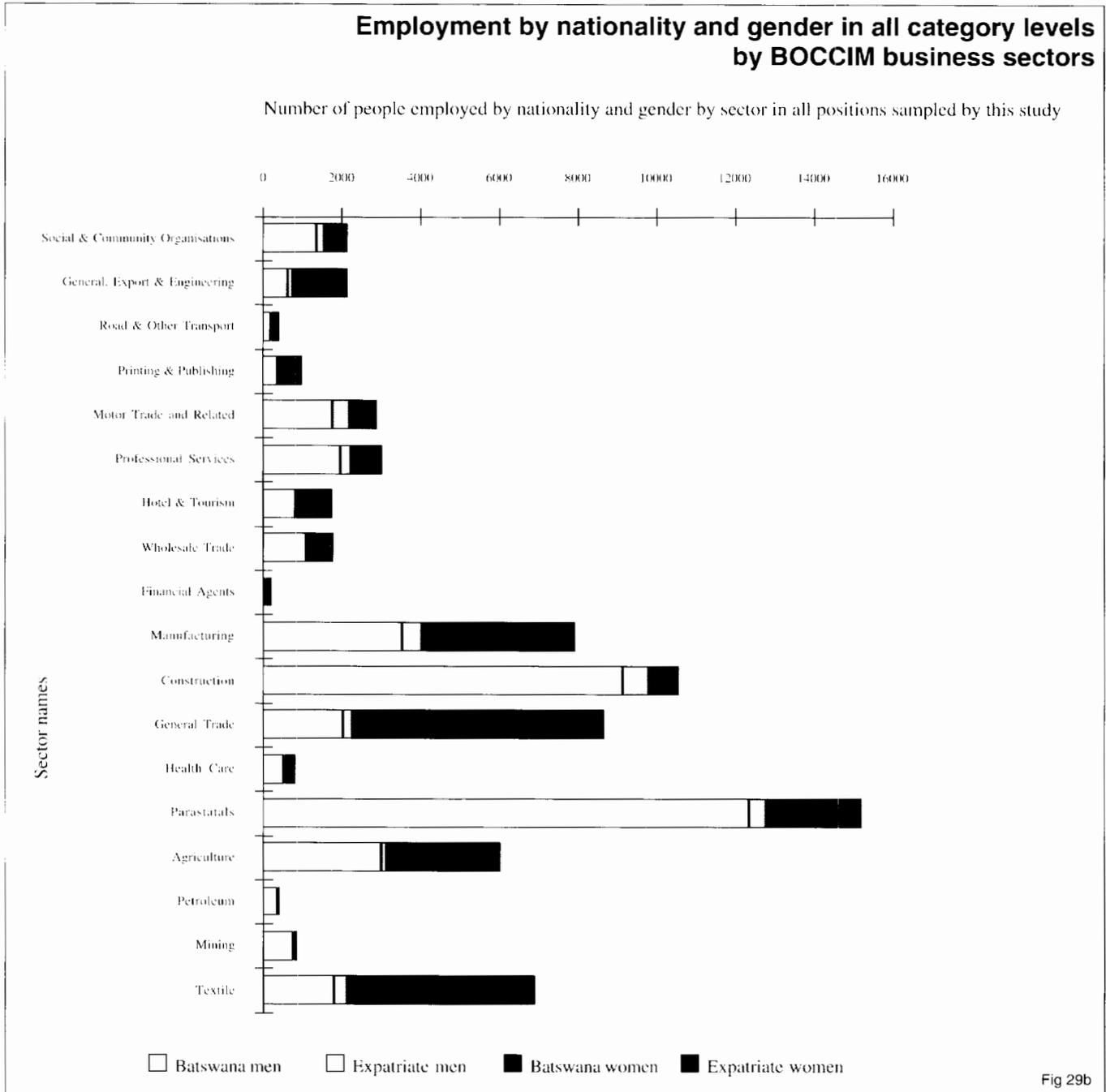
Fig 29a



Population and Sample

continued

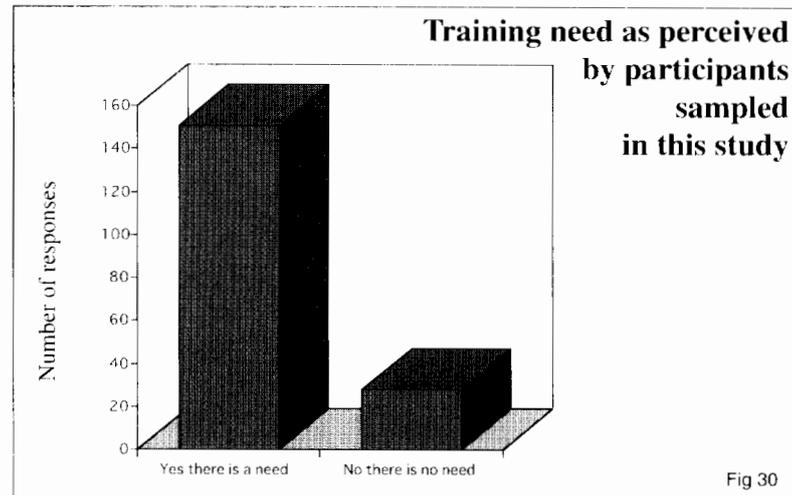
Gender and nationality in all categories of employment are shown in figure 29b. This includes the total of Batswana men, the total expatriate men, the total Batswana women, total expatriate women, as well as total women and the total of all employees represented in this survey.



Population and Sample

continued

The primary focus of this study was to ascertain the training needs of businesses, particularly BOCCIM members. The assembled data show that 84.8% of all businesses clearly want staff training. See figure 30.



Since it appears that the higher the expatriate concentration in any given business sector – the higher the need for citizen training, this survey put training needs into nine (9) major areas. They are:

- | | |
|-------------------------|-----------------------------|
| (A) Accounting/Finance; | (E) Production; |
| (B) Computer Usage; | (F) Personal Skills; |
| (C) Marketing/Sales; | (G) Receptionist/Secretary; |
| (D) Personnel; | (H) Supervision/Management; |
| | (I) Vocational. |

In each of the identified areas the need for special kinds of training were ascertained. (See the Questionnaire in Appendix I). Additionally each business was asked to indicate any other kinds of training they may require. The additional needs are also listed.

Trainning needs by area (including the other identified needs) are shown graphically. They indicate the reported potential impact on business growth, the level of training required, and preferences for – location, language, duration and time of year that training should begin. Estimates of the number of persons to be trained, (including numbers of men and women) have been extrapolated from the data and are shown.

Other special skills training is also identified and presented in graphic form.

Accounting and Finance

2

With the world becoming a smaller, more competitive place, the need for good accounting and finance in a successful business is increasingly important.



Accounting/Finance

In the area of accounting and finance, this training needs survey revealed ten suggested topics where training is desired:

- | | |
|------------------------|-----------------------------|
| 1. Accounting | 6. Financial management |
| 2. Bookkeeping | 7. Handling debtors |
| 3. Budgeting | 8. Insurance risk |
| 4. Capital spending | 9. Tax planning |
| 5. Costing and pricing | 10. Writing a business plan |

Each topic was analysed by various aspects of the training needed and how it would impact on the business. Figure 31 shows whether the impact of the specific training is high, medium, low or no impact. Most businesses report a high to medium impact on business growth in all categories of accounting/finance training. These questions were answered by 32.6% to 37.6% of the total respondents.

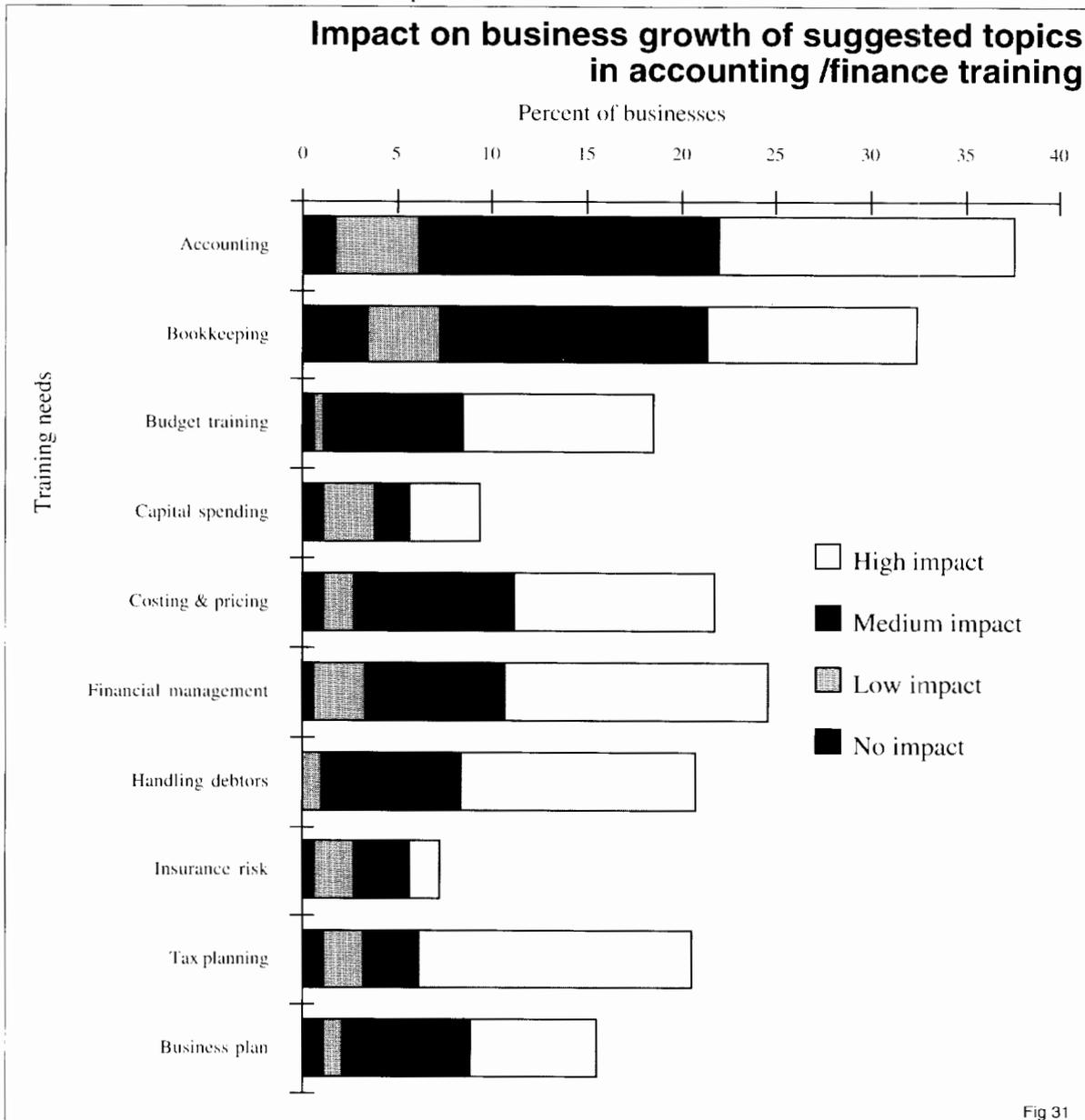


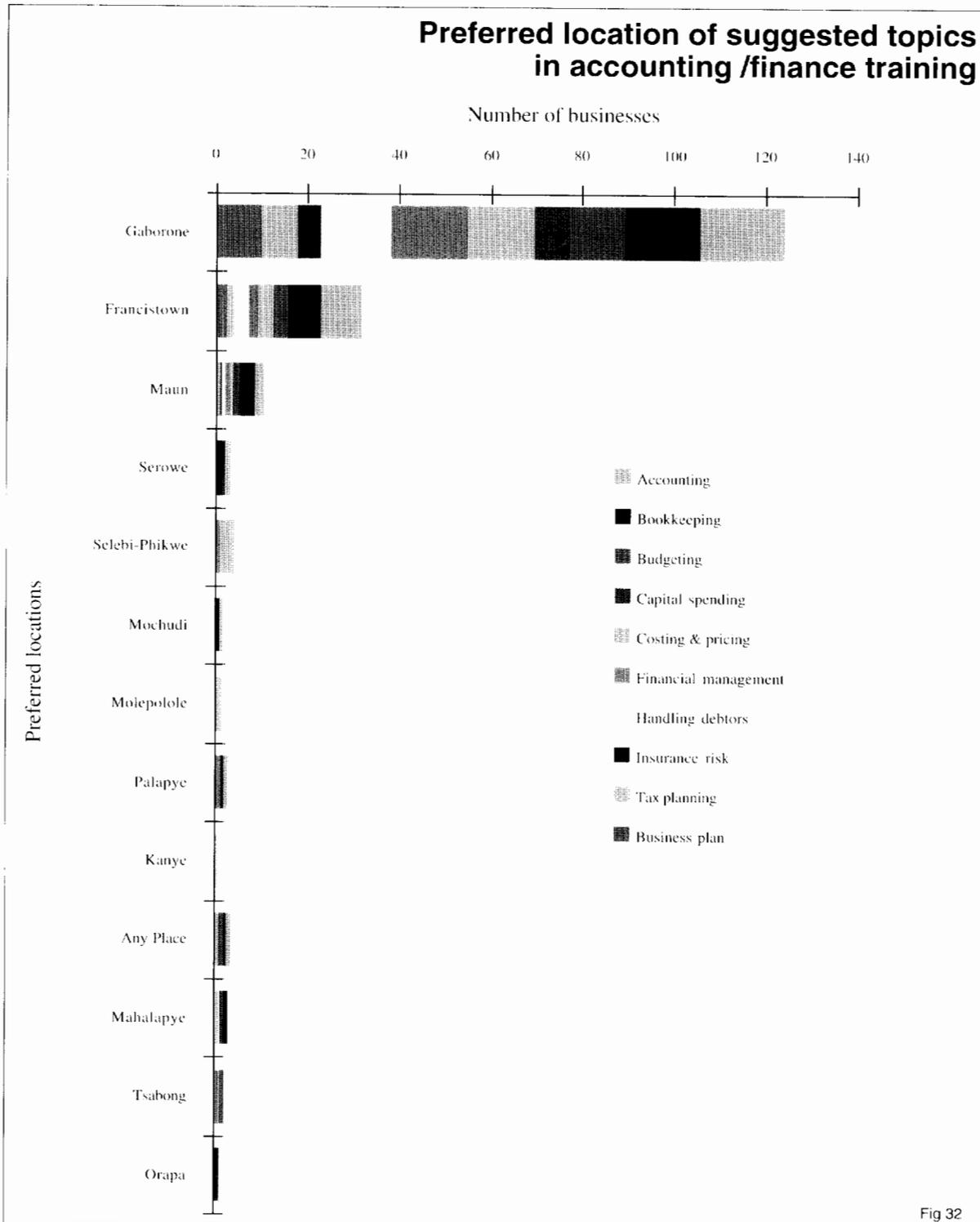
Fig 31



Accounting/Finance

continued

The preferred location of training was answered by 7% to 37% of the respondents. As indicated in figure 32, Gaborone is the most preferred location, followed by Francistown (second preferred location) and Maun (third).



Accounting/Finance

continued

The preferred month to start suggested topics in accounting/finance training is shown in figure 33. It appears that the majority of respondees can start training any month of the year.

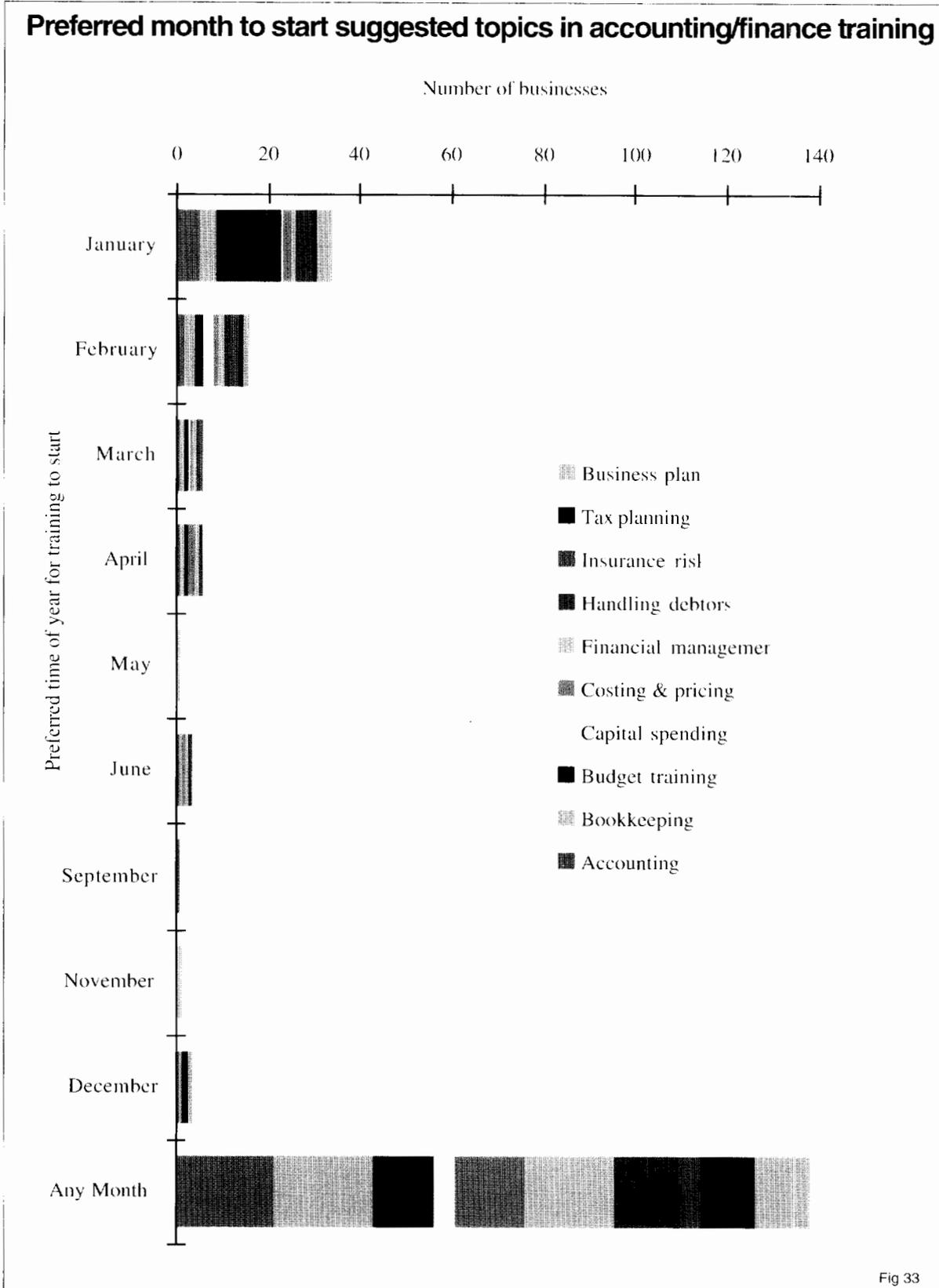


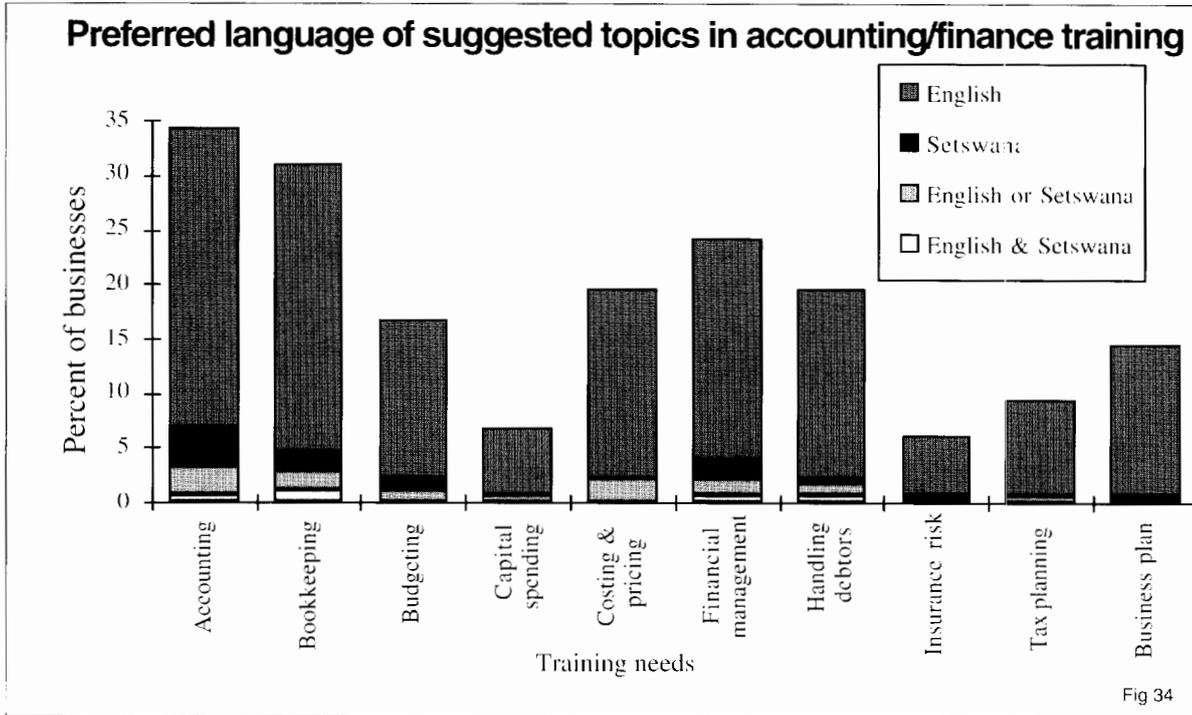
Fig 33



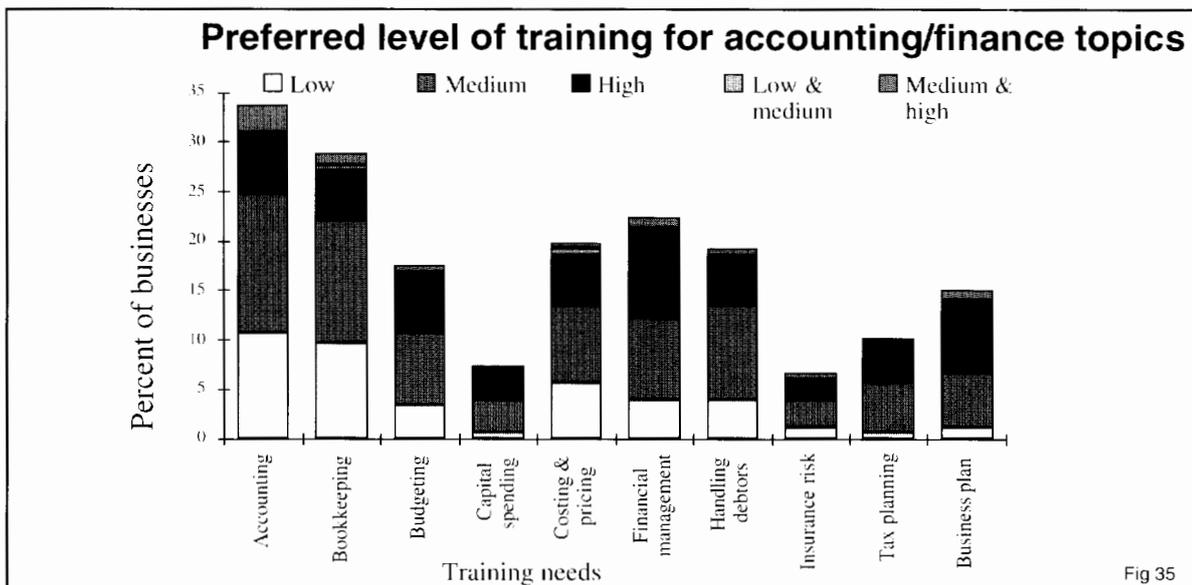
Accounting/Finance

continued

The preferred language of training for the suggested topics in accounting/finance is shown in figure 34. It appears that the majority of respondents prefer the English language. A small percent preferred Setswana and a still smaller percentage wanted either English or Setswana. Very few wanted English and Setswana.



The preferred level of training for suggested topics in accounting/finance is shown in figure 35. Most respondents favored medium level training, followed by low level training. High level of training is needed by several respondents as well. In accounting and bookkeeping, low level training is needed. A much smaller percent requires both medium and high level as well as low and medium level of training. These questions were answered by 15.2 to 33.7% of the respondents.



Accounting/Finance

continued

The preferred duration of training in the suggested topics of accounting/finance studies varies greatly. The concentration of answers seems to be in the shorter range from 1 day to 30 days with the highest concentration in the 2 to 3 day and 5 to 7 day ranges. Next are the 21 to 24 day range and the 'any period' time frame. Training requests for bookkeeping and accounting have the highest percent in the shorter range. See figure 36.

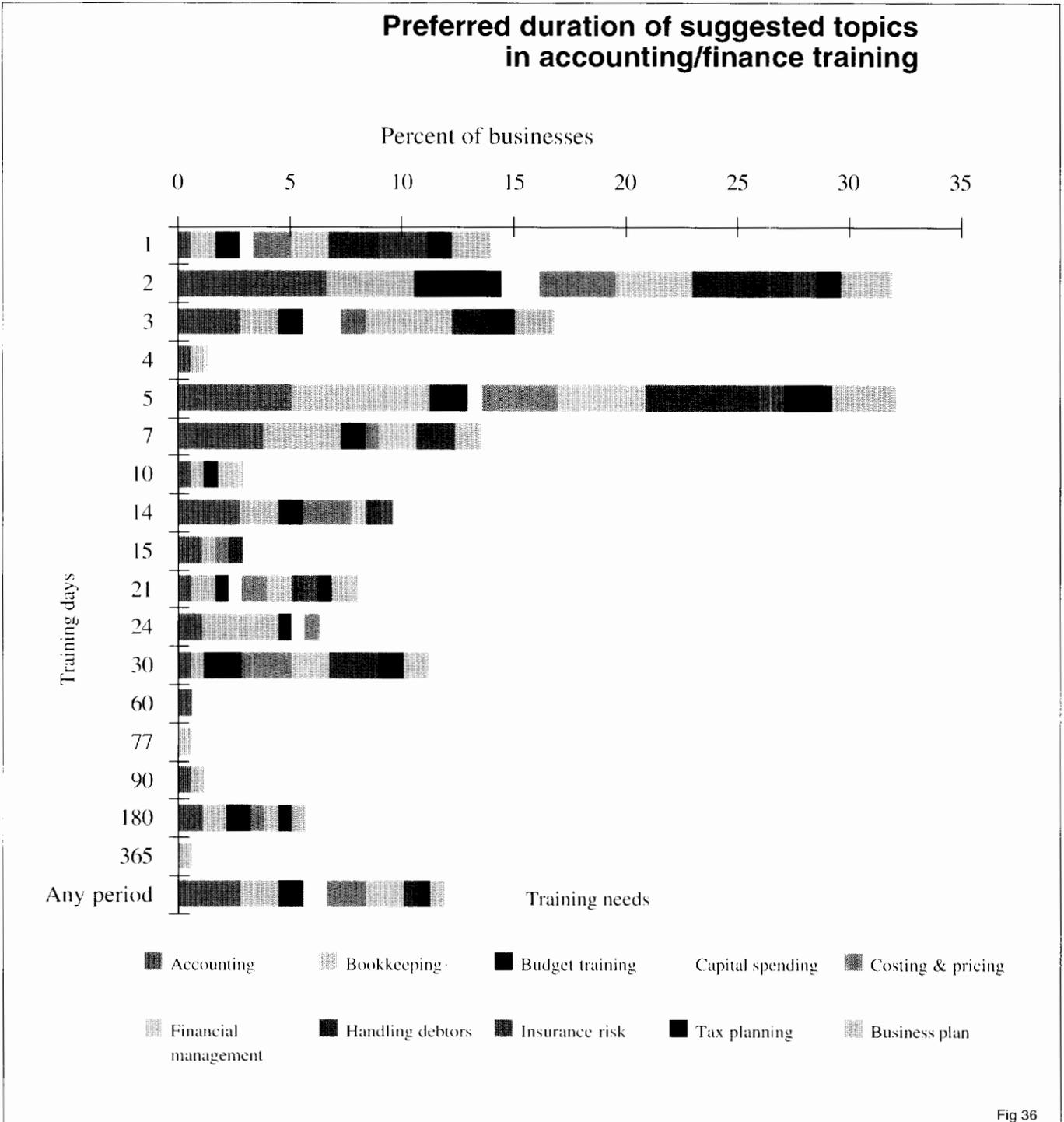


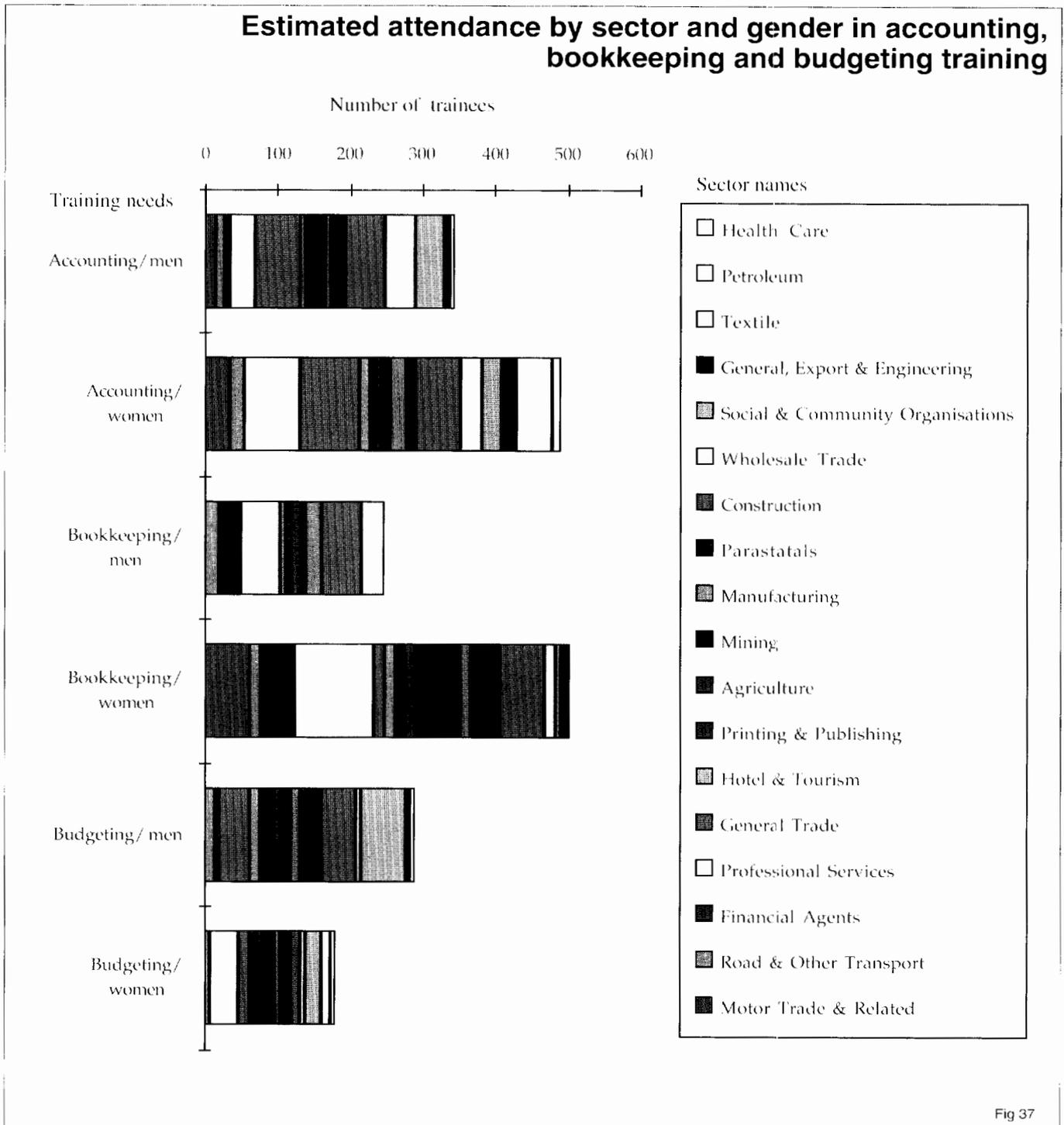
Fig 36



Accounting/Finance

continued

Figure 37 covers estimated attendance by men and women in budgeting, bookkeeping and accounting training. From the respondents who answered these questions a total estimated attendance in these three topics is over 2,000 people.



Accounting/Finance

continued

Figure 38 gives the estimated attendance for training in handling debtors, financial management, costing and pricing and capital spending. Respondees to these questions estimated that over 1,600 persons should attend courses in these suggested topics of accounting and finance.

Estimated training attendance by sector and gender of capital spending, costing and pricing, financial management, and handling debtors

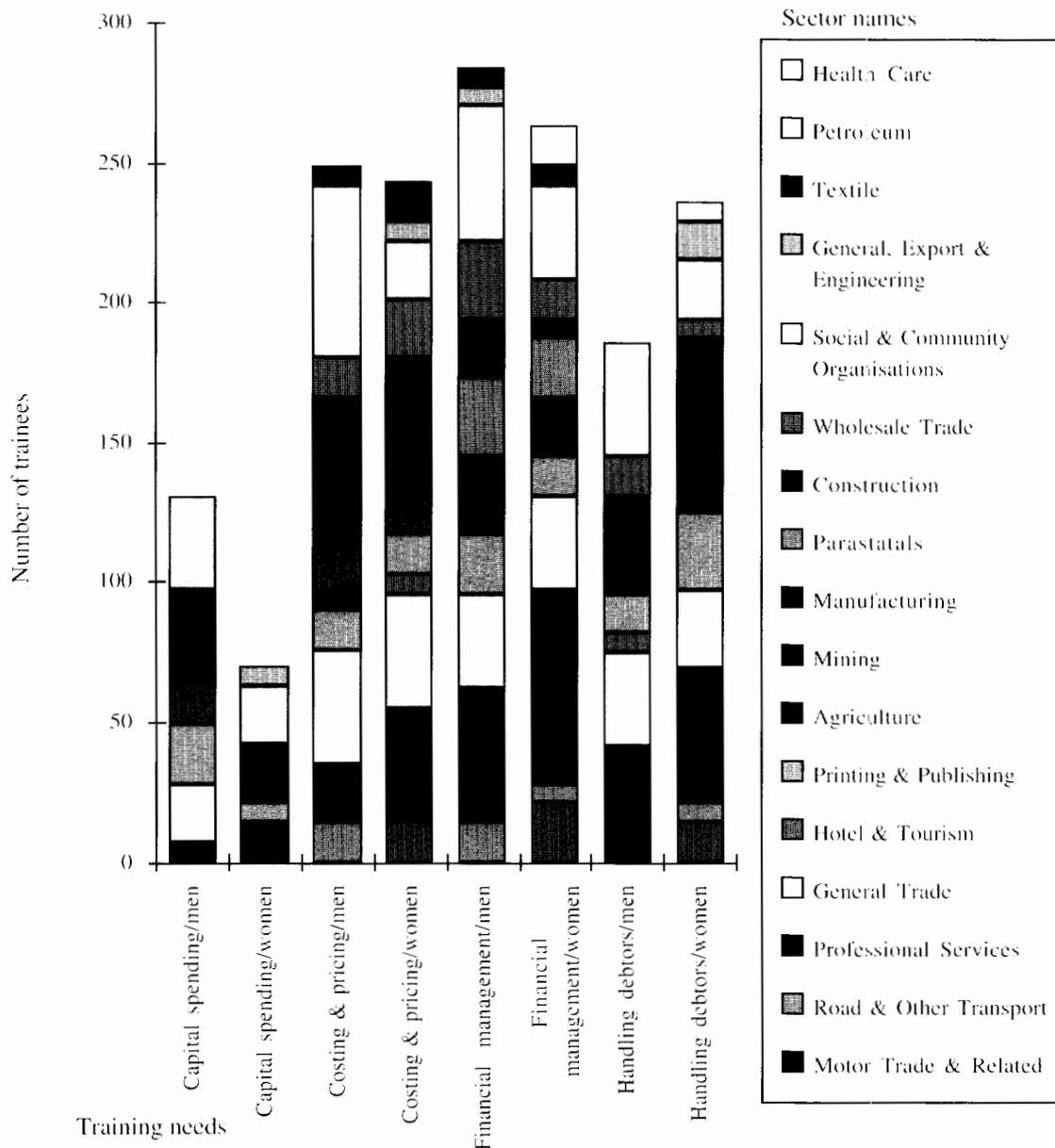


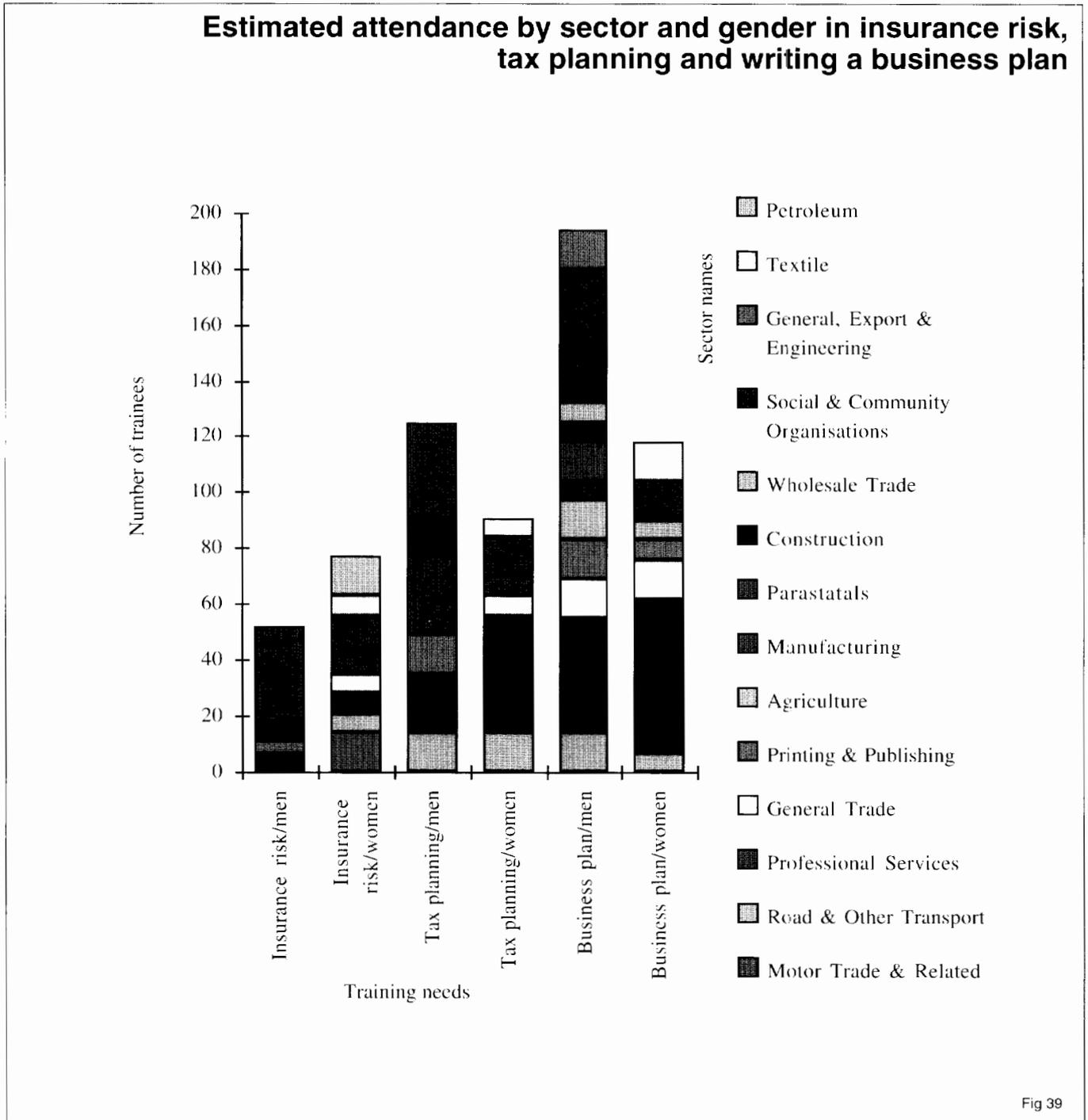
Fig 38



Accounting/Finance

continued

Figure 39 shows the estimated number of attendees by sector and gender in the suggested topics of insurance risk, tax planning and writing a business plan in the category of accounting/finance. Over 600 people were estimated by the respondents to need this type of training.



**Computer
Related**

3

*It is quite amazing to go back
just 15 years and remember where the
world was in its use of computers.
Can you imagine 15 years from now?*

Many of the designations used in this survey are claimed as trademarks. Where those designations appear in this survey, BOCCIM is aware of the trademark claim and the designations have been printed in initial caps or all caps. These designations were used for clarity purposes only.



Computer Related

In the area of computers and related training, this needs survey revealed five suggested topics where training is desired:

1. ACCPAC
2. dBASE
3. DOS
4. Lotus 1-2-3
5. Word processing

Each topic was analysed by various aspects of the training needed and how it would impact on the business. Figure 40 shows whether the impact of the specific training is high, medium, low or no impact. Many businesses report high impact on business growth if ACCPAC, DOS, Lotus 1-2-3 and word processing training were conducted for their employees. Over 20% of the businesses responded to needs in computer training and related areas.

In addition respondents were encouraged to specify other computer related topics for training. These additional topics are shown in figure 48 on page 75.

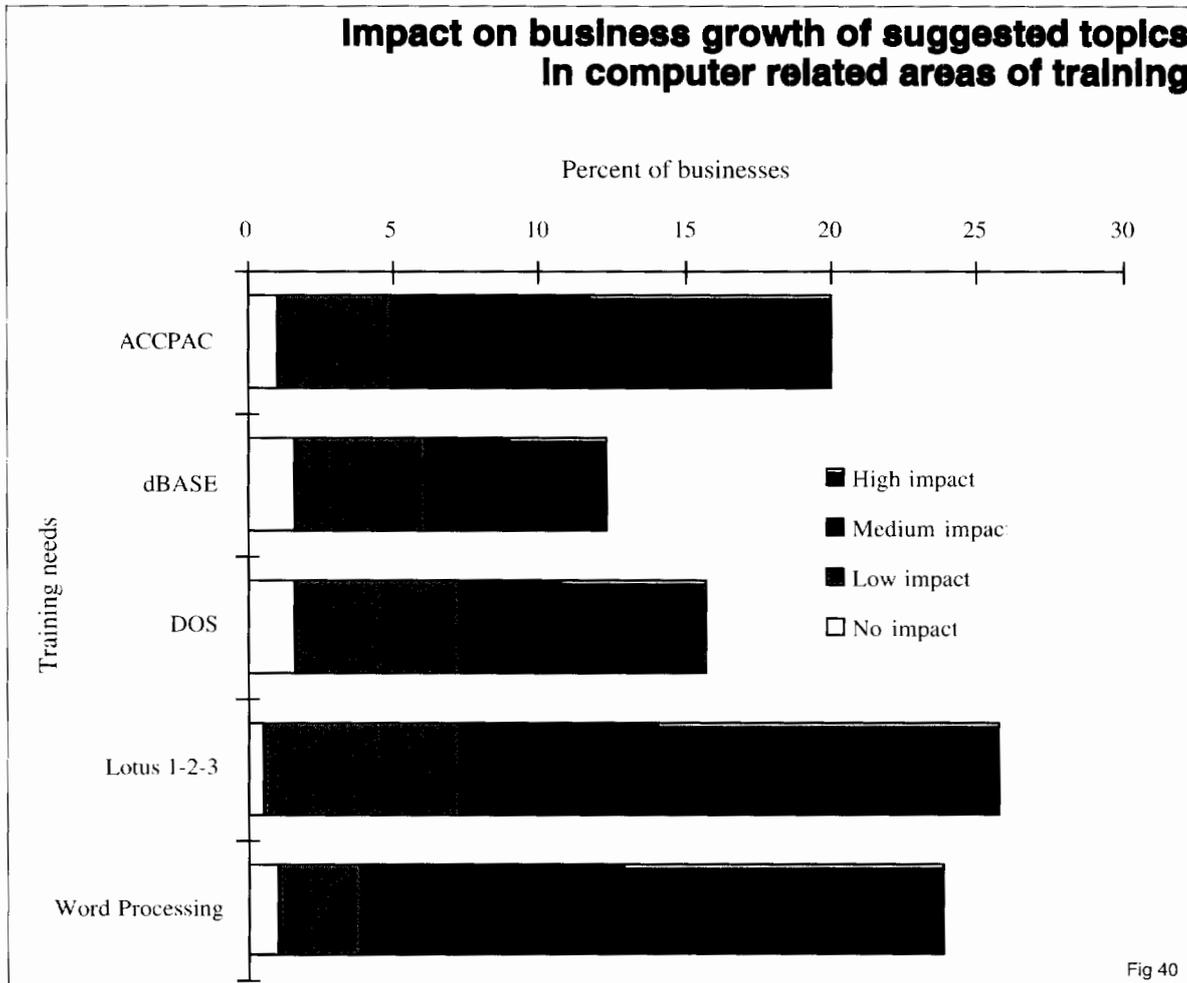


Fig 40



Computer Related

continued

The preferred location of training was answered by 15.2% to 25.8% of the respondees. As indicated in figure 41, Gaborone is the preferred location for training, followed by Francistown (second preferred location) and Maun (third).

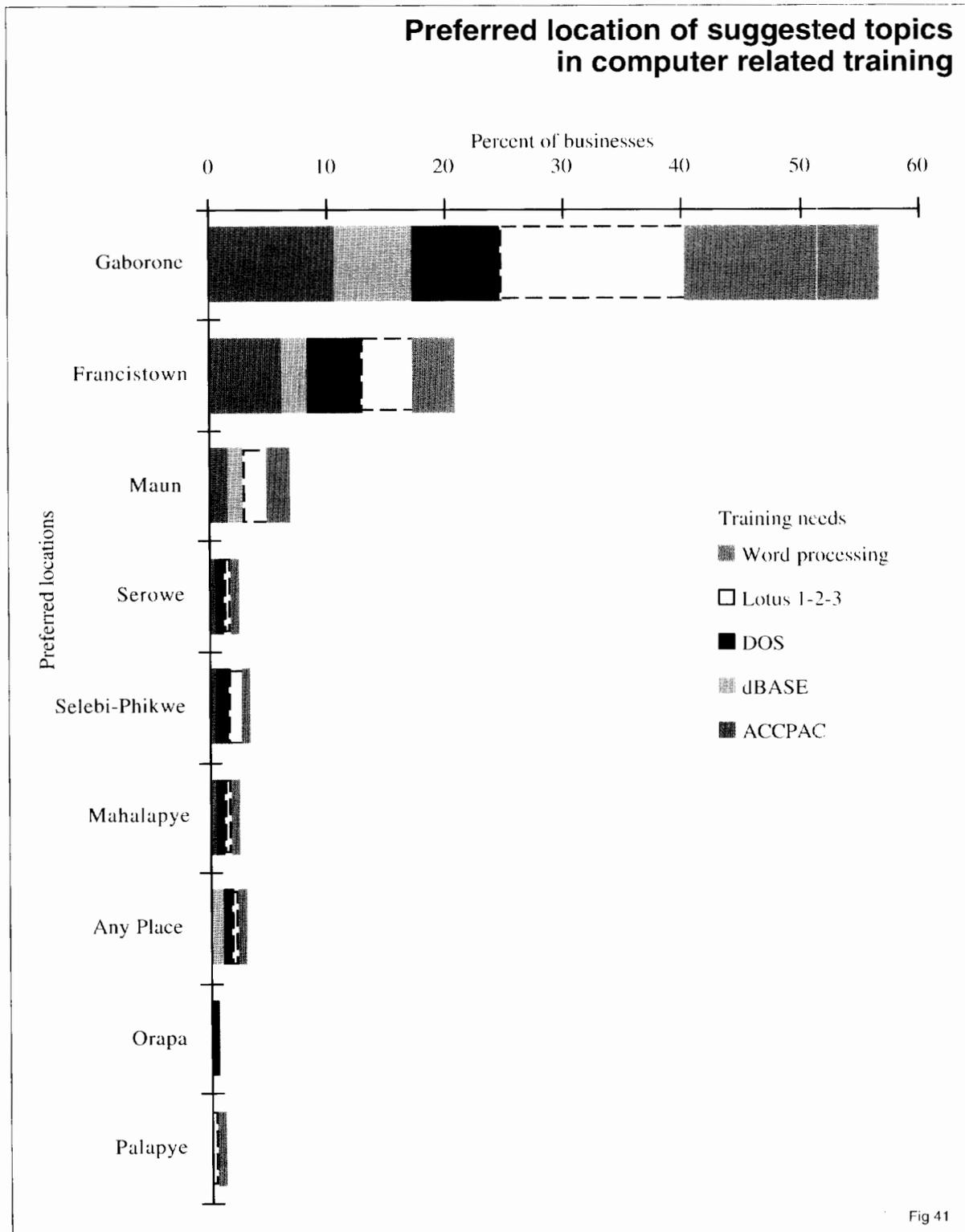


Fig 41



Computer Related

continued

The preferred month to start suggested topics in computer related areas of training is shown in figure 42. It appears that the majority of respondents for computer training can start training in any month of the year.

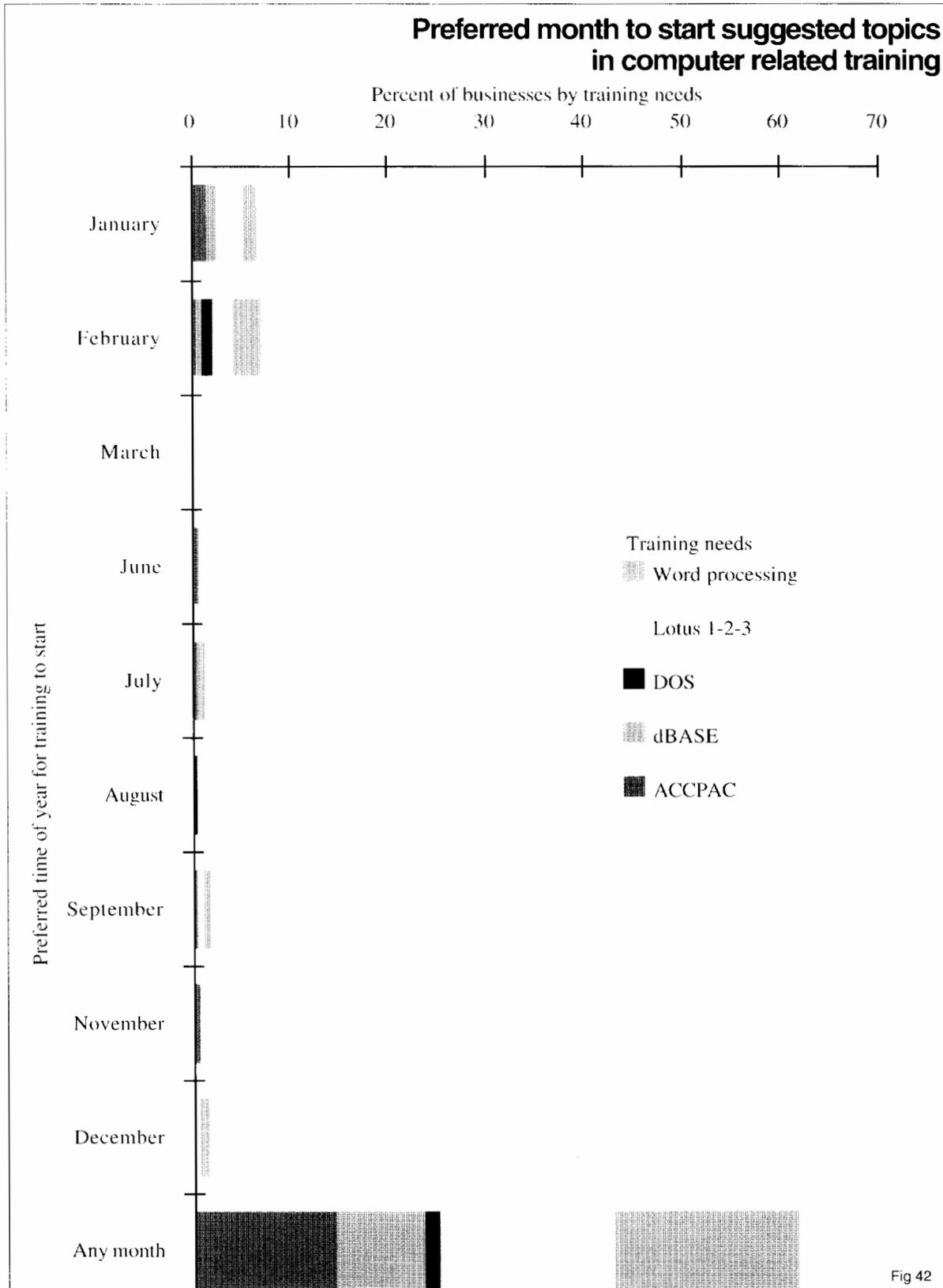


Fig 42



Computer Related

continued

The preferred language of training for ACCPAC, dBASE, DOS, Lotus 1-2-3 and word processing programmes is shown in figure 43. The overwhelming majority of respondees prefer the English language. A small percent preferred Setswana and a still smaller percentage wanted either English or Setswana. Very few wanted English and Setswana.

These questions were answered by 15.2% to 24.6% of the respondees.

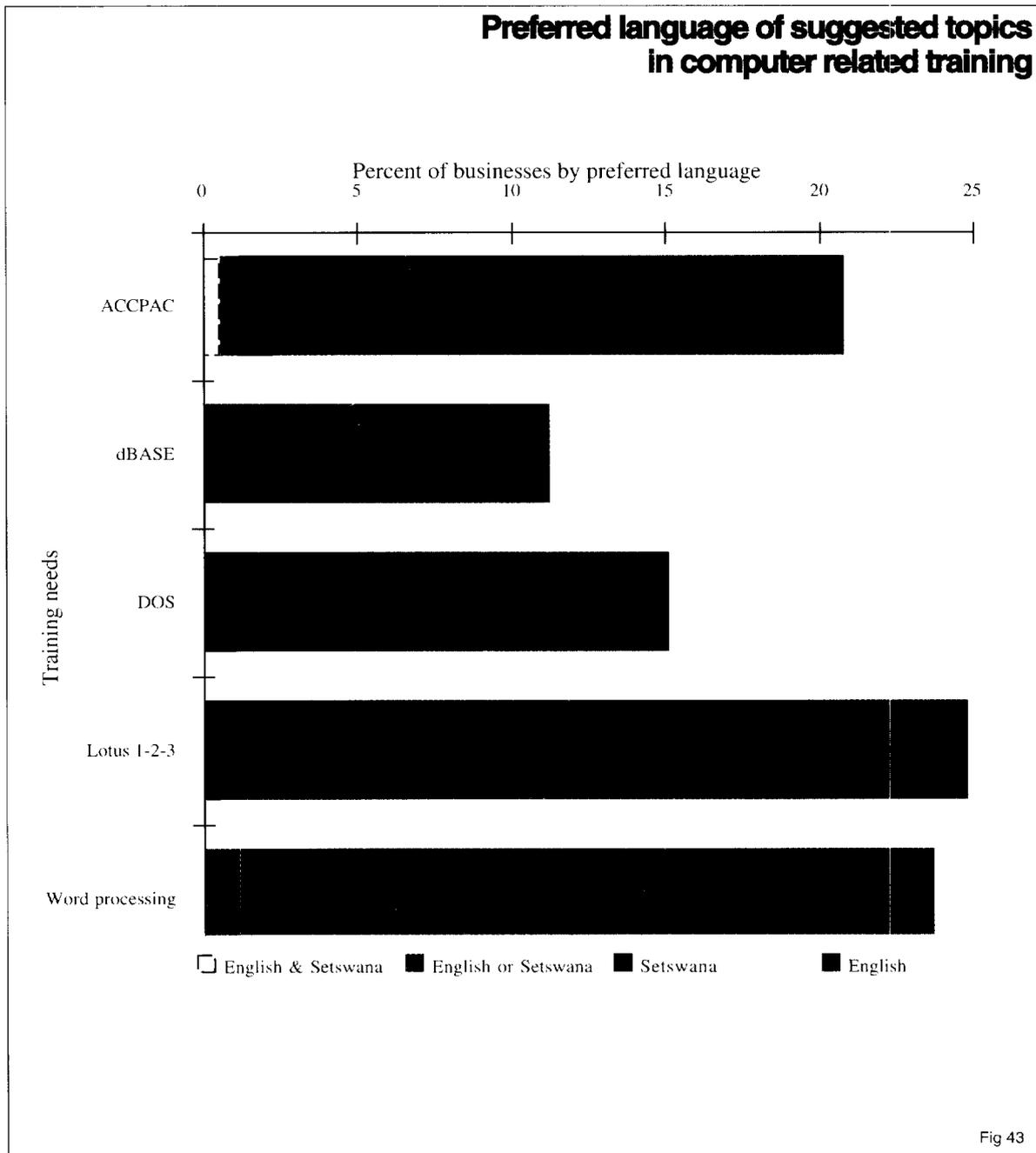


Fig 43

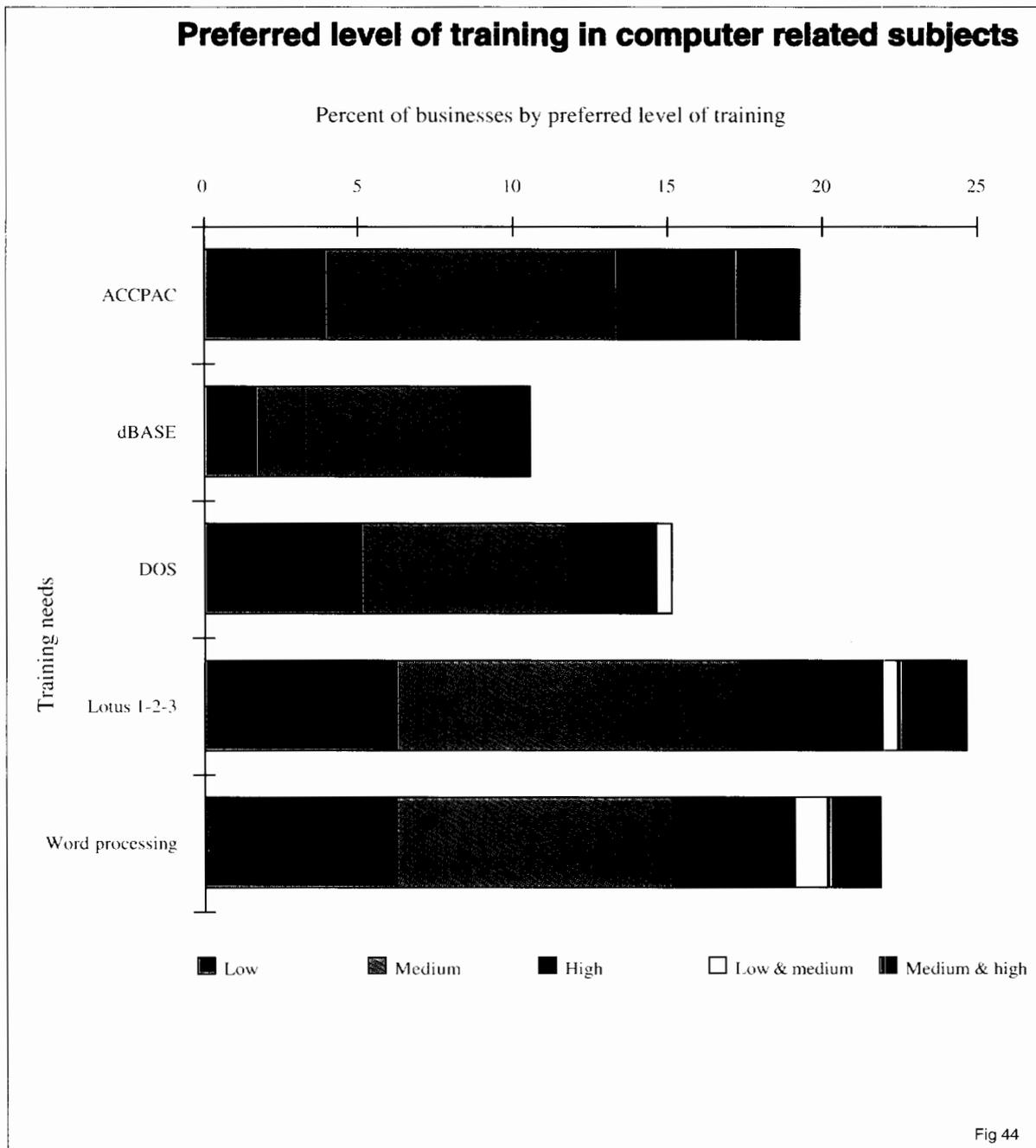


Computer Related

continued

The preferred level of training for the computer related areas is shown in figure 44.

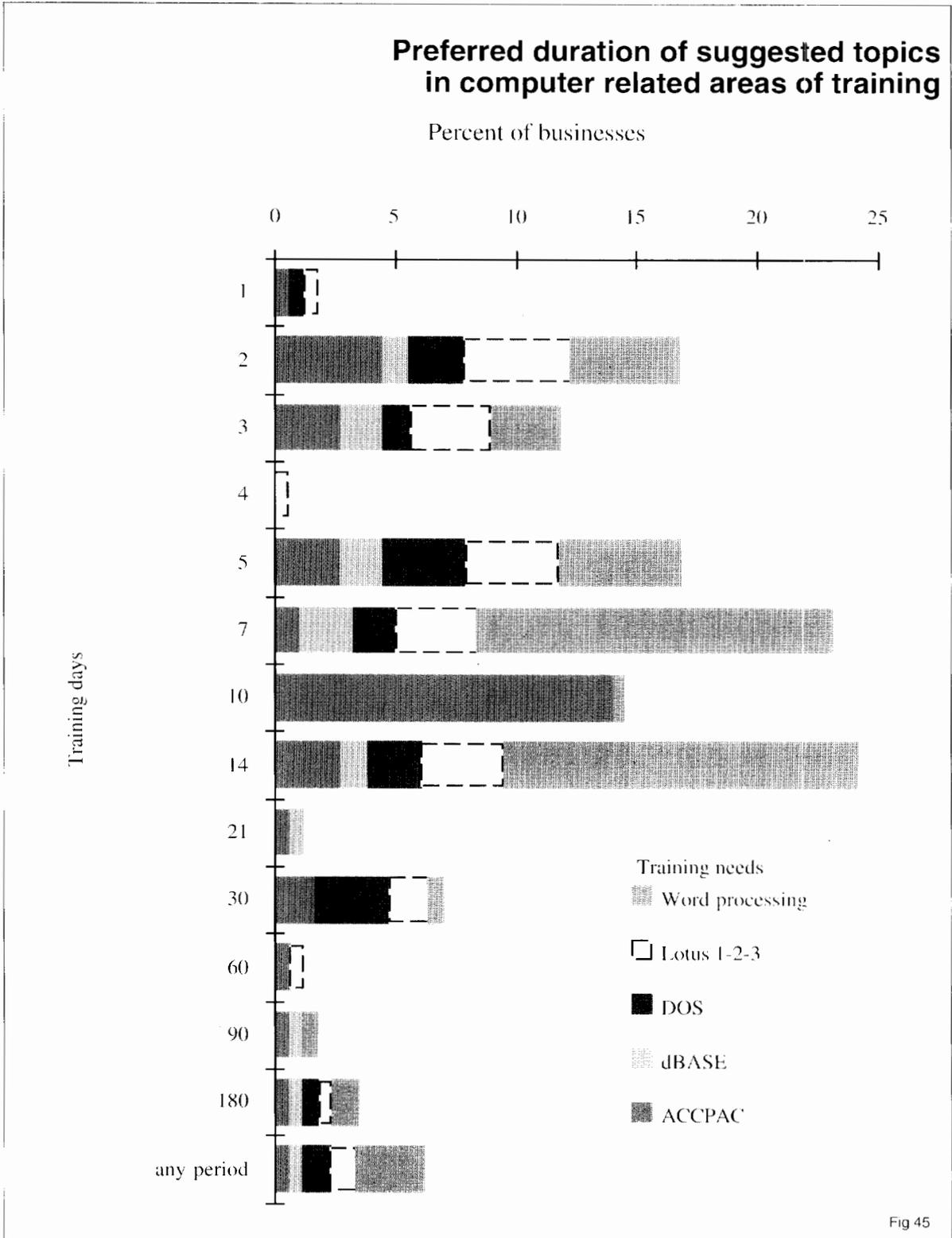
Most respondees favored medium level training, followed by low level training. High level of training is needed by several respondees as well. A much smaller percent requires both medium and high level as well as low and medium level of training. These questions were answered by 11.7 to 21.9% of the respondees.



Computer Related

continued

The preferred duration of training in the suggested topics of the computer related area varies greatly. The concentration of answers seems to be in the shorter range from 2 days to 14 days with the highest concentration in the 7 to 14 day time period. Next are the 2 to 5 day range, then 30 days range and the 'any period' time frame. See figure 45 below.



Computer Related

continued

Figure 46 covers estimated attendance by men and women in ACCPAC, dBASE and DOS computer training. From the respondents who answered these questions a total estimated attendance in these three topics is over 1,000 people.

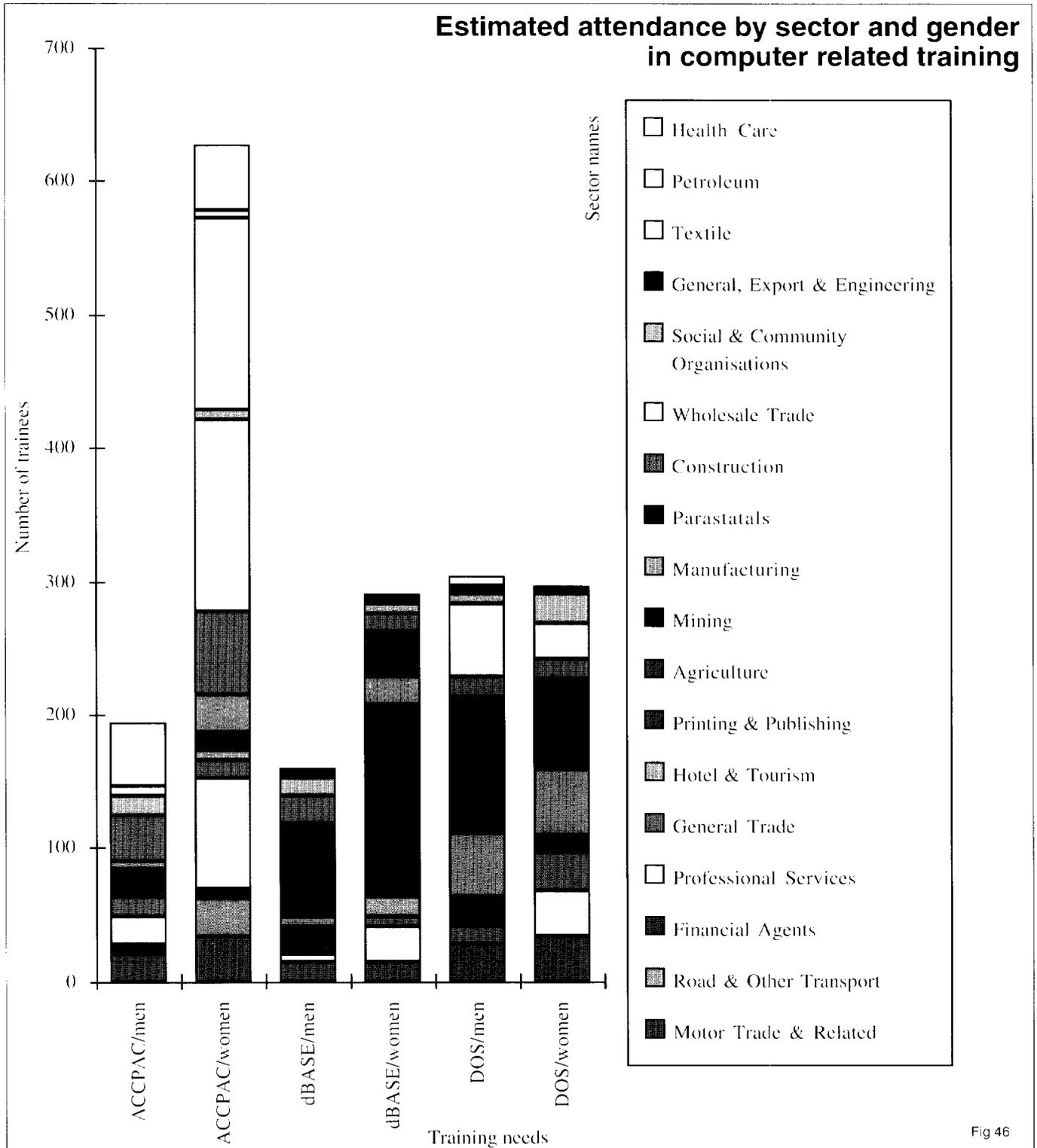


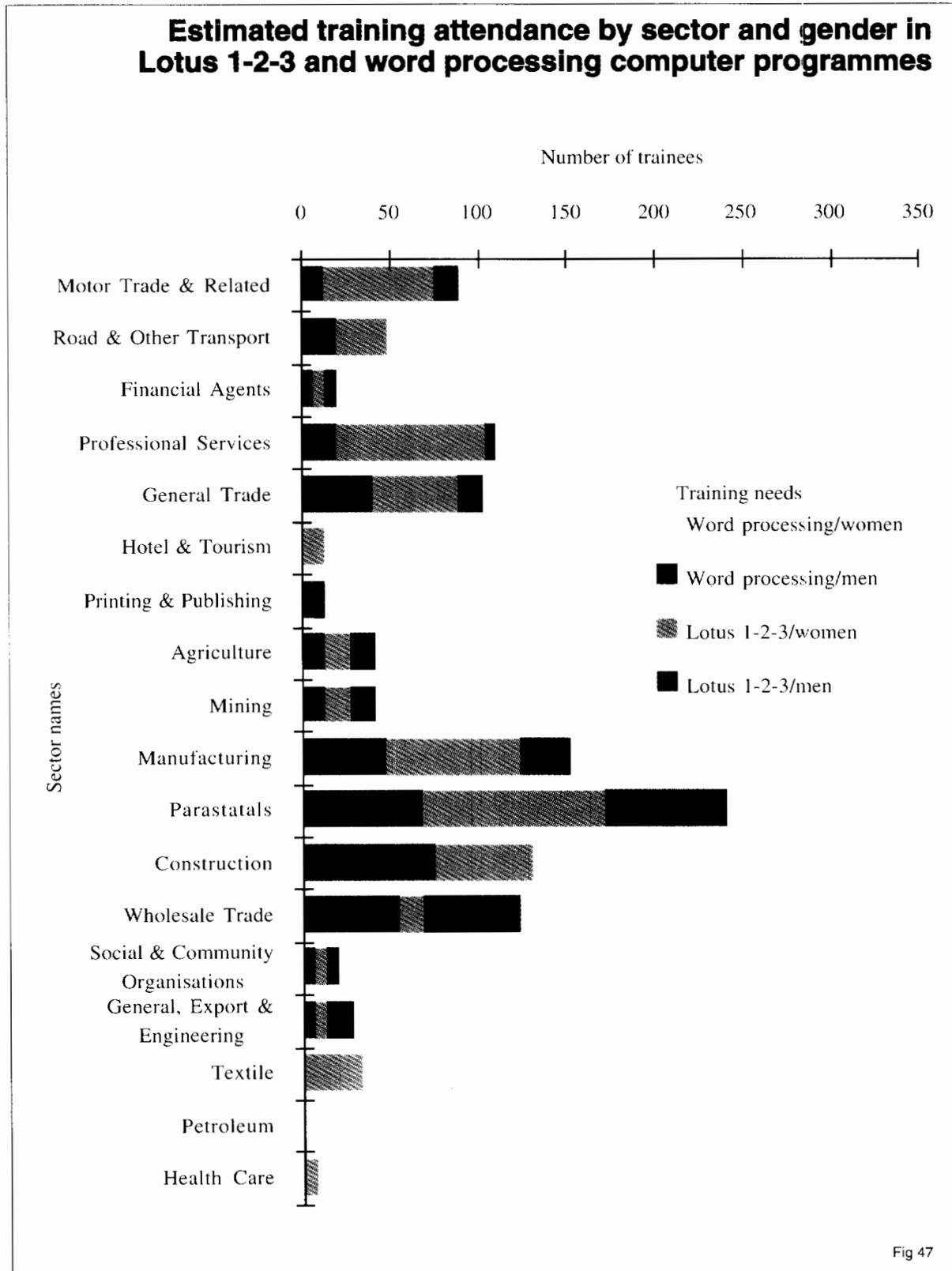
Fig 46



Computer Related

continued

Figure 47 gives estimated attendance for training in Lotus 1-2-3 and word processing computer programmes. The respondents estimated that over 1,700 persons should attend these computer related courses.



Computer Related

continued

Figure 48 shows the other computer related topics for which training has been requested.

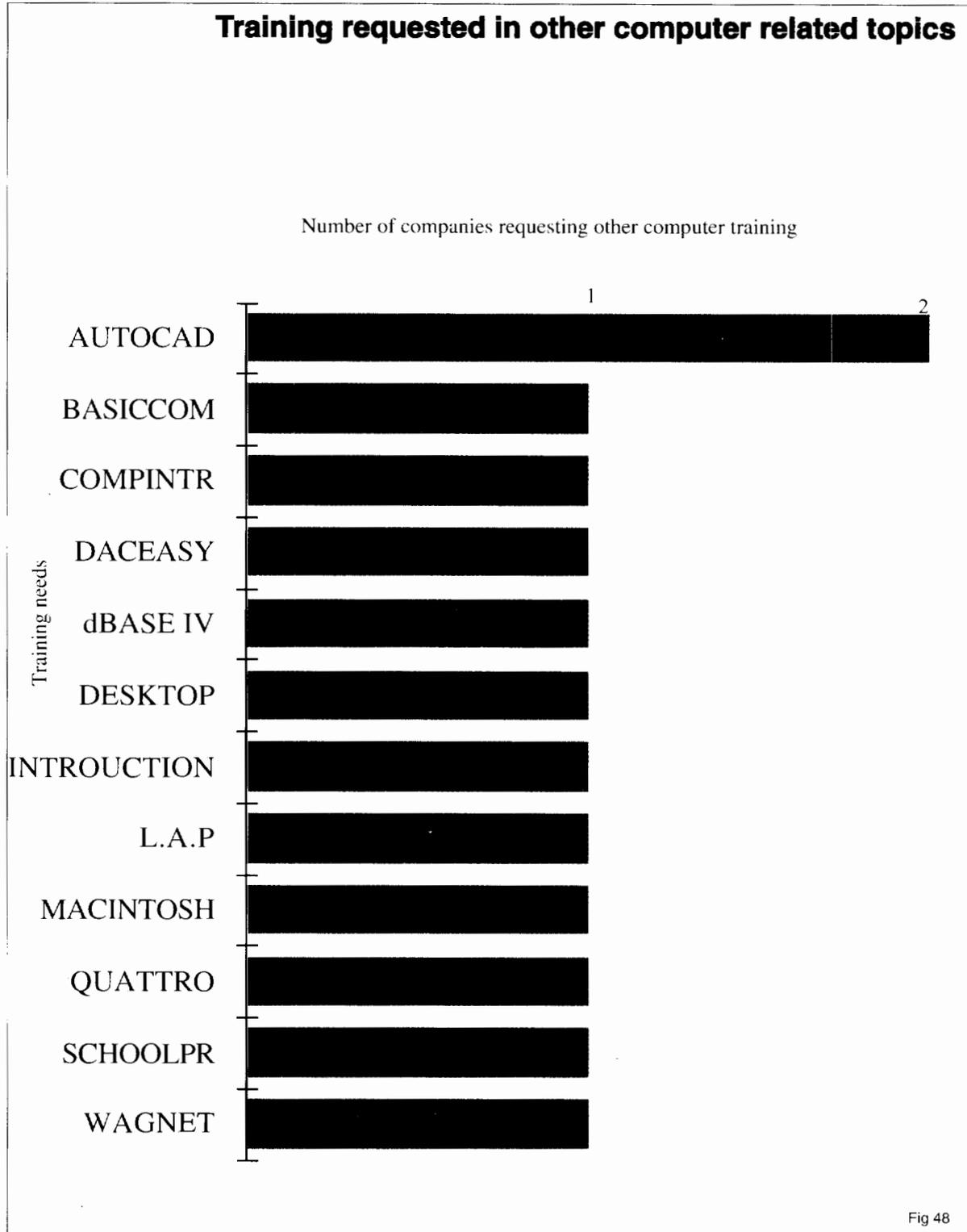


Fig 48



Marketing and Sales

4

Previous Page Blank

*Marketing and sales focuses
its attention on serving customers.
Selling is really a matter of helping people buy.*



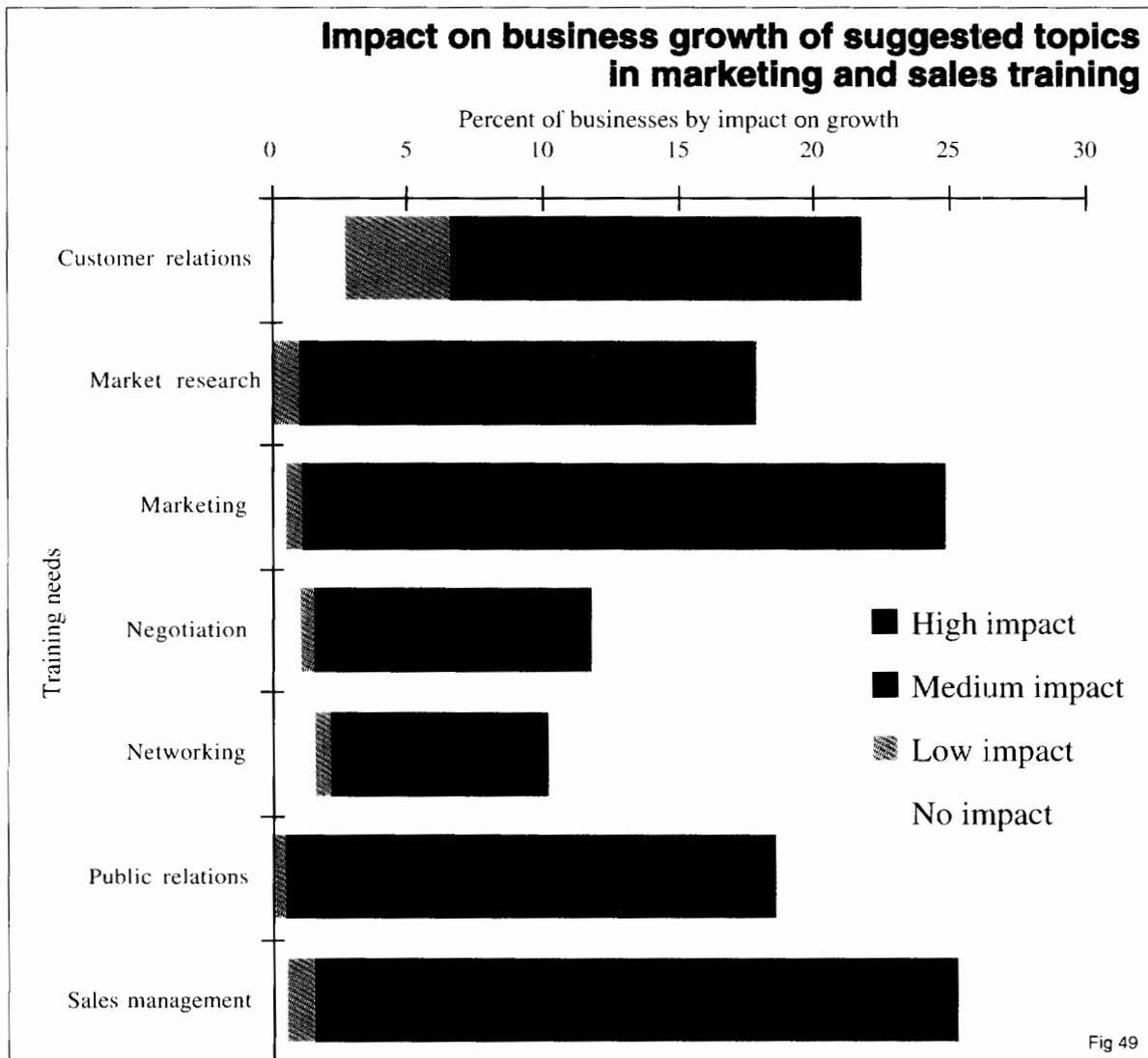
Marketing and Sales

In the area of marketing and sales training, this survey revealed seven suggested topics where training is desired:

1. Customer relations
2. Market research
3. Marketing
4. Negotiations
5. Networking
6. Public relations
7. Sales management

Each topic was analysed by various aspects of the training need- ed and how it would impact on the business. Figure 49 shows whether the impact of the specifically desired training is high, medium, low or no impact. Many businesses reported high impact on business growth in the various sales and marketing categories.

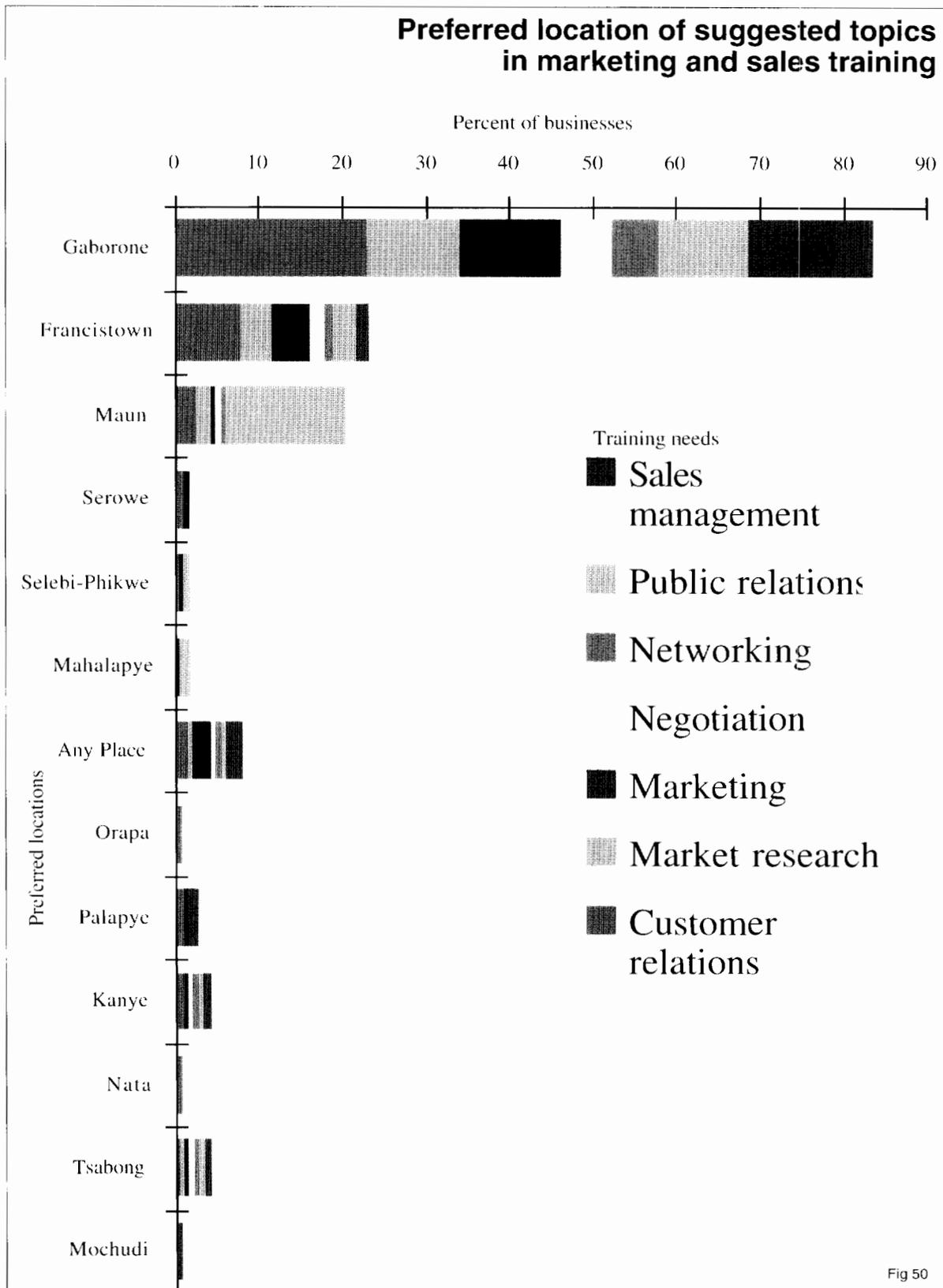
In addition respondees were encouraged to specify other marketing and sales topics for training. These additional topics are shown in figure 57 on page 87. Over 40% of the businesses responded as having needs in marketing and sales.



Marketing and Sales

continued

The preferred location of training was answered by 24.2% to 41% of the respondents. As indicated in figure 50, Gaborone is the preferred location for training, followed by Francistown and then Maun.



Marketing and Sales

continued

The preferred month to start suggested topics in marketing and sales training is shown in figure 51. It appears that a substantial majority of respondents for this training can start in any month.

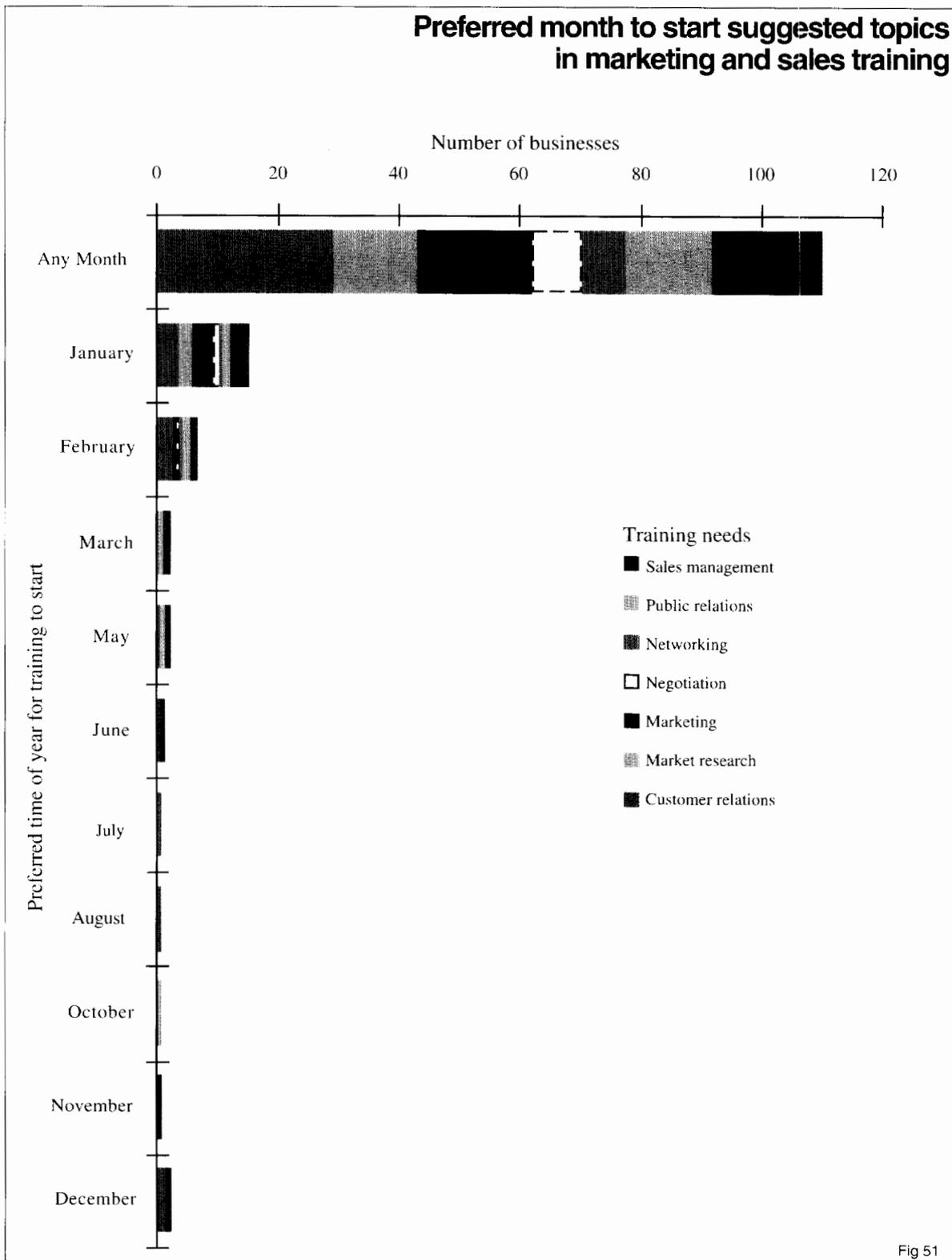


Fig 51

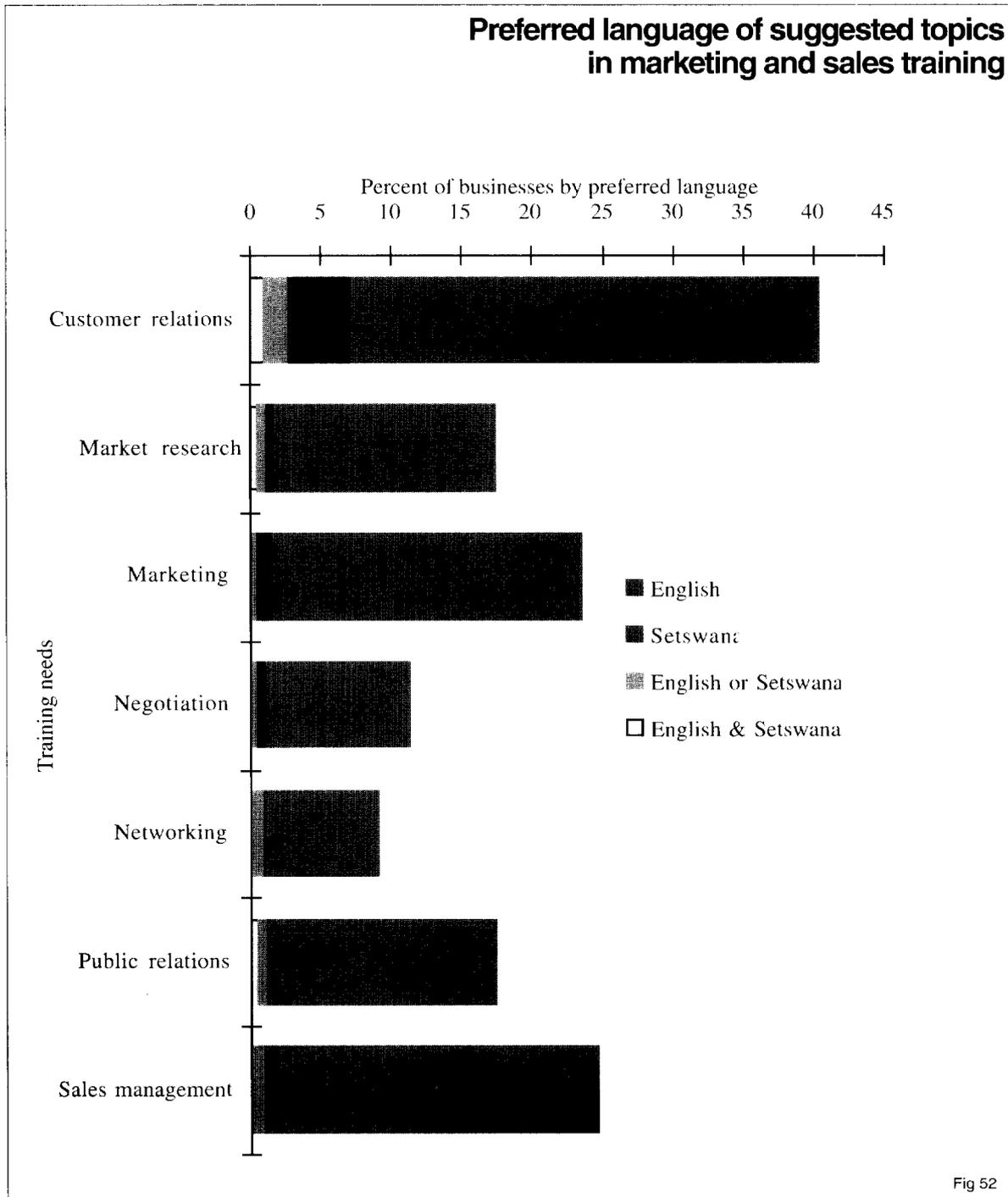


Marketing and Sales

continued

The preferred language of training for marketing and sales subjects is shown in figure 52. The overwhelming majority of respondees prefer the English language. A small percent preferred Setswana and a still smaller percentage wanted either English or Setswana. Very few wanted English and Setswana.

These questions were answered by 24.7% to 40.4% of the respondees.

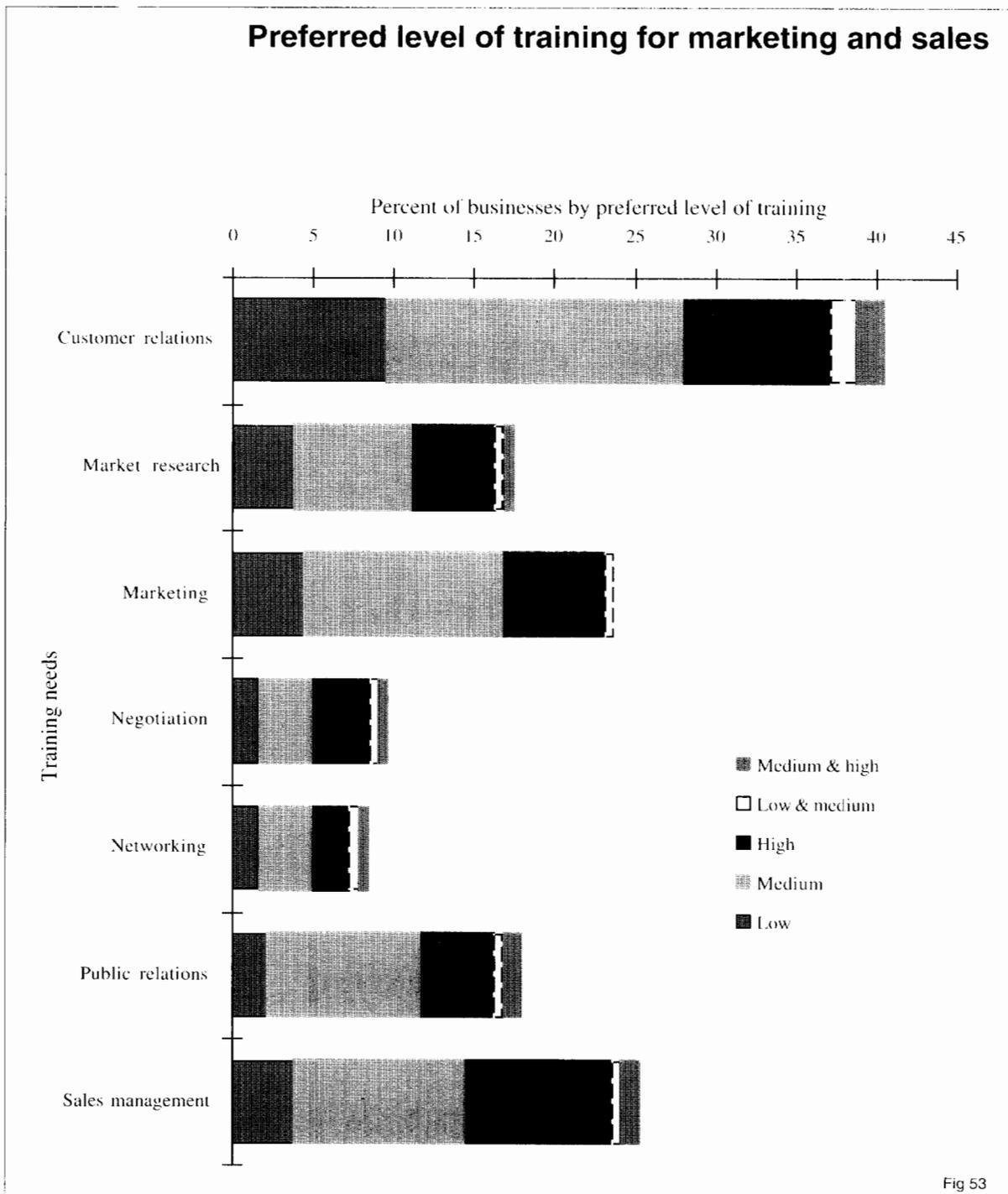


Marketing and Sales

continued

The preferred level of training for the marketing and sales area is shown in figure 53.

Most respondents favored medium level training, followed by high level training. Low level is required by some businesses. These questions were answered by 25.3% to 40.4% of the respondents.



Marketing and Sales

continued

The preferred duration of training in marketing and sales varies. The most preferred is 5 days, followed by 3 days, 1 day, 7 days and 2 days. The 14 day and 30 day time frame was selected by 10% of the combined respondees. See figure 54 below.

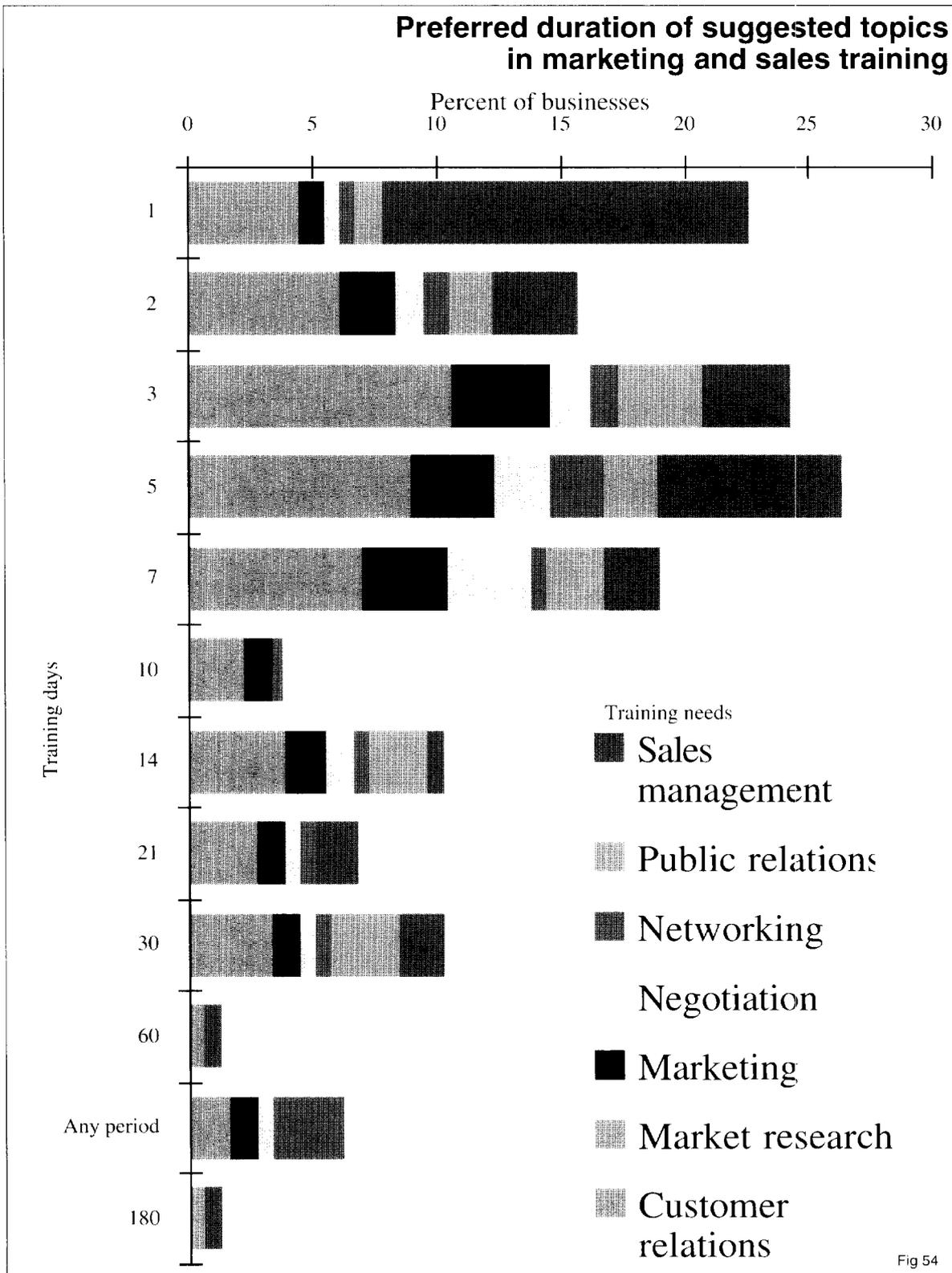


Fig 54



Marketing and Sales

continued

Figure 55 covers estimated attendance by men and women in customer relations, marketing research and marketing training. From the respondents who answered these questions a total estimated attendance in these three topics is over 2,600 people.

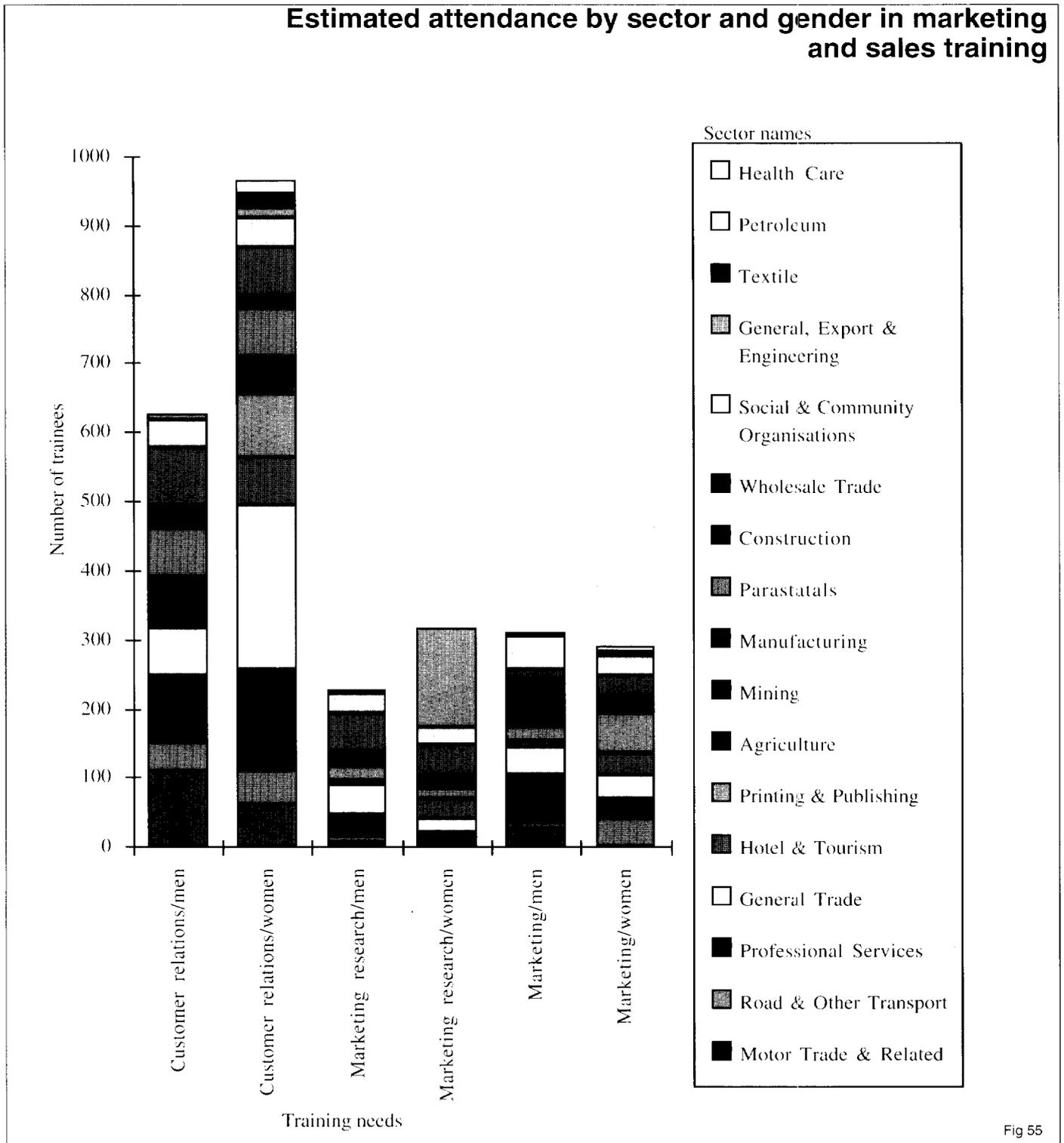


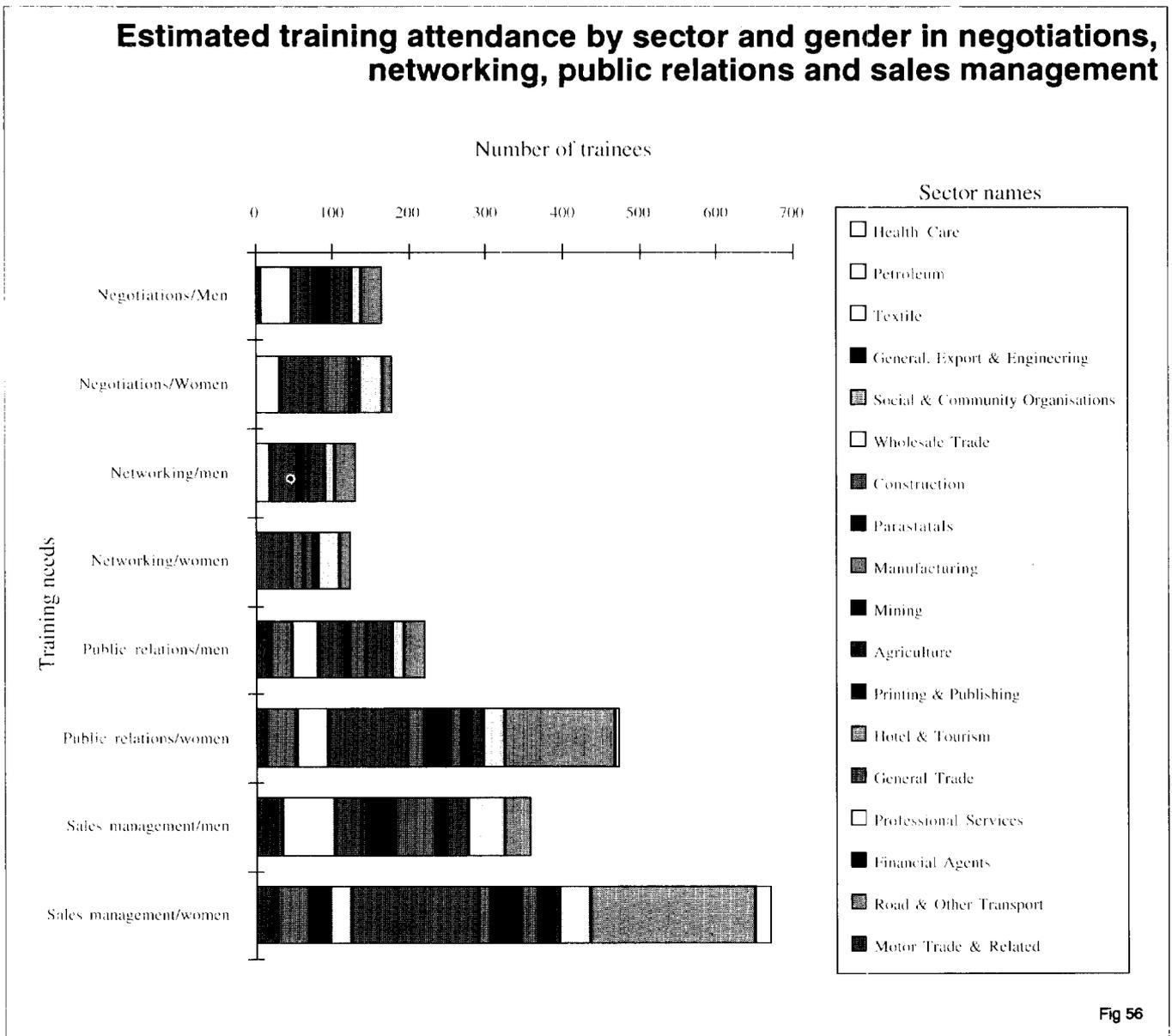
Fig 55



Marketing and Sales

Figure 56 gives the estimated attendance by gender for training in negotiation, networking, public relations and sales management.

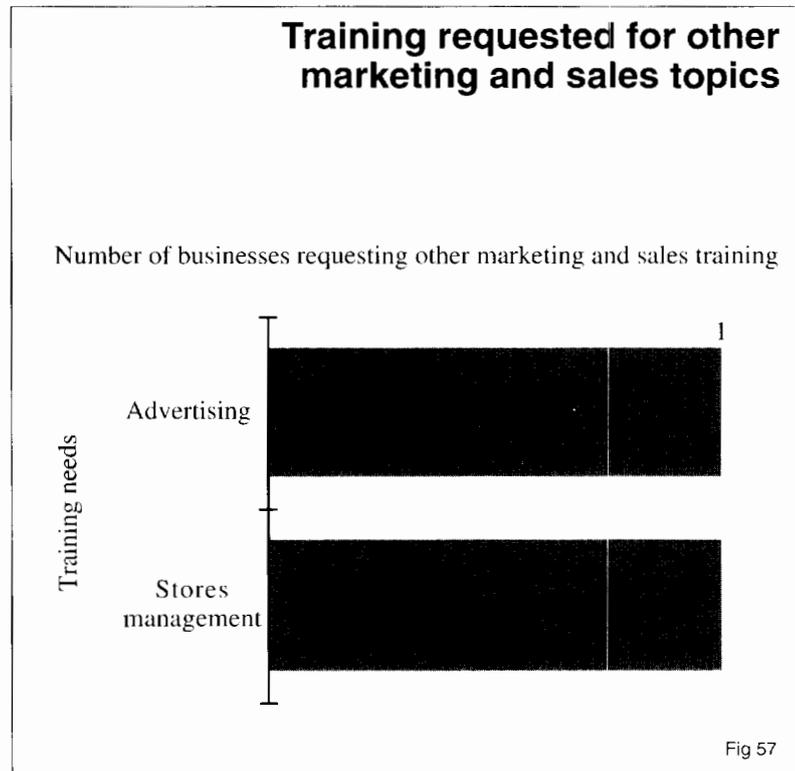
Respondes to these questions estimated over 2,000 persons should attend marketing and sales courses.



Marketing and Sales

continued

Figure 57 shows two other suggested topics for which training has been requested in the marketing and sales area.



Personnel

Personnel Page Blank

5

*The most important asset of almost any business is
the personnel.*

*Effective personnel interaction and a clear
cognitive knowledge of personnel importance along
with implementation of sound principles
creates a winning team.*



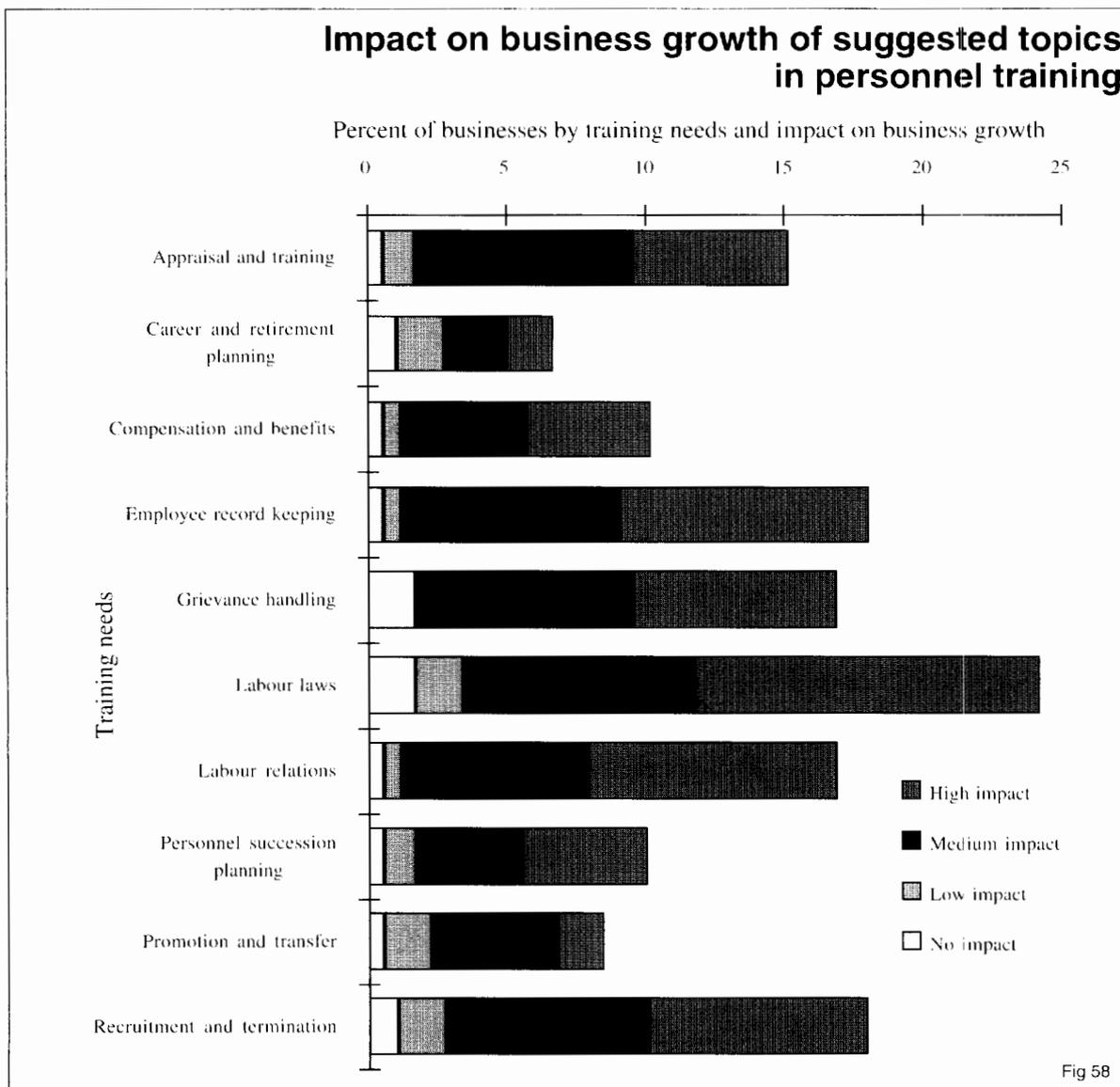
Personnel

In the area of personnel training, this survey revealed ten suggested topics where training is desired:

1. Appraisal and training
2. Career and retirement planning
3. Compensation and benefits
4. Employee record keeping
5. Grievance handling
6. Labour laws
7. Labour relations
8. Personnel succession planning
9. Promotion and transfer
10. Recruitment and termination

Each topic was analysed by various aspects of the training needed and how it would impact on the business. Figure 58 shows whether the estimated impact of the specific training would be high, medium, low or no impact. Many businesses report high impact on business growth in the various personnel training categories. From 16.2% to 22% of the respondents answered this question.

One business requested another type of personnel training than these ten topics and that request was in personnel management.

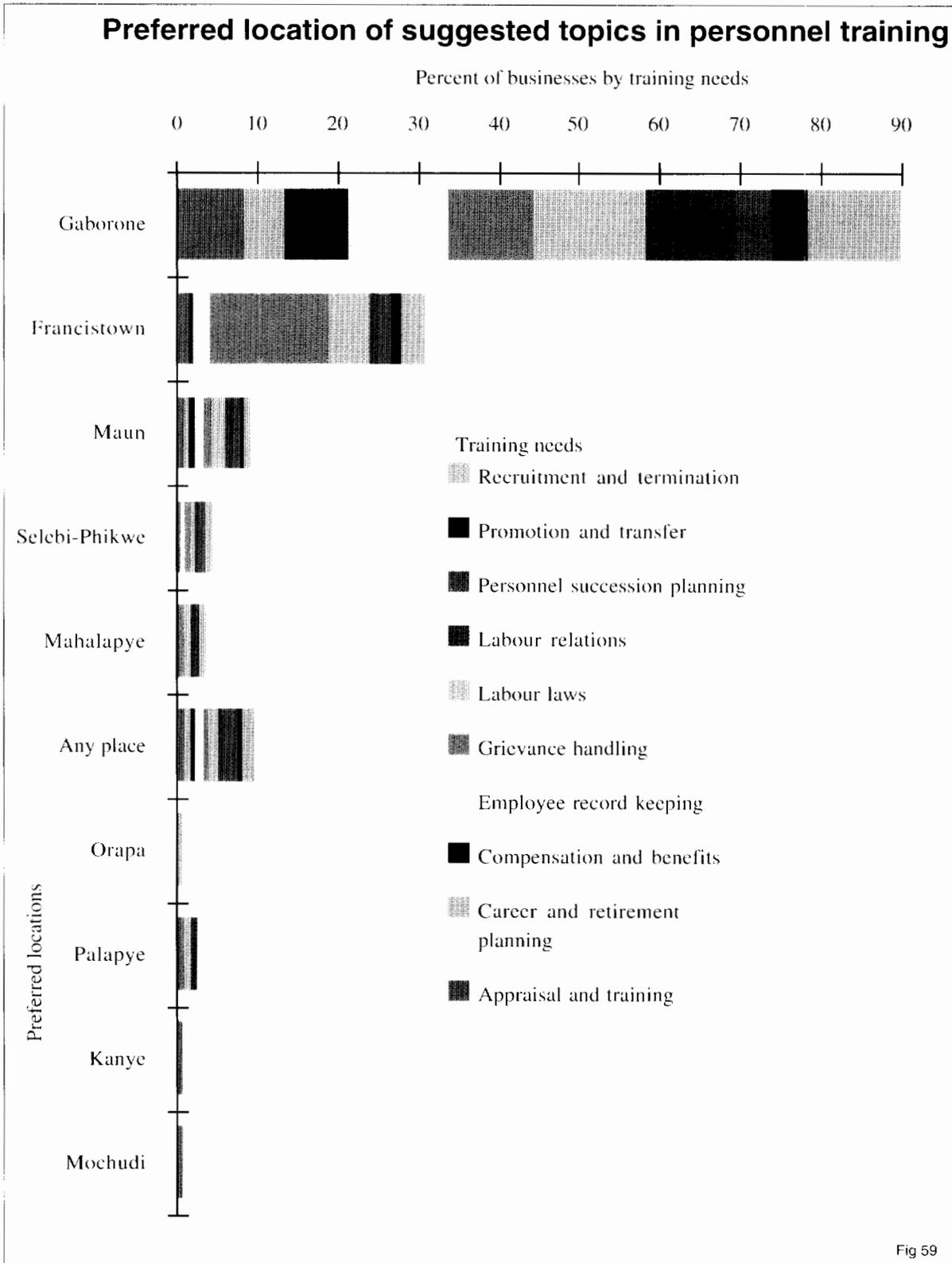


Personnel

continued

The preferred location for personnel training was answered by 16.2% to 26% of the respondents.

As indicated in figure 59, Gaborone is the preferred location for personnel training, followed by Francistown and then Maun.

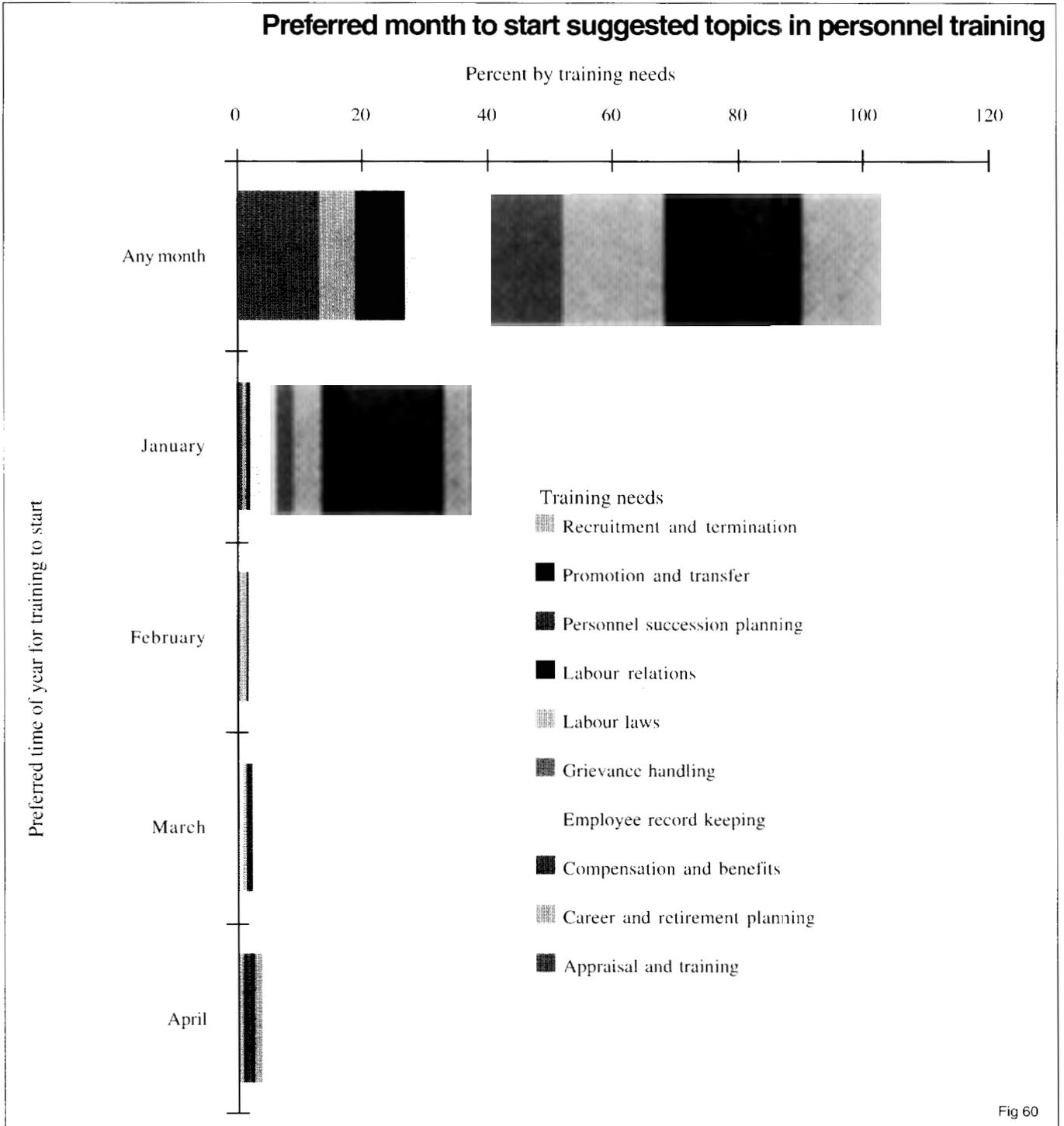


Personnel

continued

The preferred month to start suggested topics in personnel training is shown in figure 60.

It appears that the majority of respondees prefer to start any month of the year. Second preference is the month of January.



Personnel

continued

The preferred language of training for personnel subjects is shown in figure 61. The overwhelming majority of respondents prefer the English language. A small percent preferred Setswana and a still smaller percentage wanted either English or Setswana. Very few wanted English and Setswana. These questions were answered by 15.2 % to 23% of the respondents.

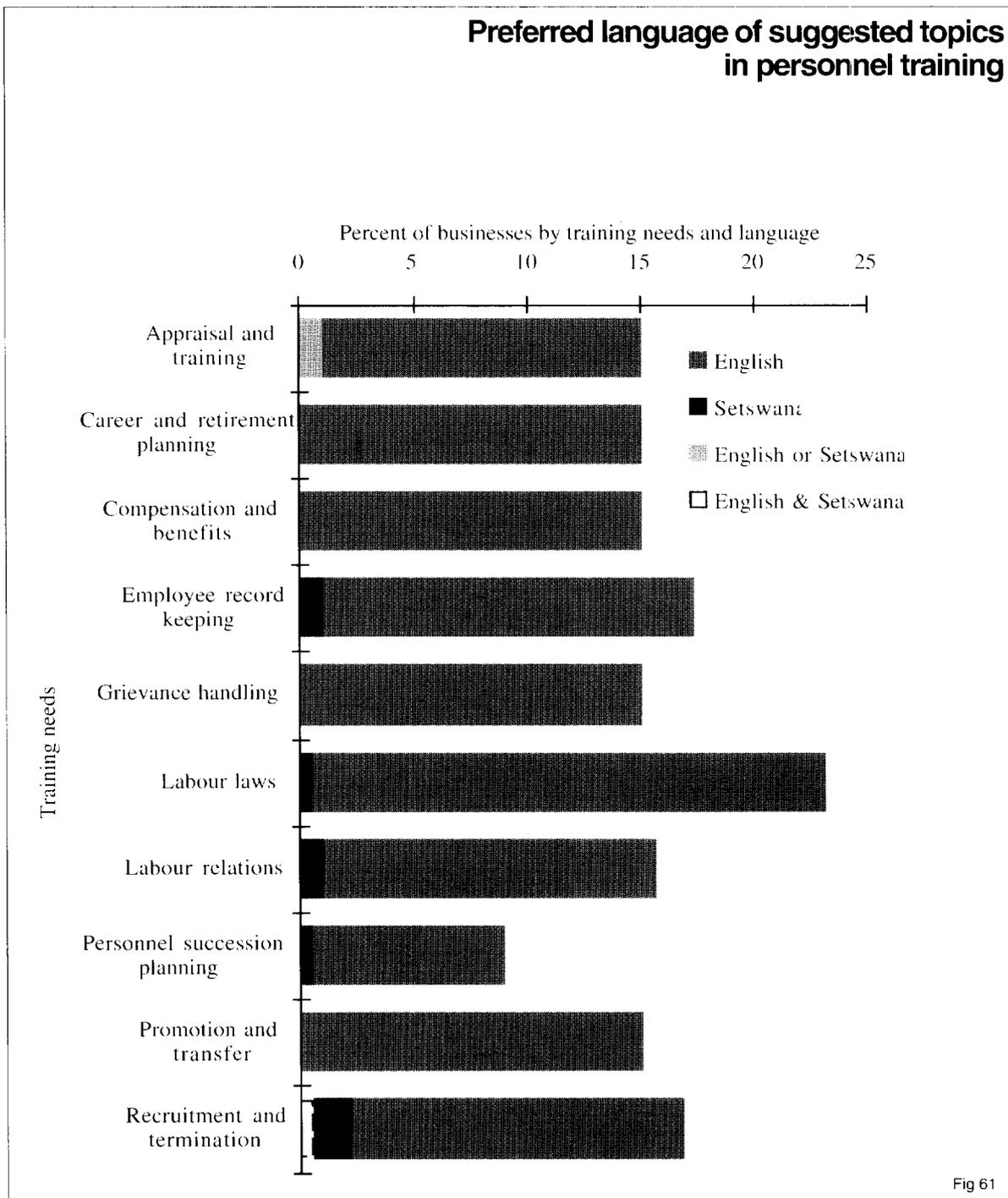


Fig 61



Personnel

continued

The preferred level for personnel training is shown in figure 62. Most respondents favored medium level training, followed by high level training. Medium and high level follows high level with some respondents requesting low level training. These questions were answered by 8.1 to 22% of the respondents.

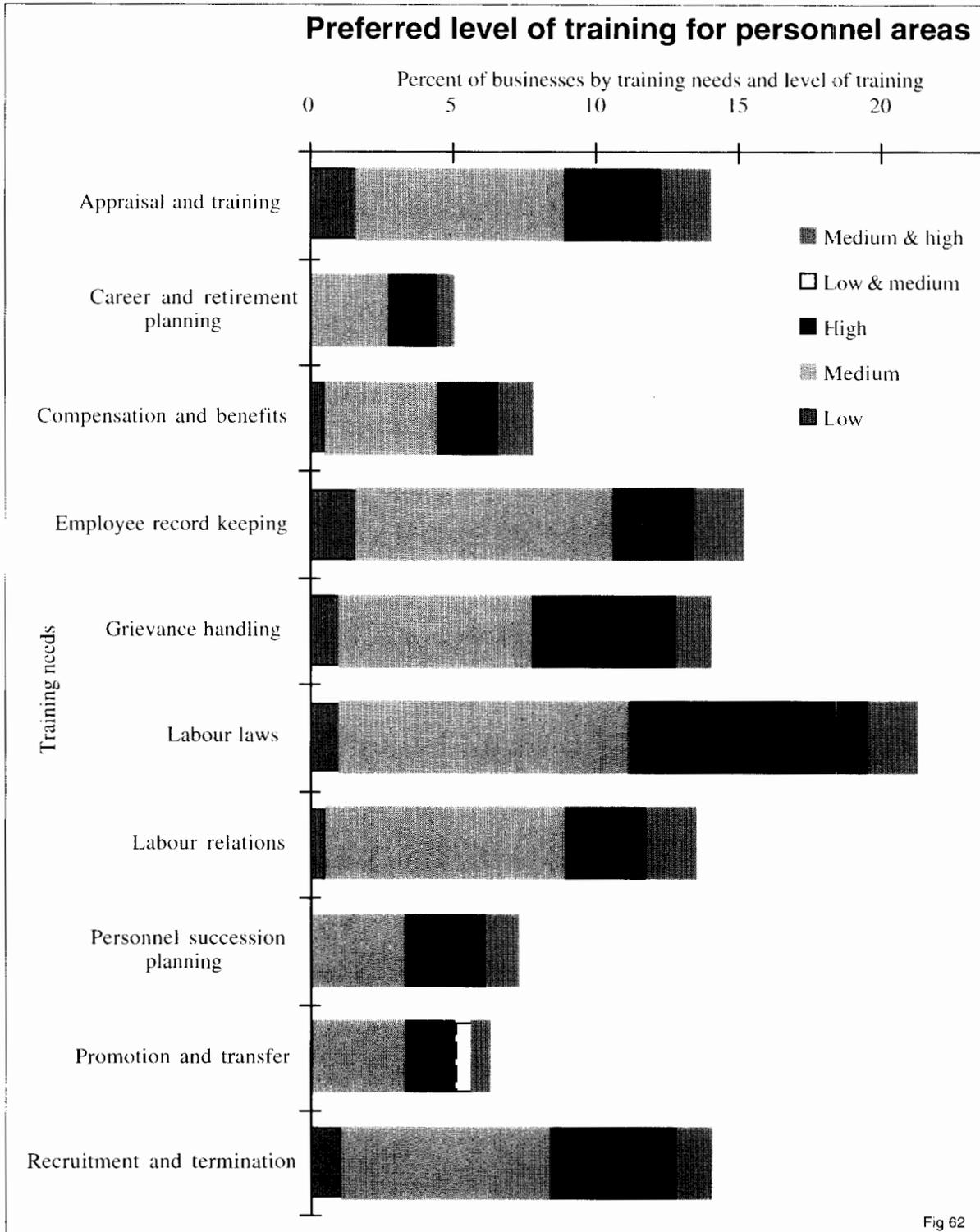


Fig 62



Personnel

continued

The preferred duration of training in personnel varies. The most preferred is 5 days, followed by 1 day, 3 days, and 2 days. The 7 day and 14 day time frame was selected by 7% of the combined respondents. See figure 63 below.

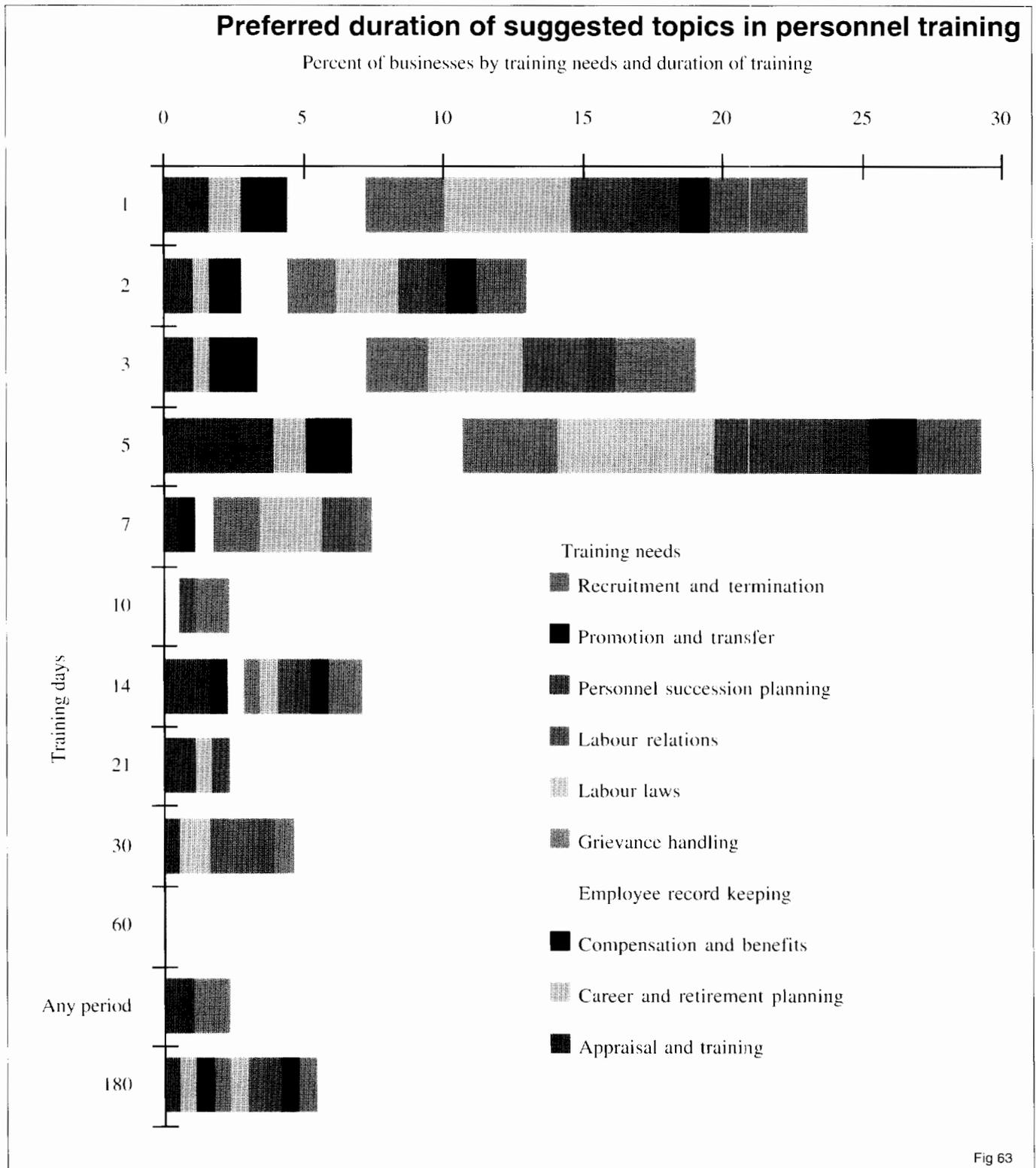


Fig 63



Personnel

continued

Figure 64 covers estimated attendance by men and women in appraisal and training, career and retirement planning and compensation and benefit training. From the respondents who answered these questions a total estimated attendance in these three topics is almost 800 people. (Four sectors did not indicate any attendees.)

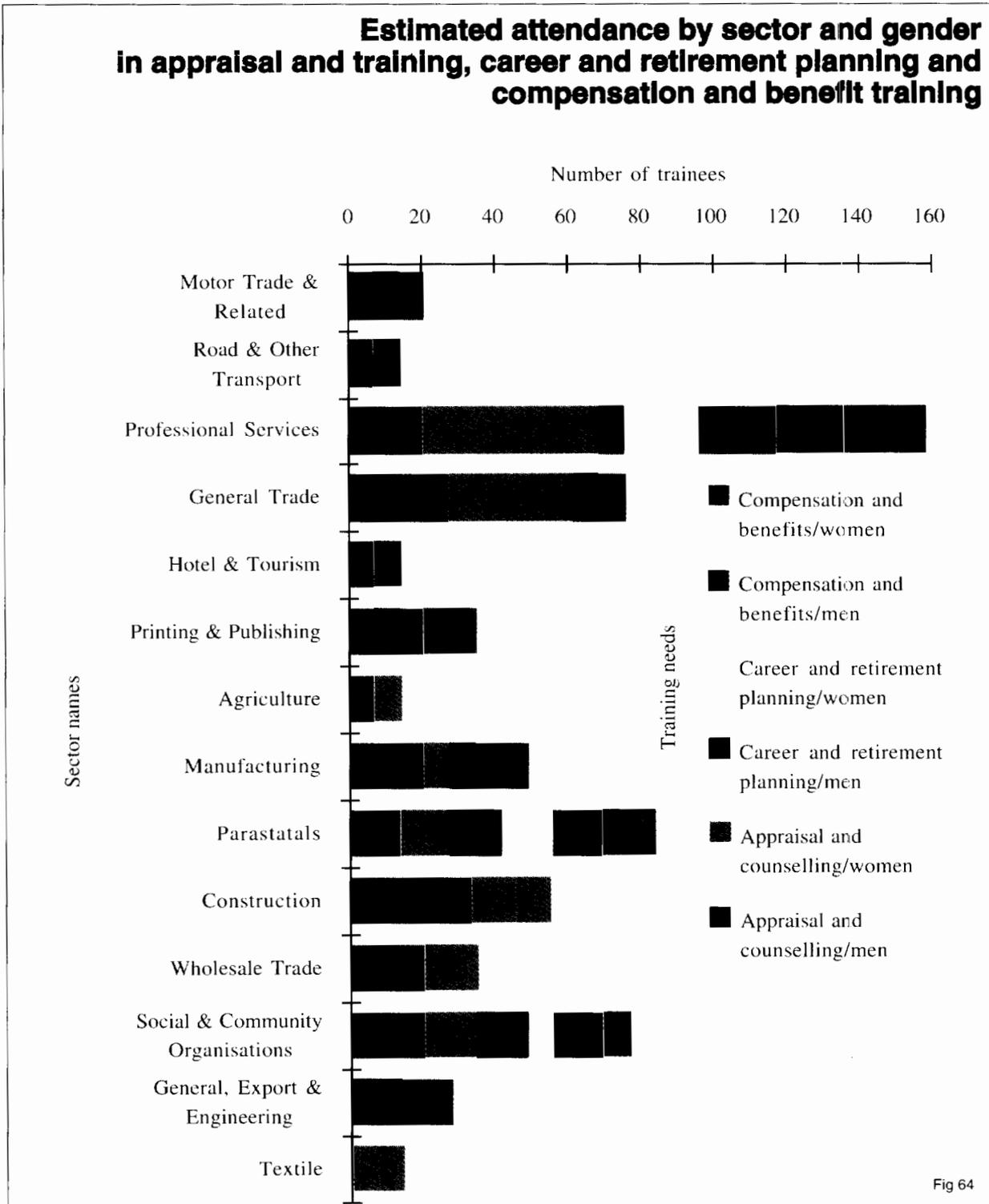


Fig 64

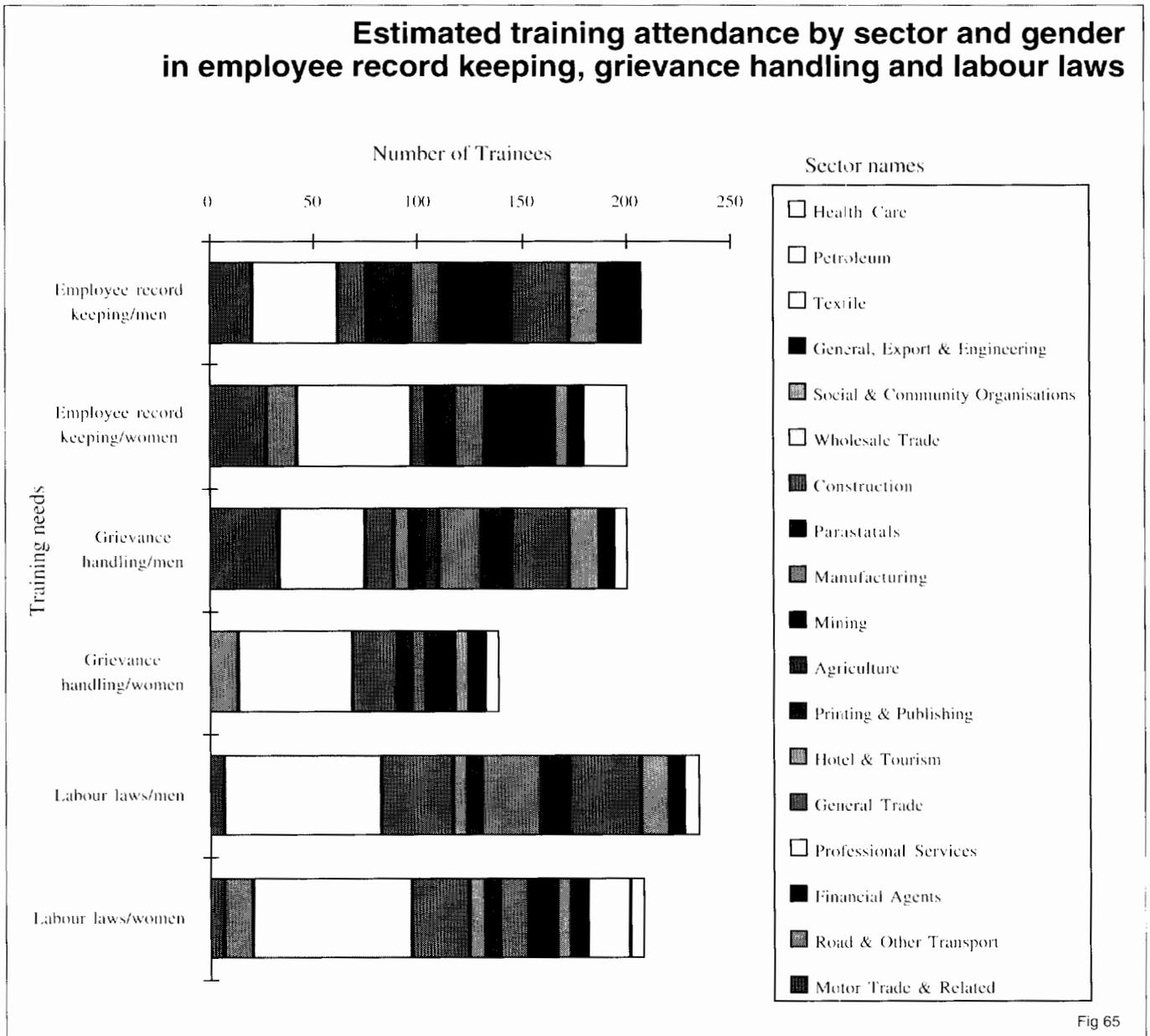


Personnel

continued

Figure 65 covers estimated attendance by men and women in employee record keeping, grievance handling and labour laws training.

Respondees to these questions estimated almost 1,200 persons would attend these personnel training courses.



Personnel

continued

Figure 66 covers estimated attendance by men and women in labour relations, personnel succession, promotion and transfer and recruitment and termination training.

Respondes to these questions estimated almost 1,000 persons should attend these personnel courses.

Estimated training attendance by sector and gender in labour relations, personnel succession planning, promotion and transfer and recruitment and termination

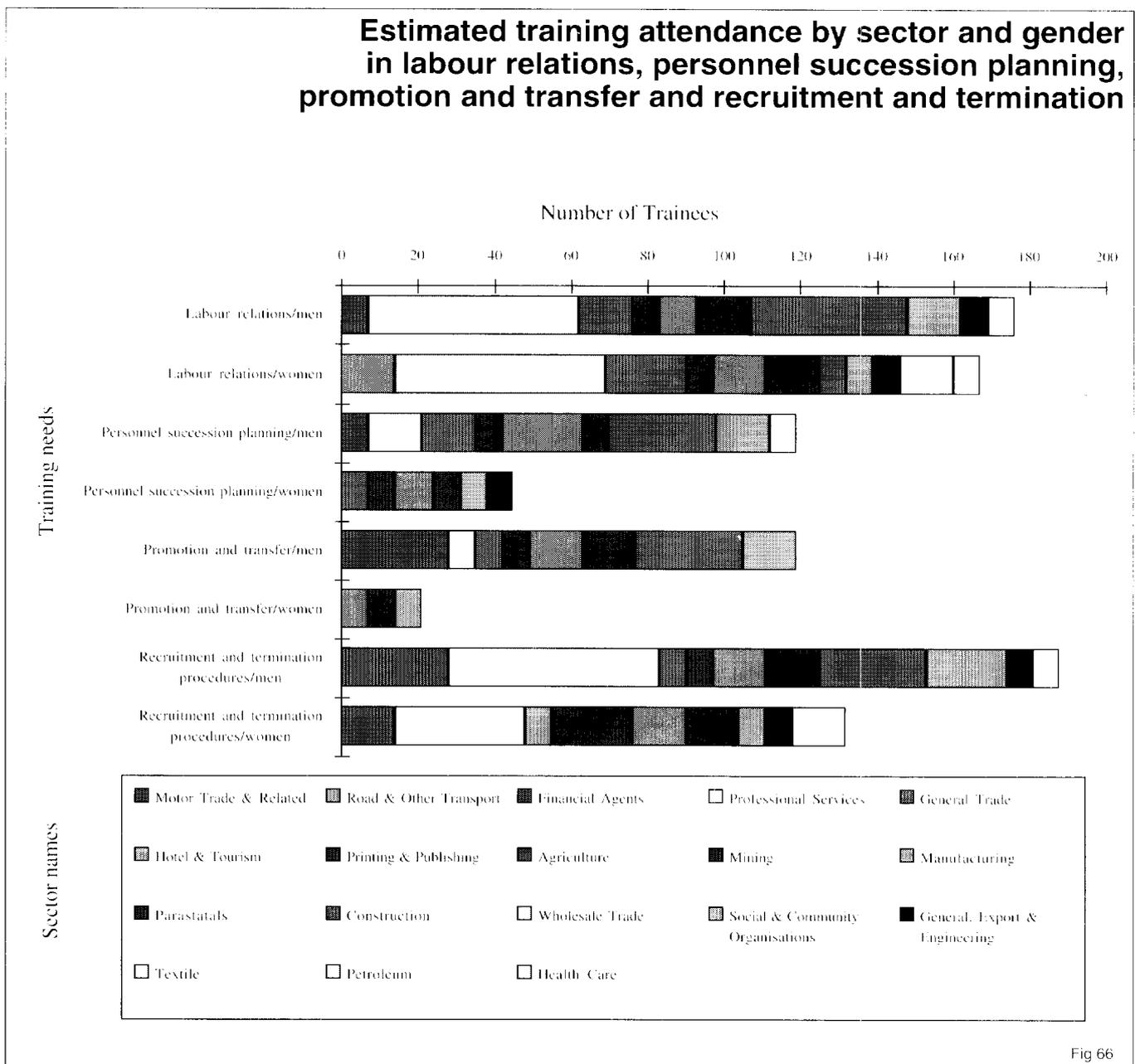
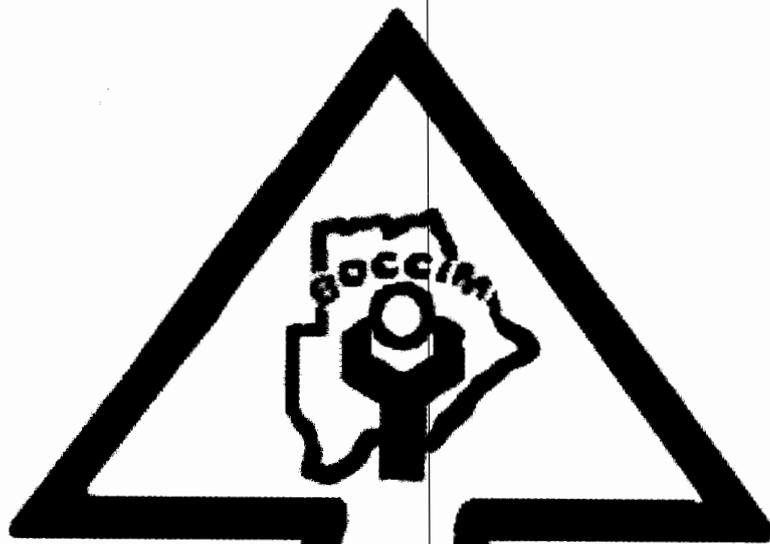


Fig 66





Production

6

Previous page 21

*Production training means improving productivity
through efficiency, planning and action.
Results oriented personnel is the key!*



Production

In the area of production, this survey covered fifteen suggested topics where training is desired:

1. Effective purchasing
2. Recruitment management
3. Facilities management
4. Improving quality with statistical process control
5. Maintenance management
6. Materials management
7. Methods improvement
8. Physical distribution management
9. Production planning and control
10. Productivity improvement
11. Project management
12. Quality control
13. Record keeping
14. Technology resource management
15. Warehouse management

In addition to the above suggested topics, businesses were encouraged to specify any other related topics in which training may be needed. Topics suggested were: Production management, Stock control and Stores management. Each of these topics was suggested by only one business. These questions were answered by 9.4% to 15.7% of the respondents. Each of the main suggested topics was analysed by various aspects of the training needed and how it would impact on the business. Since production training has such a large number of categories, these categories have been divided into two sections. The first section will show the first 8 categories and the second section will give the remaining 7 categories.

Figures 67 through 74 will show additional analysis on :

1. Effective purchasing
2. Recruitment management
3. Facilities management
4. Improving quality with statistical process control
5. Maintenance management
6. Materials management
7. Methods improvement
8. Physical distribution management

Figures 75 through 82 will show additional analysis on

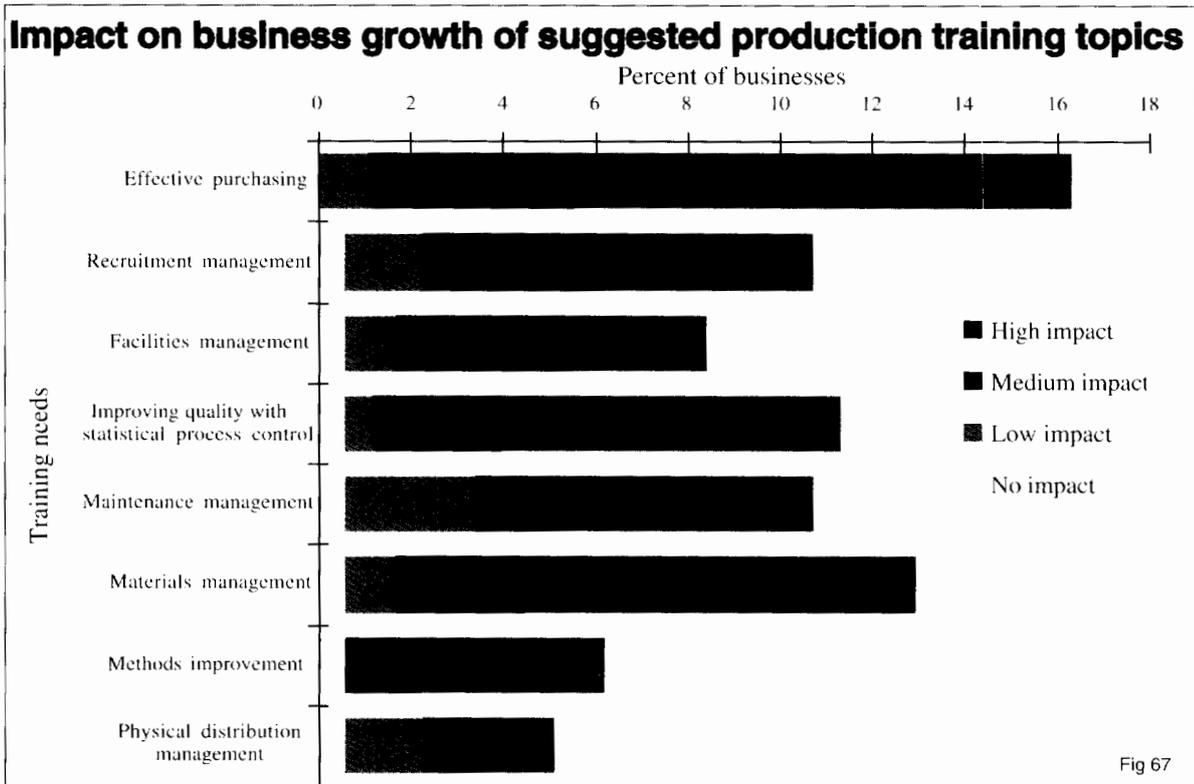
9. Production planning and control
10. Productivity improvement
11. Project management
12. Quality control
13. Record keeping
14. Technology resource management
15. Warehouse management

Figure 67 on the following page shows the impact of the specific training on the first 8 categories and indicates whether the impact will be high, medium, low or no impact. ➡ ➡

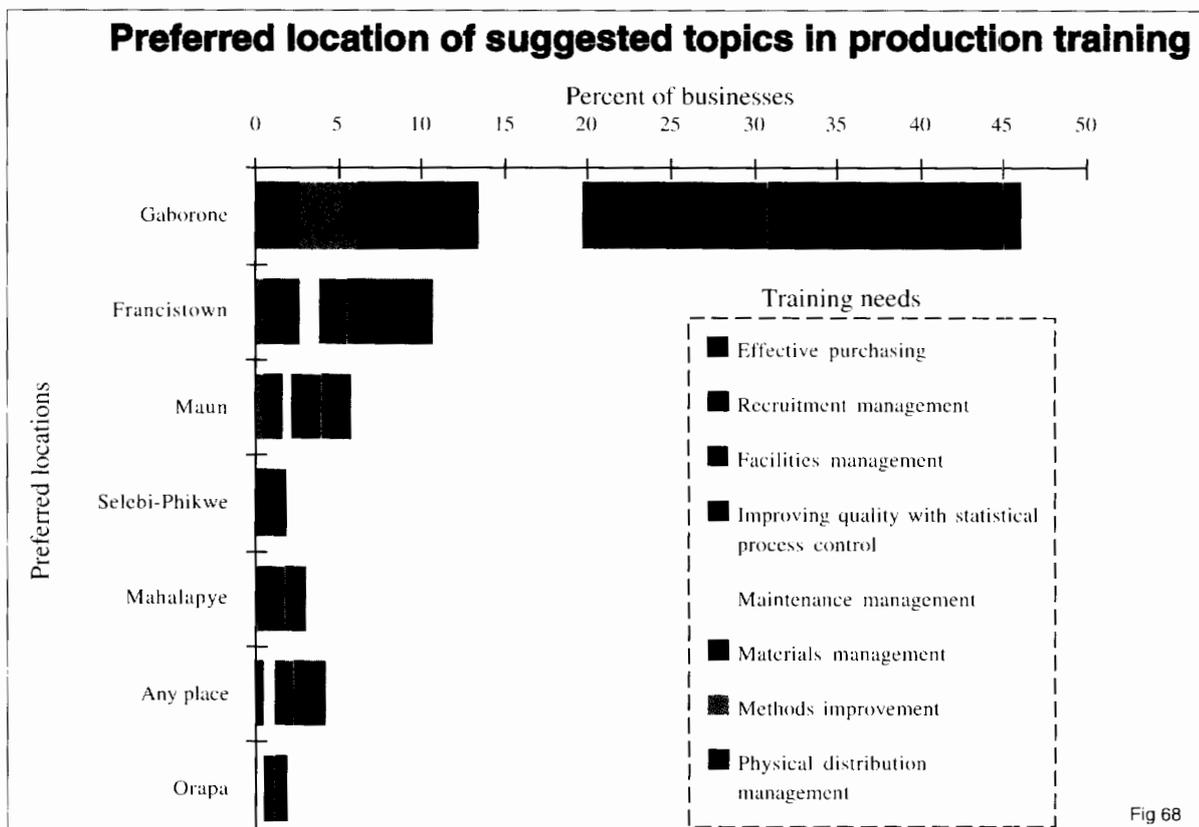


Production

continued



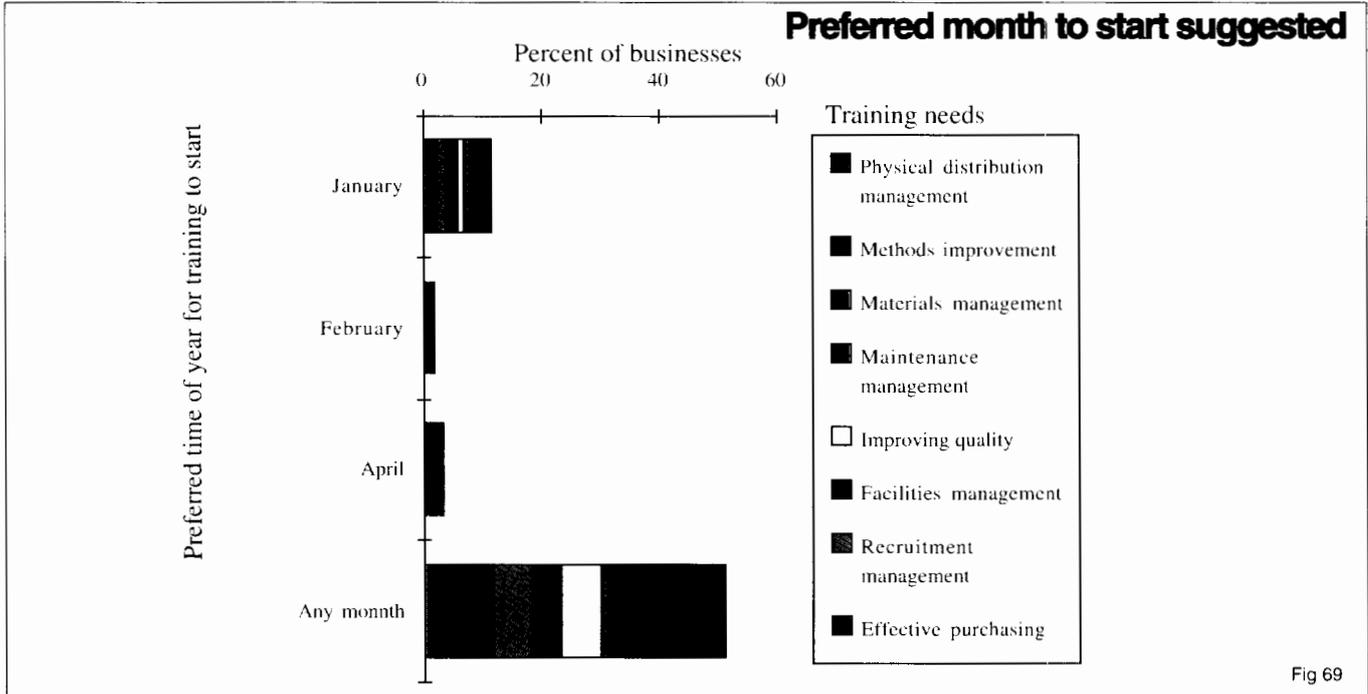
As indicated in figure 68, Gaborone is the preferred location for production training, followed by Francistown and then Maun.



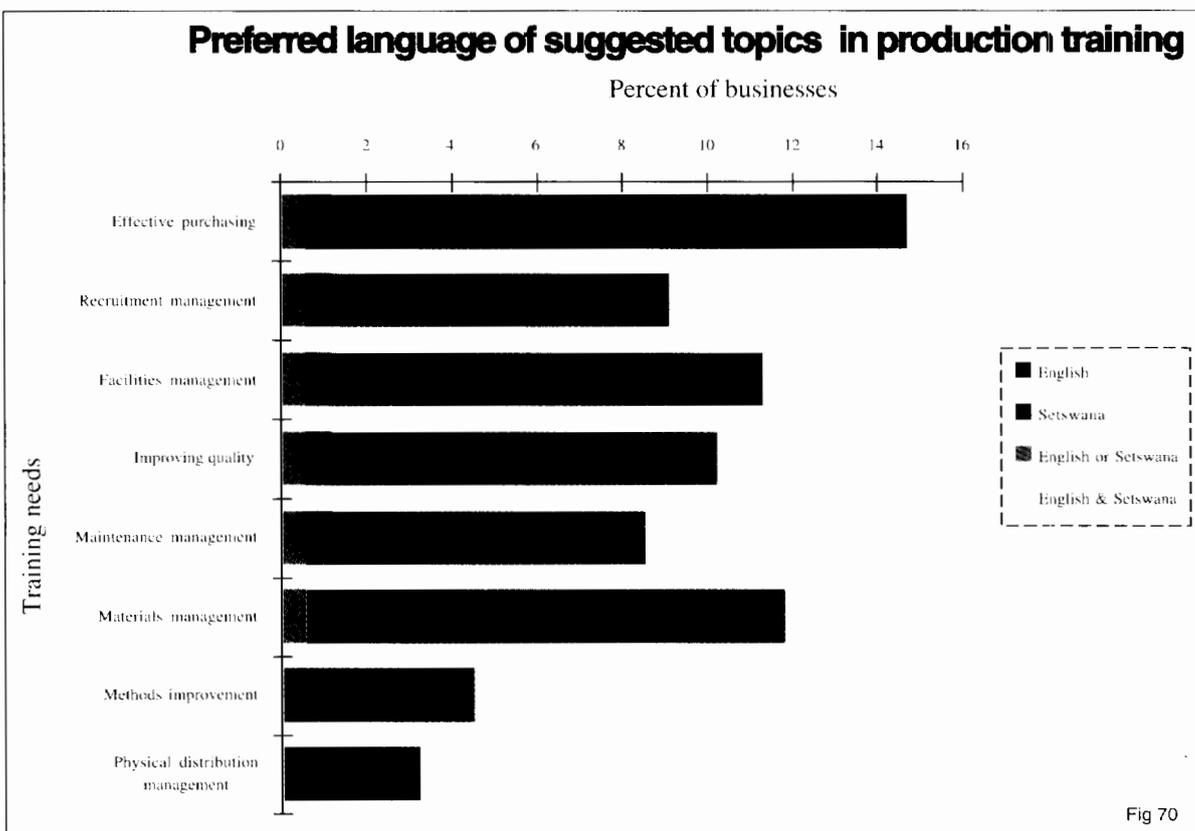
Production

continued

It appears that those businesses who need training in these production areas can start that training in any month of the year. The month of January was the second preferred starting time.



The preferred language of training for these production subjects is shown in figure 70. The overwhelming majority of these respondees prefer the English language.

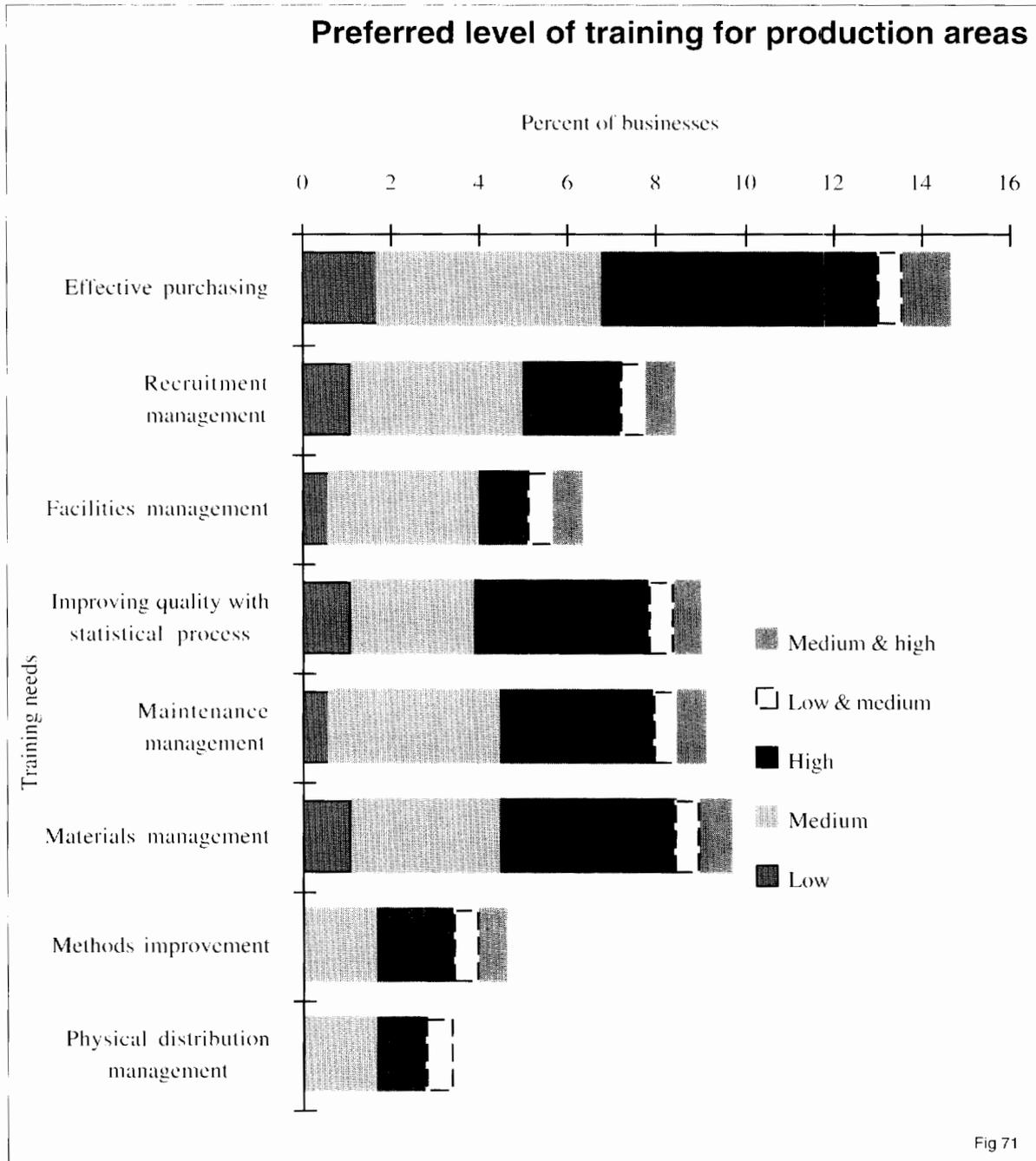


Production

continued

The preferred level of training for these production courses is shown in figure 71.

Most respondees favored medium or high level training. Some respondees requested low level training, while about the same percent requested medium & high level training.

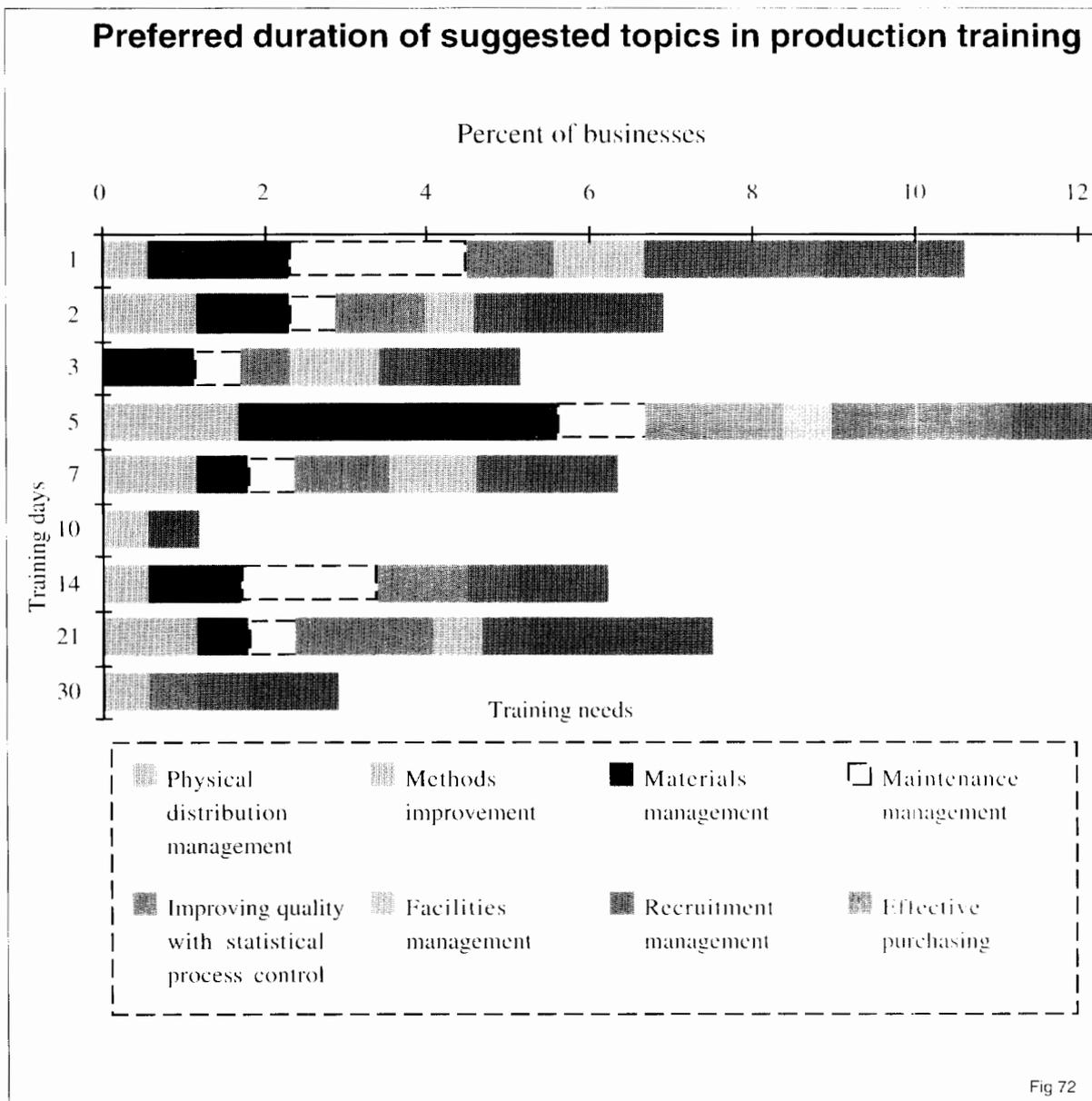


Production training

continued

The preferred duration of training in these production areas varies from 1 to 30 days. The most preferred time frame is 5 days, followed by 1 day. Next is 21 days, followed by 2 days, then 7 and 14 days follow closely with 3 days being next. Then 30 days and the 10 day time frame was selected last.

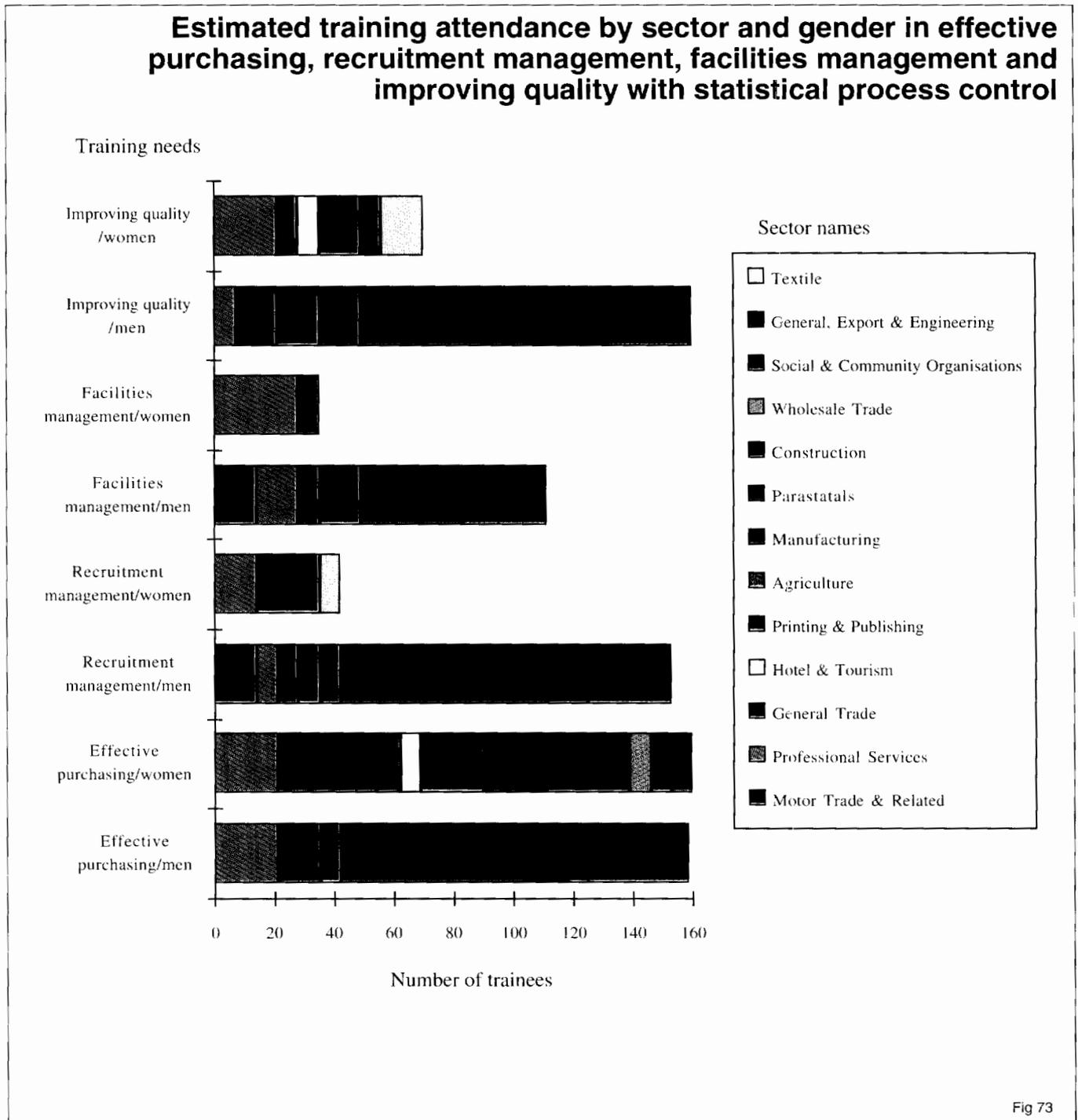
See figure 72 below.



Production

continued

Estimated attendance by men and women in effective purchasing, recruitment management, facilities management and improving quality with statistical process control is almost 900 people. There were no estimated attendees from the Road & Other Transport, Financial Agents, Mining, Petroleum and Health Care sectors of BOCCIM. See figure 73 below.

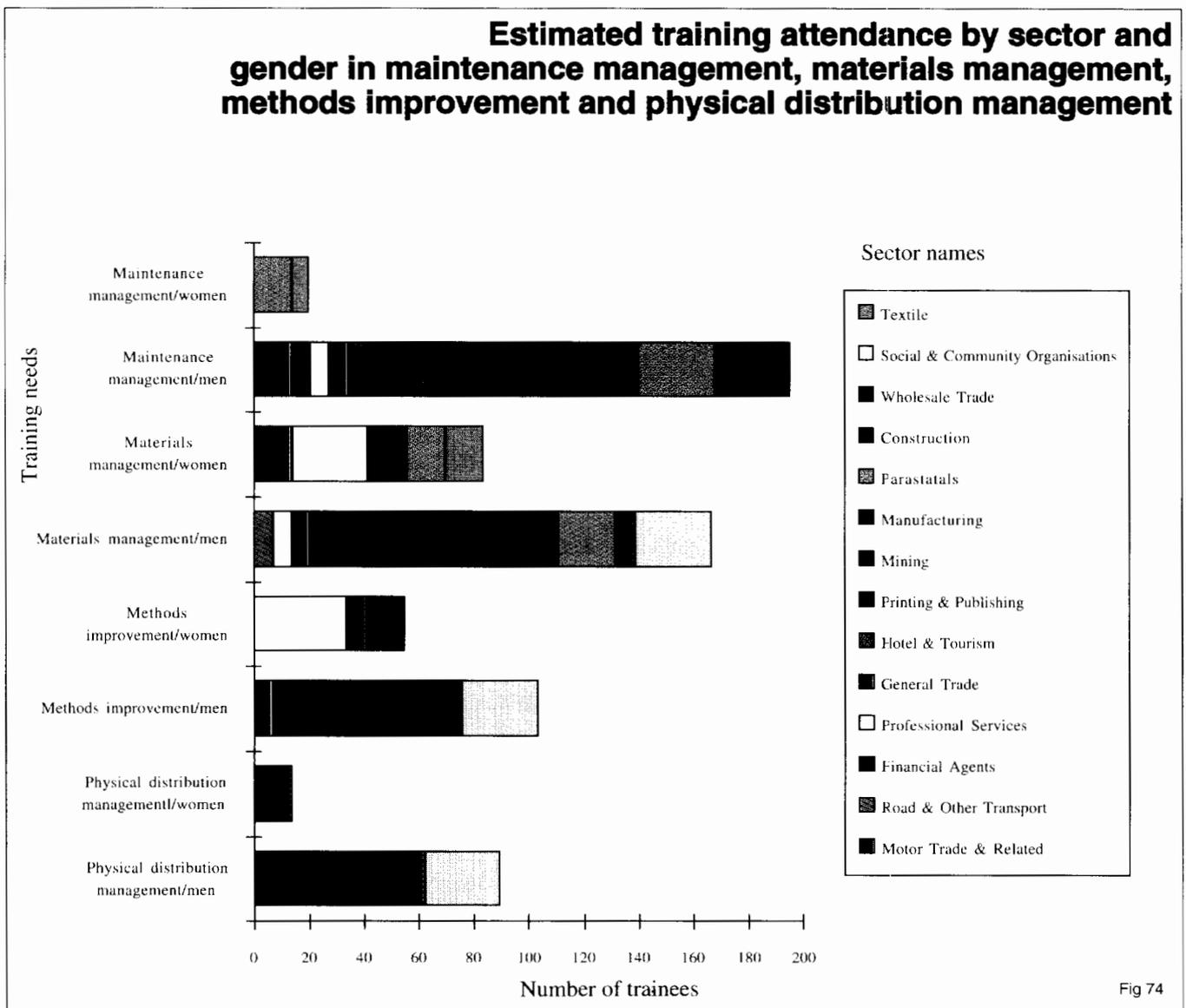


Production

continued

Figure 74 covers estimated attendance by men and women in maintenance management, materials management, methods improvement and physical distribution management. No respondents from the agriculture, general export and engineering, petroleum and health care sectors reported any possible attendees.

From the respondents who answered these questions a total estimated attendance in these four topics is almost 800 people.



Production

continued

Figure 75 shows the impact of the specific training on the last 7 categories of production and indicates whether the impact is high, medium, low or no impact.

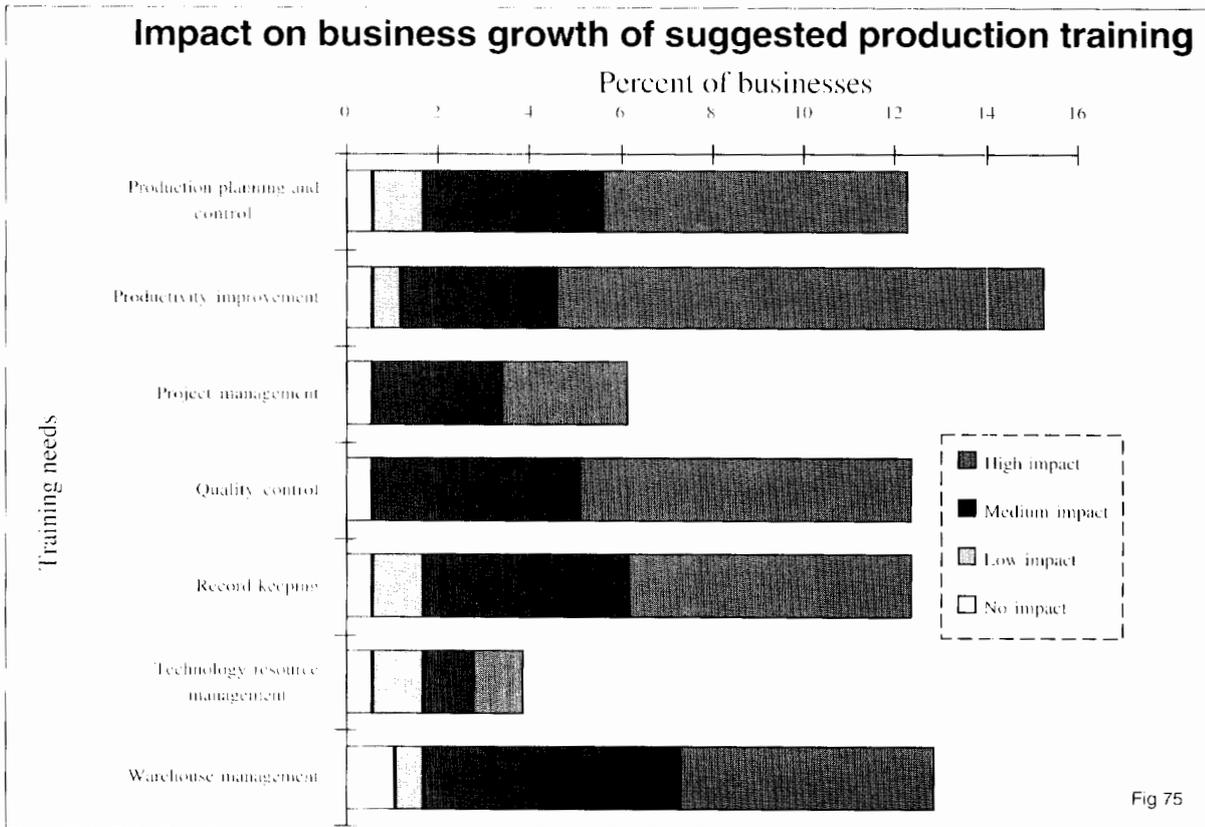
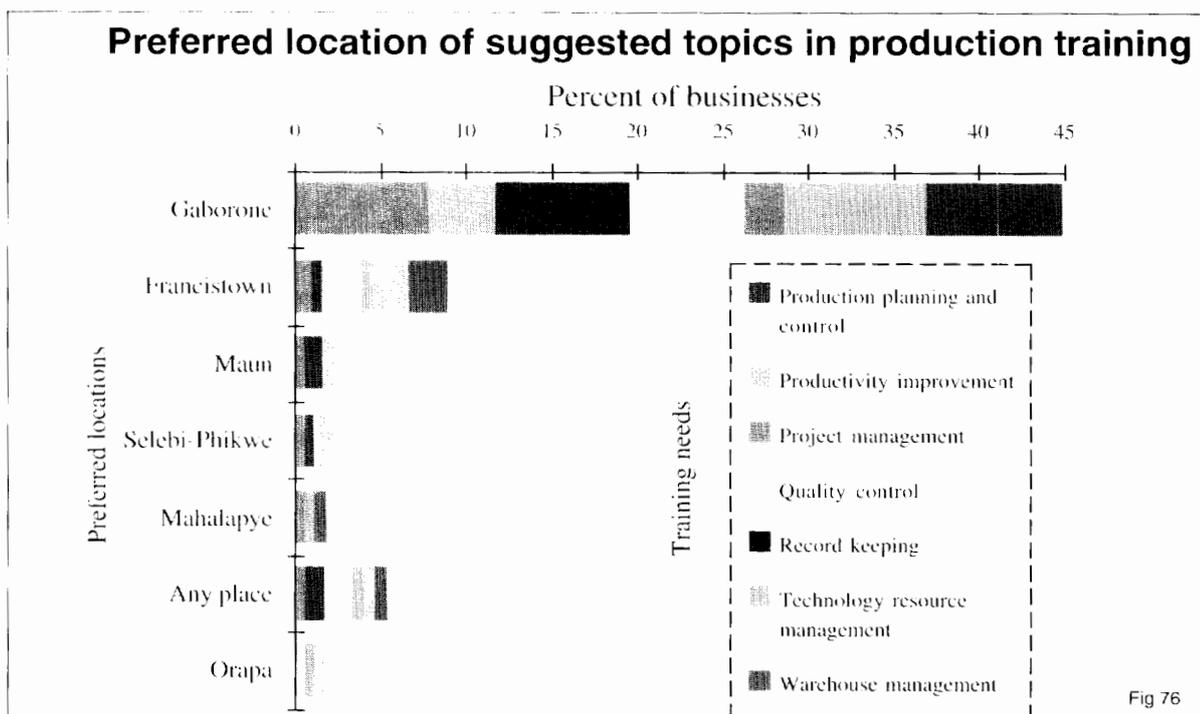


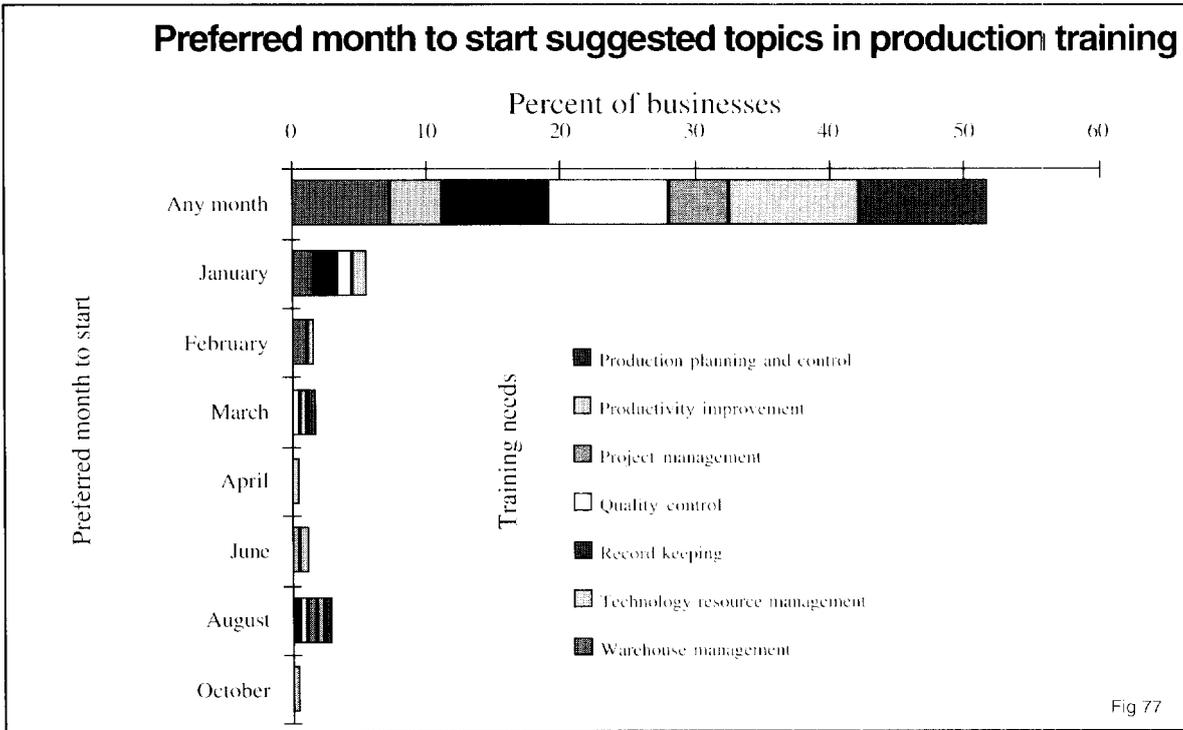
Figure 76 shows Gaborone as the preferred location for production training, followed by Francistown and then any place.



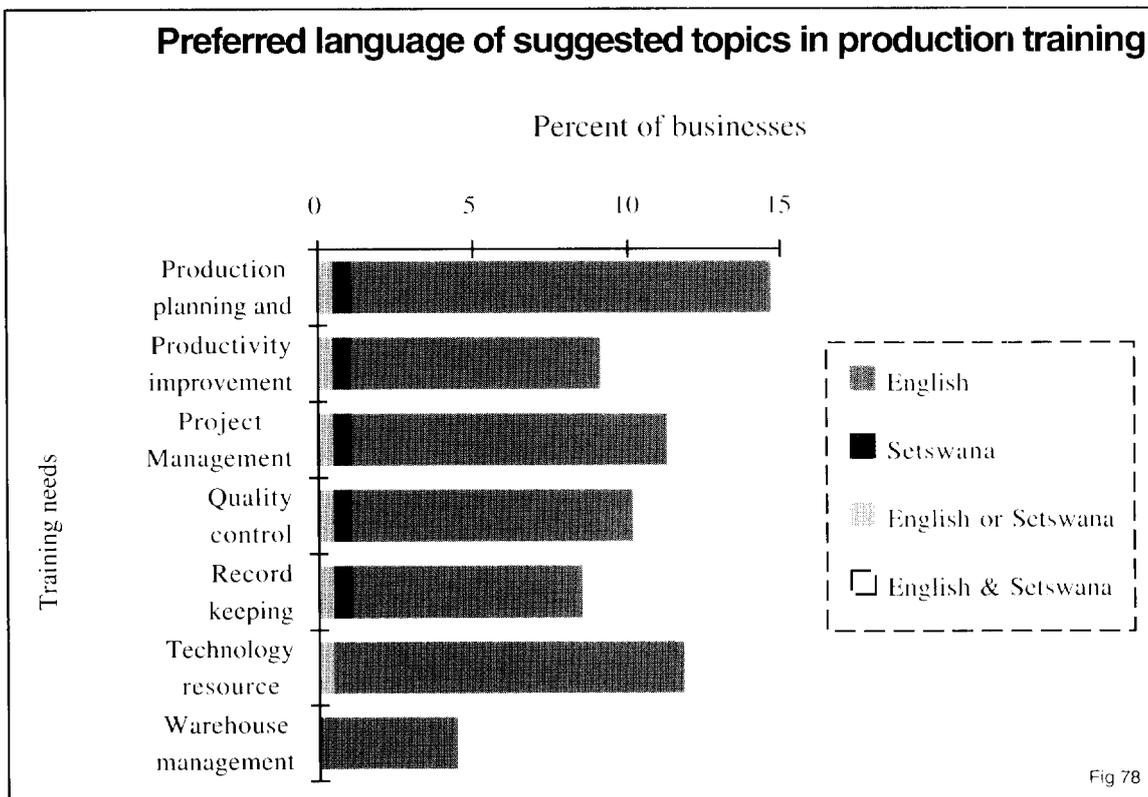
Production

continued

It appears that those businesses who need training in these production areas can start that training in any month of the year. The month of January was the second preferred starting time.



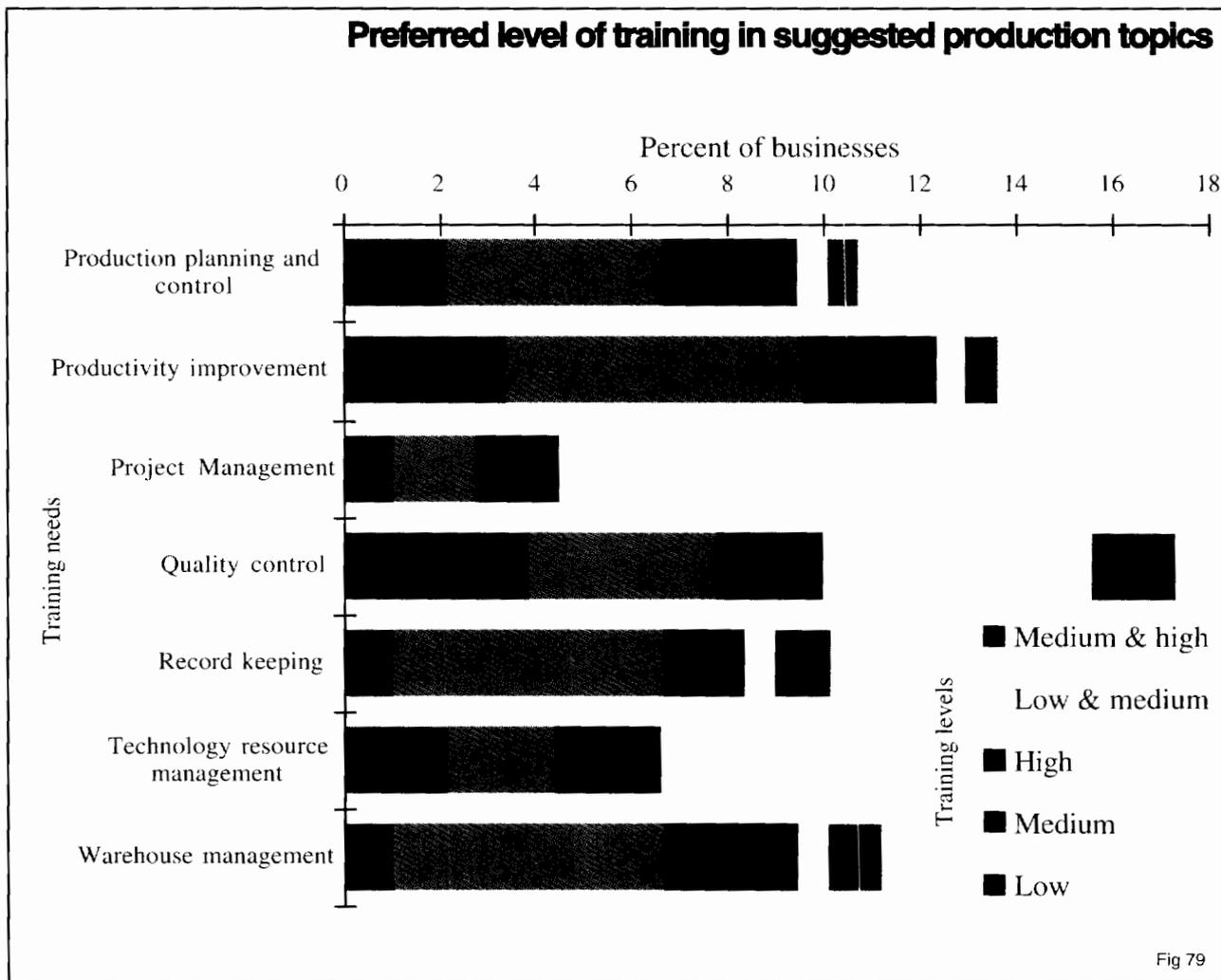
The preferred language of training for these production subjects is shown in figure 78. The overwhelming majority of respondents prefer the English language.



Production

continued

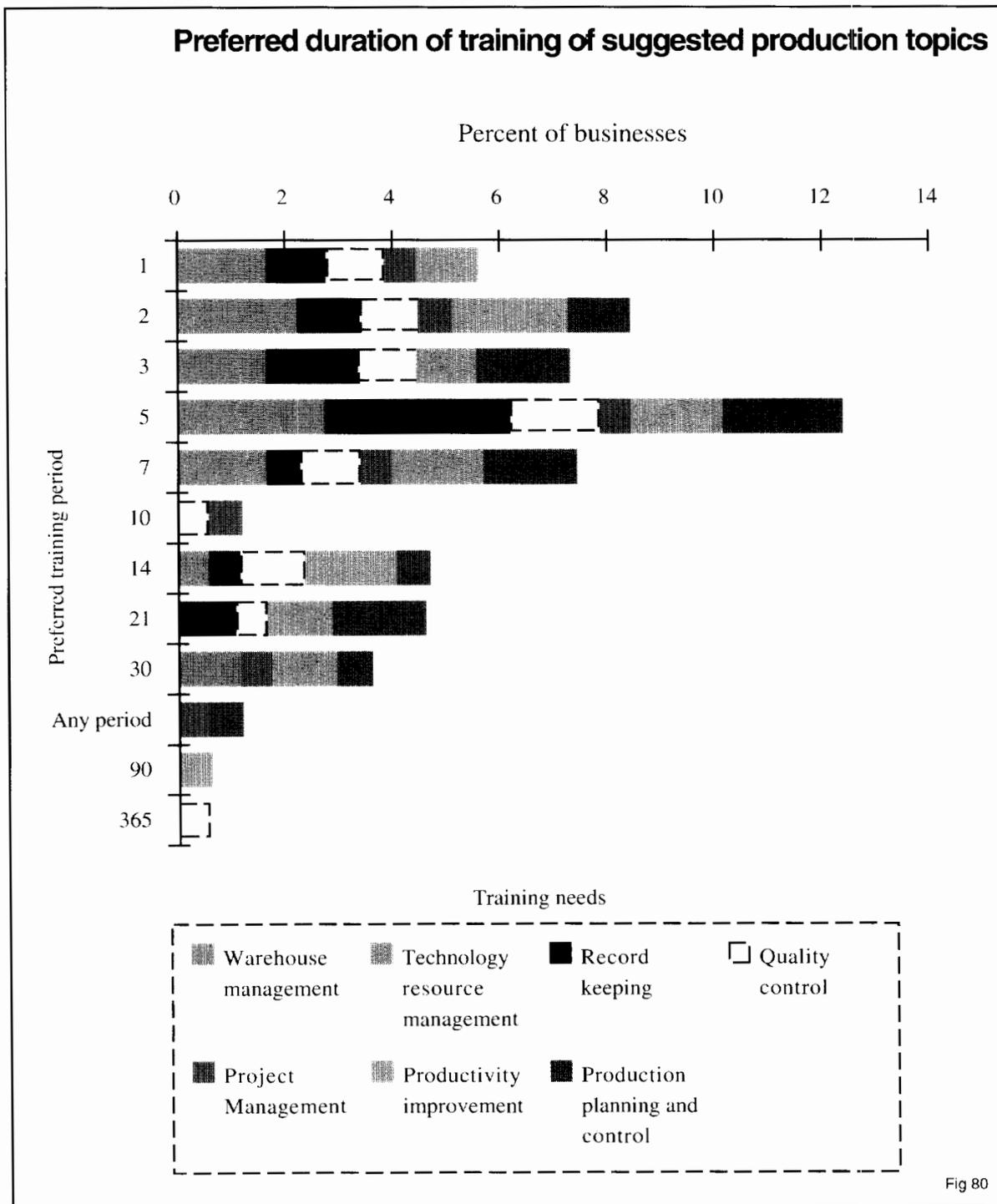
The preferred level of training for these production courses is shown in figure 79. Most respondents favored either medium or high level training, followed by low level training.



Production

continued

The preferred duration of training in these production areas varies from 1 to 30 days. The most preferred time frame is 5 days, followed by 2 days. Then 3 and 7 days are followed by 1 day. 14 and 30 days follow closely with 21 days being next. The 10 day time frame was selected last. See figure 80.

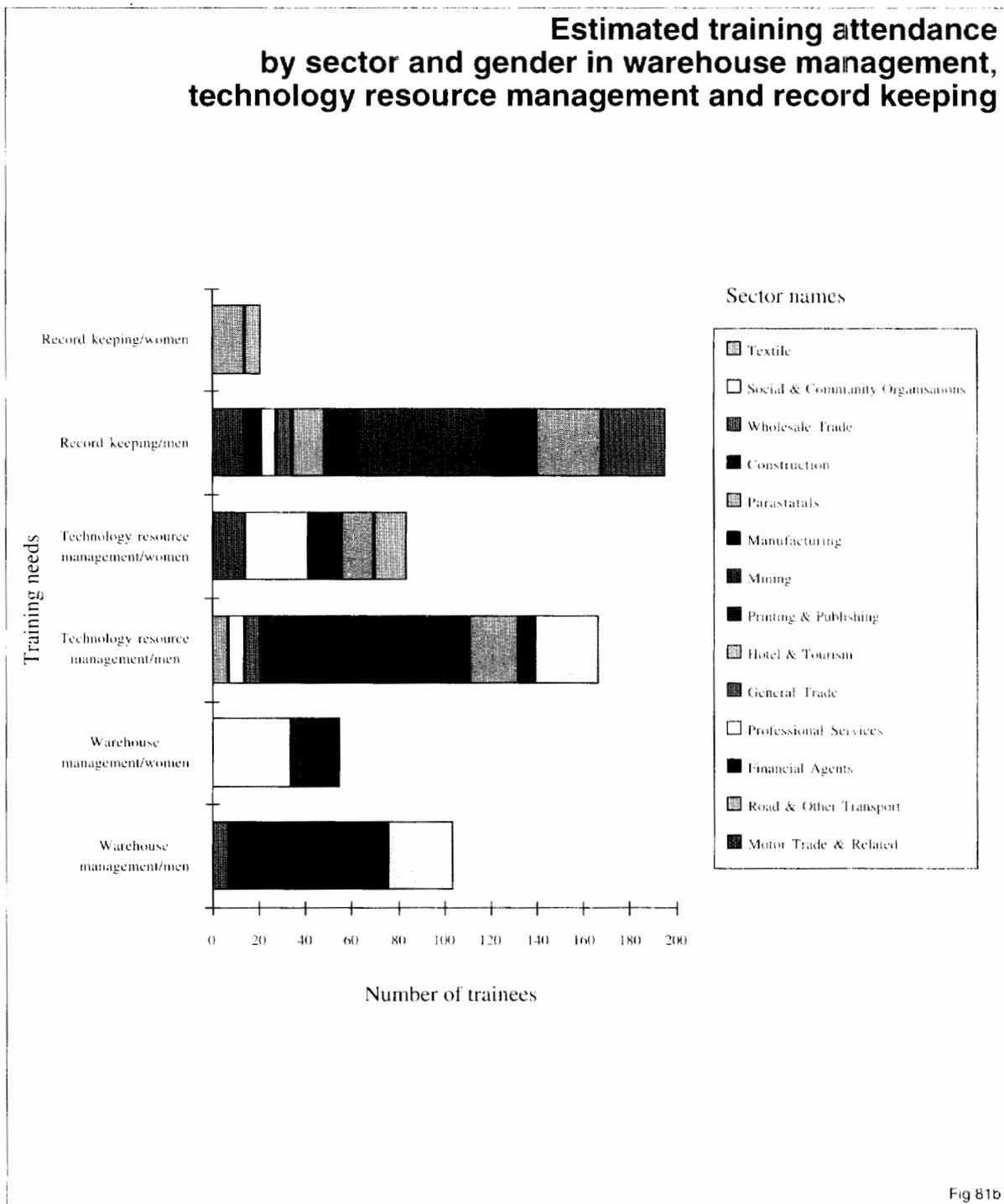


Production

continued

Figure 81b shows estimated attendance by men and women in the following production related courses: record keeping, technology resource management, and warehouse management.

No potential trainees were reported from the following sectors: Agriculture, General, Export and Engineering, Petroleum and Health care. Respondees to these questions estimated almost 700 persons should attend these production courses.



Personal Skills

7

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Personal skills are important for employee efficiency and effectiveness of the team. Make the most of personal skills to enhance your business growth.



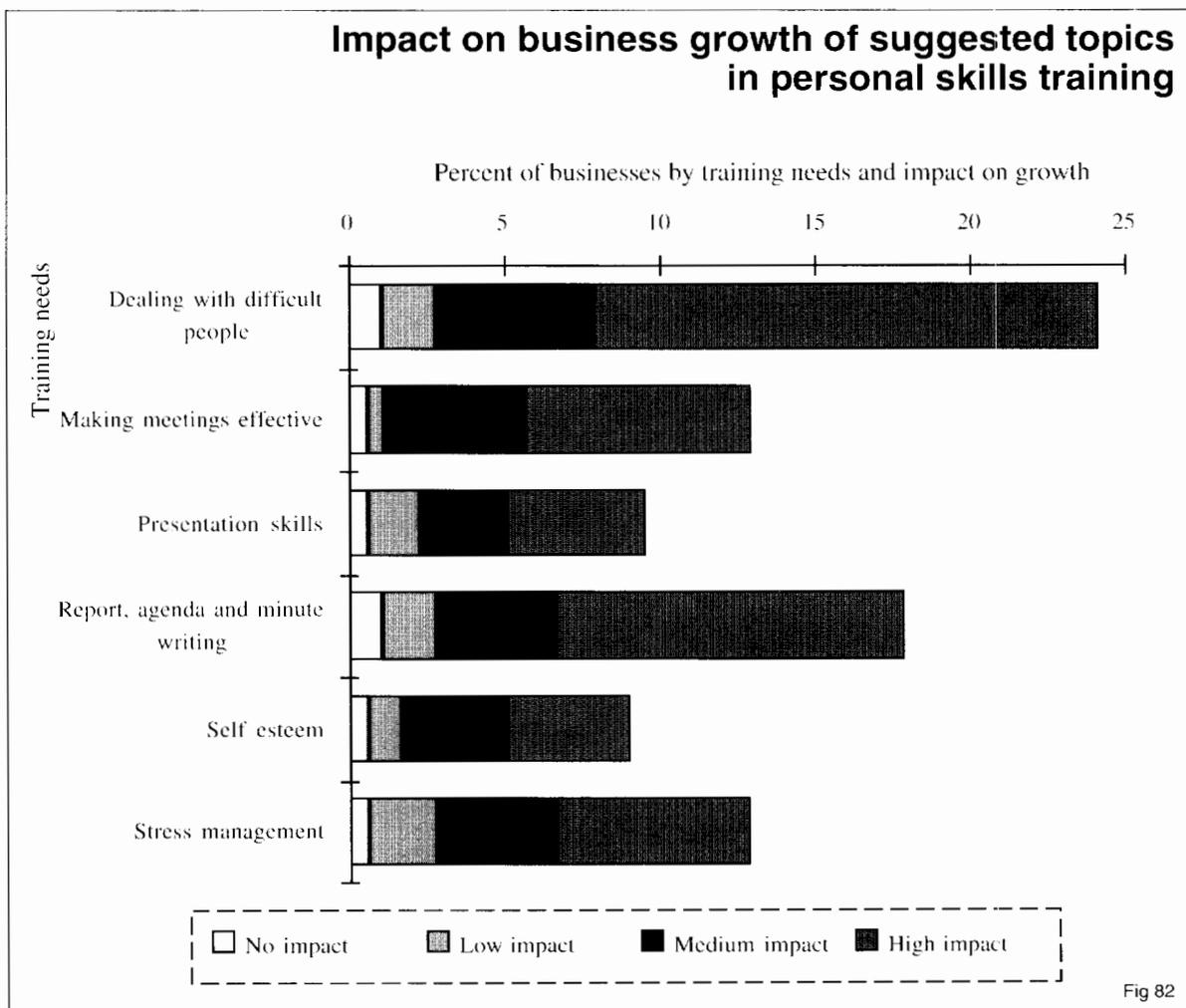
Personal Skills

In the area of personal skills training, this survey revealed six suggested topics where training is desired:

1. Dealing with difficult people
2. Making meetings effective
3. Presentation skills
4. Report, agenda and minute writing
5. Self esteem
6. Stress management

Each topic was analysed by various aspects of the training needed and how it would impact on the business. Figure 82 shows whether the impact of the specific training is estimated to be high, medium, low or no impact. Most businesses reported high impact on business growth in the various personal skills categories. From 16.2% to 24.2% of the respondents answered this question.

Two other training areas that were requested are training in responsibility and honesty; and assertiveness training.

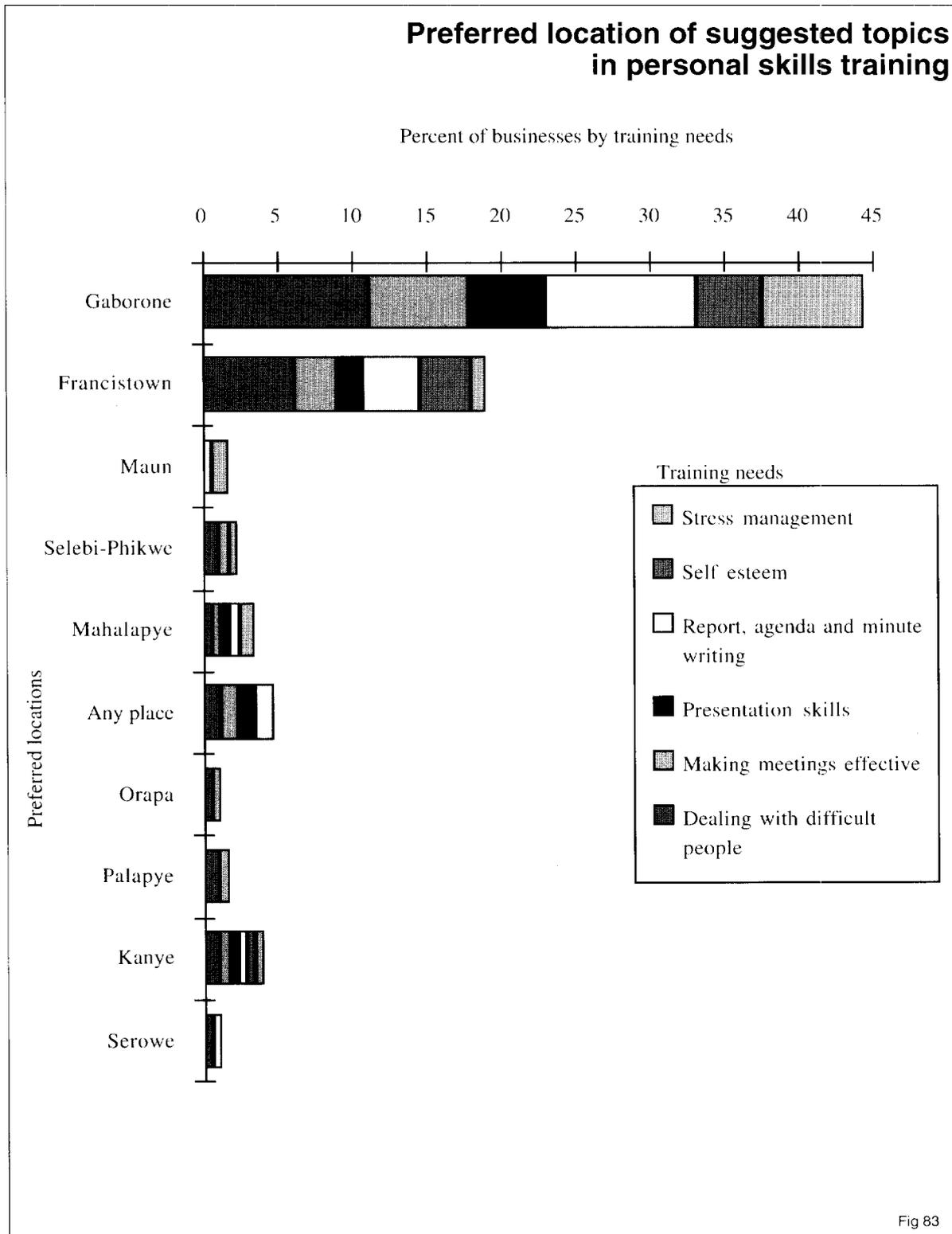


Personal Skills

continued

The preferred location for personal skills training was answered by 16.2% to 23.6% of the respondents.

As indicated in figure 83, Gaborone is the preferred location for personnel training, followed by Francistown.

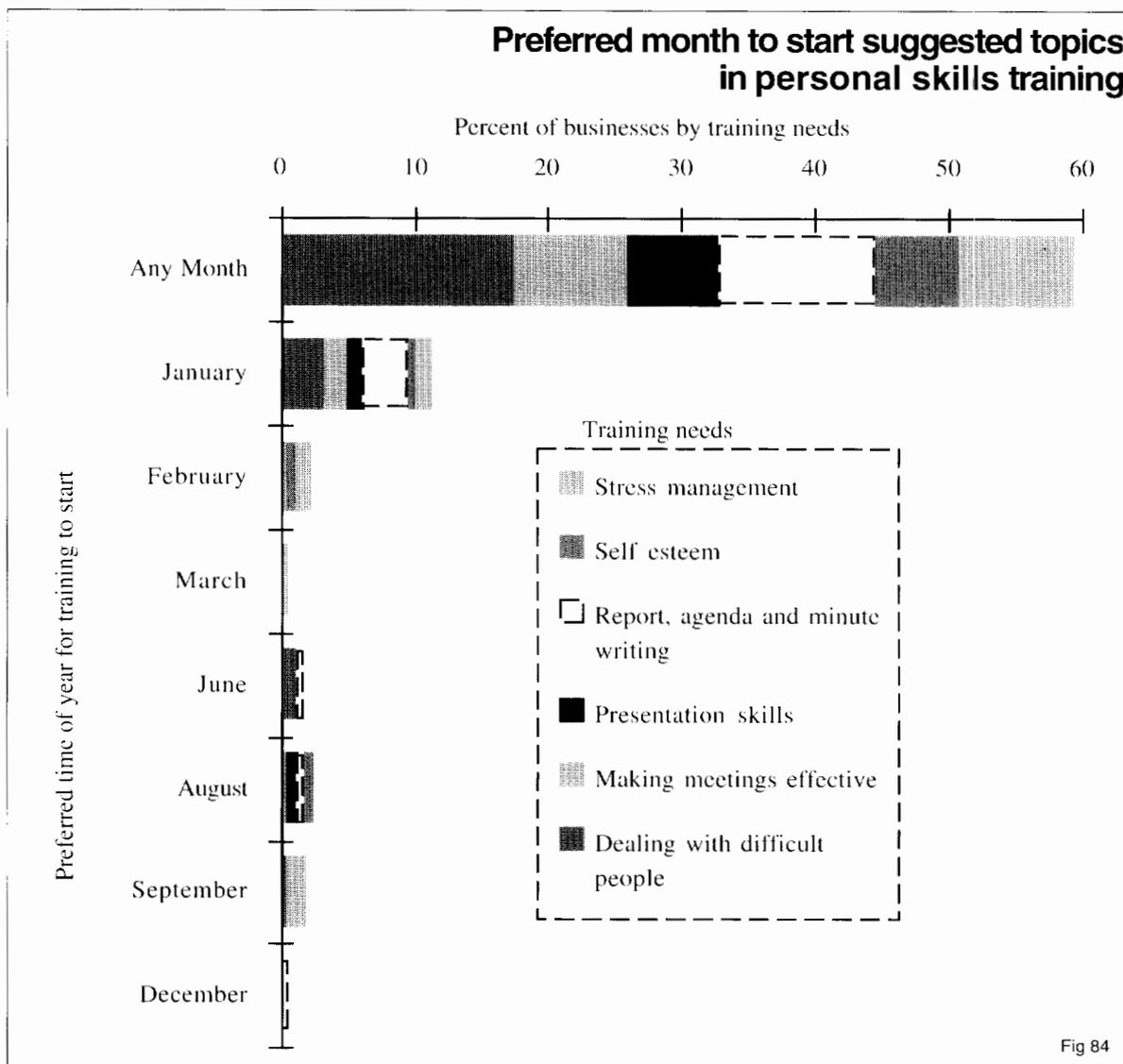


Personal Skills

continued

The preferred month to start suggested topics in personal skills training is shown in figure 84.

It appears that the majority of respondees prefer to start any month of the year. Second preference is the month of January.

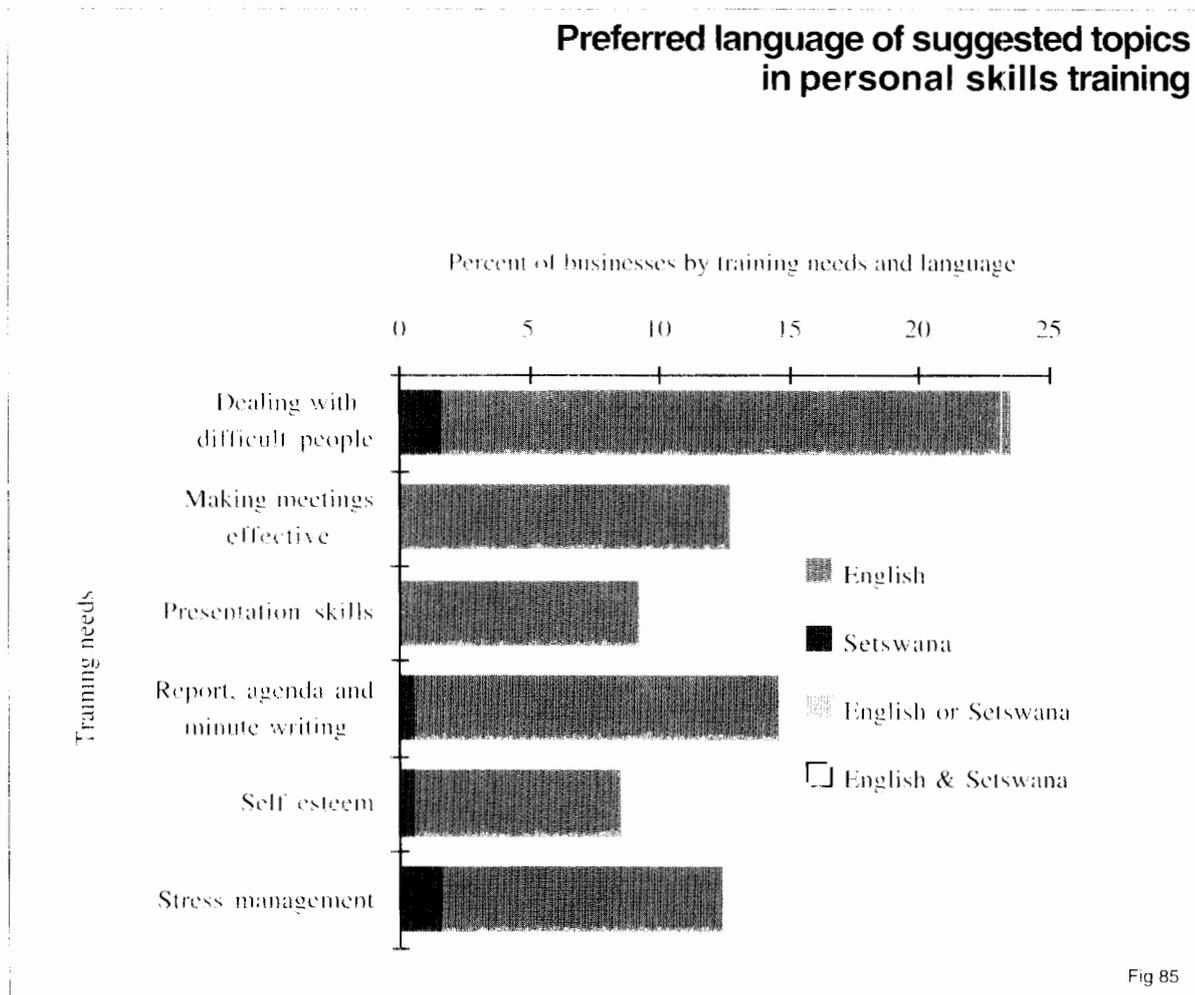


Personal Skills

continued

The preferred language of training for personal skills subjects is shown in figure 85. The overwhelming majority of respondents prefer the English language.

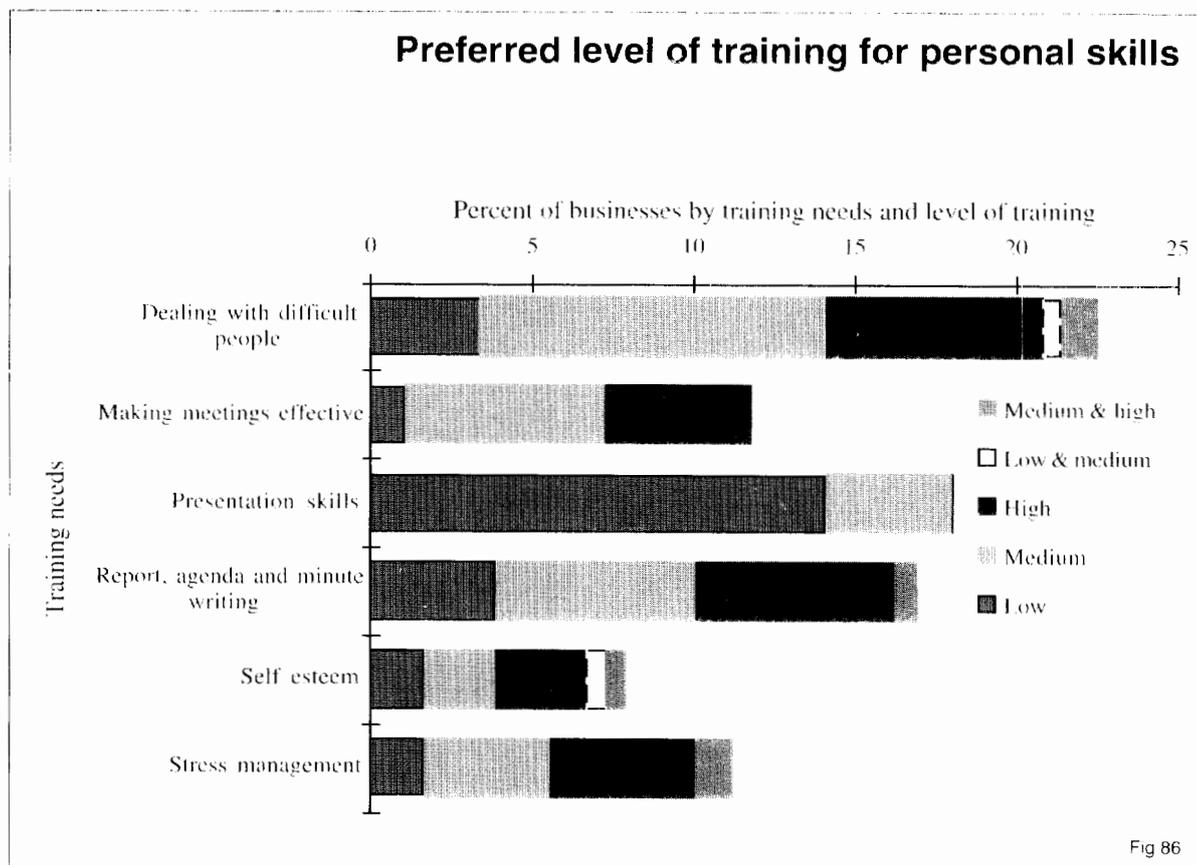
These questions were answered by 17.2 % to 23.6% of the responders



Personal Skills

continued

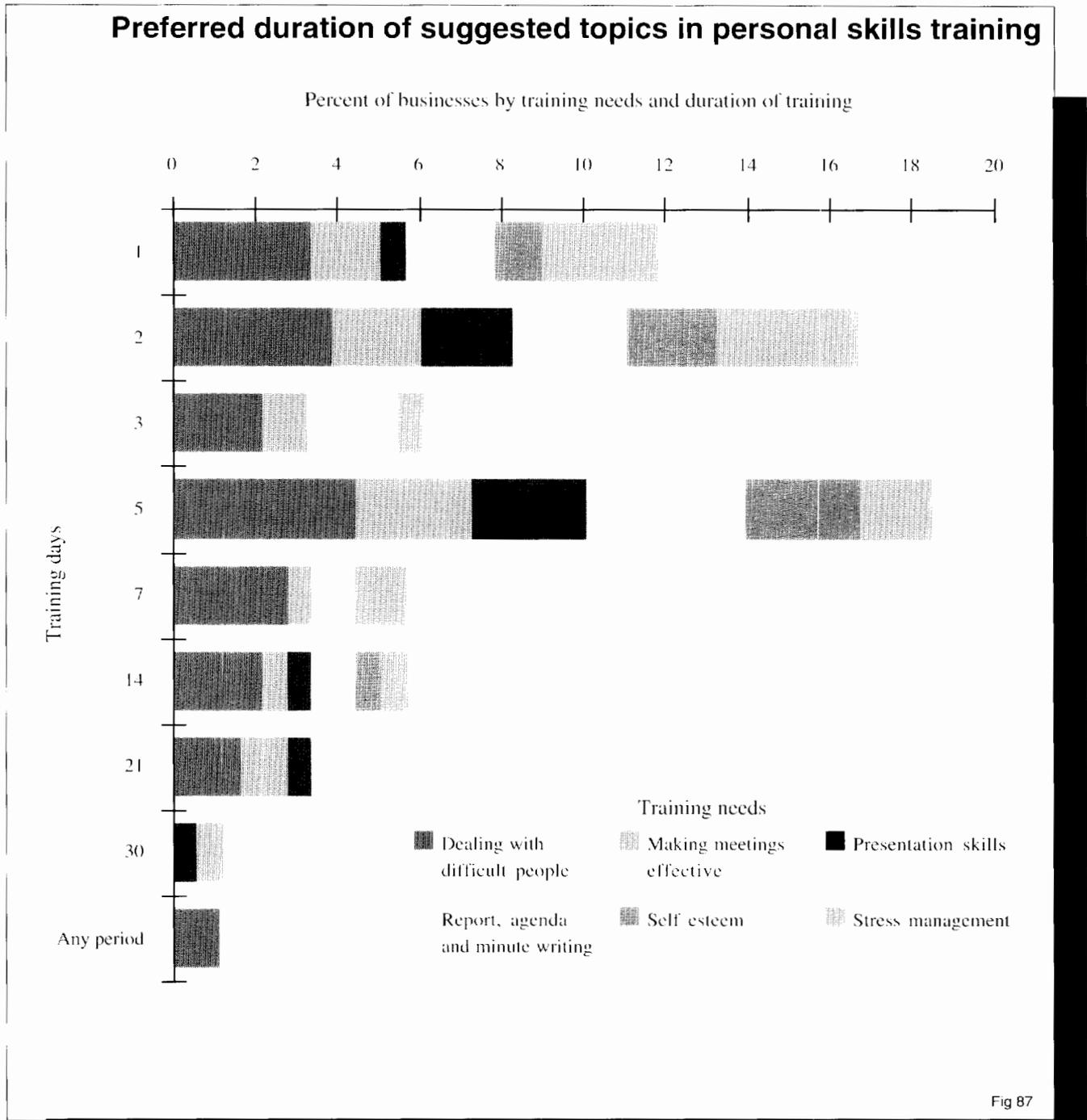
The preferred level for personal skills training is shown in figure 86. Most respondents favored medium level training, some favored high level, still others favored low level. These questions were answered by 8.1 to 22.5 % of the respondents.



Personal Skills

continued

The preferred duration of training in personal skills varies. The most preferred is 5 days, followed by 2 days, 1 day, and 3 days. The 7 day, 14 day and 21 day time frames were selected almost as frequently as the 3 day time frame. See figure 87 below.



Personal Skills

continued

Figure 88 covers estimated attendance by men and women in dealing with difficult people, making meetings effective and presentation skills training. From the respondees who answered these questions a total estimated attendance in these three topics is about 1,400 people.

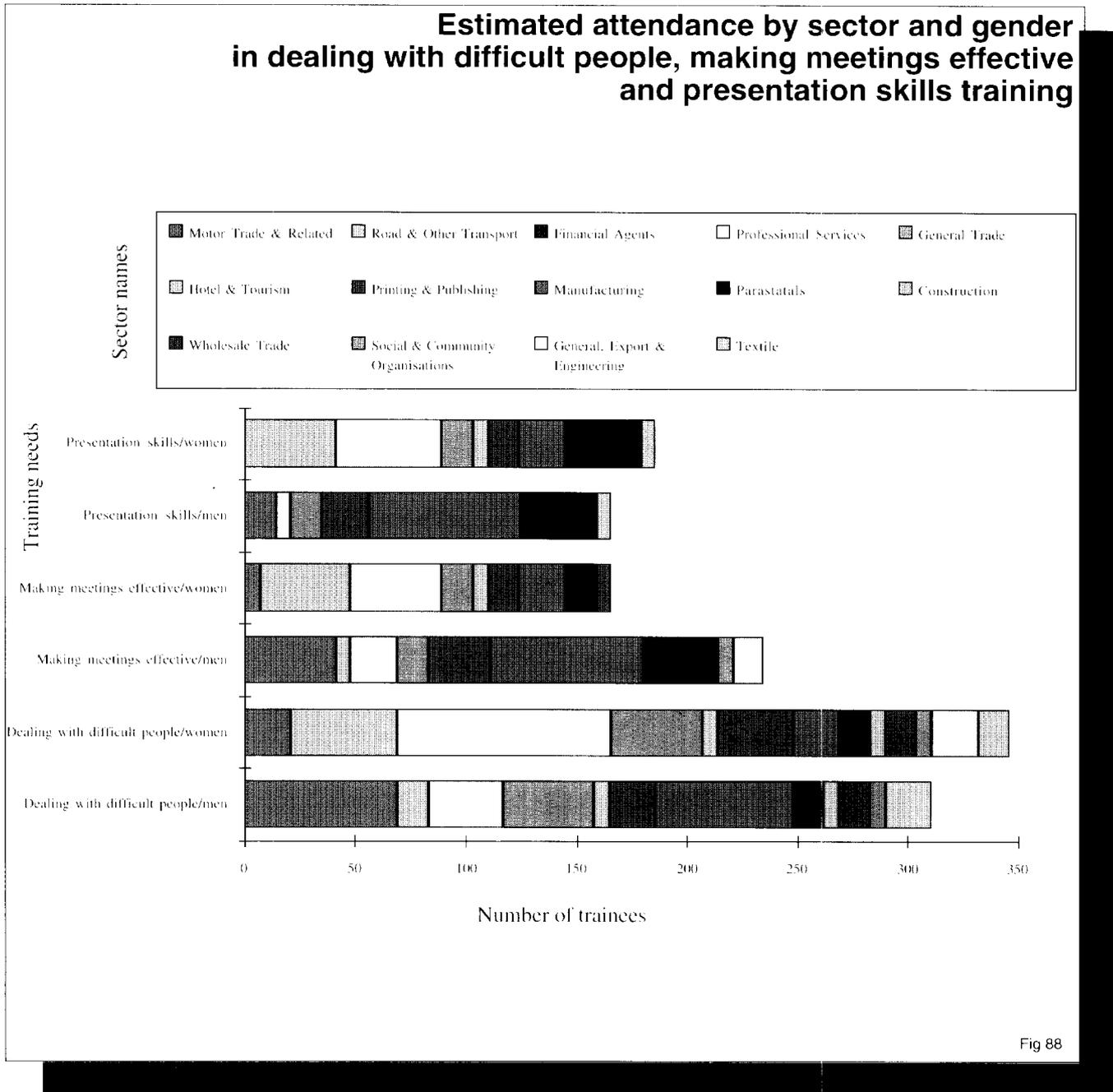


Fig 88



Personal Skills Training

continued

Figure 89 covers estimated attendance by men and women in training for report, agenda and minute writing, self esteem and stress management.

Respondees to these questions estimated almost 1,400 persons would attend these personal skills training courses.

Estimated training attendance by sector and gender in report, agenda and minute writing, self esteem and stress management

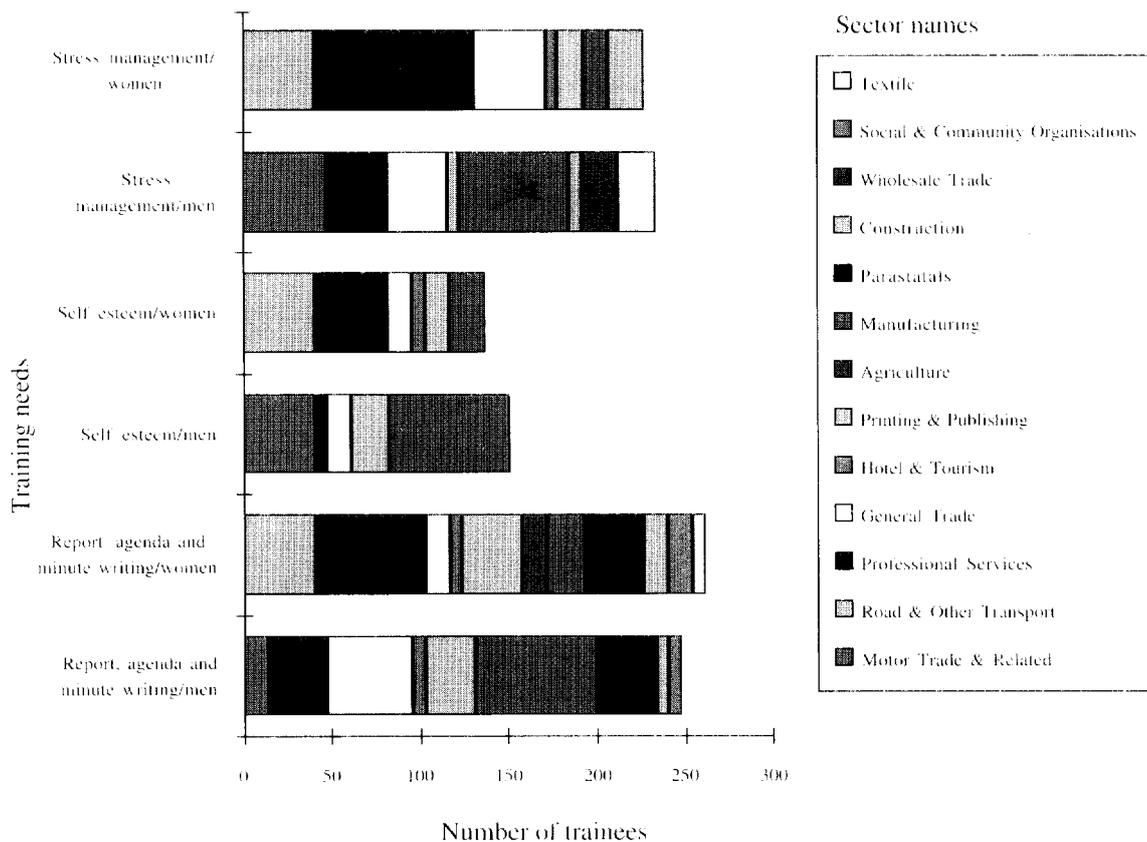


Fig 89



**Receptionist
and
Secretarial**

8

Receptionist and secretarial are services that must be performed effectively to ensure the smooth functioning of the business.

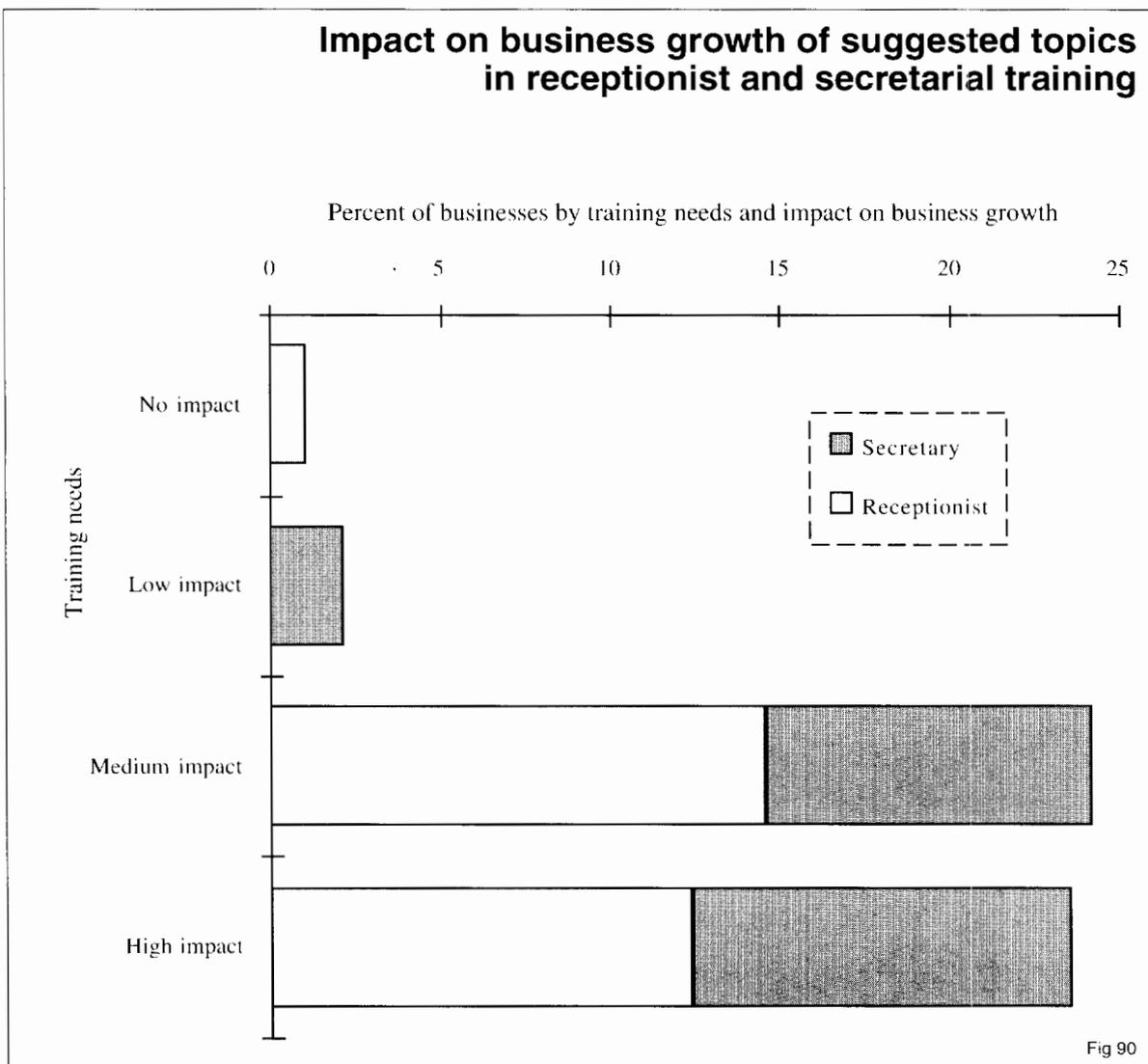


Receptionist and Secretarial

Receptionist and secretarial training responses were analysed by the various aspects of the training needed and how it would impact on the businesses. Figure 90 shows whether the impact of the specific training would be high, medium, low or no impact.

Many businesses expect a high impact on business growth as a result of receptionist and secretarial training. From 23% to 28.1% of the respondees answered this question.

In addition businesses were encouraged to suggest other topics of training. Two topics suggested were elementary typing and legal secretarial training.

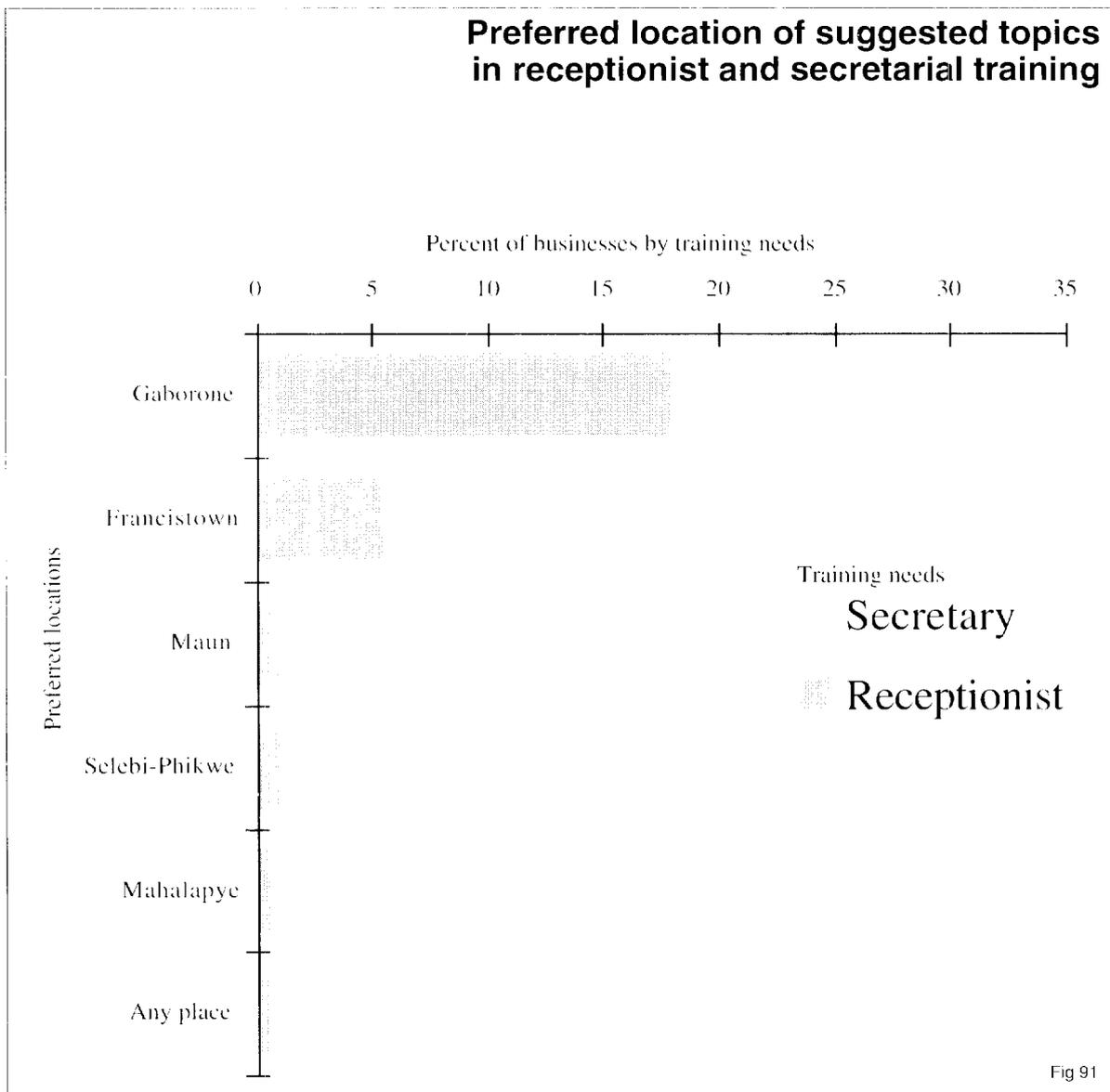


Receptionist and Secretarial

continued

The preferred location for receptionist and secretarial training was answered by 23% to 27.5% of the respondents.

As indicated in figure 91, Gaborone is the preferred location for personnel training, followed by Francistown and then Maun and Selebi-Phikwe.

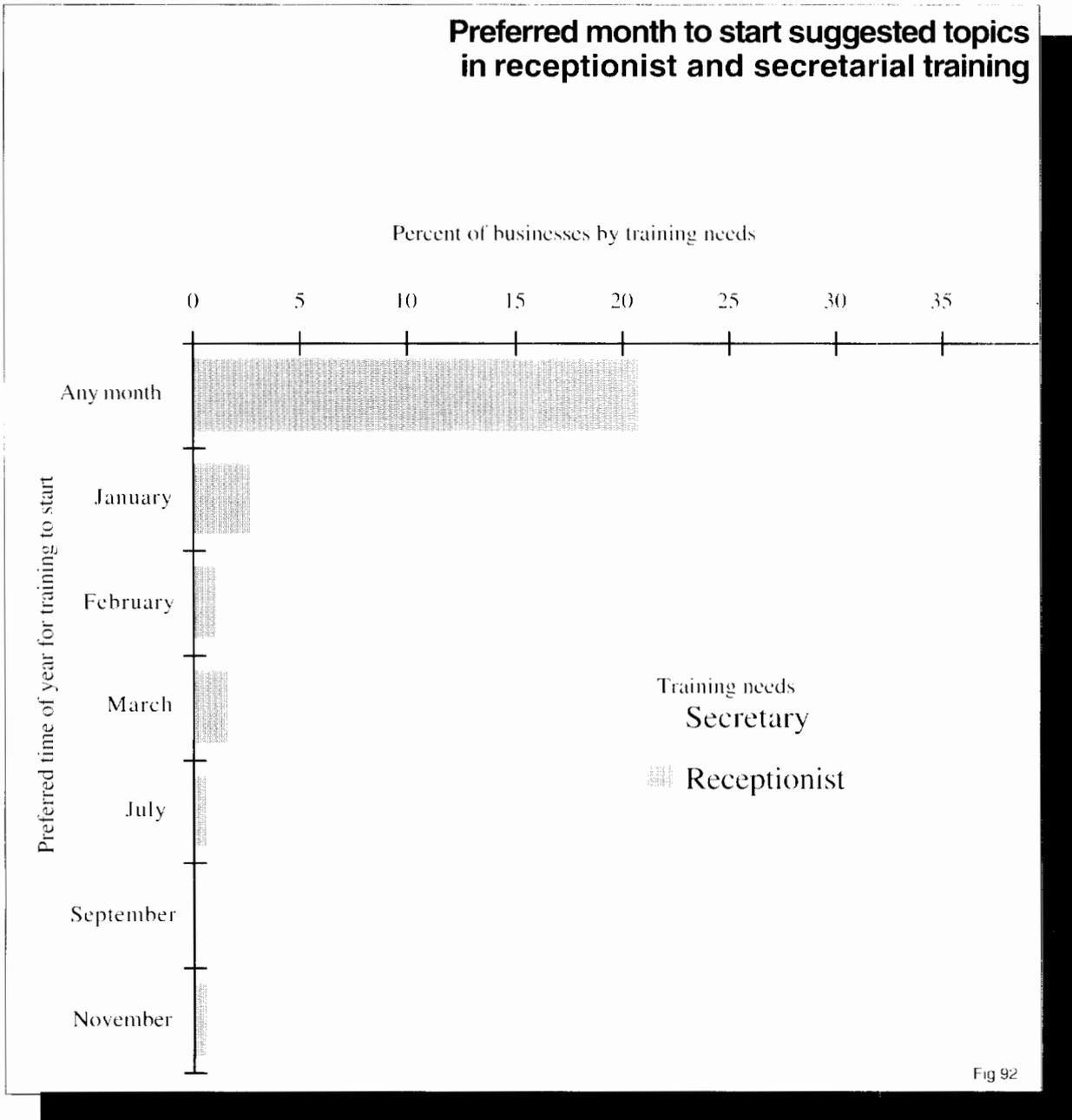


Receptionist and Secretarial

continued

The preferred month to start suggested topics in receptionist and secretarial training is shown in figure 92.

It appears that the majority of respondees prefer to start any month of the year. The second preference is the month of January.



Receptionist and Secretarial

continued

The preferred language of training for receptionist and secretarial subjects is shown in figure 93. An overwhelming majority of respondents prefer the English language. A small percent preferred Setswana and a still smaller portion wanted either English or Setswana. None wanted English and Setswana. These questions were answered by to 27% of the respondents.

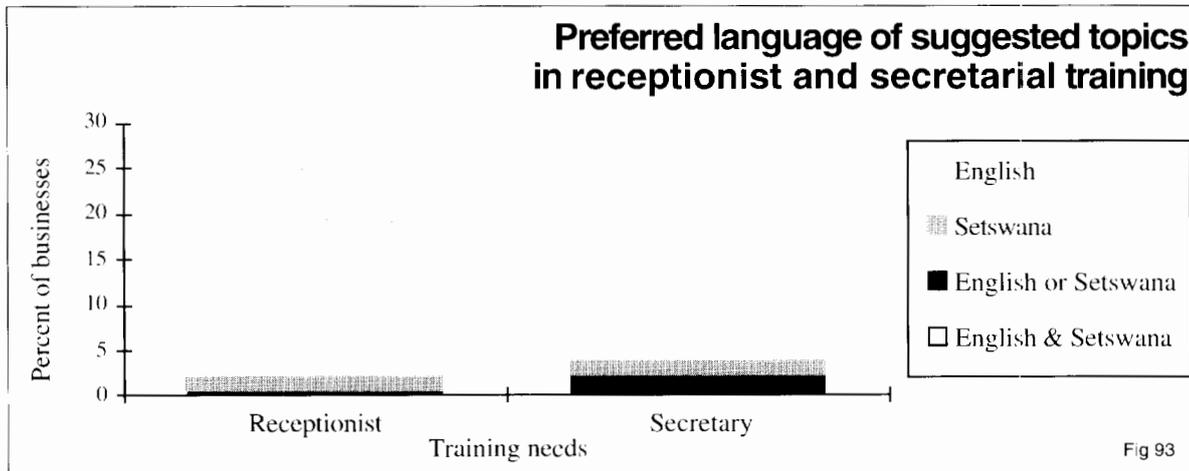


Fig 93

The preferred levels of receptionist and secretarial training are shown in figure 94. Most respondents favored medium level training, followed by high level training. Some respondents requested low level training. A smaller percent wanted medium and high level training. These questions were answered by 21.3% to 25.3% of the respondents.

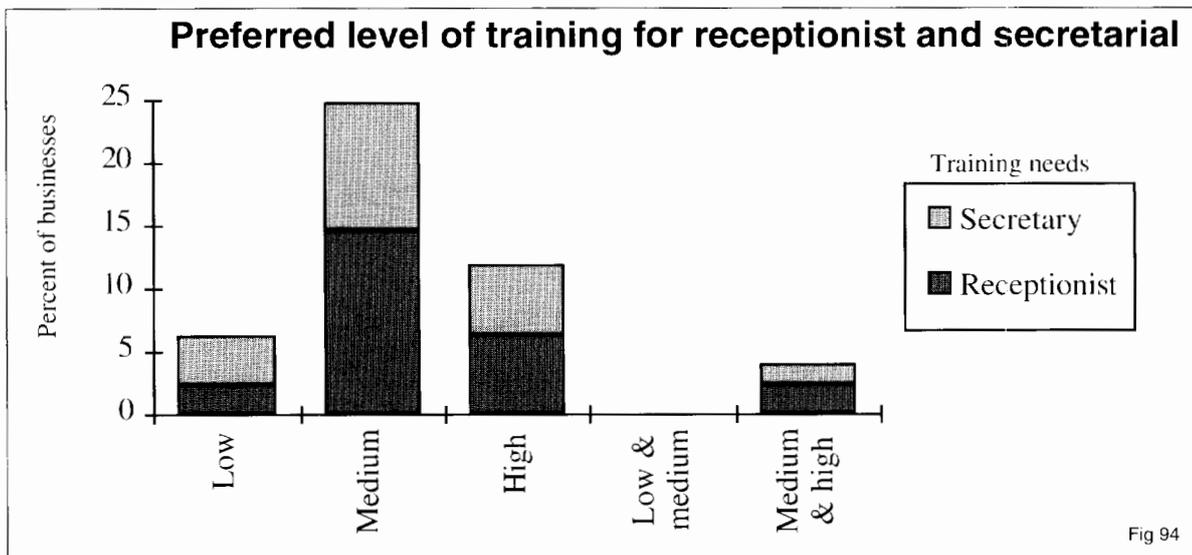


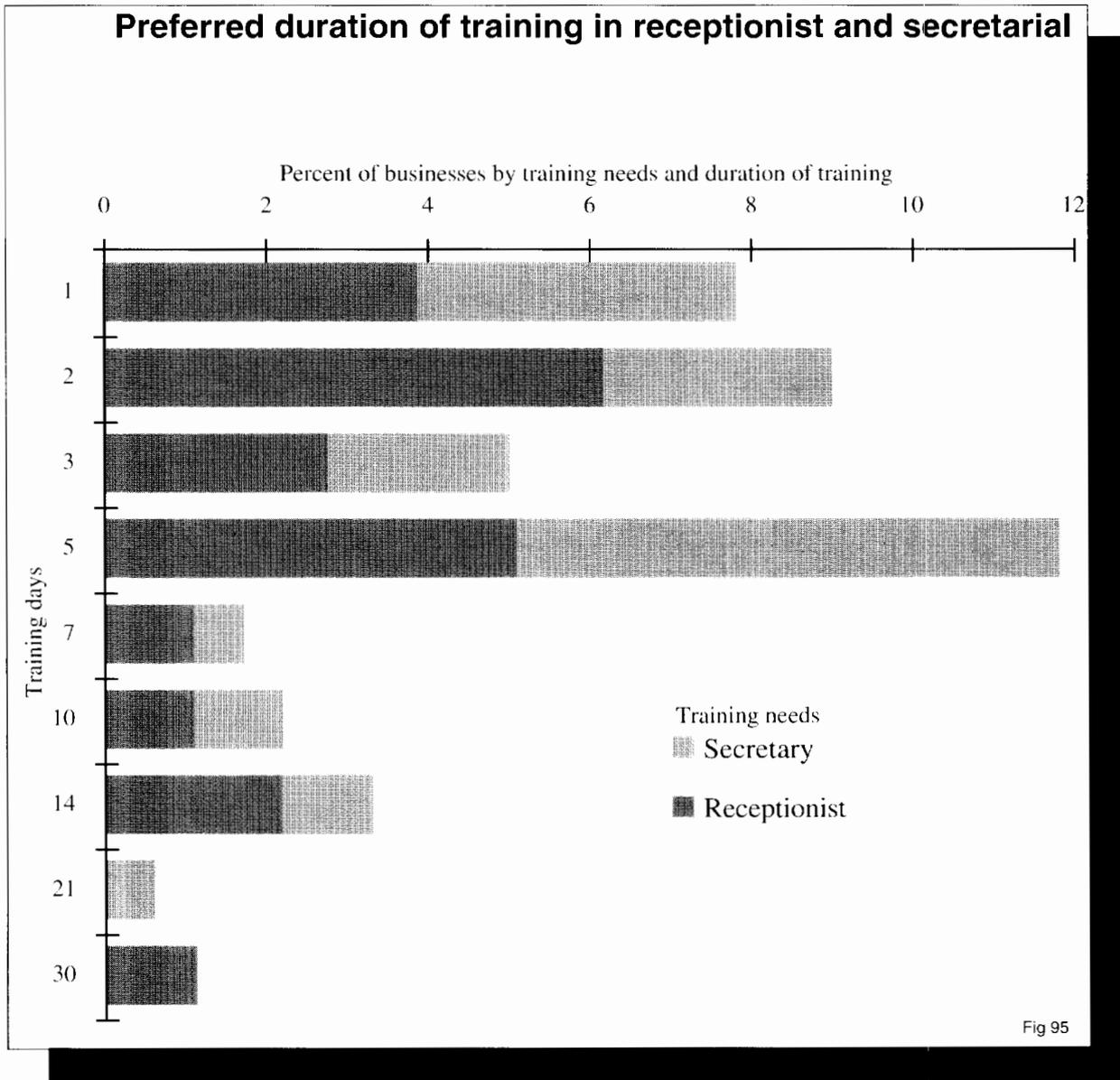
Fig 94



Receptionist and Secretarial

continued

The preferred duration of training in receptionist and secretarial varies. The most preferred is 5 days, followed by 2 days, 1 day, and 3 days. See figure 95 below.



Receptionist and Secretarial

continued

Figure 96 covers estimated attendance by men and women in receptionist and secretarial training. From the respondents who answered these questions a total estimated attendance in these three topics is almost 900 people.

Financial agents, as well as the mining and health care sectors reported no estimated attendees at these training sessions. No men were estimated to attend the secretarial training.

Estimated attendance by sector and gender in receptionist and secretarial training

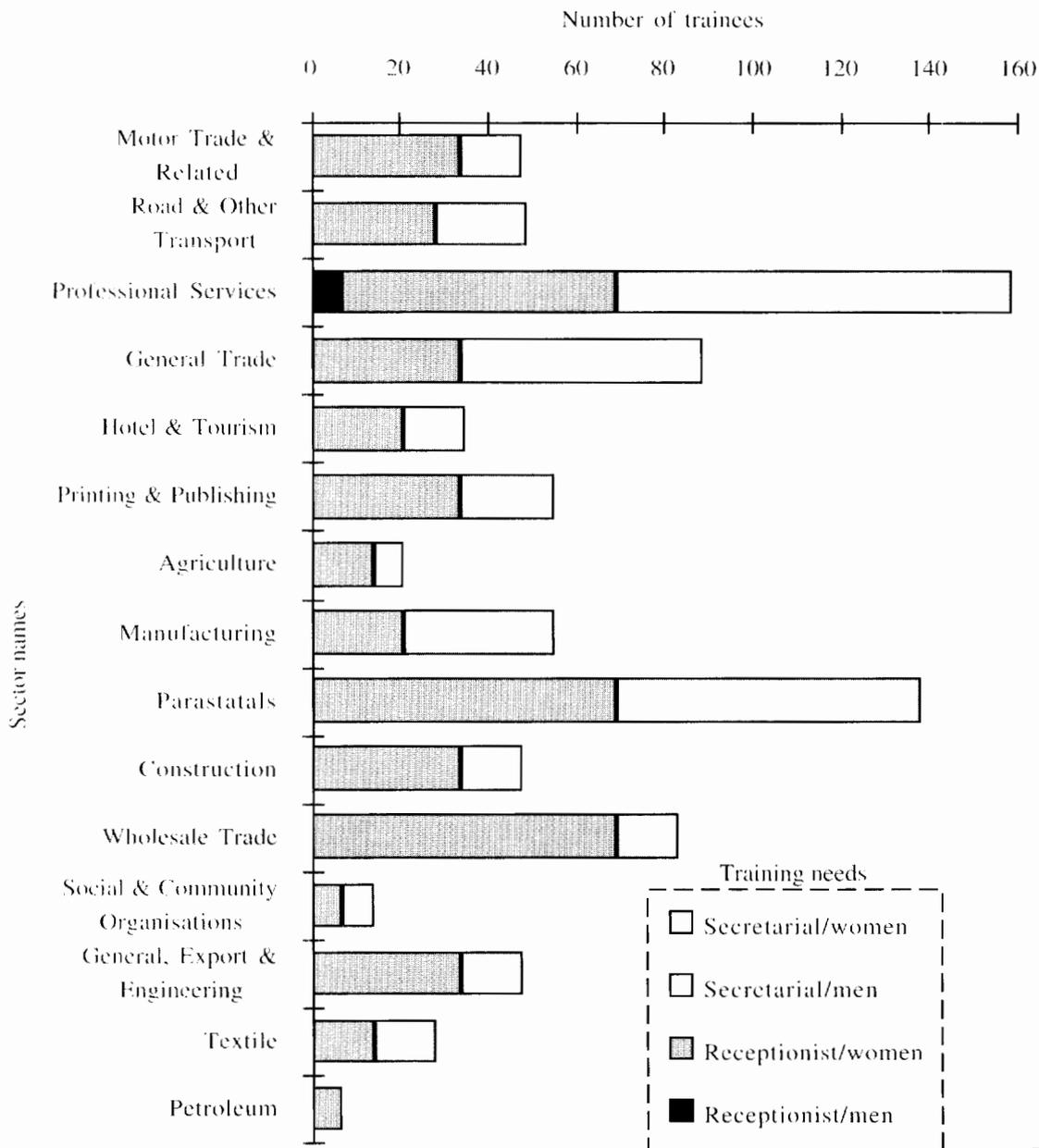


Fig 96



Supervision and Management

9

*Good supervision and management skills
are vital for a growing business.*



Supervision and Management

In the area of supervision and management there were fourteen suggested topics for training:

Section I

1. Business ethics
2. Business structures
3. Coaching skills
4. Communication skills
5. Delegation skills

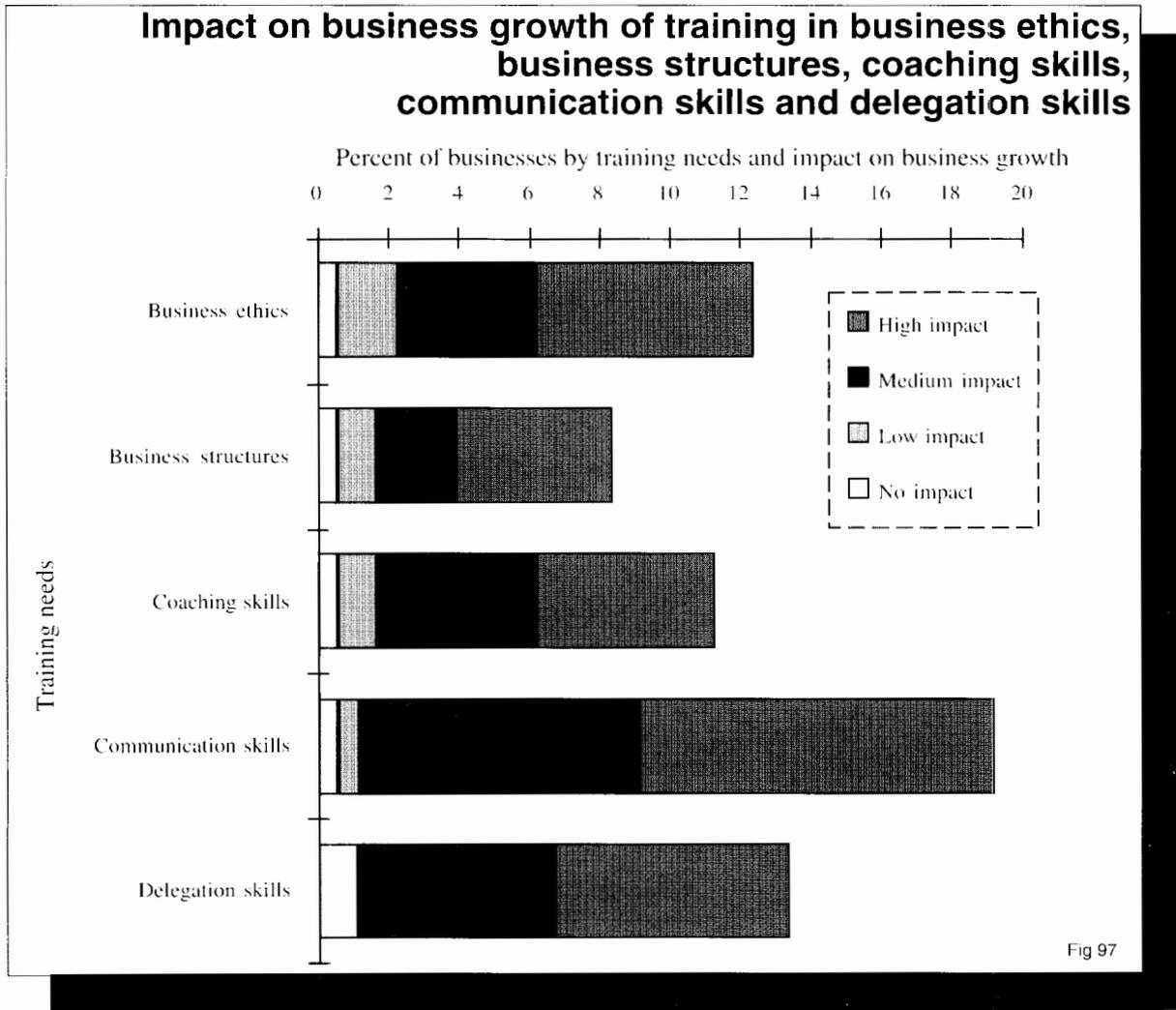
Section II (begins on page 144)

6. Leadership skills
7. Planning
8. Problem solving
9. Profitability improvement
10. Safety

Section III (begins on page 151)

11. Strategic planning
12. Team management
13. Tendering
14. Time management

Topics were analysed by various aspects of the training needed and how it would impact on the business. Figure 97 shows the training subjects from Section I and whether the impact of the specific training would be high, medium, low or no impact. Many businesses expect a high impact on business growth in the various supervision and management training categories.

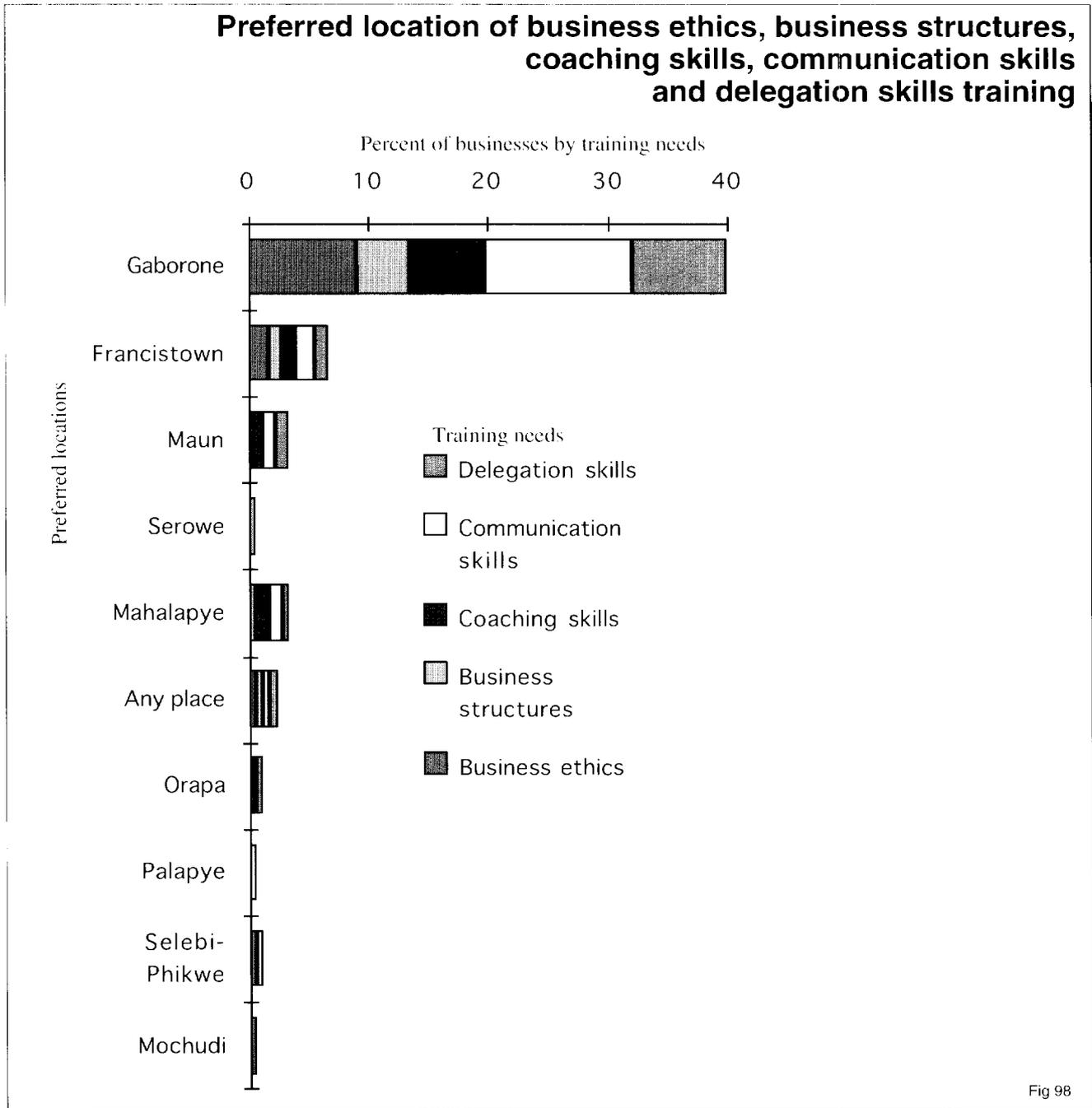


Supervision and Management

continued

The preferred location for Section I of supervision and management training was answered by 16.2% to 26% of the respondents.

As indicated in figure 98, Gaborone is the preferred location for this training, followed by Francistown and then Maun and Mahalapye, followed by the any place designation.

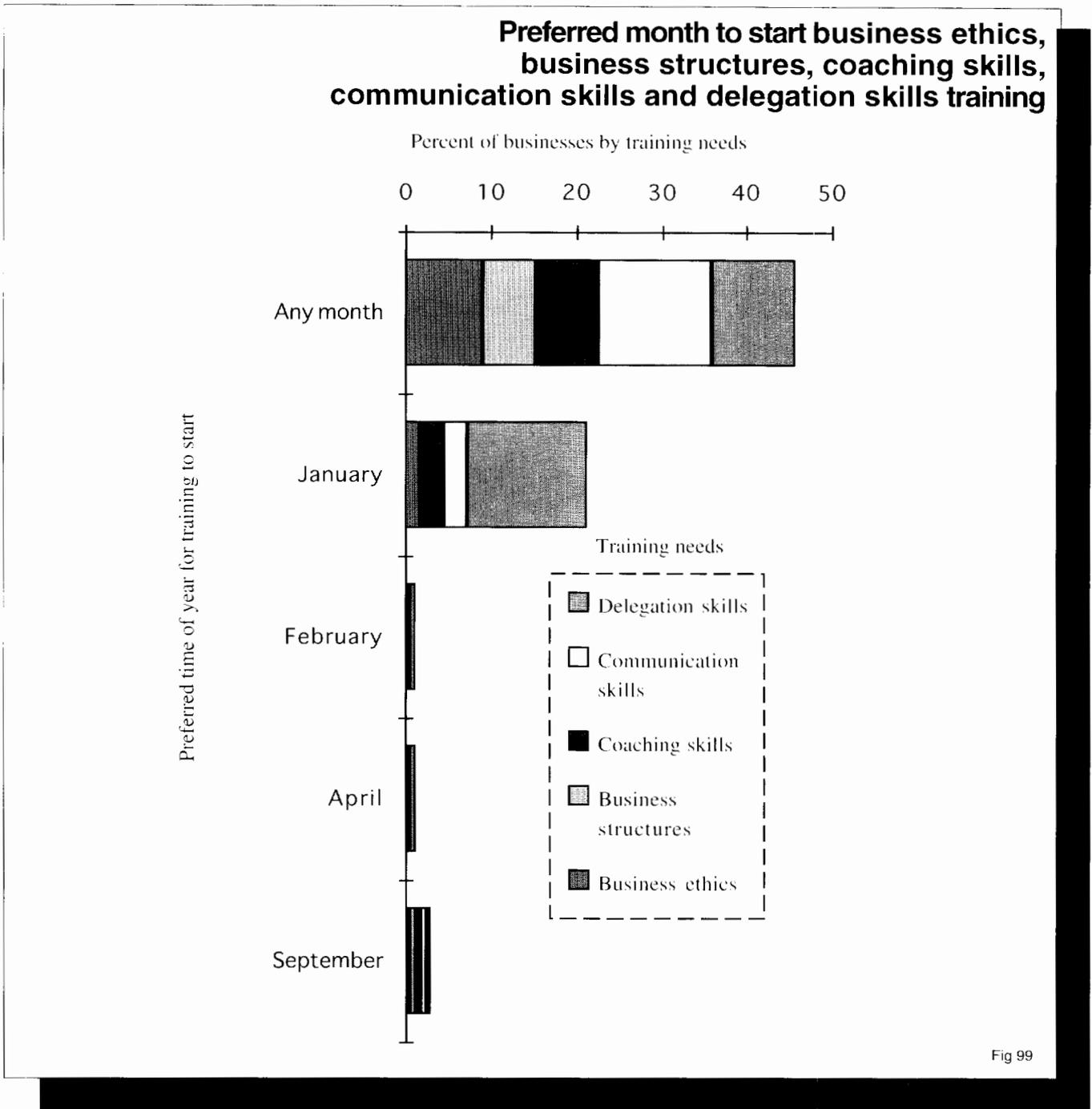


Supervision and Management

continued

The preferred month to start suggested topics in Section I of supervision and management training is shown in figure 99.

It appears that the majority of respondees prefer to start any month of the year. Second preference is the month of January.



Supervision and Management

continued

The preferred language of training for Section I of supervision and management subjects is shown in figure 100. The overwhelming majority of respondents prefer the English language. A small percent preferred Setswana. None chose either English or Setswana or English and Setswana. These questions were answered by 17.5 % to 24% of the respondents.

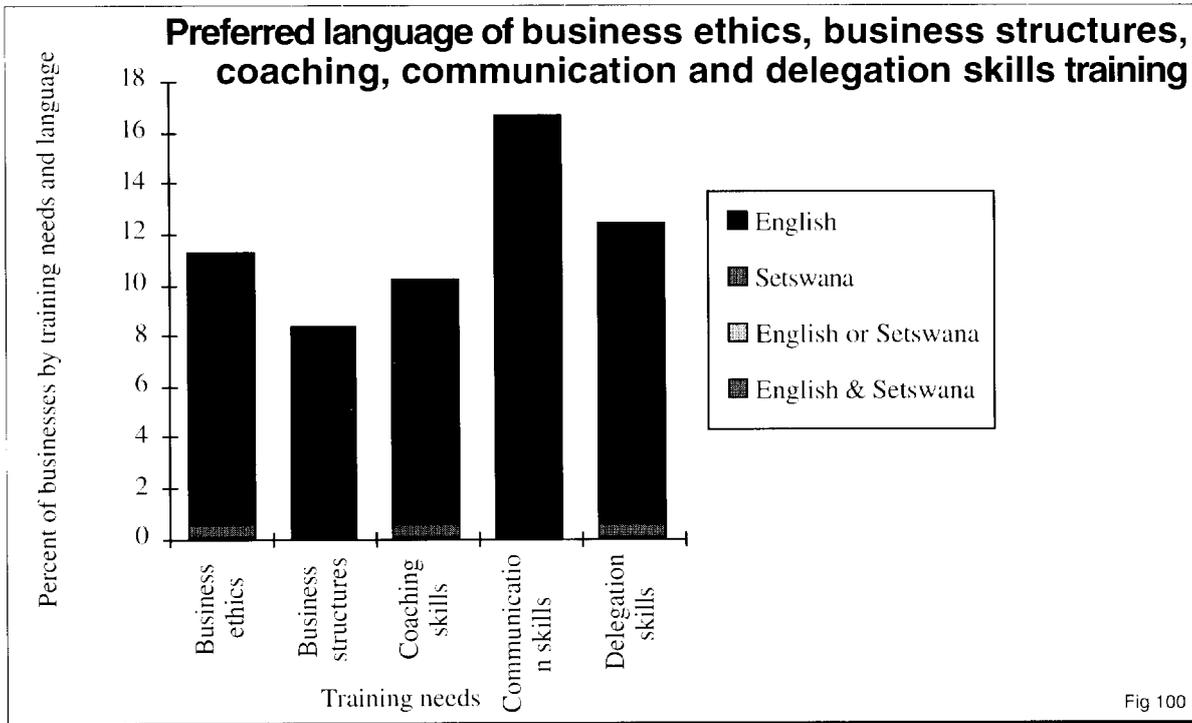


Fig 100

The preferred level in Section I of supervision and management training is shown in figure 101. Most respondents favored medium level training, followed by high level training. Medium and high level comes next with some respondents requesting low level training. These questions were answered by 8.1 to 22% of the respondents.

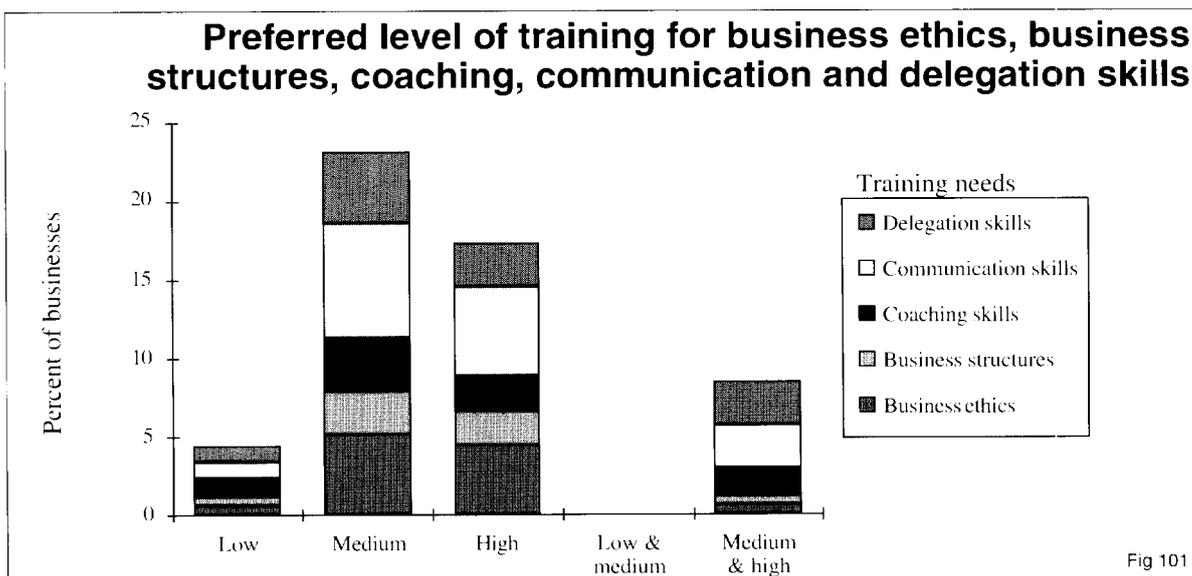


Fig 101



Supervision and Management

continued

The preferred duration of training in Section I of supervision and management varies. The most preferred is 3 days, followed by 1 day, 5 days, and 2 days. See figure 102 below.

Preferred duration of business ethics, business structures, coaching skills, communication skills and delegation skills training

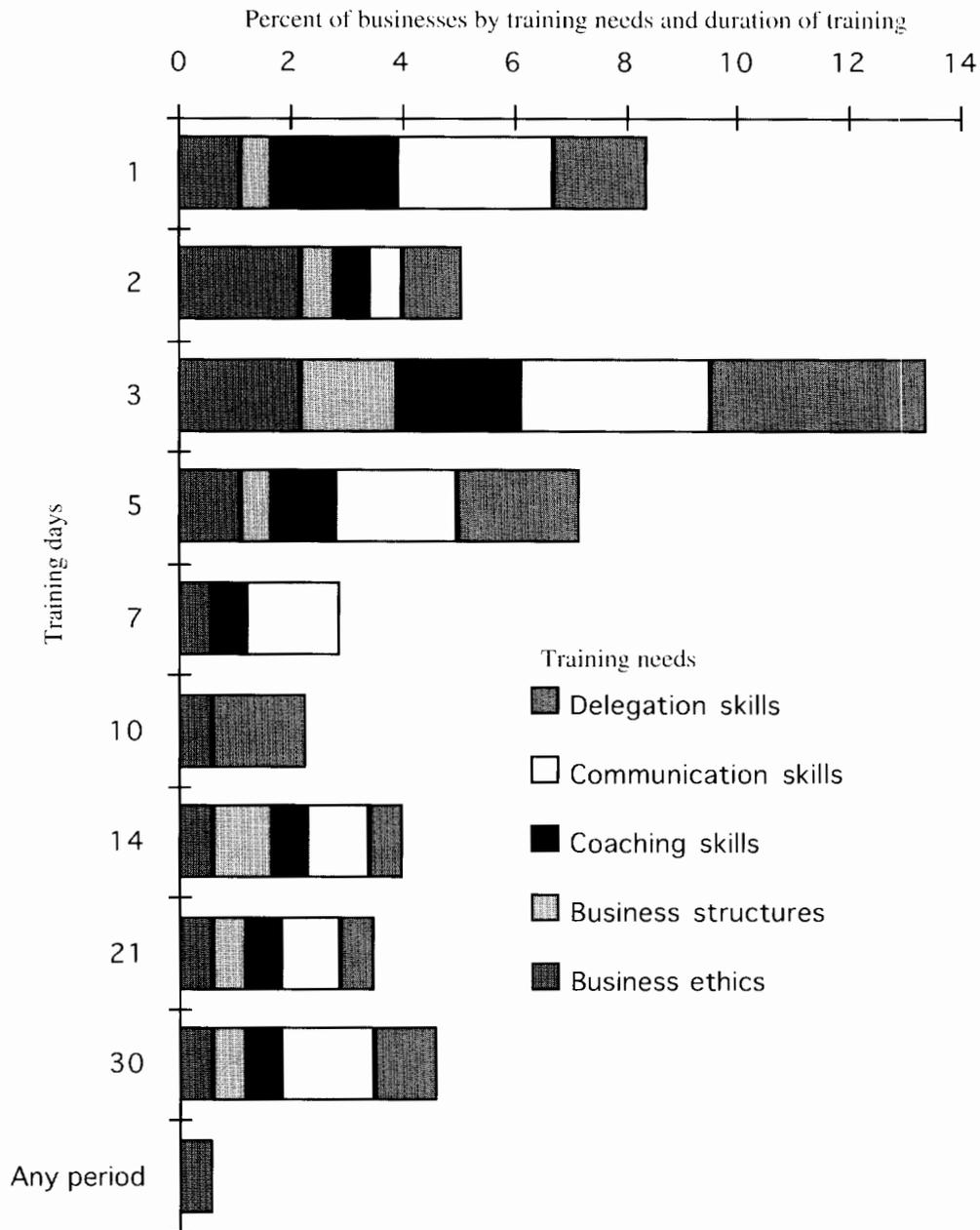


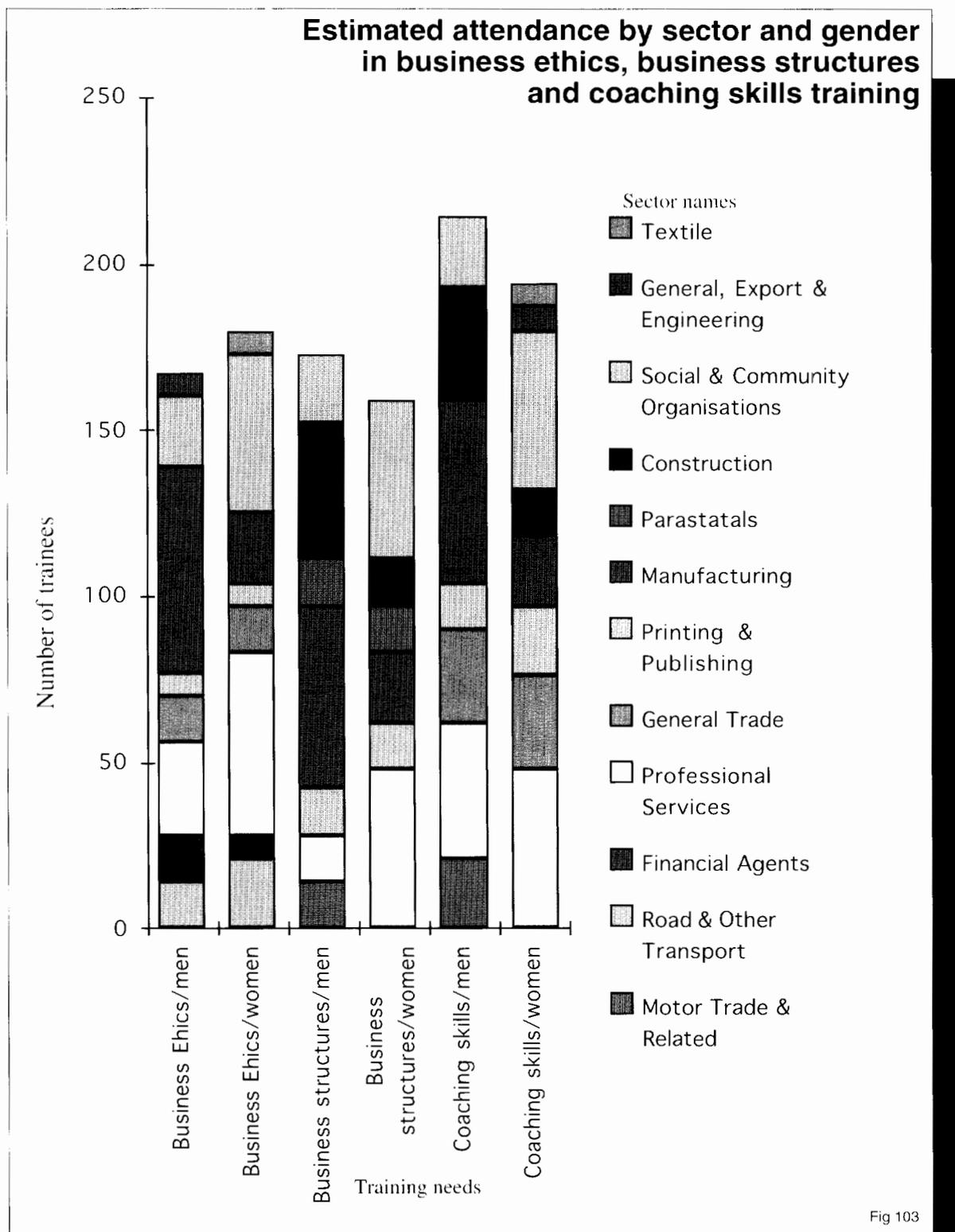
Fig 102



Supervision and Management

continued

Figure 103 covers estimated attendance by men and women in business ethics, business structures and coaching skills training. From the respondees who answered these questions a total estimated attendance in these three topics is almost 1,100 people.



Supervision and Management

continued

Figure 104 covers estimated attendance by men and women in communication skills and delegation skills training.

Respondees to these questions estimated almost 1,300 persons would attend these supervision and management training courses.

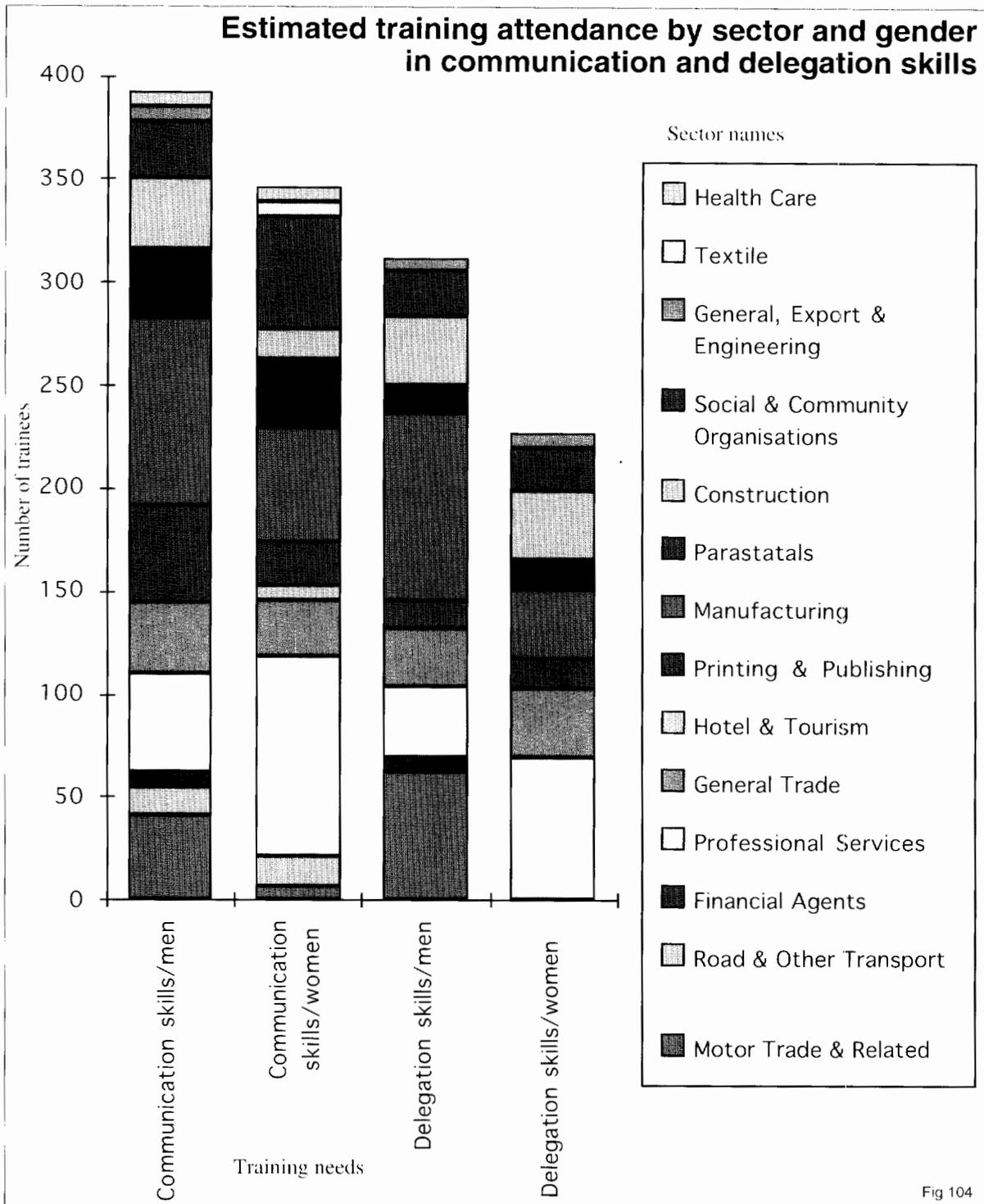


Fig 104



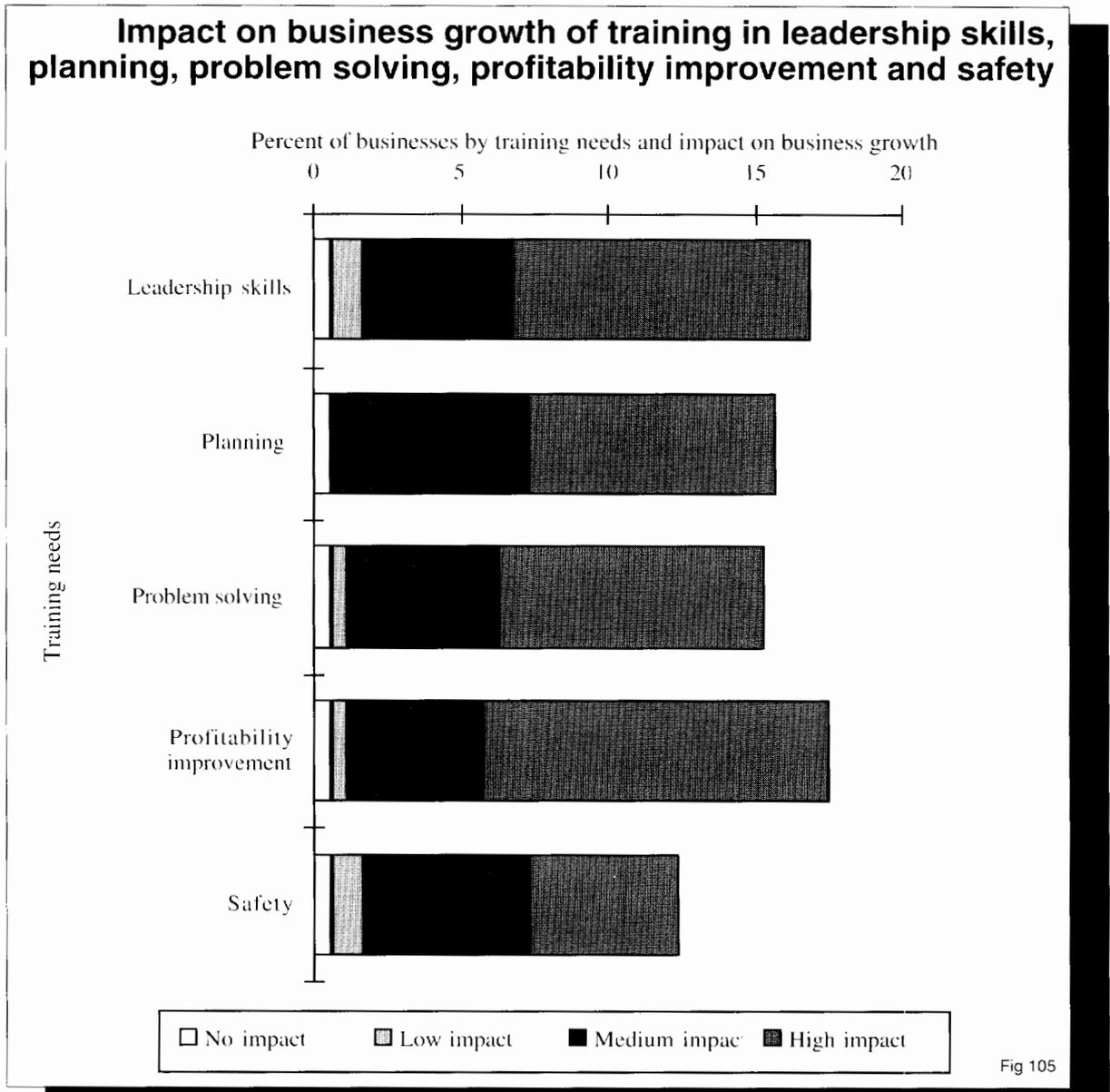
Supervision and Management

Section II in the area of supervision and management covers the following suggested topics:

Section II

- 6. Leadership skills
- 7. Planning
- 8. Problem solving
- 9. Profitability improvement
- 10. Safety

Topics were analysed by various aspects of the training needed and how it would impact on the business. Figure 105 shows the training subjects from Section II and whether the impact of the specific training would be high, medium, low or no impact. Many businesses expect a high impact on business growth in the various personnel training categories.

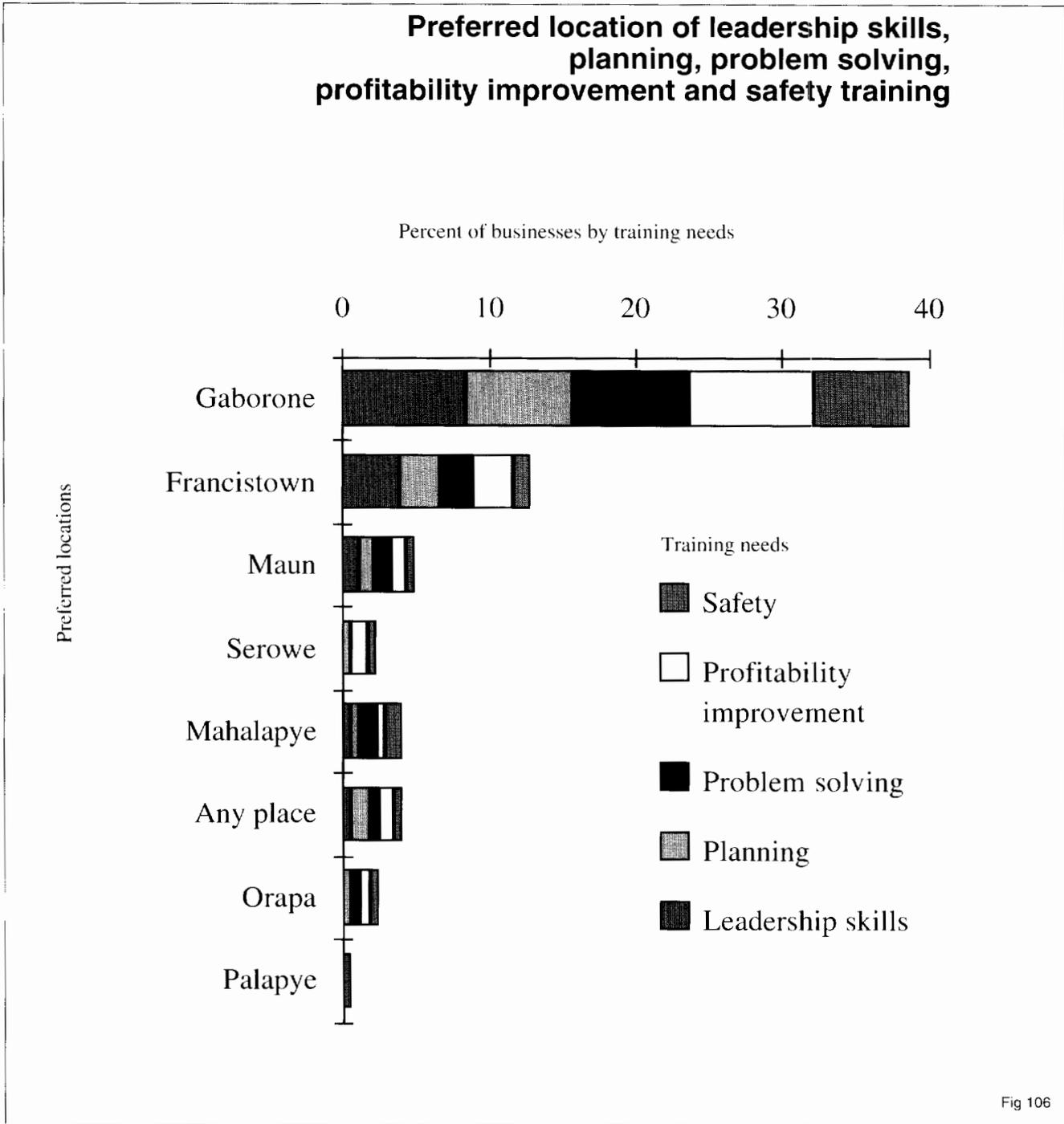


Supervision and Management

continued

The preferred location for Section II of supervision and management training was answered by 17.2% to 23% of the respondents.

As indicated in figure 106, Gaborone is the preferred location for this training, followed by Francistown and then Maun, followed closely by Mahalapye and the any place designation.

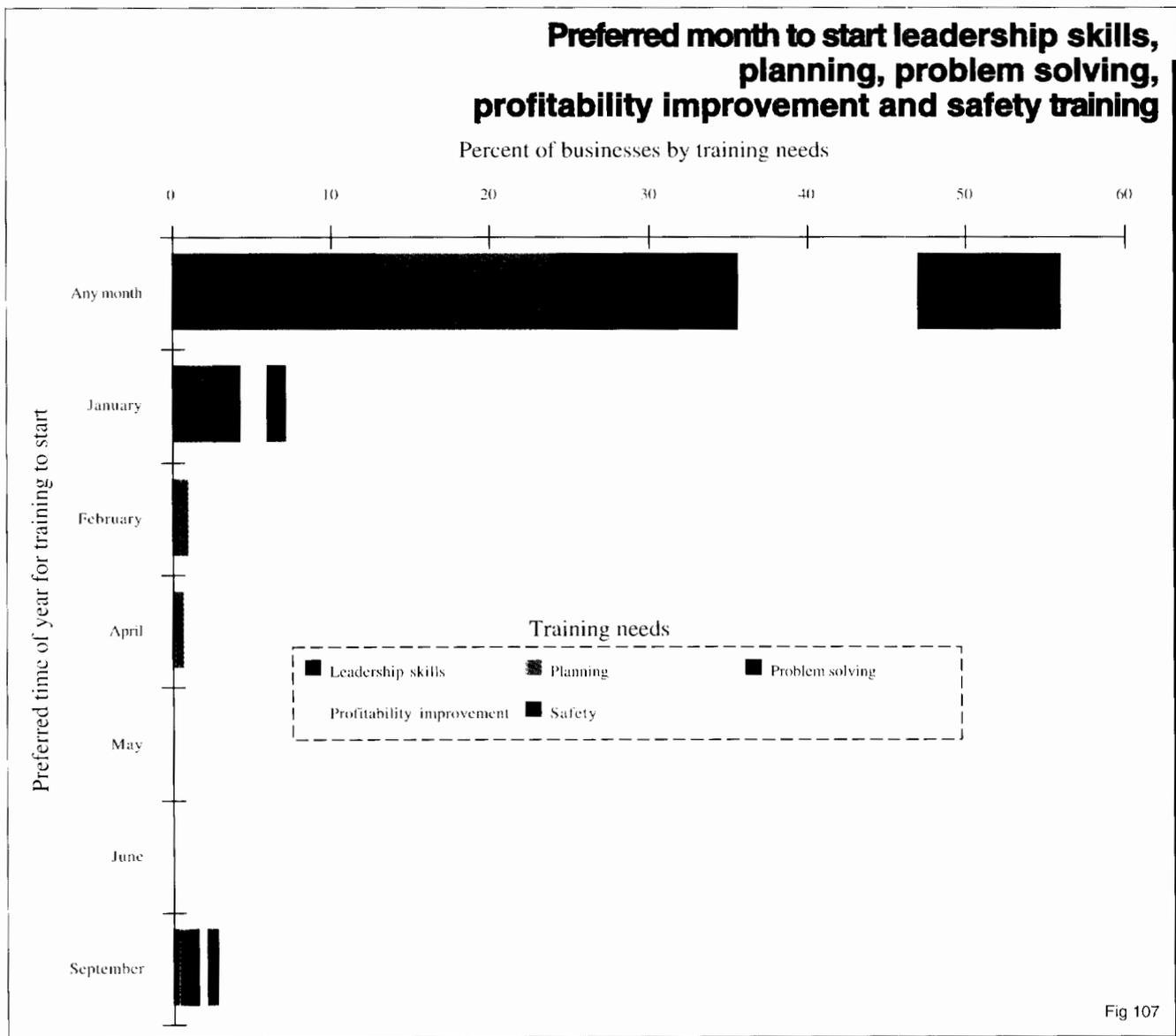


Supervision and Management

continued

The preferred month to start suggested topics in Section II of supervision and management training is shown in figure 107.

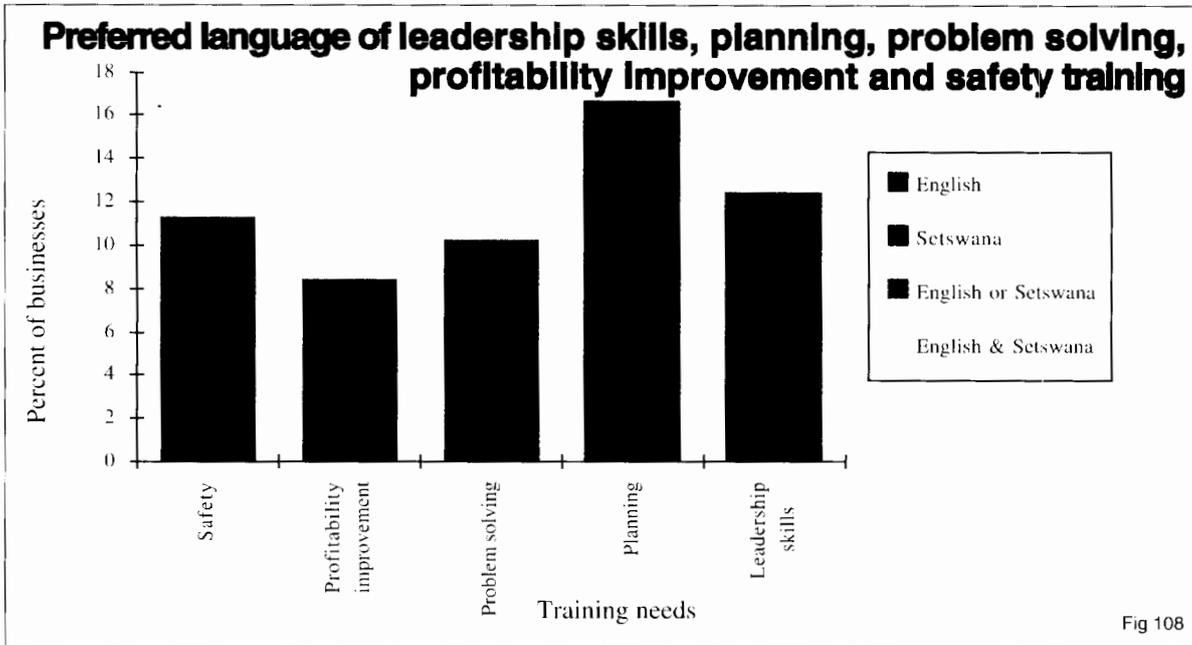
It appears that the majority of respondents prefer to start any month of the year. Second preference is the month of January.



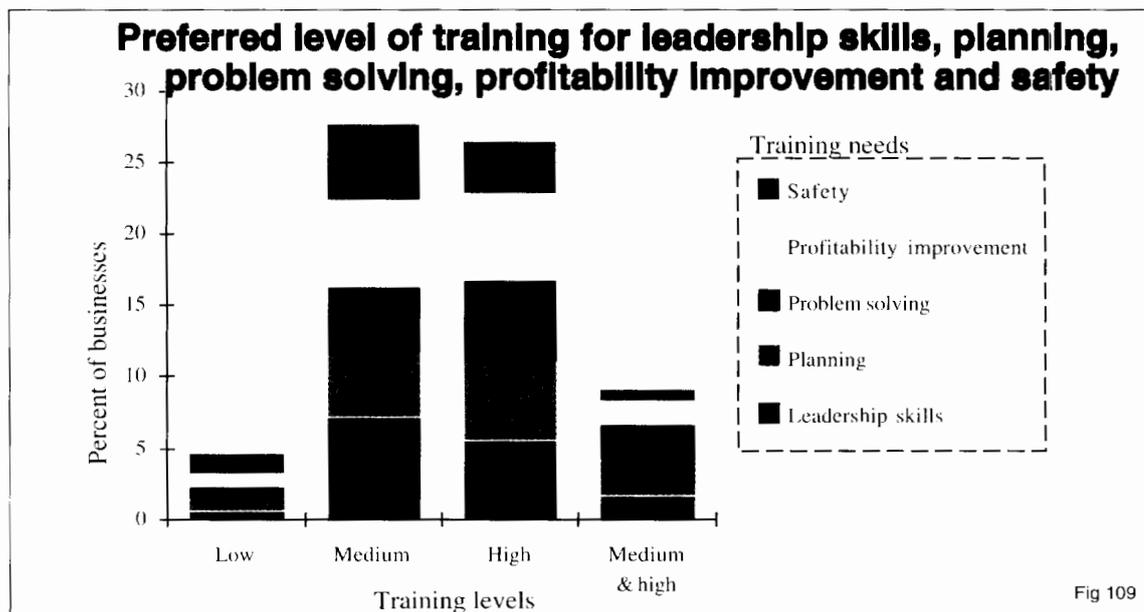
Supervision and Management

continued

The preferred language of training for Section II of supervision and management subjects is shown in figure 108. The overwhelming majority of respondents prefer the English language. A small percent preferred Setswana and a still smaller percentage wanted either English or Setswana. Very few wanted English and Setswana. These questions were answered by 16.2 % to 22.7% of the respondents.



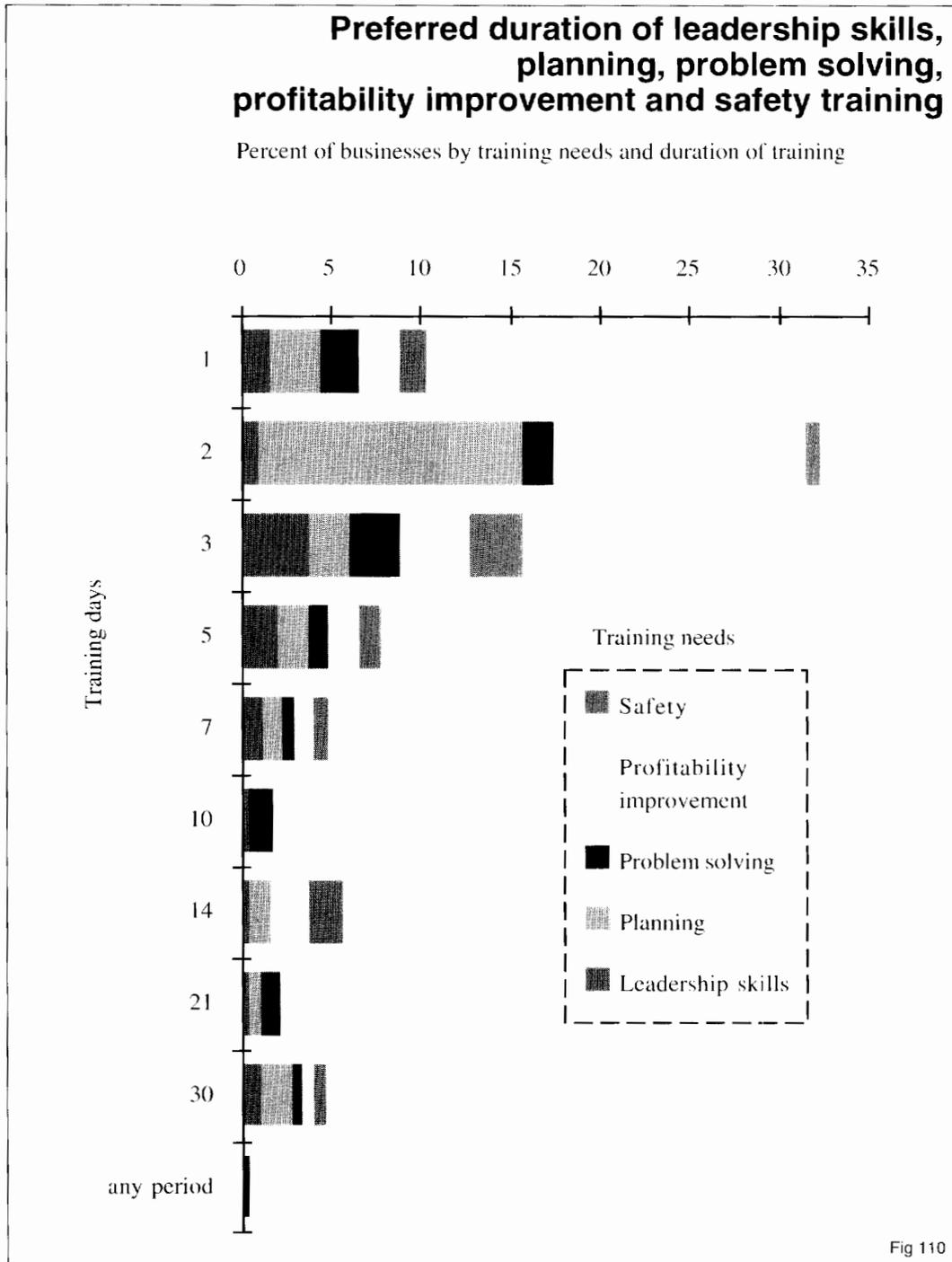
The preferred level for Section II of supervision and management training is shown in figure 109. Most respondents favored medium level training, followed closely by high level training. Medium and high level follows next with some respondents requesting low level training.



Supervision and Management

continued

The preferred duration of training in Section II of supervision and management varies. The most preferred is 2 days, followed by 3 days, 1 day, and 5 days. See figure 110 below.



Supervision and Management

continued

Figure 111 shows estimated attendance by men and women in leadership skills, planning and problem solving training. From the respondents who answered these questions a total estimated attendance in these three topics is over 1,400 people.

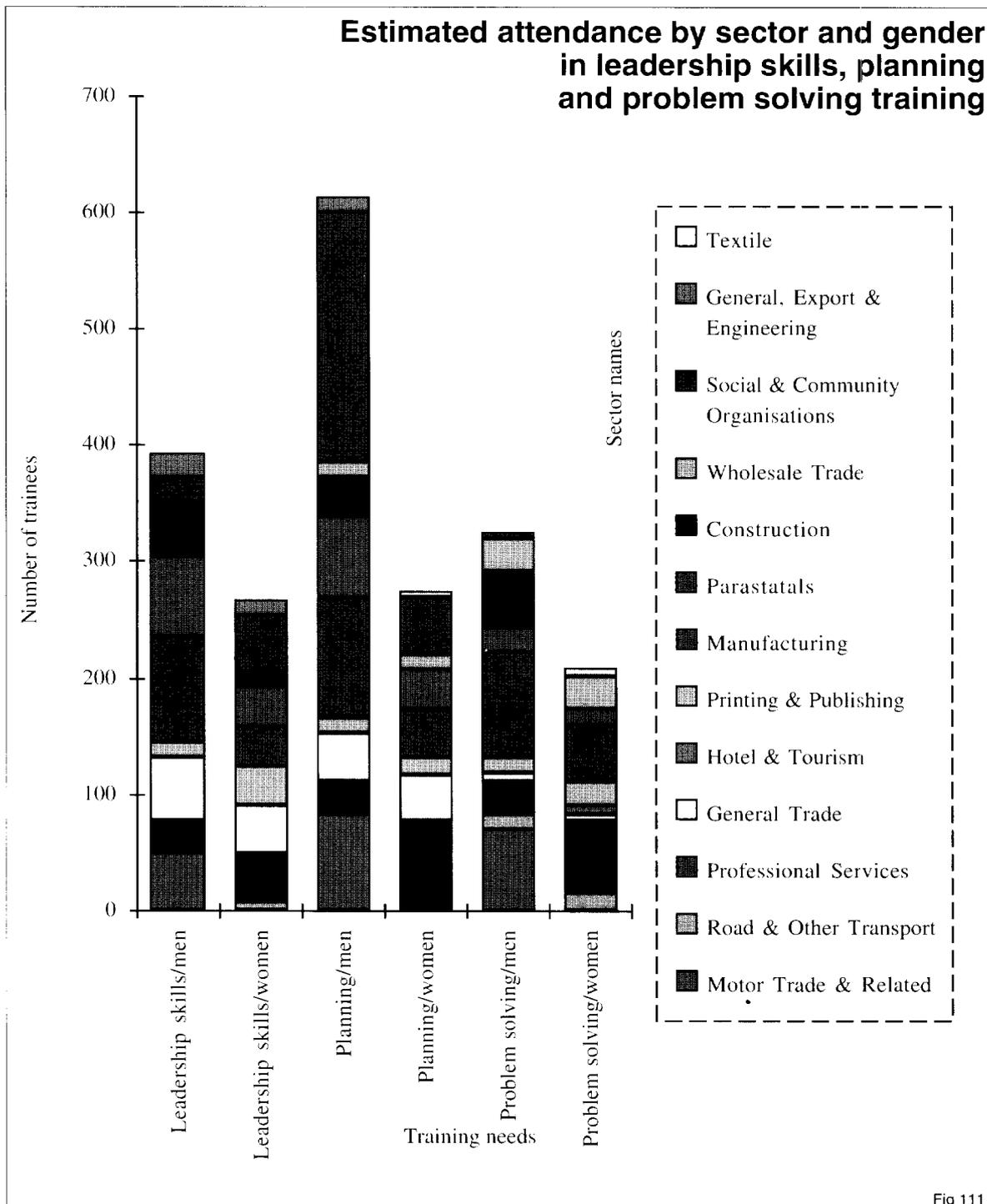


Fig 111



Supervision and Management

continued

Figure 112 shows estimated attendance by men and women in profitability improvement and safety training.

Respondees to these questions estimated almost 1,000 persons would attend these supervision and management training courses. No attendees were estimated from five (5) sectors.



Supervision and Management

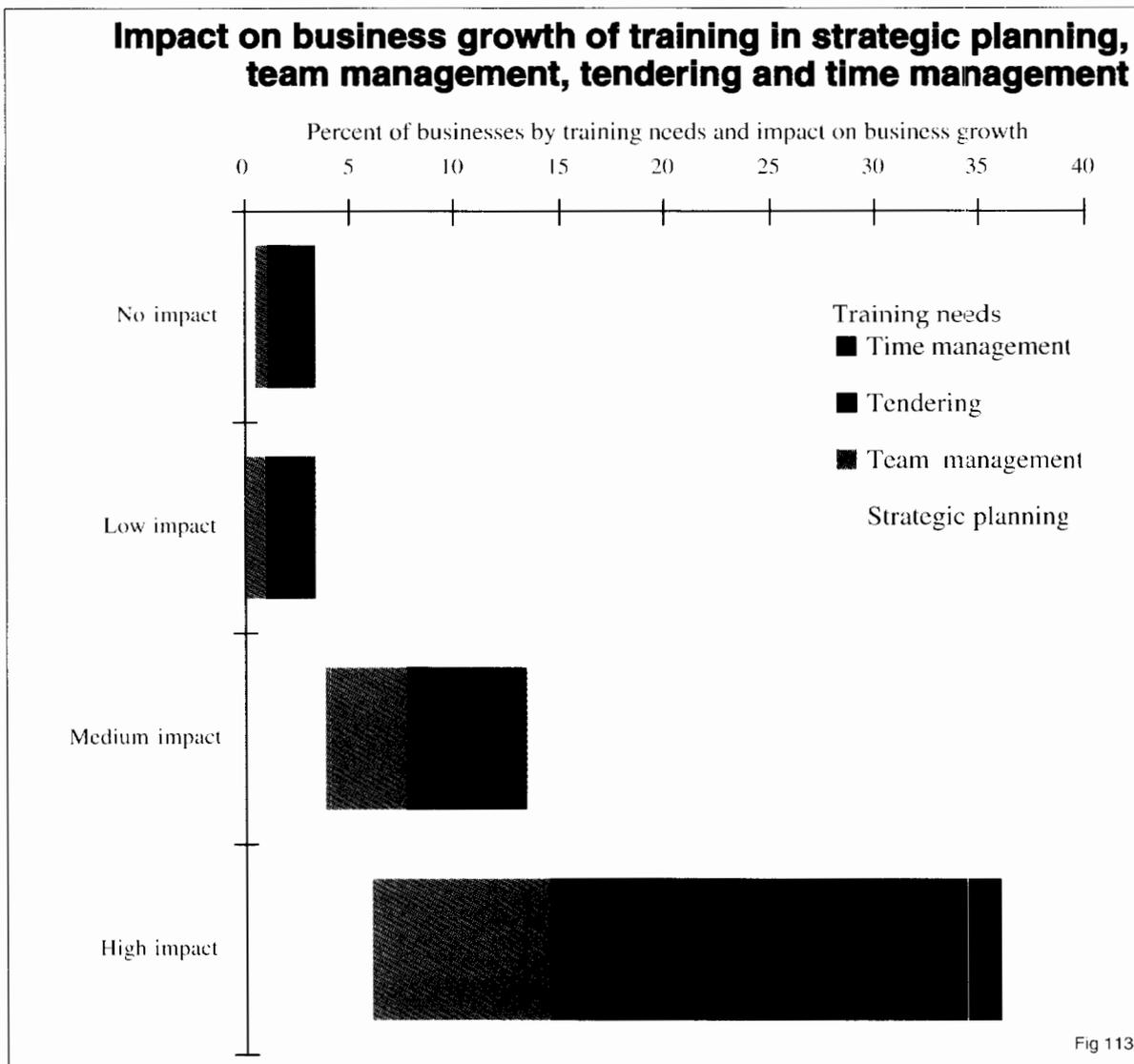
Section III in the area of supervision and management covers the following suggested topics:

Section III

- | | |
|------------------------|---------------------|
| 11. Strategic planning | 13. Tendering |
| 12. Team management | 14. Time management |

Topics were analysed by various aspects of the training needed and how it would impact on the business. Figure 113 shows the training subjects from Section III and whether the impact of the specific training would be high, medium, low or no impact. Many businesses expect a high impact on business growth in these supervision and management training categories.

Additional training subjects in this category requested by the businesses include English and mathematics, food hygiene and general management



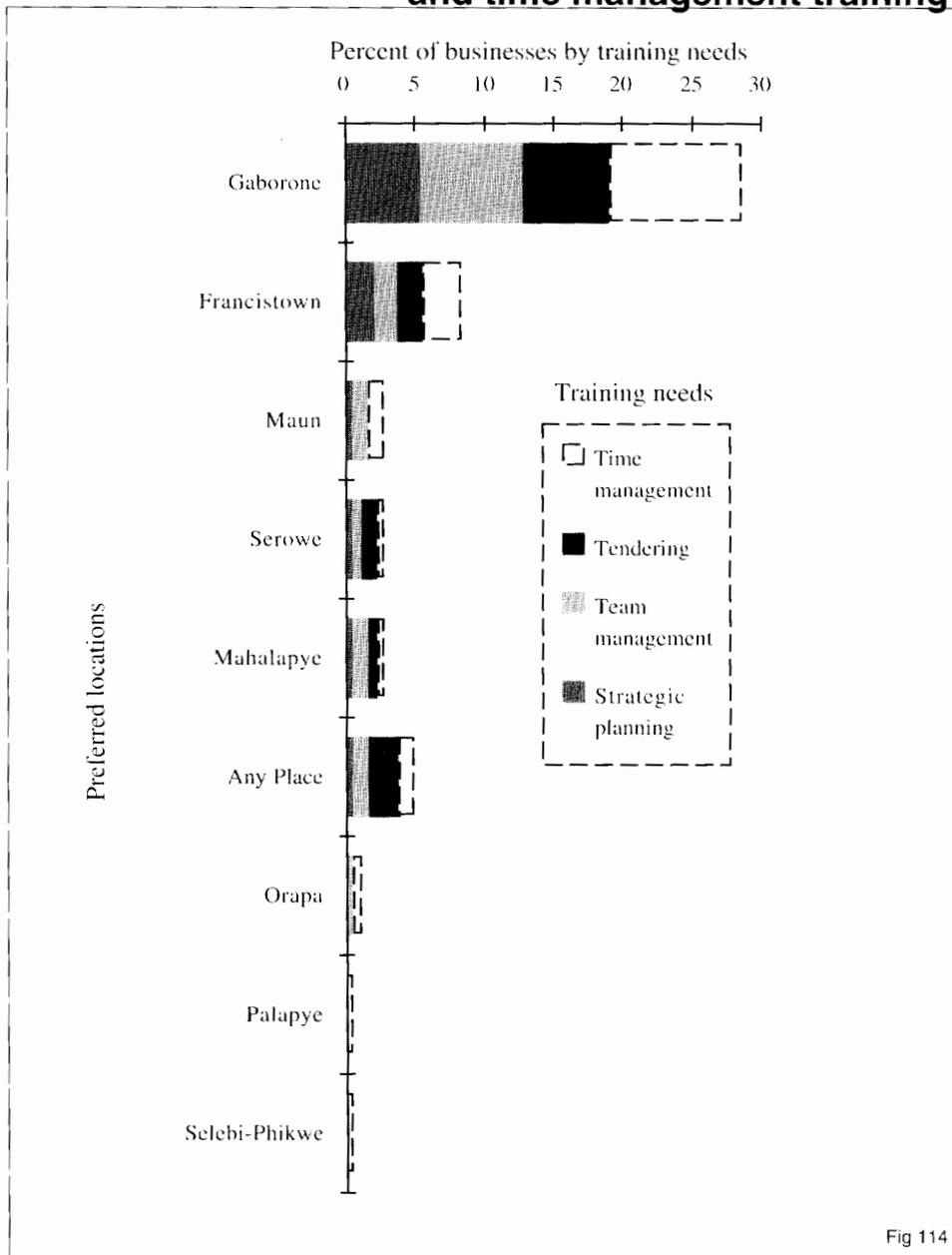
Supervision and Management

continued

The preferred location for Section III of supervision and management training was answered by 12.4% to 22% of the respondees.

As indicated in figure 114, Gaborone is the preferred location for this training, followed by Francistown and then any place.

Preferred location of strategic planning, team management, tendering and time management training

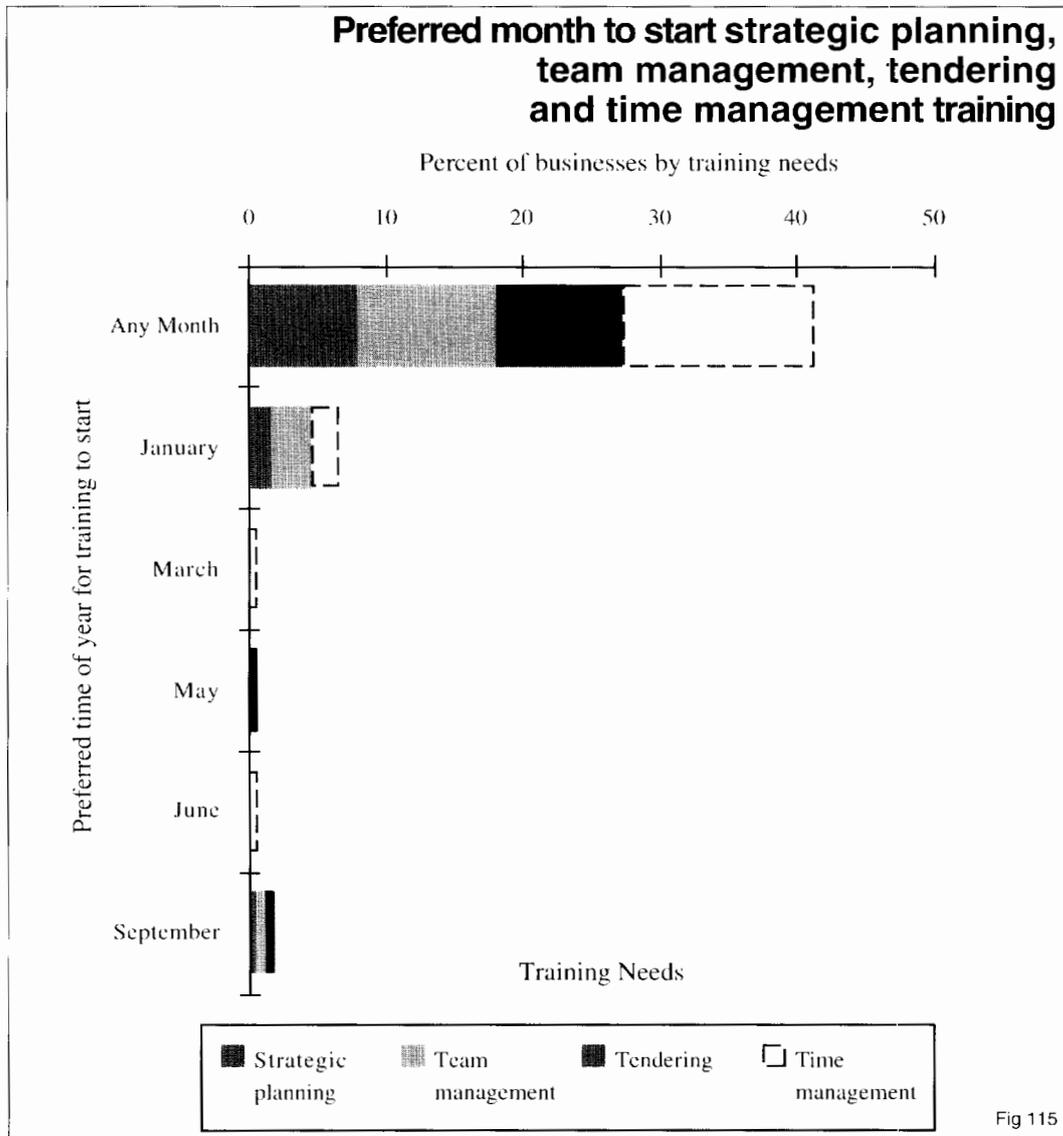


Supervision and Management

continued

The preferred month to start suggested topics in Section III of supervision and management training is shown in figure 115.

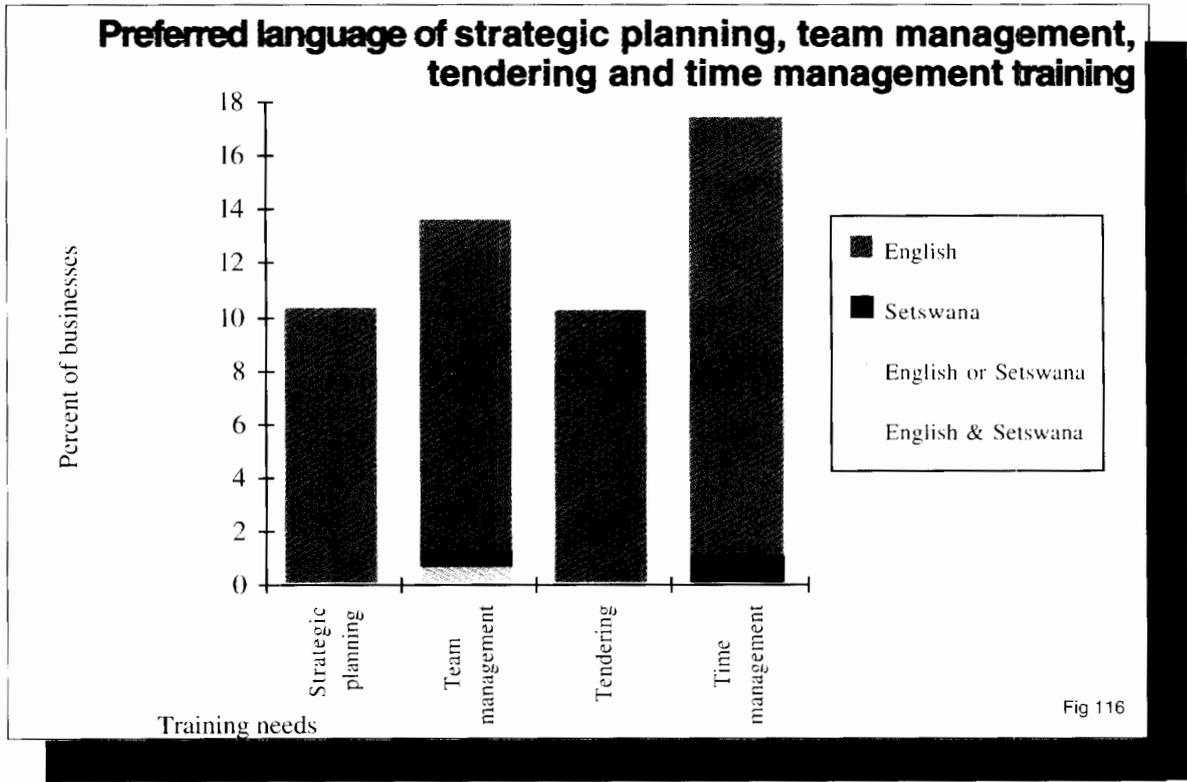
It appears that the majority of respondees prefer to start any month of the year. Second preference is the month of January.



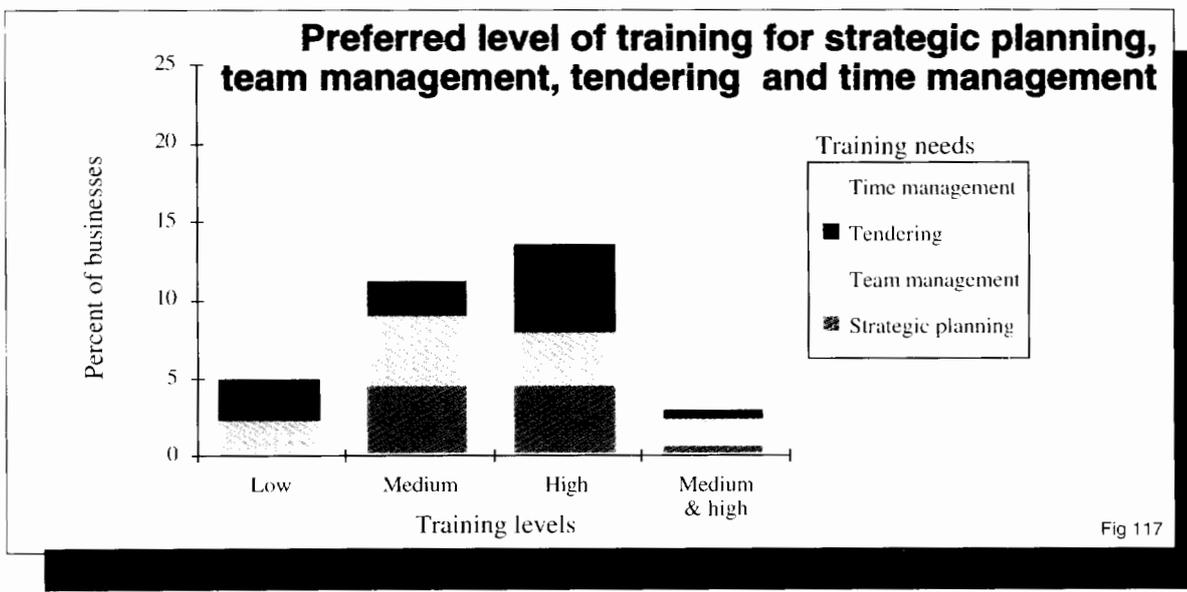
Supervision and Management

continued

The preferred language of training for Section III in supervision and management subjects is shown in figure 116. The overwhelming majority prefer the English language. A small percent preferred Setswana and a still smaller percentage wanted either English or Setswana. Very few wanted English and Setswana.



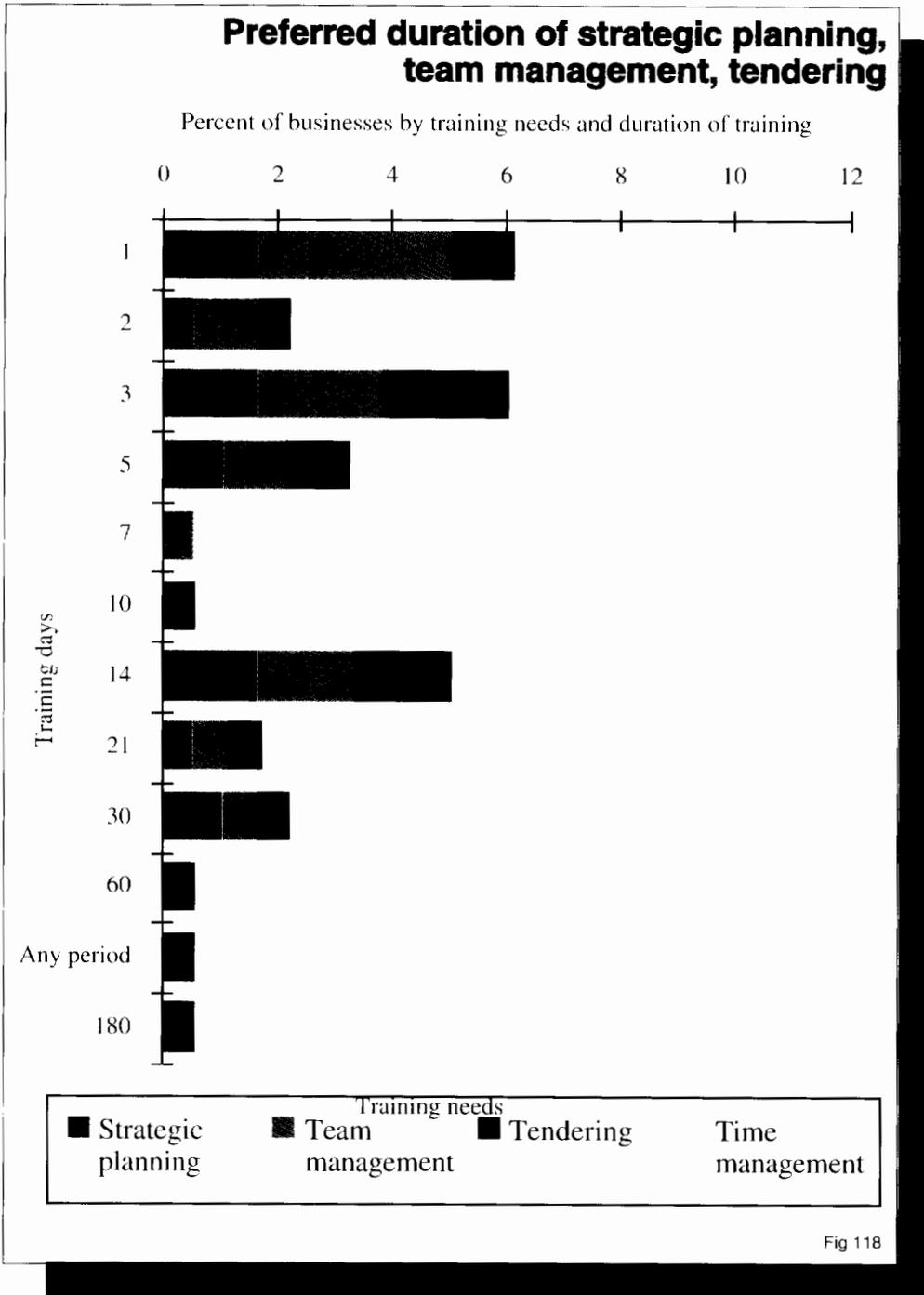
The preferred level for Section III of supervision and management training is shown in figure 117. Most respondents favored high level training, followed by medium level training. Low level training was requested by some respondents. These questions were answered by 9.2 to 21.6% of the respondents.



Supervision and Management

continued

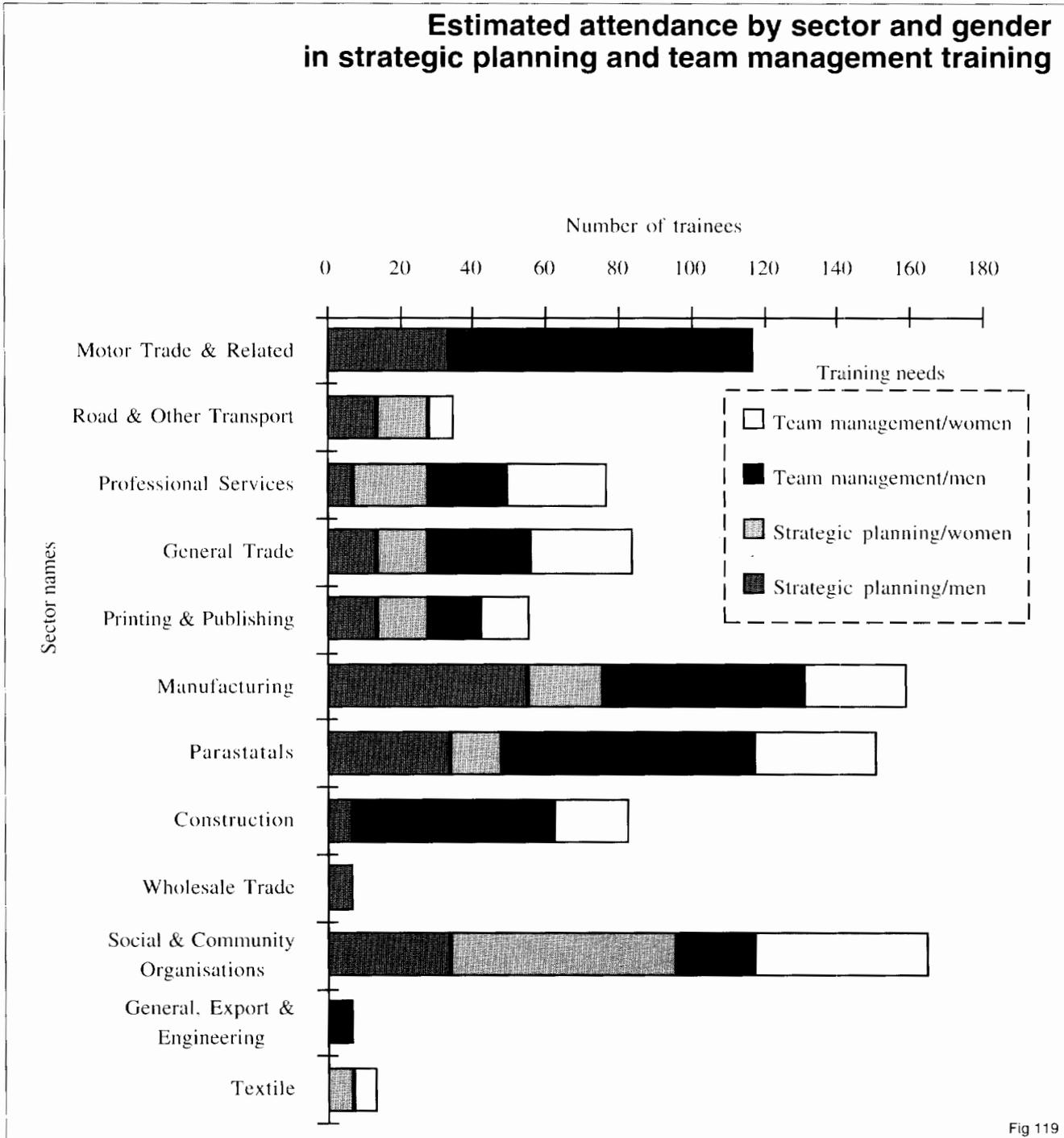
The preferred duration of training in Section III of supervision and management subjects varies. The most preferred is 1 day, followed closely by 3 days, then 14 days, 2 days and 5 days. See figure 118 below.



Supervision and Management

continued

Figure 119 covers estimated attendance by men and women in strategic planning and team management training. From the respondents who answered these questions a total estimated attendance in these two topics is over 900 people.



Supervision and Management

continued

Figure 120 covers estimated attendance by men and women in tendering and time management training.

Respondees to these questions estimated almost 1,100 persons would attend these personnel training courses.

Estimated training attendance by sector and gender in tendering and time management

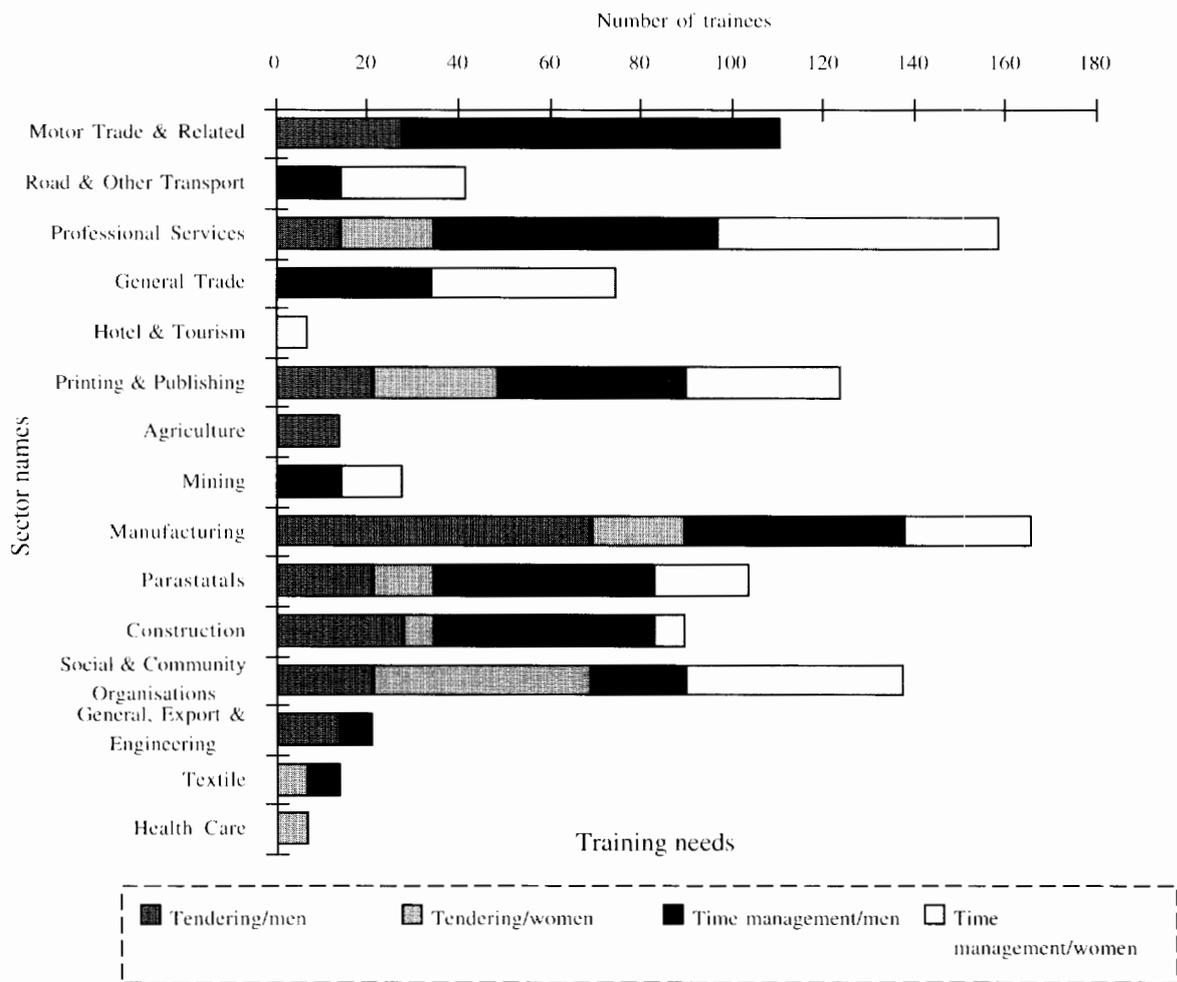
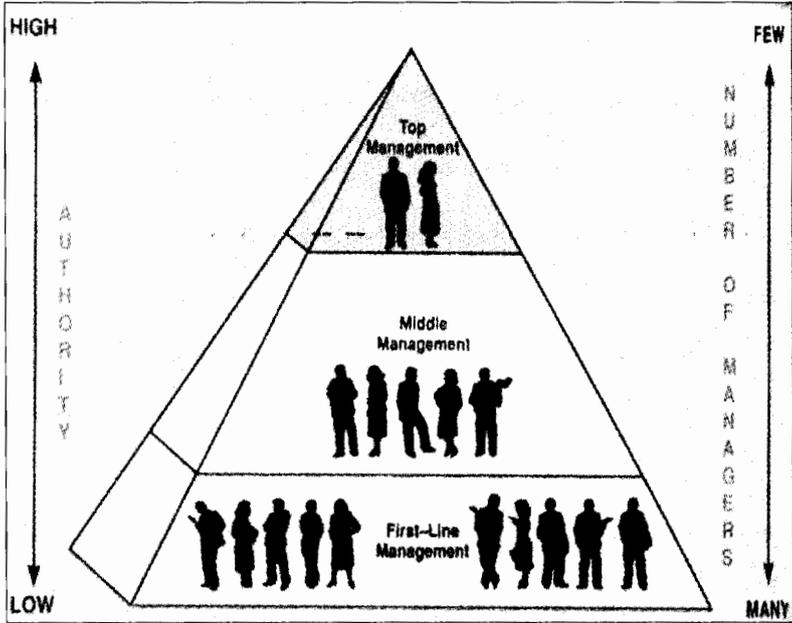
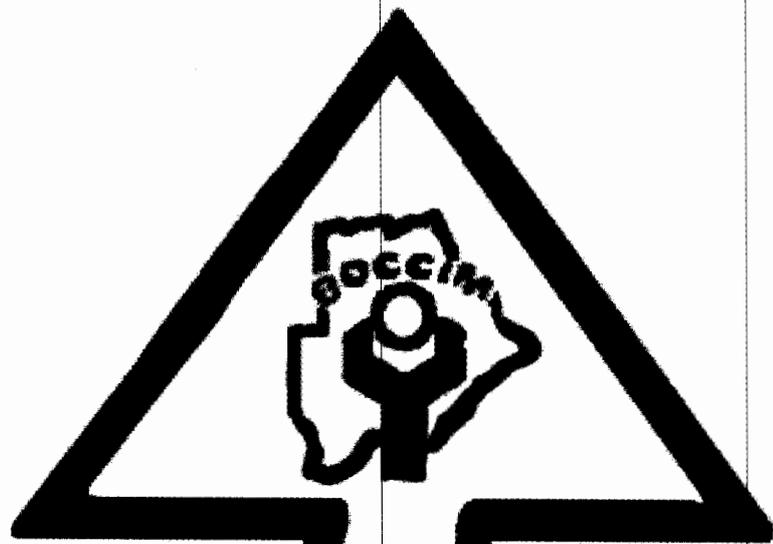


Fig 120



We are seeing the need for supervision and management training grow as business systems become more complex and competitive. Good supervision and management is often the difference between a progressive company and a company who stagnates. Be a progressive company.





Vocational Training

10

*Most great societies have been built
on productive vocational training.*



Vocational

In the vocational training area twenty-eight (28) different topics were suggested:

Section I

1. Air conditioning and refrigeration
2. Baking
3. Bricklaying
4. Cabinet making
5. Catering
6. Chef skills
7. Concrete precasting

Section II (begins on page 165)

8. Crane operating
9. Diamond cutting
10. Dress making
11. Dry cleaning
12. Electric fitting
13. Glazing
14. Handicraft skills

Section III (begins on page 169)

15. Hydro/Hydrogeophysical skills
16. Painting
17. Panel beating
18. Plastering
19. Plumbing
20. Printing
21. Radio & television service

Section IV (begins on page 174)

22. Roofing
23. Refrigeration and air conditioning mechanic
24. Safety
25. Sewing machine operation
26. Sign writing
27. Textile and garment trades
28. Welding

Impact on business growth of training in Section I of the suggested vocational topics

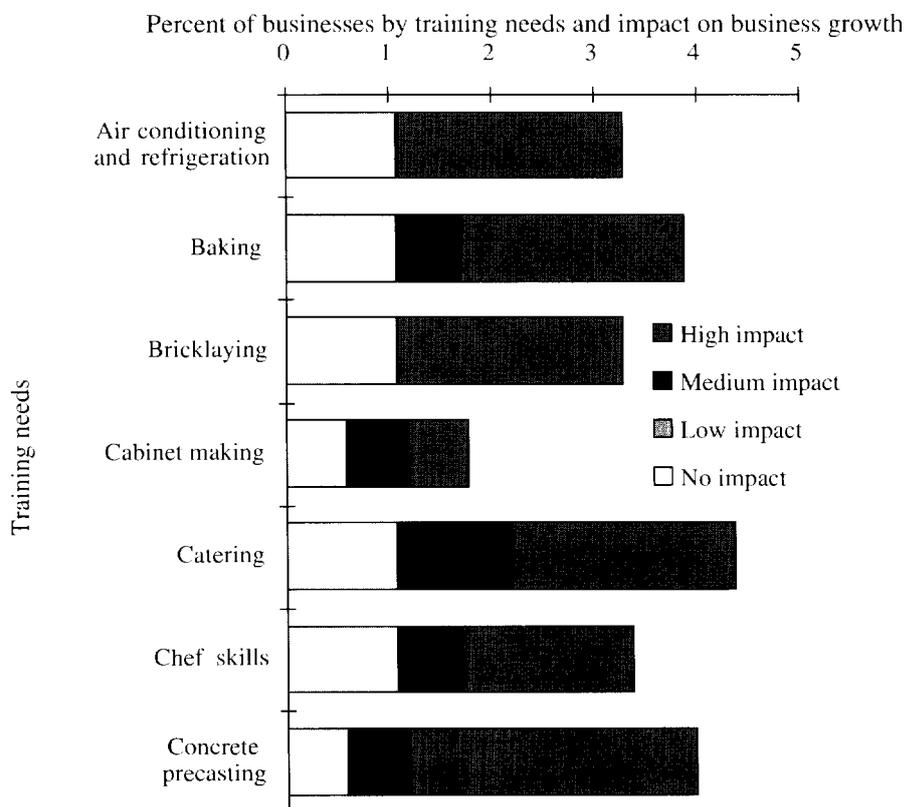


Fig 121



Vocational

continued

Air conditioning and refrigeration

Only 3.4% of the businesses reported needing this training and some of them felt that it would give them high impact, but a few felt that the training would have no impact. The majority wanted the training to be held in Gaborone. Both English and Setswana languages were requested. Most respondents wanted training at the medium level.

Baking

Only 3.9% of the businesses reported needing this training and the majority felt that it would have high impact on their business growth, but some thought the training would have no impact. Most requested that the training be held in Gaborone with some requesting Maun. The level of training requested was medium.

Bricklaying

About 3.4% of the businesses reported needing this training, of which the majority felt it would have a high impact on business growth. The training could start any month. Both English and Setswana languages were requested. Medium level training was desired. No women trainees were planned.

Cabinet Making

Only 1.7% of businesses needed this training, with varying levels of impact reported. See figure 122 for requested duration of training and figure 123 for number of expected trainees.

Catering

Only 4.5% indicated need for this training with most claiming a high impact on growth. Training location was mostly requested at Gaborone, mostly in English and at a medium level. See figure 122 for duration of training and figure 123 for number of trainees.

Chef skills

Only 3.4% of the businesses indicated need for this training with the majority feeling it would have a high to medium impact on their business growth. Location required was mostly Gaborone during any month, but preferably in July and in both English and Setswana. The level required was medium to high. See Figure 122 for duration of training and figure 123 for number of attendees.

Concrete precasting

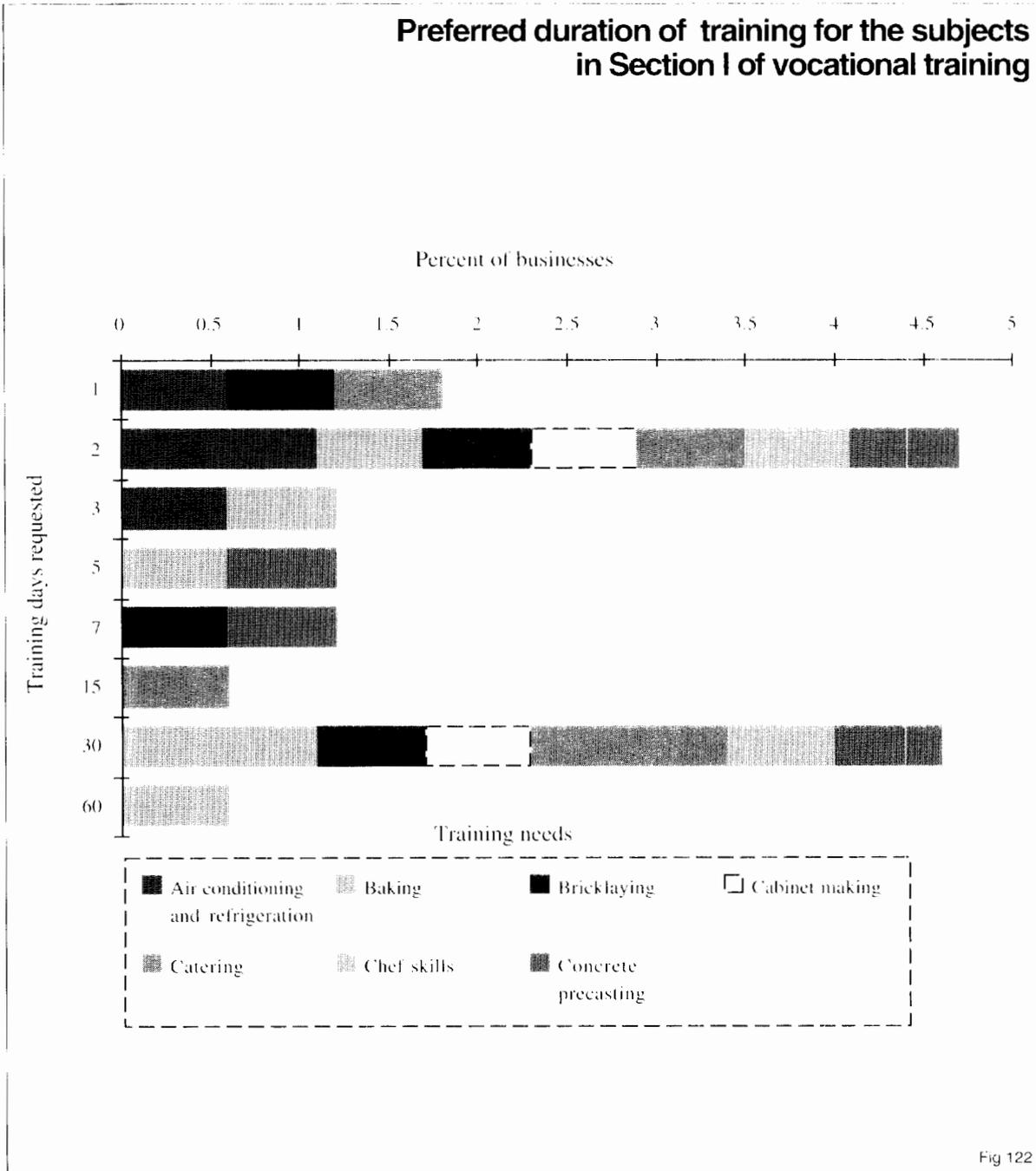
Only 3.9% of the respondents reported needing this training and for most of them it would have a high impact on their business growth. Location desired was Francistown and Gaborone during any month and mostly in English. The level of training needed is medium. See figure 122 for duration of training and figure 123 for number of attendees.



Vocational

continued

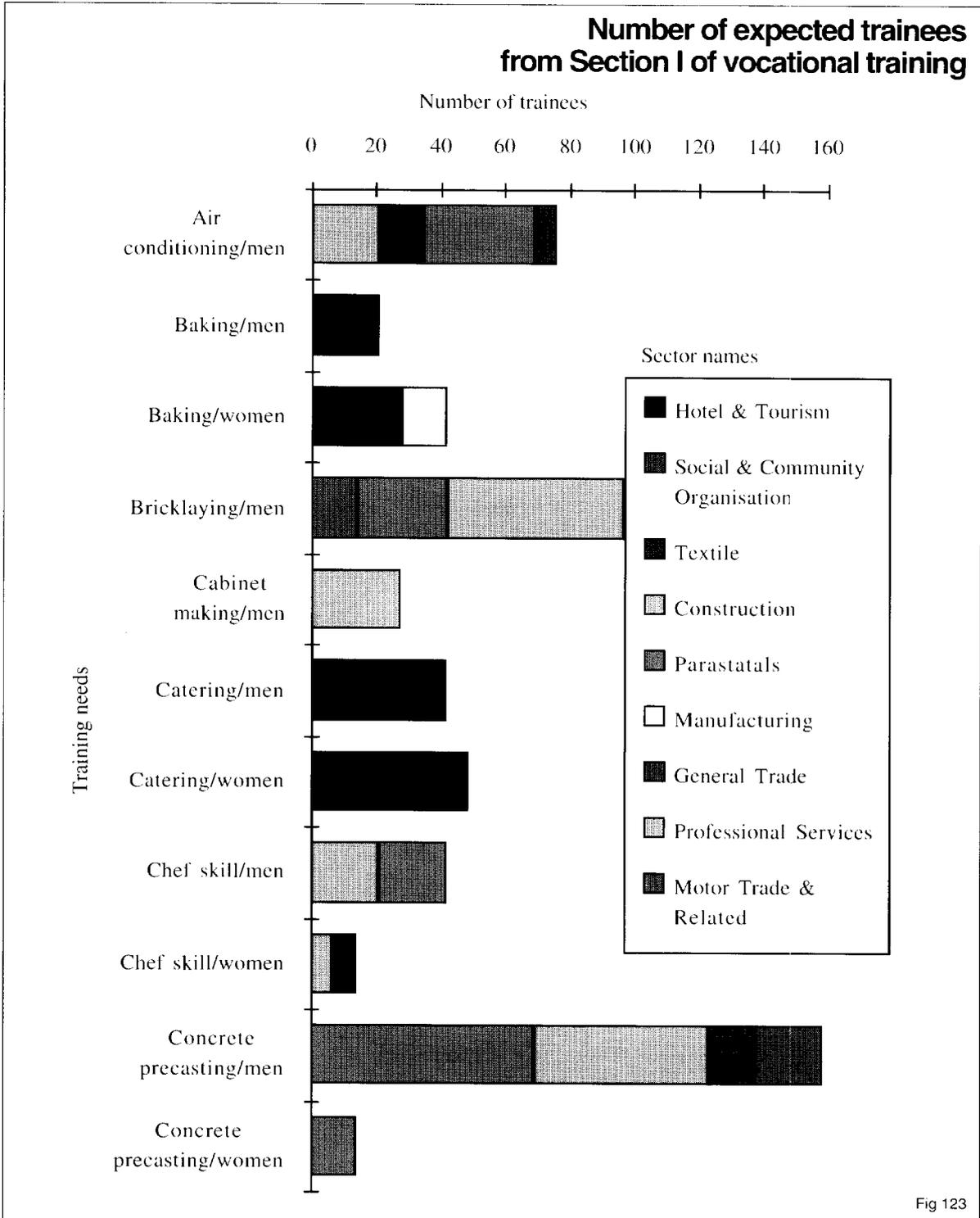
The preferred duration of training ranged from 1 day to 60 days in Section I of the vocational training subjects. Two days duration was requested just slightly ahead of 30 days in the most often requested category. One day training period was next with 3, 5 and 7 day periods following closely after one day.



Vocational

continued

The number of expected trainees from the respondees in Section I of the vocational training area is shown in figure 123 below.



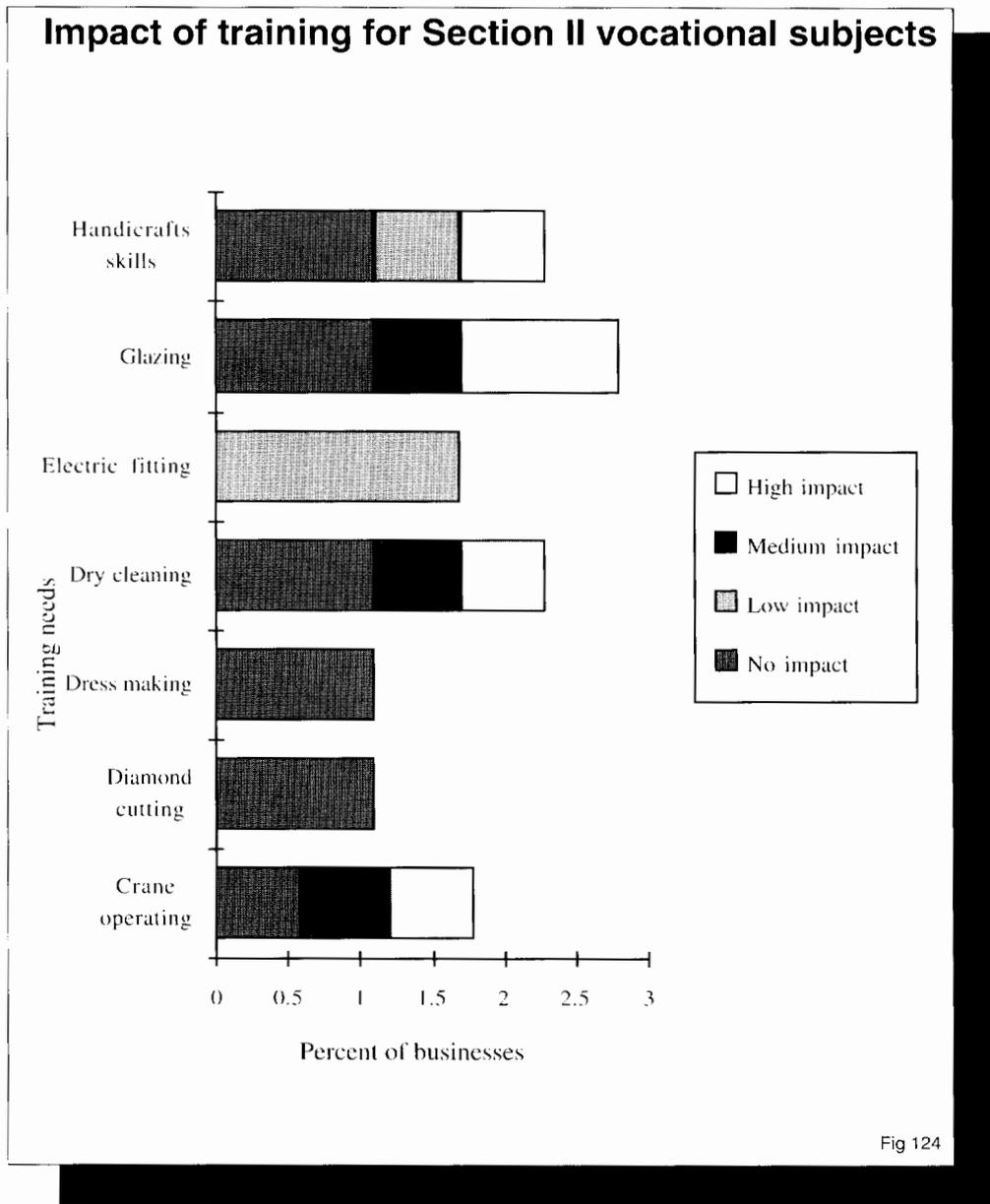
Vocational

continued

Section II of vocational training subjects include:

- 8. Crane operating
- 9. Diamond cutting
- 10. Dress making
- 11. Dry cleaning
- 12. Electric fitting
- 13. Glazing
- 14. Handicraft skills

See figure 124 for impact on growth, figure 125 for duration of training, figure 126 for number of expected attendees and the following commentary for additional information on these training subjects. No significant indication for business growth was shown.



Vocational

continued

Crane operators

Only 1.7% of the businesses needed this training with no significant impact on growth. Only one business responded on the duration and attendance of training see figures 125 and 126.

Diamond cutters

Only two businesses responded with a need for this training, but both reported no impact on their business and they did not specify any possible number for attendance at this training.

Dress making

Only three businesses reported a need for this skill but two of them claimed no impact on their business. They did not specify any number of attendees at training.

Dry cleaning

Only 2.2% of businesses reported a need for this training. There was no strong evidence of high impact on business growth. The preferred locations were Gaborone and Francistown, during any month for training to start, in English and Setswana languages and at a medium level. See figure 125 for duration of the training and figure 126 for number of attendees.

Electric fitting

Only three business reported a need for this training and they did not feel it would impact significantly on their business. Training would be required at Gaborone during any month in both English and Setswana at medium level. See figure 125 for duration of training and figure 126 for number of attendees. Only 7 women were estimated to attend this training.

Glazing

About 2.8% of the businesses reported a need for this training and most of them think it will have a high to medium impact on their business. The training was mostly required in Gaborone, but also Francistown and Selebi-Phikwe were mentioned. Any month was selected as the time to start and the language was both English and Setswana. Training was preferred at a medium level. See figure 125 for duration of training . About 49 people (35 men and 14 women) are estimated to attend this training.

Handicraft skills

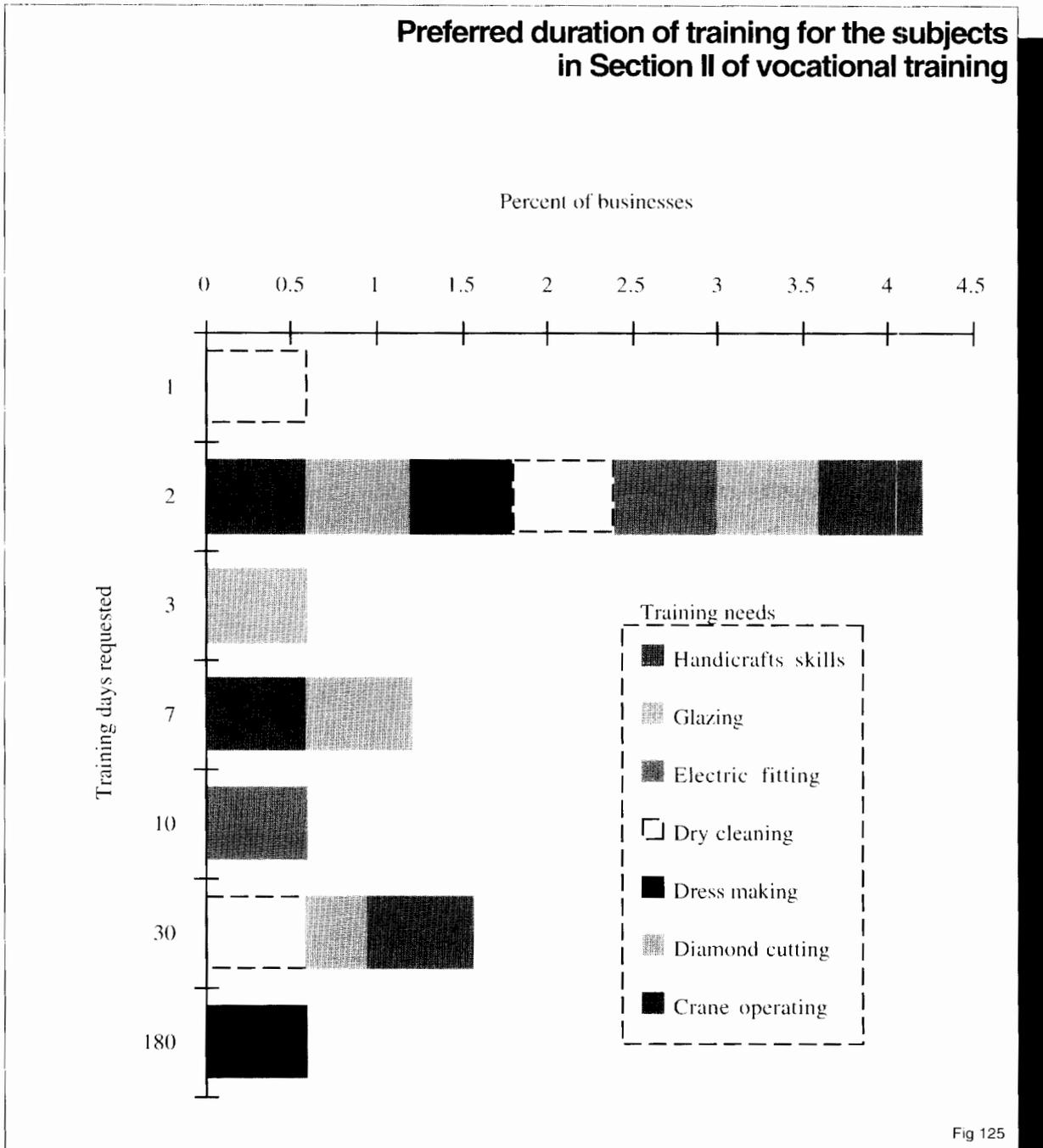
Only 32.2% of the businesses reported a need with different impacts on business growth. Preferred places for training were Gaborone and Mahalapye during any month ,in English at a medium level. See figure 125 for duration of training and figure 126 for number of attendees.



Vocational

continued

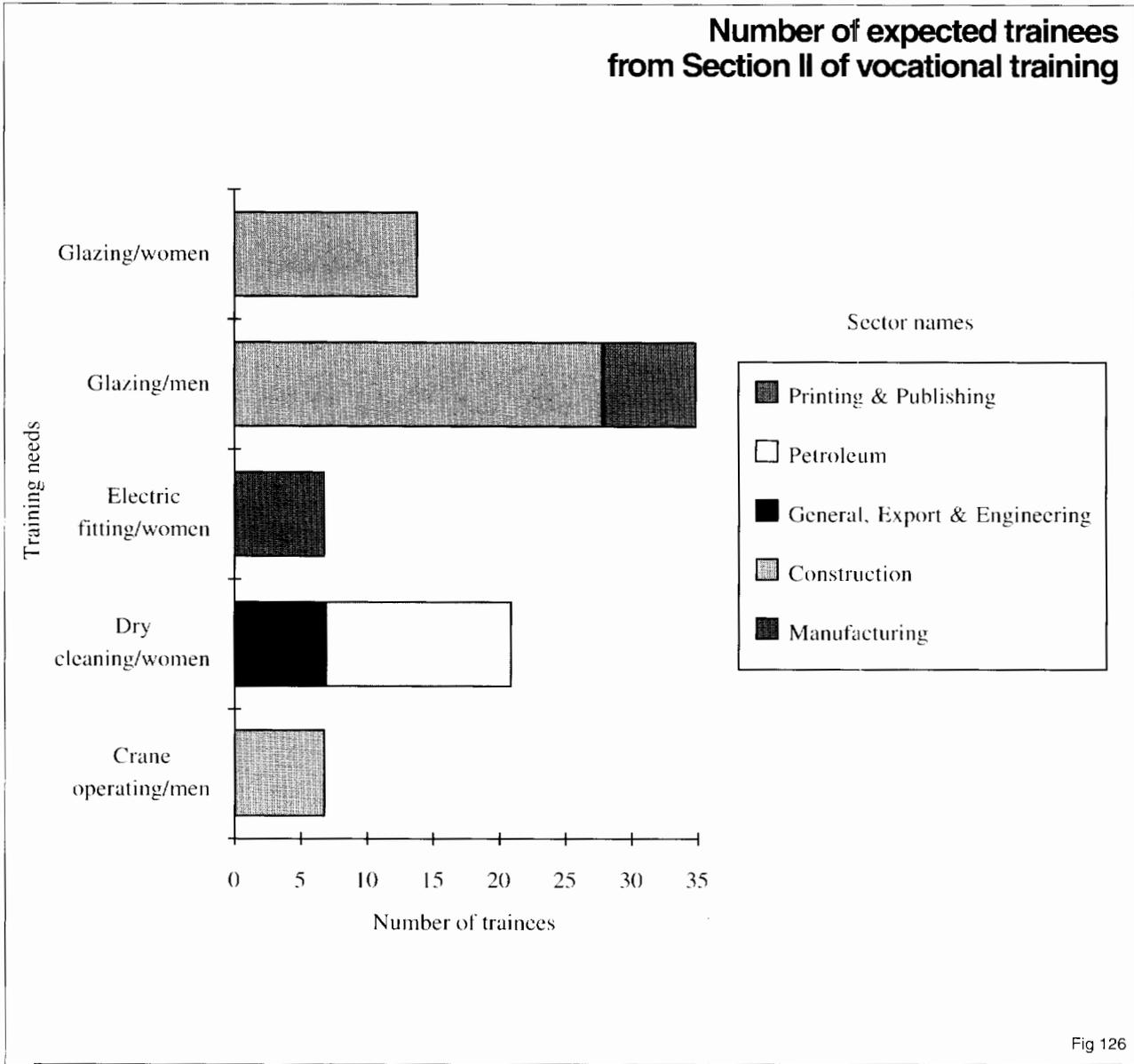
Figure 125 shows the requested duration of training for subjects listed in Section II of the vocational training area. Two days training seems to be the most preferred followed by 30 days, then 7 days.



Vocational

continued

Figure 126 shows estimated attendance by men and women in Section II of the vocational training subjects. Total estimated attendance in these subjects is over 100 attendees.



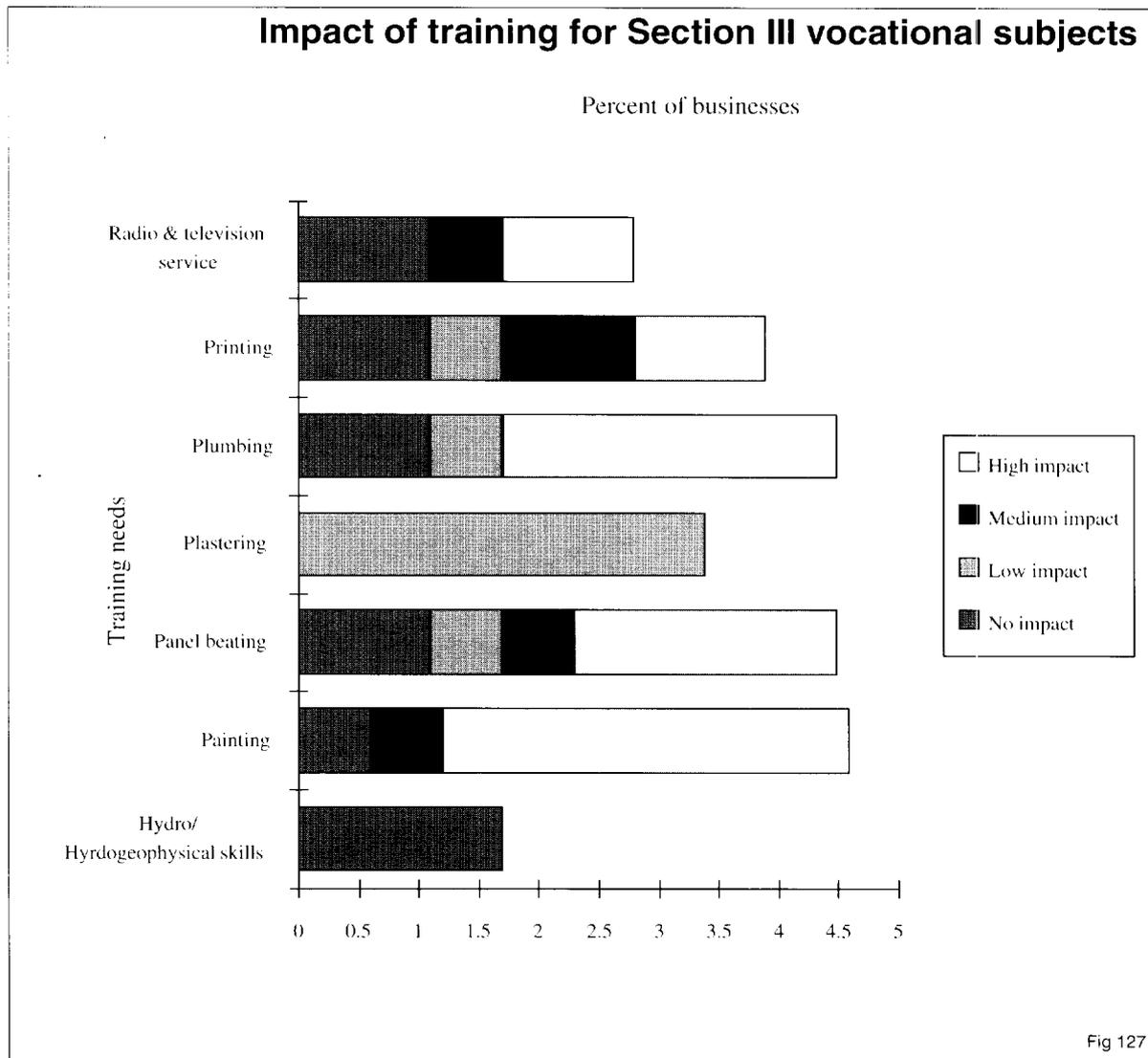
Vocational

continued

Section III of vocational training subjects include:

- 15. Hydro/Hydrogeophysical skills
- 16. Painting
- 17. Panel beating
- 18. Plastering
- 19. Plumbing
- 20. Printing
- 21. Radio & television service

See figure 127 for impact on growth, figure 128 for duration of training, figure 129 for number of expected attendees and the commentary for additional information on these training subjects.



Vocational

continued

Hydro/Hydrogeophysical skills

Only 3 businesses reported a need for this training and the majority of them felt that it would have no impact on their growth. The training is needed in Gaborone during any month, in English and Setswana, at a medium level. See figure 128 for duration of training and figure 129 for number of possible attendees.

Painting

About 4.5% of the businesses reported a need for painting training. Most of them think it will have a high impact on their businesses. Several locations were preferred with no location having a majority. These locations included: Francistown, Gaborone, Mahalapye, Selebi-Phikwe, Serowe and anywhere. The preferred month of training was anytime. The language was English (3.4%) to Setswana (0.6%). Level of training was 2.2% for medium and 1.7% for high. See figure 128 for duration required and figure 129 for attendance.

Panel beating

About 4.5% reported a need for this training with the majority suggesting high to medium impact on their business. Several locations were preferred with no location having a majority of requests. These locations included: Francistown, Gaborone, Mahalapye, Orapa, Serowe and anywhere. Any month of the year was acceptable for training and 2.8% wanted English language, 0.6% wanted Setswana and 0.6% wanted English and Setswana. Medium level of training was requested more frequently than low or high level. See figure 128 for duration of training and figure 129 for number of attendees.

Plastering

About 3.4% of the business needed this training with indications of very little impact. They require different locations during any month and the language should be Setswana and English. The levels required are mostly medium to low. See figure 128 for duration of training and figure 129 for the number expected to attend.

Plumbing

About 4.5% of businesses needed plumbing training, most of them indicated that the training would have high to medium impact on their businesses. Locations for holding this training varied from any place to Francistown, Mahalapye, Palapye and Gaborone. Any month would be suitable for training with the training language being English. One business asked for Setswana. The level of training requested was mostly medium. One business asked for high level. See figure 128 for duration of training and figure 129 for number of possible training attendees.



Vocational

continued

Printing

About 3.9% of the businesses needed this training with most of them stating a medium to high impact on their businesses growth.

Francistown, Gaborone and Mahalapye were suggested as possible locations for the training with most preferring Gaborone. Any month of the year was suitable for training with the English language being preferred most, with only one business seeking Setswana. The level of training desired was medium. See Figure 128 for the duration of training and figure 129 for possible number of attendees.

Radio & television service

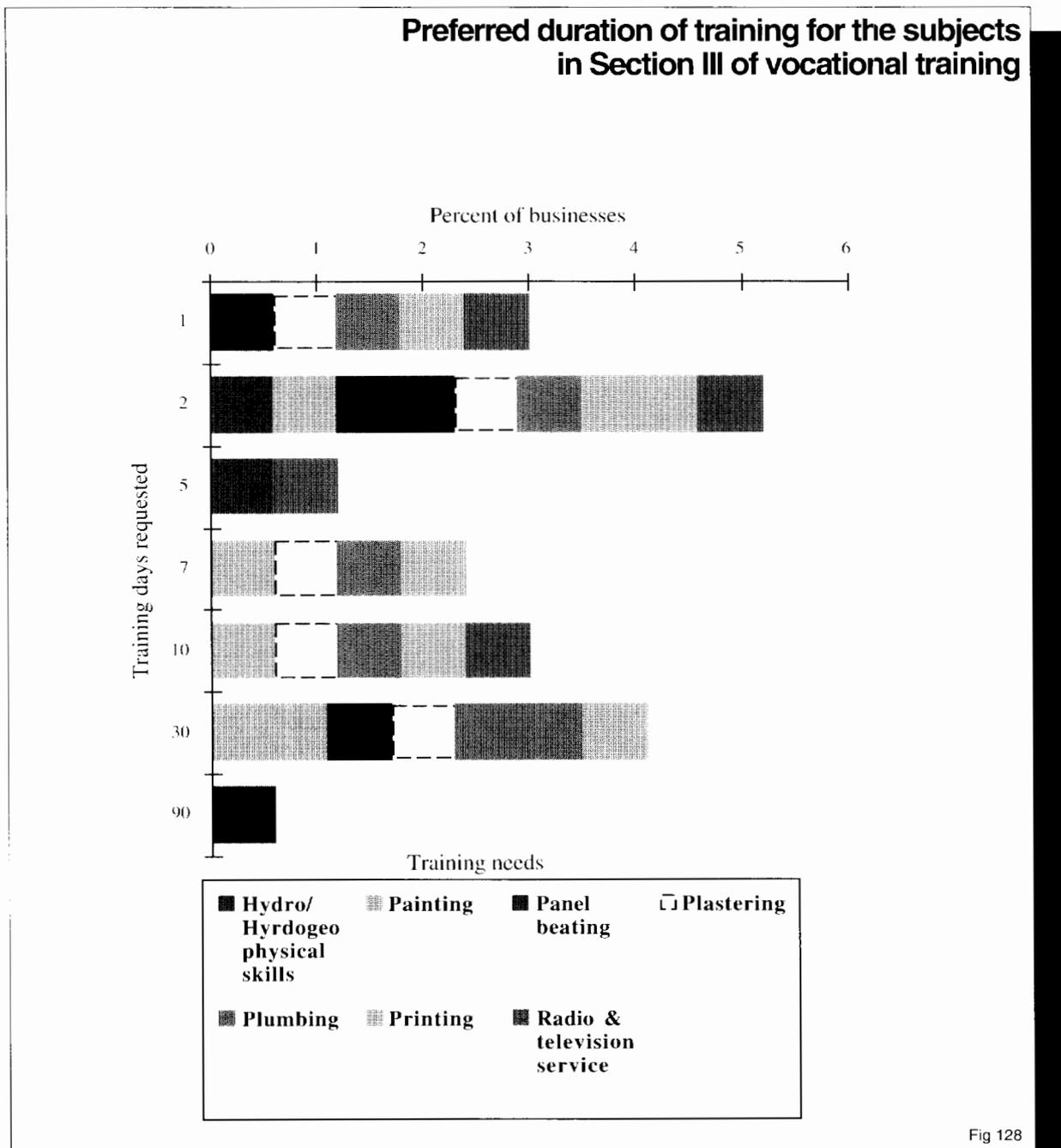
About 2.8% of the businesses needed this training and its impact was reported to be high to medium. The training is mostly needed at Gaborone, one business requested Francistown. Any month was desirable to have the training with the English language preferred and medium to high level of training. See figure 128 for duration of training and figure 129 for possible number of attendees.



Vocational

continued

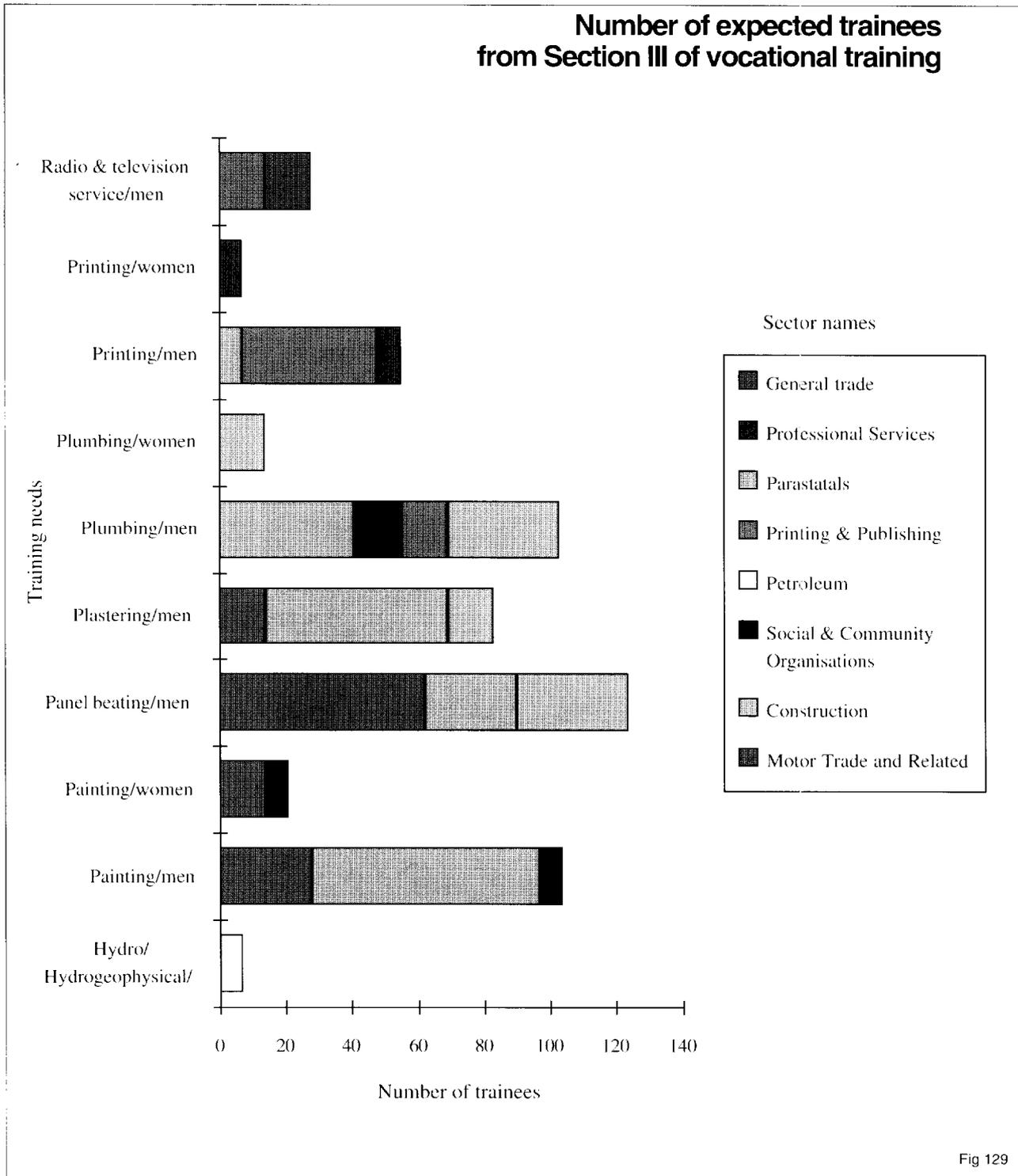
Figure 128 covers the requested duration of training for vocational subjects listed in Section III of the vocational training areas. Five days training seems to be the most preferred followed by 90 days, then 1 and 10 days, followed by 7 days.



Vocational

continued

Figure 129 covers estimated attendance by men and women in Section III of the vocational training subjects. Total estimated attendance in these subjects is over 500 attendees.



Vocational

continued

Section IV of vocational training subjects include:

- 22. Roofing
- 23. Refrigeration and air conditioning mechanic
- 24. Safety
- 25. Sewing machine operation
- 26. Sign writing
- 27. Textile and garment trades
- 28. Welding

See figure 130 for impact on growth, figure 131 for duration of training, figure 132 for number of expected attendees and the commentary for additional information on these training subjects.

Impact of training for Section IV vocational subjects

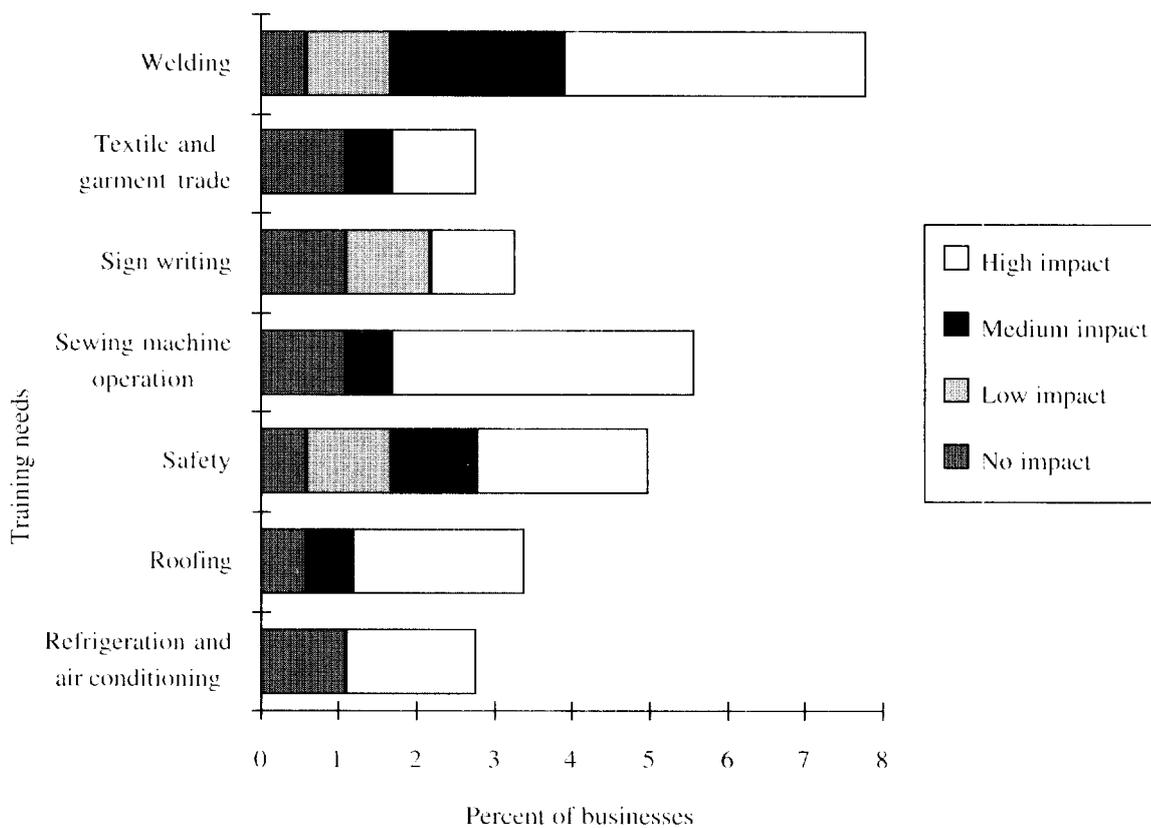


Fig 130



Vocational

continued

Refrigeration and air conditioning mechanic

About 2.8% of the businesses reported a need for this training. Some claimed that the training would have a high impact on business growth while others stated no impact. The training is mostly required in Gaborone with one required at Francistown. Training can be during any month of the year, in the English language at a medium level. See figure 131 for duration of training required and figure 132 for number of trainees expected.

Roofing

About 3.4% of the businesses reported a need for roofing training with most of them suggesting a high impact on business growth. Five locations were suggested including Francistown, Gaborone, Mahalapye, Palapye and any place. The training can be during any month of the year in English and at a medium level. See figure 131 for duration of training and figure 132 for estimated attendees.

Safety

About 5.1% of the businesses needed this training and most of them reported high to medium impact on the growth of their business. Locations suggested included Gaborone, Mahalapye, Maun and any place. Among the preferred locations, Gaborone had the largest frequency. The time for training could be any month of the year with the training preferred to be in the English language. A few have also requested Setswana. The level of training is mostly medium with two businesses requesting low level and one medium to high level. See figure 131 for duration of training and figure 132 for possible number of trainees in this area.

Sewing machine operation

About 5.6% of businesses reported a need for this training and most of them felt that it would have a high to medium impact on the growth of their business. Locations suggested included Francistown, Gaborone, Kanye and Selebi-Phikwe with the most preferred location being Gaborone, followed by Francistown. Any month of the year was suitable to most with January and September also being mentioned. The Language for training was English (3 business), Setswana (3 businesses), English or Setswana (1 business), English and Setswana (2 businesses). The requested training level was medium to high. See figure 131 for duration of training and figure 132 for number of attendees at this training.

Sign writing

About 4.5% of the businesses needed skilled sign writers training with varying levels of impact. Locations included Gaborone, Mahalapye, Maun and Orapa with Gaborone being the most chosen venue. There was no particular month requested for starting this training. The English and Setswana languages were preferred with the preferred level of training at the medium level. See figure 131 for duration of training and figure 132 for estimated attendees.



Vocational

continued

Textile and garment trades

About 2.8% of the businesses reported needing this training with varying levels of impact on the growth of their business. Both Francistown and Gaborone are preferred for training with the training being carried out during any month of the year. English was the chosen language. There are requests for training at low, medium and high levels. See figure 131 for the duration of this training and see figure 132 for the approximate number of possible trainees.

Welding

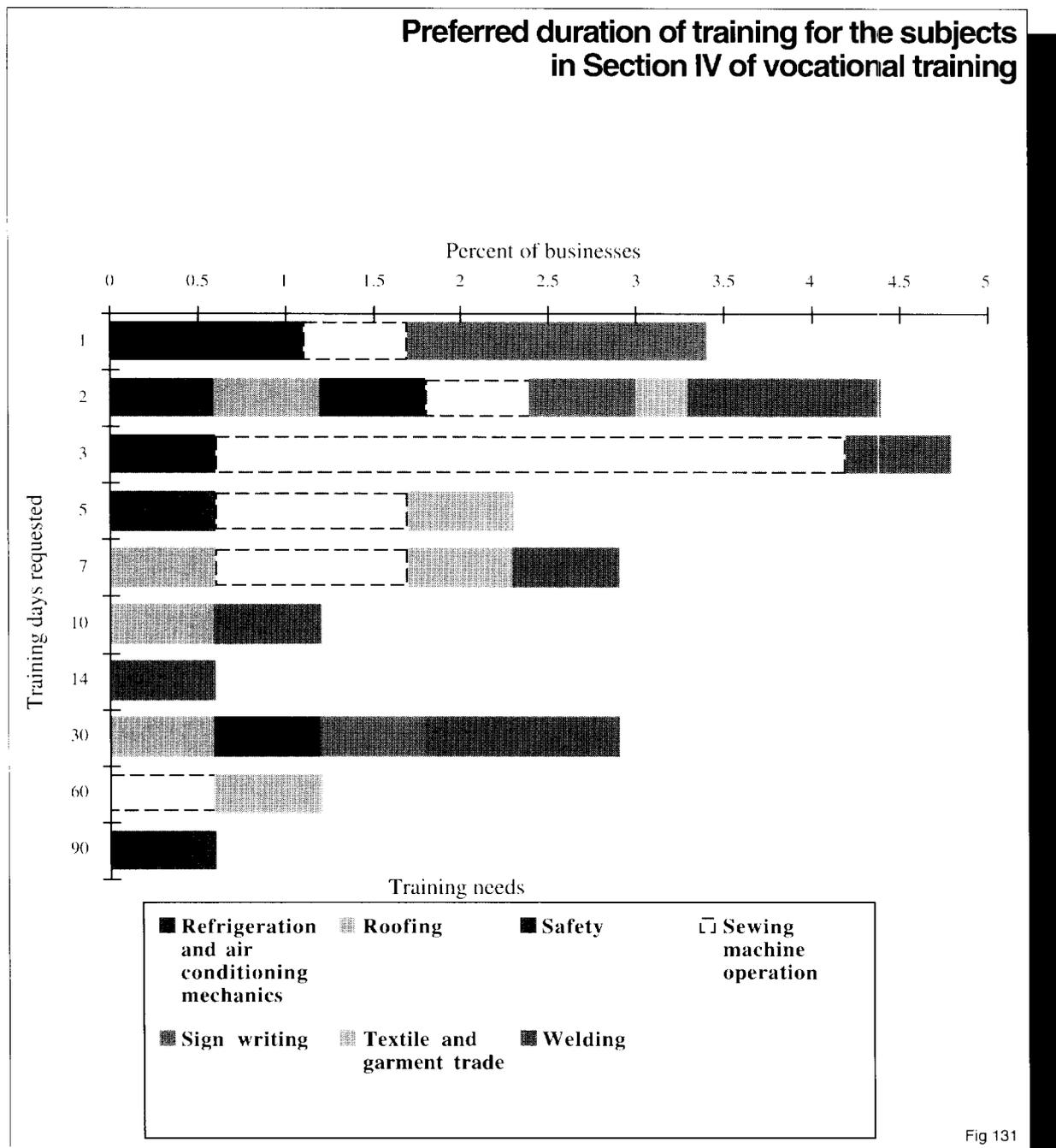
About 7.9% of the businesses reported a need for welding training with most of them expecting the training to have a high to medium impact on the growth of their businesses. Requested locations for this training varied from any place to Francistown, Gaborone, Mahalapye and Serowe. Any month of the year is acceptable for training with February and June being mentioned as well. Most businesses preferred the English language with Setswana also mentioned. A medium level of training is preferred with a few needing low or high level of training. See figure 131 for the duration of training and figure 132 for the possible number of attendees.



Vocational

continued

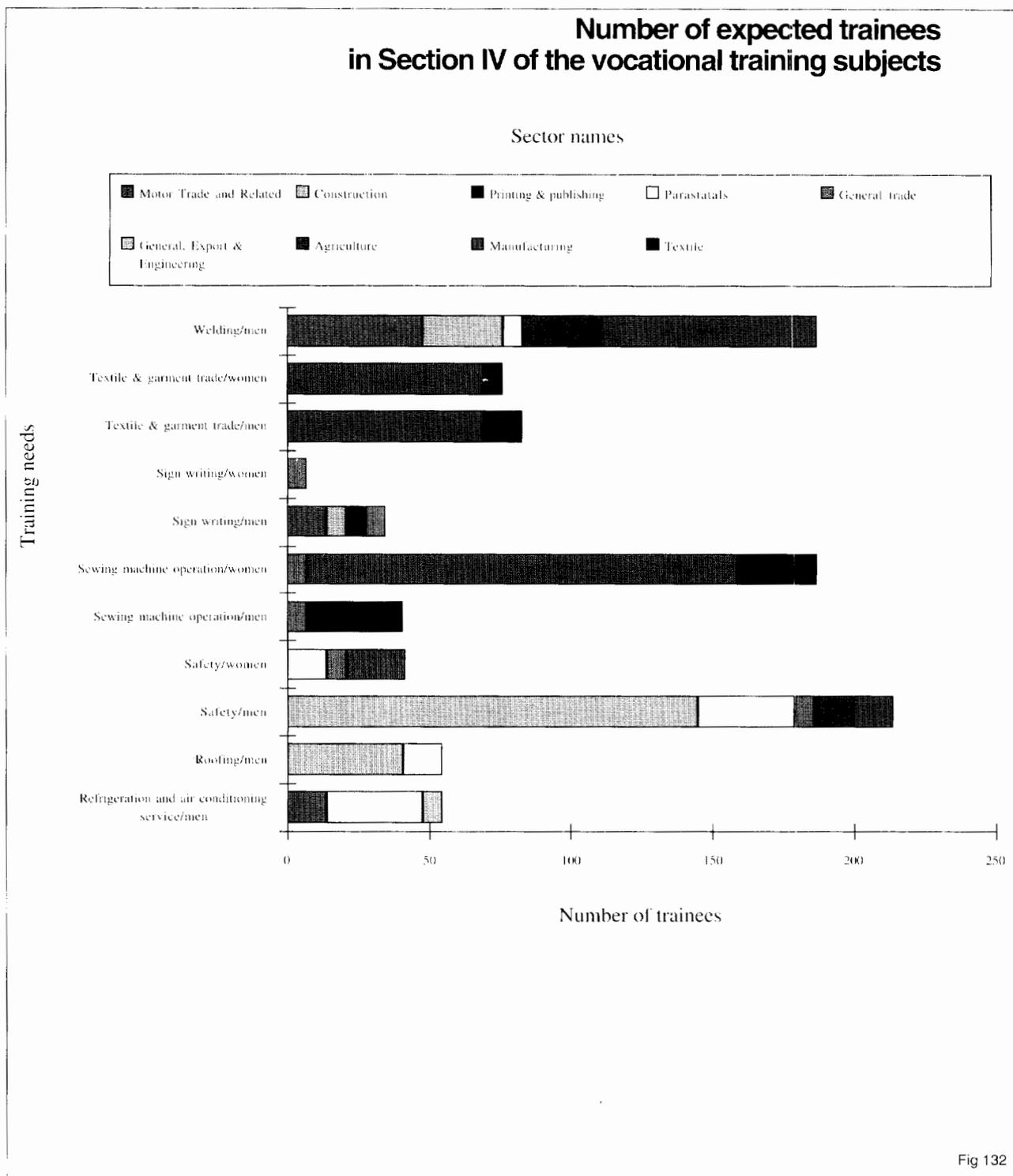
Figure 131 shows the requested duration of training for vocational subjects listed in Section IV. Three days training seems to be the most preferred followed by 2 days, then 1 and 30 days, followed by 7 days.



Vocational

continued

Figure 132 shows estimated attendance by men and women in Section IV of the vocational training subjects. Total estimated attendance in these subjects is almost 1,000 people.



Vocational

continued

There were a number of other areas for which businesses reported the need for training. Only one request per subject was recorded. The specific subjects that were requested are listed below:

Aeronautical engineering	Barmaid
Architectural design	Blockman
Beauty care and health	Cloth technologist
Bonding	Copy writing
Cad-design	Debt collection
Construction technician	Diesel mechanic
Custom clearance	Driving
Drilling	First aid
Electronics	Fitters
FAP Procedures	Heavy duty driver
Graphical art	Machine Instructor
Graphical design	Meat processing
Hair beauty	Mechanic
Horticulturist	Motor mechanic
Hospital management	Office equipment service
Machine operation	Petrol attendant
Quantity surveyor	Plant engineer
Textile designer	Pre-school program
Trainers	
Advanced electrical course	
Advertisement and sales	
Auto electrical	



TRAINING NEEDS FOR BUSINESS GROWTH

Survey Instrument

Ref No.....

BOTSWANA CONFEDERATION OF COMMERCE INDUSTRY & MANPOWER

Private sector training survey

TRAINING NEEDS FOR BUSINESS GROWTH

Name..... Address..... Telephone No.....

For attention of

1. What is your business form of organisation? (please tick)

<i>a</i>	<i>Co - operative</i>	
<i>b</i>	<i>Limited company</i>	
<i>c</i>	<i>Not - for - profit</i>	
<i>d</i>	<i>Parastatal</i>	
<i>e</i>	<i>Partnership</i>	
<i>f</i>	<i>Sole trader</i>	
<i>g</i>	<i>Other (describe)</i>	

2. What percent of your business is owned by:

	<i>Men</i>	<i>Women</i>	<i>Total</i>
<i>Motswana/Batswana?</i>			
<i>Non - Batswana residents?</i>			
<i>Non - Batswana?</i>			

3. In how many different locations is your business situated? _____

4. Where your business is located in more than one location, list your top three locations by size:

<i>Largest location</i>	
<i>Second largest</i>	
<i>Next largest</i>	

5. How many people does your company currently employ?

	<i>Men</i>		<i>Women</i>		<i>Sub - total</i>		<i>Total</i>
	<i>Batswana</i>	<i>Expats</i>	<i>Batswana</i>	<i>Expats</i>	<i>Batswana</i>	<i>Expats</i>	
<i>Top management</i>							
<i>Middle management</i>							
<i>Supervisors/foremen</i>							
<i>Artisans/tradesmen</i>							
<i>Unskilled</i>							
<i>Total each category</i>							
<i>Total all categories</i>							

TRAINING NEEDS	IMPACT ON GROWTH OF MY BUSINESS (please tick)				NUMBER OF PEOPLE I COULD SEND		PREFERRED DURATION (DAYS)	PREFERRED LOCATION (TOWN)	PREFERRED TIME (MONTH)	PREFERRED LANGUAGE OF INSTRUCTION	PREFERRED LEVEL OF COURSE (please tick)		
	Nil	Low	Medium	High	Male	Female					Low	Medium	High
AREA:													
P. PERSONNEL													
1. Appraisal and counselling													
2. Career and retirement planning													
3. Compensation and benefits													
4. Employee record keeping													
5. Grievance handling													
6. Labour laws													
7. Labour relations													
8. Personnel succession planning													
9. Personnel succession planning													
10. Promotion and transfer													
11. Recruitment and termination procedures													
12. Other (specify)													
PR. PRODUCTION													
1. Effective purchasing													
2. Equipment management													
3. Facilities management													
4. Improving quality with statistical process control													
5. Maintenance management													
6. Materials management													

TRAINING NEEDS	IMPACT ON GROWTH OF MY BUSINESS <i>(please tick)</i>				NUMBER OF PEOPLE I COULD SEND		PREFERRED DURATION (DAYS)	PREFERRED LOCATION (TOWN)	PREFERRED TIME (MONTH)	PREFERRED LANGUAGE OF INSTRUCTION	PREFERRED LEVEL OF COURSE <i>(please tick)</i>		
	Nil	Low	Medium	High	Male	Female					Low	Medium	High
AREA:													
R. RECEPTIONIST/ SECRETARY													
1. Receptionist training													
2. Secretary training													
3. Other (specify)													
S. SUPERVISION/ MANAGEMENT													
1. Business ethics													
2. Business structures													
3. Coaching skills													
4. Communication skills													
5. Delegation skills													
6. Leadership skills													
7. Planning													
8. Problem solving													
9. Profitability improvement													
10. Safety													
11. Strategic planning													
12. Team management													
13. Tendering													
14. Time management													
15. Other (specify)													

TRAINING NEEDS	IMPACT ON GROWTH OF MY BUSINESS (please tick)				NUMBER OF PEOPLE I COULD SEND		PREFERRED DURATION (DAYS)	PREFERRED LOCATION (TOWN)	PREFERRED TIME (MONTH)	PREFERRED LANGUAGE OF INSTRUCTION	PREFERRED LEVEL OF COURSE (please tick)		
	N.I	Low	Medium	High	Male	Female					Low	Medium	High
AREA													
V. VOCATIONAL													
Air conditioning and refrigeration													
Baking													
Bricklaying													
Cabinet makers													
Catering													
Chef skills													
Concrete precasting													
Crane operators													
Diamond cutters/polishers													
Dressmaking													
Dry cleaning													
Electric fitting													
Glazing													
Handicrafts skills													
Hydro/hydrogeophysical skills													
Painting													
Panel beating													
Plastering													
Plumbing													
Printing													
Radio and television services													
Refrigeration & Air - condit mechanics													
Roofing													
Safety													
Sewing machine operation													
Sign writing													
Textile and garment trades													
Welding													
Other													

