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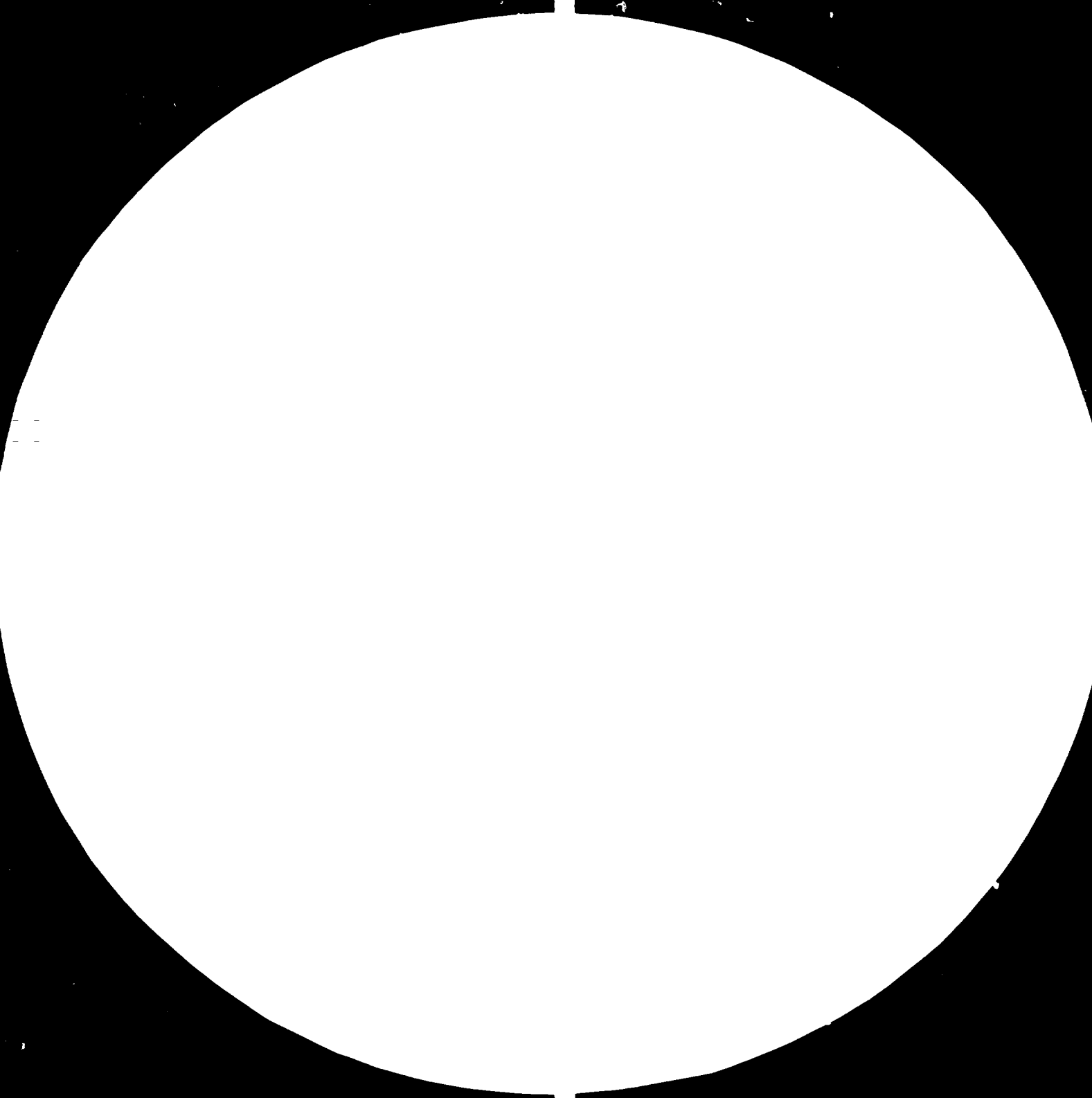
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Resolution Test Chart (NBS 1963-A) (ANSI #2) (1963)

Resolution Test Chart (NBS 1963-A) (ANSI #2) (1963)

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UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

PROJECT
DP/BOT/72/009

BOTSWANA ENTERPRISES DEVELOPMENT UNITS
OF THE
MINISTRY OF COMMERCE AND INDUSTRY .

441018

L Bishop

FINAL REPORT

Team Leader
Metalwork Expert
Small/Medium Scale Industries
1974 - 1981

NOTE: This report has not yet been cleared with the United Nations Industrial Development Organization, which does not therefore necessarily share the views expressed.

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1. OBJECTIVES AND LOGIC

The Batswana Enterprises Development Programme was formally launched when in January 1974 an agreement was signed between the Botswana and the Swedish Governments. An additional agreement between the Botswana Government and the United Nations Development Programme was signed in June 1974 covering the provision of four experts to work within the framework of the Programme.

The programme was a direct consequence of the governments four key objectives of National Planning, namely: rapid economic growth, greater social justice, greater economic independence and sustained production. In order to realise these objectives, the government opted for an economic policy which aims at the utilisation of earnings from capital intensive mining and certain industrial ventures, for investment in education and training, improvement of service facilities in the rural areas and, most important in the context of the BEDU Programme, the promotion of agricultural and labour intensive manufacturing activities.

In its attempt to promote the development of locally owned and managed industries, government took it upon herself to help local entrepreneurs overcome certain constraints which had been identified as having a retarding effect on the development of a sound cadre of citizen entrepreneurs. These constraints included the entrepreneur's very limited access to financial institutions due to their inability to offer acceptable levels of security; non-availability of factory premises at reasonable rentals, limited (or none) information on the market potential and so forth.

1.1. BEDU INPUTS

The BEDU programme set itself the task to ensure that the Batswana's interests in the industrial sector are developed at the fastest rate possible, so that the attainment of Botswana's greater degree of economic independence will go hand-in-hand with an increasing predominance of Batswana in the industrial field.

The long term objectives were as agreed in the original project document.

1. To assist with the establishment of fully viable enterprises owned and managed by Batswana.
2. To create more employment opportunities in both rural and urban areas.
3. To assist with the establishment of enterprises using locally available raw material and where possible locally available skills.
4. To realise a more equitable distribution of income in particular between the rural and urban areas.

5. To lessen Botswana's dependence upon suppliers in the neighbouring countries for essential consumer goods.
6. To provide a more attractive industrial climate for possible large scale industrial enterprises by encouraging the creation of local sources of parts and services.
7. To assist Botswana entrepreneurs to participate more fully in the development of their own country so that the responsibilities and benefits of political independence should be reflected to an equal measure in the attainment of economic independence.

1.2. GOVERNMENT UNDERTOOK TO PROVIDE THE FOLLOWING ACTIVITIES

Establish industrial estates where Botswana entrepreneurs could lease small workshop or factory shells at low cost.

Advice and guidance to entrepreneurs

Assistance will partly be of a technical and partly an entrepreneurial nature covering such fields as management, costing, accounting, marketing and other areas considered conducive to the potential success of the entrepreneurs. Training and common Facility Centres will be constructed on each of the industrial estates where technical experts will be able to introduce entrepreneurs to more advanced production techniques and equipment use, as well as undertake general technical training activities and prototype production.

Leasing of Common Workshop machinery, equipment and tools

Thus enabling the entrepreneurs to establish themselves with the necessary equipment and machinery without which any form of training input under the Programme cannot be satisfactorily carried out. The leasing/purchase scheme will be administered by the National Development Bank under an agency agreement with the Government of Botswana. A Loan Committee will be formed to decide on applications.

Bulk purchasing of raw materials for use by the entrepreneurs.

1.3. UNDP/UNIDO

Undertook to provide the following technical assistance through four UNIDO experts covering the following fields and by doing so strengthen the Botswana Enterprises Development Units (BEDU) within the Ministry of Commerce and Industry and to assist the Government in the formulation and execution of the national small industrial development programme.

- Marketing
- Metalwork
- Wood Utilisation
- Gemstones/Jewellery

2. ACTIVITIES CARRIED OUT AND OUTPUTS PRODUCED

Following the detailed work plan shown in Appendix VI the following end outputs were achieved during 1977 onwards.

2.1. METALWORK

2.1.1. The Initial Survey

In November 1974, the UNIDO Metalwork Expert arrived in Gaborone and his initial activity was to carry out a survey in Francistown in order to examine the potential there of metalworking. Opportunities in Francistown were clearly limited and did not need the advice of such an experienced Metalwork Expert.

2.1.2. The Second Survey

The then Director/BEDU had, however, determined from his own non-specialist experience of metalworking that there was a desperate need for metalwork production, no matter how small in Gaborone and accordingly he requested the Advisor to carry out a survey in the capital. As suspected, the Advisor's survey showed that the potential was tremendous and that companies under expatriate control were mushrooming in Gaborone and manufacturing gates, fencing, burglar bars, trailers, vehicle canopies and many other items in metal.

It should be noted that despite all this expatriate activity, not one expatriate company had emerged in the timber trade, apart from suppliers of timber from the Republic of South Africa to the building trade.

2.1.3. The First Report

Director/BEDU together with the Metalwork Advisor drew up a report which was presented to the Ministry of Commerce and Industry and recommended that a Norad Volunteer should be utilised in Francistown and be recruited for that post and that the UNIDO Advisor be used where the greatest activity was, and the greatest potential. A further recommendation in this first report was that the Metalwork Advisor draw up plans for a Metalwork Estate, to be erected in Gaborone, and that Director/BEDU take responsibility for obtaining land for the venture with the help of the Government of Botswana and the Ministry of Commerce and Industry.

The suggestion was that the proposed estate should be far more comprehensive than earlier attempts because the Ministry of Commerce and Industry and BEDU, in view of the surveyed potential, had begun to realise the larger industrial opportunities for Botswana potential entrepreneurs.

2.1.4. Implementation

Plans were drawn up and land was allocated to the main industrial site so that building was able to commence in 1976/77. On

completion in October 1977, all ten workshops were immediately occupied and allocated.

Allocations were not solely for metalworking. One Batswana partnership being given much needed space for the first Batswana owned printing press and a Motswana was given room for his upholstery business. (see Appendix V). Rationale for this was that these apparently non-metalworking businesses used metal parts, needed machinery, and were very much in need of the Metalwork Advisor's services and advice, and had nowhere else to operate from.

2.1.5. Occupancy of Industrial Estate

During the three years, 1978/80, occupancy of the three most outstanding metalwork entrepreneurs within the BEDU organisation achieved what would be median company size in Botswana: employing at times as many as thirty workers (see Appendix I for statistics of employing and products produced on the industrial estate). Moreover, the printing company made great strides expanding into a double workshop with sophisticated machinery and began hardlay and four colour work of quality. (See Appendix V).

2.1.6. Peripheral Activity

With Ministry of Commerce and Industry approval, another nursery of entrepreneurs, involved in metalwork, upholstery etc. also operate from the original Trade Fair workshops which were the original BEDU premises. These workshops are primitive and small, of the order of 20 square metres in area, but one to two man businesses operate from the Trade Fair ground until they can prove their worth, after which they are considered for available Estate workshops.

However, the making of workshop space in the Industrial estate for proven entrepreneurs proved to be virtually impossible because the successful entrepreneurs sufficiently established to move out of the estate and on to the open market were unable, and are still unable to find suitable premises.

Sky high open market rentals induce the blockage and the Ministries' plans to erect low cost rentable factory shells to accommodate successful entrepreneurs geographically and commercially are still in 1981 in obedience, with only factory shells completed in Pilane, and Ramotswa. (See Appendix II on Factory Shells).

2.2. WOODWORK

2.2.1. The Beginning

Unfortunately, on arrival in November 1974, the first UNIDO Woodwork Expert discovered that the proposed Woodwork/Metalwork estate planned for Francistown was still at the drawing board stage. Both he and the Metalwork Advisor who had been recruited for the Francistown estate were then precipitated not only into recruitment of entrepreneurs, but also into site engineering work and supervision of planning and construction, including ordering and commissioning of machinery etc.

This state of affairs continued until the estate was finally commissioned in early 1977 (see P.P. Report April - September 1977). In the interim, the Woodwork Advisor had been operating from temporary quarters at the Lekgaba Estate in Francistown where there were a few workshops, having spent the first six months in post partly at BEDU Head Office partly at the Trade Fair Estate in Gaborone, where there was at least an assortment of activity in metalwork, woodwork, jewellery, upholstery etc.

2.2.2. Initial Difficulties

Great difficulties were experienced in locating suitable entrepreneurs in Francistown whilst trying to speed up the building of the new estate. However, when the estate was commissioned in 1977, all workshop spaces were filled but with entrepreneurs of small ambition who showed reluctance to expand beyond one and two man businesses. The only exception to this was the coffin maker, with a certain market.

2.2.3. Departure of the UNIDO Woodwork Expert

In such an unpromising environment, it was not surprising that the expert, having done his best to improve matters by seeking new products and purchasing new machinery through BEDU, decided not to renew his contract in 1978. Moreover, it should be noted that even in 1980, the entrepreneurs at the estate in Francistown had hardly changed from the time the expert left, (see Appendix V).

2.2.4. Arrival of a UN Volunteer

With advice from the UNIDO Team Leader, BEDU requested recruitment of a UN Volunteer and Mr. F. Tawiah took up woodworking duties at Francistown in June 1979. Regretably, the woodworking section had had no supervision between Tawiah's arrival and the departure of the original advisor. However, another Woodwork Advisor from the German Volunteer Services did join BEDU a few months ahead of the UN Volunteer.

To alleviate the problem of having two advisors when the wood-working potential was clearly limited, BEDU decided to utilise the UN Volunteer for the incipient plans for rural extension which were included in BEDU Phase III objectives. Thus leaving the German Volunteer to operate the estate with support from the UN

Volunteer when necessary. The UN Volunteer resigned in March 1981 at which time he took a post with Rural Innovation Centre, Kanye. BEDU Rural Extension Services Woodwork is now being handled by the German Volunteer and Counterpart from Francistown.

2.2.5. The Rural Development Plan

Up to the time of writing this report, the rural extension service has not created sufficient woodworking opportunities to keep the UN Volunteer fully occupied (see Section 2.6.) and he has turned his hand to assisting the German Volunteer and producing prototypes and samples at the request of the BEDU Marketing Division. The latter activity making good sense since the Francistown woodwork market will not expand without good lines and willing outlets for new products.

During the same period action was naturally urged to make the rural extension services a reality and many prospective entrepreneurs were located in both the Northern and Southern Regions through the industrial surveys of the Kgaladi and Ngamiland Districts covering distances exceeding 3000 kms. These entrepreneurs have been assisted with financial and technical aid etc. by BEDU and they are listed under Section 2.6. and Appendix VII.

As previously mentioned in the Metalwork section of this report, the Factory Shell Scheme (Appendix II) was, unfortunately, dragging its feet and the delays in erecting workshops in Maun were a handicap to the woodworking and other programmes. However, pressure brought forth promises that the two workshops at Maun, included in Factory Shell plans, would be given priority and one workshop was definitely promised for August 1980. But, also, this promise has been extended to June 1981 and the other shell will not be available until later in 1981, with the first shell earmarked for metal working and the second for woodworking. Meanwhile, the metalworking entrepreneur designated for the Maun area is receiving training under technical supervision of the Francistown estate and the woodworking entrepreneur will duplicate this procedure with rather a long wait before settling in Maun. See Section 2.6.

2.2.6. Future Prospects

The outlook for extending the prospects of the wood-working entrepreneurs is not good, whether they be located at Maun, Francistown or elsewhere. With the cost of South African and Zimbabwean supplied timber being so high, high transport costs for finished articles, and strong competition for mass produced articles from the countries which supply timber to Botswana, perhaps the only hope is the possible increased output from a small sawmill operating from outside Francistown and a very much more creative attitude towards design of woodworked articles.

2.2.7. Conclusions

It is the writer's opinion that extension be made of the German Volunteer's contract both in time and scope to allow him to take responsibility for both the woodworking activities on the Francistown estate and in the extension services. The German Volunteer has a very strong counterpart who has the confidence to take over when the German eventually leaves and this suggests that the UN Volunteer's contract should not be renewed after it expires in June 1981.

This has not been necessary as the UN Volunteer resigned in March 1981 to take the post of Woodwork Advisor at the Rural Innovation Centre, Kanye.

2.3. GEMSTONES

2.3.1. Gemstone First Phase 1975-1978

The expert took up her post April 1975 and experienced immediate problems in obtaining workshop space for available entrepreneurs. During her first two years, only one entrepreneur was allocated a workshop at the recently built Garment Estate. This entrepreneur manufactured inexpensive jewellery utilizing local and imported materials.

2.3.2. Difficulties

The expert should be given credit for her efforts, some of which were a little unorthodox. She even provided one entrepreneur with working space in a spare bedroom of her own home, and persuaded the Metalwork Advisor to provide space, though cramped, in his common workshop for the production of resin embedded local stones etc. to another of the gemstone entrepreneurs desperate for workshop space.

After one year, the latter, somewhat neglected, entrepreneurs were transferred to small workshops in the BEDU Construction Estate. Little progress was made in the first two to three years of the gemstone project.

2.3.3. Research

In June 1977, after further research into the potential in this field was carried out by the Gemstone Expert, the Director BEDU in his annual report of May 1975-April 1976, advised that owing to the possibilities being relatively limited, BEDU would not expand its activities in the gemstone field. Agreeing however, that they would ensure that the existing entrepreneurs already engaged in the industry would be assisted by BEDU in every way.

2.3.4. Decision to Discontinue

It was further decided by BEDU that owing to the severe recession in the gemstone market, with the inexpensive jewellery trade being badly hit, that the Gemstone Expert would be phased out at the end of her third contract in 1978. At the time of her departure, there were four entrepreneurs in the gemstone industry (see Appendix III) attempting to exploit the opportunities outlined in the original project documents.

2.4. SILVERSMITHING/GEMSTONES

2.4.1. Second Phase

After the failure to establish a gemstone/Jewellery industry in Botswana during 1975-76, a change of approach was made as to alternative possibilities. Therefore a tentative action plan was drawn up with terms of reference for a UNIDO consultant to review the matter:

2.4.2. Consultancy

This resulted in a consultancy taking place at the end of 1978. The consultant's original period of operation was to be two months with this extended to four months - November 1978 - March 1979 - the problems being very complex. His report headed Jewellery Silver Goldsmithing and Gemstone Industries, Botswana was submitted in March 1979. This report broadly recommended the establishment of a school to teach simple gold and silversmithing utilizing local materials including gemstones. Furthermore, this type of manufacture should encourage and develop a style and character of Botswana designs.

2.4.3. Acceptance

The recommendations were accepted by BEDU and in fact the UNIDO consultant was recruited for the post of Expert Silversmithing/Gemstones. The expert arrived in Botswana in April 1980.

2.4.4. Delays

The major delays being the acceptance of Project Memorandum taking several months and Tender Board agreement to the purchasing of 400 - 500 small specialised jewellery tools and items.

The expert was able to overcome many of these problems by travelling to the Republic of South Africa where he was able to obtain specialised hand tools and materials and so enabling him to commence initially on the floor training for his first 12 students in Feb. 1981.

The expert travelled to Italy Dec. - Jan. 1981 to supervise the purchasing of specialised jewellery machinery. This was finally shipped 27th February 1981 arriving Port Elizabeth 4 April 1981 expected delivery, Gaborone mid May. With this machinery installed the Silversmithing Project will be fully operational. Once the project is fully operational the Expert will extend his students to 20.

The Silversmith Expert's most recent work plan is as follows and for a limited period only.

2.4.5. Workplan to May 1981

Recommendations for the technical silversmith-training, such as material knowledge, tools and machinery knowledge etc.

Practical experience schedule: filing, bending, sawing, smelting, soldering, casting, polishing etc. exercise.

Formulation of the design part with books and catalogues and books from the National Library.

Visits to Kanye Rural Industries Promotion (RIP), Otse (Camphill), Oodi (Weavers) for possible suppliers of semi-finished horn and ivory pieces and exchange of experiences regarding the training, export, design etc.

With the installation of machinery estimated May, more advanced, training of students will be extended.

Preparation of wax models

Preparation of silver and brass models

Preparation of casting forms in eucalyptus (India rubber)

2.4.6. Transport

With the transfer of one of the two project vehicles by UNDP elsewhere, the Silversmith Expert has been placed in an unenviable position. He has been advised by UNDP to share the vehicle used by the Team Leader operating from another estate several kilometres distant. This problem has been resolved, by agreement with UNDP to utilize the in country travelling allocation, to offset mileage for experts using personal vehicles when necessary for the benefit of the project.

2.5. MARKETING

2.5.1. Commencement

The Marketing Expert took up his post in July 1976 and finding office space available was able to commence his activities almost immediately. (Not so is the case of the Technical Advisors needing offices, workshops and machinery).

2.5.2. Quality

The Marketing Expert found, as in most developing countries, that the goods produced by the very small one-two man businesses had little to commend them in quality, quantity and delivery; this being particularly so in the case of Garment and Leather work. These inadequacies necessitated a programme of virtual training especially in quality improvement and control with this covering any size of business.

It can be safely said that from the expert's arrival in 1976, his endeavours were, to a large extent during Phases I and II, aimed at not only advising the BEDU entrepreneurs on quality improvement, but also included estate staff and technical advisors who were production and not quality orientated. This period was a most difficult time for the Marketing Expert.

2.5.3. No Markets

During these early years (1976-1979), it was obvious that items manufactured by BEDU entrepreneurs had virtually zero export value and almost all goods produced would need to be sold locally.

It was not difficult, handling this limited turnover of poorly produced goods, as the local market was starved for consumer goods and purchased almost anything at inflated prices. To quote an example, one could, if one had means of transport, purchase a set of four metal garden chairs and table with cushions from across the border for P20.00 + whereas if you had no means of transport and had to buy home manufactures, they cost P35.00 or more without cushions.

Again, during this period, most expatriates with cars were able to purchase from across the border, their monthly groceries etc. Car-less local people without even public transport could not avail themselves of this facility.

2.5.4. Little Advancement

No great improvement to the problem of quality and outlets came about until 1978-1979 (See Project Progress Report April - September 1979), when it was felt that goods now being produced by several entrepreneurs, including garments and leatherwork, could be safely offered to the emerging Co-operative Union who had previously refused point blank to handle BEDU produced goods because of bad quality, delivery etc.

2.5.5. Situation Improves

During 1979-1980, the situation for marketing changed dramatically with not only the Co-operative Union increasing its outlets to 26 consumer shops plus 15 marketing (cattle) shops, but also by the opening of two large Botswana super markets, Frasers and Camp Hypermarket.

2.5.6. BEDU and Co-operative Market

With marketing concentrating on arranging for the Co-operative Union to place orders with BEDU entrepreneurs who now it was felt could be trusted to provide 100% goods. The outcome of these endeavours was that by September, 1980, orders worth P50,000 had been placed with several BEDU entrepreneurs for garments and leather goods.

Further to the above, one outstanding and progressive entrepreneur, Bothakga Handknits, had been able to negotiate an arrangement with the Co-operative Union to supply during 1980-1981, P150,000.00 of knitted and woollen garments with the promise, that if all went well, this arrangement could be extended into future years. For an order of such magnitude, this has been a notable achievement not only from a value point of view, but this product being highly labour intensive which is one of BEDU's major objectives.

2.5.7. Further Achievements

A noticeable achievement was reached during the second part when after many discussions, preliminary agreement was reached with the Government Central Stores, for the purchasing of raw materials needed for Government orders, thus relieving BEDU entrepreneurs who manufacture the goods, from heavy financial commitments. It is planned that more emphasis will be given to Central Stores purchasing merchandise from BEDU entrepreneurs in the future.

The Botswana Enterprises Development Units (BEDU) up to 1979-81 have concentrated most of their efforts in the expansion of small scale industries in the urban areas with the erection of industrial estates at the larger towns. This has not been completely limited to urban areas as estates have been erected at Kanye 125 kms and Pilane 40 kms. from Gaborone.

In 1979 and included in Phases III of BEDU Development in which SIDA, the funding agency requested a more direct approach of assistance to the rural areas, the first major fact finding mission was launched covering the Kgalagadi District incorporating the Southern part of Botswana at which time many prospective entrepreneurs were located and interviewed. (see Section 2.6.)

2.5.8. Vacuum

With the Marketing Experts departure October 1980, responsibility has fallen on his Counterpart not only to operate the Marketing Division, but also to attend various International Trade Fairs.

Plans to recruit an Associate Marketing Advisor to ease the problems are in the hands of UNIDO.

2.6. RURAL EXTENSION OF ACTIVITIES AND OUTPUTS

2.6.1. Rural/Urban Activities

Clearly, BEDU's objectives could not be achieved without some concentrated effort in the rural areas.

This has increased considerably during Phase III as can be seen by APPENDIX VII which gives statistical information compiled to April 1981, of both Rural and Urban entrepreneurs. During Phase I and II BEDU has assisted some 80-90 Urban and Peri Urban entrepreneurs to expand their businesses with considerable success.

BEDU efforts were extended to Rural entrepreneurs during Phase III and to date the figures of 96 entrepreneurs mainly helped with Technical and Financial assistance and 22 awaiting to be screened is something BEDU staff can be proud of.

2.6.2. Women's Place in Expanding Industry

Little has been mentioned in BEDU reports, work plans and urban and rural activities etc. of the role women are playing in the embryo Botswana industries.

It is expected that in future BEDU statistical figures of women in employment will be indicated.

It can be said at the present that women are employed in all of BEDU entrepreneurial activities.

2.6.3. Rural Enterprises - Northern Region The following are a few of the more progressive rural entrepreneurs.

Batawana Metalwork - Maun (Mr. Churchill T. Mogalakwe)

Assistance provided to this entrepreneur includes financial, technical, administration and costing etc. He has also been chosen to occupy the first factory shell being erected under the Ministry of Commerce and Industry scheme in Maun.

He is at present operating from Francistown Estate where he is being assisted in production and quality methods in the manufacture of school furniture, agricultural implements, etc. The factory shell unit allocated in Maun is nearing completion and it is expected that Mr. Mogalakwe will move in during 1981.

Moyo Woodwork - Maun (Mr. Section Moyo)

Assistance provided to the entrepreneur includes financial, technical, administration and costing etc. He is to occupy the workshop space at present being used by Batawana Metalwork (see above) once it has been vacated and will be allocated the second factory shell once it has been completed.

He will during his time at the Francistown Estate be assisted in production and quality methods in the manufacture of school furniture, household furniture and all timber products.

Electrical Works - Maun (Mr. B. Maleka)

The entrepreneur is being assisted in financial, technical, administration, management and costing methods.

Blockyard Project - Maun

The entrepreneur is being assisted in financial, technical, administration and costing methods. He is producing concrete products.

Italy Construction - Ghanzi

The entrepreneur is being assisted with financial, technical, administration, management and costing methods.

Bakery Project - Ghanzi

The Entrepreneur is being assisted in financial and technical methods.

Zee Dee Kay - Francistown Area
Construction Northeast District

Entrepreneur being assisted with financial, management, administration quality methods.

2.6.4. Rural Enterprises - Southern RegionJwaneng Blockyard - Jwaneng - Construction

Entrepreneur is being assisted with financial, technical, management quality methods.

Poultry Project - Molepolole

This entrepreneur has already the makings of a viable project and is only being assisted with finance.

Mothugi Grain Mill - Molepolole

The entrepreneur is being assisted financially, management and technically.

Way-Side Panel Beaters - Ramotswa

Entrepreneur being assisted financially and management.

Yours & Mine - Mahalapye - Electrical Workshop

Firm being assisted financially, technically and management.

Chobe Construction - Mogoditshane

Company being assisted with financial, management costing and quality control.

3. ACHIEVEMENT OF IMMEDIATE OBJECTIVE

3.1. Achievements can be quantified by stating that BEDU has established 80 entrepreneurs employing 1500 - 2000 Batswana with a total turnover fluctuating from P1,000,000 - P3,000,000 per annum.

3.1.1. School Furniture

A qualitative example is the role of the School Furniture project, (with a P500,000 p.a. turnover) in the overall development of Botswana and in the Metalwork Industry in particular (see Appendix VIII).

- developments of local industry in both the rural and urban areas. There are presently 14 producers involved in the manufacture of school furniture throughout Botswana.
- the redistribution of income in the form of wages.
- generation of revenue for Councils through payment of local government tax.
- provision of training experience for brigade students and generation of revenue for the continued existence of brigade institutions.
- reduction of the need for imports from other countries as all the furniture is produced only in Botswana.

3.1.2. Woollen Goods

A further example is Bothakga Handknits with their yearly agreement to supply P150,000 woollen garments to the Co-operative Union.

4. UTILISATION OF PROJECT RESULTS

4.1. Project Results

Apart from the new drive to service the rural entrepreneur, the BEDU structure has changed very little since the project results became apparent. However, the project results are being taken into account during the present drive of the Ministry of Commerce and Industry to rationalise the Botswana system for encouraging urban and rural indigenous entrepreneurs.

Deliberations in the Ministry have progressed through the notion of an overall SIDCO, (Small Scale Industries Development Corporation), which would embrace nearly all government and non-government organisations helping entrepreneurs to create pioneer industries through a parastatal Rural Industries Promotions.

Until the Ministry finally decides its future structure, it cannot be said definitively how the projects results have been utilised. But it is known that the UNIDO expert inputs have been well appreciated and it is very clear, indeed explicit, that whatever future structure for entrepreneurial assistance is chosen that continuing UNIDO input is necessary and welcomed by the Government of Botswana.

5. FINDINGS

5.1.1. Constraints

The greatest constraint affecting BEDU entrepreneurs is the fact that Botswana is bordered by the most highly industrialised country on the African continent. This constraint is now further increased by the emergence of Zimbabwe as a highly industrialised country.

These advanced countries look upon developing countries on their borders as ideal outlets for the dumping tactics so well known.

Not wishing to encourage competition, most companies outside Botswana made difficulties in the obtaining of information necessary to assist small entrepreneurs including specifications, prices, delivery of raw materials etc.

Most companies outside Botswana have not the slightest interest in assisting competition outside of their own country.

5.1.2. Outlets

The second greatest constraint affecting BEDU entrepreneurs is the limited home market (estimated population of Botswana is 700,000), with a large proportion living in isolated areas where cash is uncommon and the barter system still in operation.

5.1.3. Other constraints

Further constraints affecting BEDU entrepreneurs have been made in the Marketing Expert's Final Report October 1980, in which he points out the overwhelming responsibilities of a budding - Botswana entrepreneur: including, apart from purely manufacturing his goods, costings, managements, insurance, employees (pay, sickness, leave etc.), not to mention the wearing of many different hats, Salesman, Debt collector, Driver, Customs negotiator, Storeman, First Aid and 100 or more jobs.

5.1.4. Outlets

The Metalwork-Woodwork-Gemstone entrepreneurs find it necessary to compete against imported articles with the possible exceptions of burglar bars, garden furniture, donkey carts, trailers and coffins.

The Ministry of Commerce and Industry some two years back, realised the impossibilities of local entrepreneurs being able to compete against this highly sophisticated market over the border. Accordingly, the Ministry introduced a scheme whereby local entrepreneurs are entitled to a 12% price concession on Government Tenders providing proof is supplied that a large input is from local costs.

5.1.5. Workshops

BEDU entrepreneurs when allocated workshops space on any of the industrial estates have possibly 2 - 3 years to get themselves organised. Such organisation includes not only the paying of rentals, electricity, water, insurance, transport, repayments to BEDU, machinery, working capital etc., but also finding sufficient work to create income and pay employees. Soon after these initial years, he is expected to give thought to buying land, building a workshop etc. etc. and make plans to move out of the estate. It should be noted that one or two isolated cases have in fact found premises outside BEDU to operate from and it is to their credit but fraught with difficulties. Also several have purchased land but cannot improve on this.

5.1.6. Experts/Advisors

It should be noted that the UNIDO Experts have to a large degree much experience in developing countries which has been of considerable advantage with both Marketing and Metalwork Experts sitting on the BEDU Management Committee.

5.1.7. Summing Up

Criticism is made by people with little idea of the problems facing the Experts/Advisors in most cases. These same critics having not even visited the industrial estates to see the problems at first hand and possibly make constructive criticism.

The main criticism seems to be the inordinate length of time for BEDU to reach its aims. What must be realised is that from the few original entrepreneurs in 1974, with many technical experts to assist, the situation has changed dramatically to more than eighty entrepreneurs in 1980, with only a handful of experts left. There has been no improvement in the recruitment of technical advisors, and the position will be more acute by the beginning of 1981 by further departures of experts.

One only has to look at the success of the Construction and Metalwork sectors:-

Construction in five years has created 20 very successful businesses owned by Batswanas and employment of + 1000 local people with the unknown factor of supporting so many more with its turnover annually into the + P3,000,000 mark.

Metalwork, in the same period, from some two or three entrepreneurs working in their own back gardens, encouraged and assisted these same Batswana to enter into agreements with BEDU and by doing so, entitled them to finance, workshops and expert's technical knowhow, tackling the most difficult business of manufacturing and not simple agriculture and animal rearing.

These few entrepreneurs, increasing to fifteen or more, employing at times as many as thirty workers to a business, with a total employment figure of 200 and annual turnover of P600,000 - P800,000, have been most enterprising when it is considered that the goods they manufacture were previously imported from across the border.

Finally, in the use of metalwork, the stage is set to change from imported agricultural implements to locally produced, illustrating how Botswana is breaking its reliance on other countries and showing how the Botswana entrepreneurs have advanced to a more sophisticated line of manufacture.

There is always something on the credit side apart from the obvious gratitude of the entrepreneur and this is when an industrial estate has a visitor from overseas, as happened at the Metalwork Estate recently. This visitor from Germany who had seen the original BEDU Trade Fair estate helping a mixed assortment of entrepreneurs in 1975.

On being shown proudly by Mr. M. Dintwe, Mosupalsela Engineering (Pty) Ltd., the first 150 Kw Scissor/Poke Welding machine installed in Botswana and in addition the first CO₂ automatic welding machine plus large powered guillotine, spray equipment etc. remarked - impossible!

Secondly, on visiting the Gaborone Printing Works, where he was again proudly shown by Mr. P. Batsalelwang and his partner, Mr. P.V. Moyo, the first Botswana owned and paid for printing presses of which they already have four machines covering four colour work etc. remarked that he had at last seen a miracle.

Yes! a very happy day for the Technical Advisor standing by the entrepreneur who has become more than an associate by becoming a friend.

6. RECOMMENDATIONS

6.1. Factory Shells

The Ministry of Commerce and Industry 'Factory Shell' scheme is most important and it should not only be speeded up but should be further extended providing simple and low cost work-shops to Motswana entrepreneurs both in the urban, semi urban and rural areas. However, much more effort needs to be put into seeking entrepreneurs who will usefully avail themselves of the Factory Shell facilities.

6.1.1. Assistance in Building Private Workshops

Every assistance should be given to existing entrepreneurs operating from established estates to find either a rented workshop or land on which to build.

In the event, that entrepreneurs are able to purchase land, BEDU should provide professional working drawings covering different standardized workshops at a low charge. This is being processed by the BEDU Construction Estate.

Giving an entrepreneur a chance to take action without the crippling responsibility in each case, needing services of architects, quantity surveyors etc. and the demoralizing high cost of supplying drawings suitable to pass to local builders for costing his workshop. Such assistance would give encouragement to leave estates and not simply be a 'Sink or Swim' policy.

6.1.2. Machinery Leasing

Criticism has been made by various evaluation teams visiting BEDU estates that Common Workshops machinery installed in the estates has been under-utilised, this is not so; finance has been generated as reported in recent Project Progress Reports.

How do such critics expect BEDU entrepreneurs with limited BEDU loans to purchase expensive necessary machinery when competing against expatriate firms and highly commercialised organisations. It therefore follows, if an industrial estate is to be successful in its function to assist small businesses, that common workshop machinery must be available for leasing.

Without this type of assistance there can only be limited expansion and no entrepreneurs rising beyond a 5-6 man business.

6.1.3. Estate Concept

In developing countries, the industrial estate is a must as with good schools, universities etc.!

Advisors should only be phased out when industrial estates start to prosper and entrepreneurs are graduating from these estates.

6.1.4. Counterparts

Top priority and every effort should be given to the recruitment and extensive training of technical advisor counterparts and in many cases, these counterparts should receive some of their training in an industrialised country.

None of the UNIDO experts' counterparts have had the opportunity of further practical experience overseas as recommended many times in previous Project Progress Reports by the Team Leader. However, a Botswana Manager was sent from BEDU, funded by UNDP, to a high level management course in a developed country and found this to be highly irrelevant to duties back at home. At the very least, therefore, UNDP funded foreign experienced missions/trips should be planned in close liaison with the UNIDO experts who have close knowledge of the trainees true working needs.

6.1.5. Travel

UNIDO Project document solely provides for in-country travel and not for travel to adjacent countries.

This is an obvious exclusion but should not be held in the case of Botswana, given its contiguous geographical position with South Africa and Zimbabwe, where so many parts, machines, and ideas can be bought or copied. Apart from geographic hindrance in travel, there is an in-country problem constantly recurring, brought about by lack of transport allocations to the UNIDO experts.

6.1.6. Continuity of Experts

Whenever there has been a vacuum caused by Experts/Advisors leaving, the entrepreneurs always suffer!

The latest discontinuity is the departure of the UNIDO Marketing Expert at a time when entrepreneurs other than Gammoo, really cry out for advice and help. Most of the Marketing Expert's time in Botswana was devoted to the latter two sections which are, as a consequence, constantly expanding.

6.1.7. Transport

This problem will become more than acute to the project as a whole if insufficient project vehicles are not made available.

All experts involved in the project were pleased to find that finally after years of battling without project vehicles, UNDP/UNIDO saw the desperate need and provided two low mileage vehicles so necessary to carry out duties involving especially rural extension development.

This provision of long distance vehicles was a real relief. It is thought should be provided for the future. The cost of such vehicles is a fairly low cost when compared to the cost of other transport.

With the request from the Ministry of Commerce and Industry for an extension of the Marketing Expert's position and the Associate Marketing Advisor expected to join BEDJ early in 1981, funds will need to be made available to carry out not only the missions up country that can take up to two weeks travel, but also for transport suitable for local work.

APPENDIX I

ESTABLISHED BEDU METALWORKING ENTREPRENEURS
OPERATING MAY 1981

<u>Name of Firm</u>	<u>No. of Employees</u>
<u>GABORONE</u>	
Dusasi Metalworks	3
Mosupatsela Engineering	26
Tumelo Steel Industries	23
Boikago Engineering	23
D.D. Welding Contractors	3
Ncube Metalworks	3
<u>FRANCISTOWN</u>	
Sefakwe Metalworks	16
Nthusang Metalworks	9
<u>MAUN</u>	
Batawana Metalworks	2
<u>KANYE</u>	
R.T's Metal Workshop	6
<u>RAMOTSWA</u>	
Bemalete Engineering	30
<u>SEROWE</u>	
Engineering and Builders Brigade	30

Note: Several metalworking concerns in rural areas in one man businesses are shown in Appendix VII

APPENDIX II

FACTORY SHELL PROGRAMME FIRST PHASE

<u>Location</u>	<u>Type of Shell</u>	<u>Most Recent Position May 1981</u>
Molepolole	1 single	Building not commenced
	1 double	Construction started
Ramotswa	1 double	Erected and occupied
Pilane	1 double	Erected and occupied
Palapye	1 double	Building not commenced
Maun	1 double	One single, construction completed April 1981 awaiting electrification, estimated June 1981. One single completion estimated July 1981.

FACTORY SHELL PROGRAMME SECOND PHASE 1980 - 1981

Maun	1 double	Building not commenced
Ghantsi	1 single	Building not commenced
Tsabong	2 singles	Building not commenced
Hukuntsi		
Tlokwen	1 double	Building not commenced
	1 single	Building not commenced

APPENDIX III

GEMSTONE ENTREPRENEURS OPERATING IN 1978

1. Kalahari Gemstone, Gaborone
Still operating at the time
in May 1981.
2. Airport Jewellery Shop, Gaborone
Still operating at the time
in May 1981.
3. Big Game Jewellery, Francistown
Left BEDU and is in partner-
ship with an expatriate.
4. Okavango Ornamental, Gaborone
Closed down 1979, opened
Taxi business.

APPENDIX IV

ESTABLISHED HEDU WOODWORKING ENTREPRENEURS
OPERATING MAY 1981

Name of Firm

No. of Employees

FRANCISTOWN

Paul's Wooden Products

3

Mathaithai Furniture

2

Polokano Coffin Works

3

Itereleng Manufacturers

5

Model Furniture

3

MAUN

Section Moyo

2

GABORONE

Marukuru Timber

6

(operating from his own workshop)

APPENDIX V

ESTABLISHED BEDU ALLIED SECTOR ENTREPRENEURS

<u>Name of Firm</u>	<u>No. of Employees</u>
<u>GABORONE</u>	
Boiteko Upholstery	2
P.C. Upholstery	7
Gaborone Printing Works	25
Botswana Engravers	3
Moremogolo Pottery	3
<u>FRANCISTOWN</u>	
Batswana Saw and Tool Sharpeners	1
Francistown Upholstery	3
<u>RAMOTSWA</u>	
Way-Side Panel Beaters	3

APPENDIX VI A

WORK PLAN 1977 - 1981

ACTIVITY	LOCATION	COMMENTS
<u>GENERAL</u>		
- Transfer of BEDJ Headquarters to new premises with warehouse facilities	Gaborone	Completed 1977
- Organising warehouse for bulk-buying raw materials and fabrics	Gaborone	Put into operation 1977
- Development of joint venture projects aiming at the establishment of viable small scale industries	Gaborone	Project discontinued
- Examine institutional structure of BEDU	Gaborone	Only small changes made
<u>MARKETING</u>		
- Establishment of Marketing Association as parastatal company	Gaborone	Not accepted by Botswana Government
- Organisation of marketing within Botswana of locally produced garments by many BEDJ entrepreneurs, the emphasis being on garments for hospitals, clinics, schools throughout Botswana. Including enlargement of production base.	Gaborone	Completed 1978-80 involving Ministry of Health, Mines, Co-operative Union
- Organisation of marketing leather products for both local and international markets	Gaborone	Results very good for local market, poor for international
- Survey of market potential for costume jewellery	Gaborone	Carried out with poor results 1977 especially exports
- Review project impact in liaison with production section.	Gaborone	Carried out with good results 1978-79

APPENDIX VI B

ACTIVITY	LOCATION	COMMENTS
<u>METALWORK</u>		
- Completion of metalwork estate	Gaborone	Commissioned October 1977
- Installation of common workshop machinery	Gaborone	Completed early 1978
- Assistance to entrepreneurial schemes for manufacture of vehicle canopies; kitchen units, secondary school furniture, stainless steel coffins, office furniture, agricultural implements	Gaborone	Very good progress in all fields
- Installation 1 year pilot scheme for assembly of bicycles in rural areas (Molepolole)	Gaborone/ Molepolole	Project shelved at request of Kweneng Rural Development Association. Difficulties shipping parts from India via South Africa ports.
- Development of new metalwork projects. Toolshop, general engineering	Gaborone	No progress in Phase III. Criti- cism from SIDA against purchasing common workshop machinery to be under utilized.
- Review project impact, assessment of entrepreneurs, quality and quantity.	Gaborone	Very good results through 1977-1981

ACTIVITY	LOCATION	COMMENTS
<u>WOODWORK</u>		
- Completion of Woodwork Estate and transfer of activities from Lekgaba Centre to new premises.	Francistown	Carried out 1977
- Training of entrepreneurs in the following fields:		
a. Machine utilization maintenance	Francistown	Carried out through 1977-1979
b. Production control and planning		
c. Quality appreciation control		
d. Costing and estimating		
e. Marketing appreciation		
f. Planning		
- Development of prototypes	Francistown	Little results, entrepreneur with school furniture contracts.
<u>CONSULTANCY (JEWELLERY)</u>		
- Examination of market acceptability of "Tumbe stone" products	Gaborone	Carried out 1977-1978 poor results, insignificant demand, the market being flooded
- Investigation of alternatives in costume jewellery	Gaborone	Consultancy took place end 1979
- Development of policy on future jewellery production	Gaborone	Results of above proved there was potential but with improved methods of production and with the emphasis on Botswana designs and style
- Development prototypes. Training of students in silversmithing	Gaborone	1980-1981

APPENDIX VII

February, 1981

BEDU ENTREPRENEURS STATISTICAL INFORMATION

SECTOR	TOTAL NO. OF UNITS ASSISTED	MARKET			LOCATION	
		Rural	Urban	Both	Rural	Urban
I. Construction	62	25	-	37	30	32
II. Garment	47	25	22	-	25	22
III. Metalwork	24	-	6	9	11	13
IV. Leatherworks and Tanning	10	10	-	-	10	-
V. Handicrafts and Pottery and Jewellery	11	-	7	4	4	7
VI. Woodworking	15	9	-	6	9	6
VII. Miscellaneous	12	8	3	1	7	5
Total	181	86	38	57	90	85
VIII. Under Screening	22				22	-
	203				118	

BOTSWANA ENTERPRISES DEVELOPMENT UNIT

Enterprises/Production Units Receiving BEDU Assistance as at April 1981

CONSTRUCTION SECTOR

Screened and Accepted	Market (U-Urban R-Rural)	TYPE OF ASSISTANCE				
		Technical	Management	Financial Bulk Purchasing Loans etc.	Marketing	Others
1 BB Construction Company, P.O. Box 736, Gaborone	U/R	Practical works on sites, Course for site managers	Calculations Tendering Record Keeping	Not requested	Assistance given	Accommodated in the Estate
2. ELB Construction Co., P.O. Box 1220, Gaborone	U/R	Practical works on sites, course for site Managers		Requested	"	Accommodated in the Estate. To relocate in Mochudi - a rural area
3 Bosele Building Construction, P.O. Box 257, Gaborone (Makgabana)	U/R	Course for site managers	Limited assistance in tendering	Requested	"	Accommodated in the Estate since 5 years. Recommended to move to his own plot
4. Boswe Building Construction, P.O. Box 1181, Gaborone	U/R	"	Assistance might be needed in tendering for contracts with bills of quantities	Not requested	"	Graduated entrepreneur outside the Estate

APPENDIX VII

- | | | | |
|-----|--|-----|---|
| 5. | Eddie Bros.
P.O. Box 1434,
Gaborone | U/R | Course for
site managers |
| 6. | E.M. & Sons Const.,
P.O. Box 284,
Gaborone | U/R | " |
| 7. | S. & E. Fencing
Construction,
P.O. Box 736,
Gaborone | U/R | Working as
labour
contractor
only |
| 8. | J.M. Solar
Heaters,
P.O. Box 280,
Gaborone | U | Limited
assistance on
site |
| 9. | Flou Construction
Co. P.O. Box 736,
Gaborone | U/R | Needed but not
accepted |
| 10. | B. Seralanyane
Hauling and
Construction,
P.O. Box 361,
Kanye | R | Practical work
on site,
Course for site
managers |

Assistance might be needed for contracts with bills of quantities	Not requested	Assistance	Graduated entrepreneur outside the Estate
"	"	"	"
Assistance in tendering	"	"	"
Calculating, Tendering Record Keeping	"	Assistance given	Accommodated in the Estate
"	"	No given	Working independently
Calculation, Tendering Record Keeping	Not requested	Assistance given	"

- | | | |
|--|-----|--|
| 11. Mongwaketse Construction Products, P.O. Box 218, Kanye (has projects in Kanye and Jwaneng) | R | Practical work on site, Course for site managers |
| 12. Bonatla Construction P.O. Box 323, Francistown | U/R | " |
| 13. Sekgopi Sekgopi, Private Bag 001, Serowe | U/R | " |
| 14. David Msimanga, P.O. Box Francistown | U/R | " |
| 15. Jimmy Dickson Ngandwe, P.O. Box 44, Tutume (Ngwandwe construction) | R | " |
| 16. Try Us Again Construction, Francistown | U/R | " |
| 17. Zee Dee Ka, Construction, Francistown | U/R | " |

Calculation Tendering, Record Keeping	Not Requested	Assistance given	Block making and building contractor
"	Not requested. Might be needed	"	-
"	"	"	-
"	"	"	-
"	"	"	-
Bookkeeping	Yes	Sales Training	"
"	No	No	To relocate in rural area

Under Consideration by
the Screening Committee

18. Sekape Smith, P.O. Box 381, Jwaneng, Via Botatse	R	Practical work on site. Course for site managers
19. Lore S. Maserwa, Joe Julius (Partnership) P.O. box 49, Gaborone	R	Yes
20. Prince Masepolwe, P.O. Box 171, Gaborone	R	Yes
21. David Harry/ Godisamang, P.O. Box 14, Mothakeng	R	Yes
22. Mkgabana Construction, Gaborone (Prop. Mr. Morulane)	U/R	Yes
23. John Mthambo Blessyad Project Foundation	U/R	"
24. M. M. M. M. Tlopi Mares, Box 111, Botatse	R	Yes

Bookkeeping	Might be needed	Needed	Recommended to establish in rural area.
-	-	-	-
-	-	-	-
-	-	-	Established in Lethlakeng
Yes	Yes	Yes	Recommended to relocate in rural areas
"	Recommended to MDR	"	"
Yes	No	No	-

25.	Brick & Block Products, Francistown	U/R	No
26.	Ernest Nthokwa Construction Francistown	U/R	Yes
27.	Burned Bricks Manufacturers, Gaborone	U/R	Yes
28.	Tshepo Brickmakers, Maun	R	Yes
29.	Lobatse Youth Training Centre, Lobatse	U/R	Yes
30.	Madiba Education, Training Centre, Mahalapye	R	Yes
31.	Mahalapye Dev. Trust Mahalapye	R	Yes
32.	Kweneng Rural Development Ass. Molepolole	R	Yes
33.	Palapye Dev. Trust Palapye	R	Yes
34.	Tswelopele Centre, Ramotswa	R	Yes

Bookkeeping

No

No

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Yes

No

No

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Yes

No

Yes

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35.	Shashe Brigades Dev. Trust, Tonota	R	Yes
36.	Tutume McConnel Comm. Trust, Tutume	R	Yes
37.	Chobe Constructions Gaborone	U/R	Yes
38.	Memo Construction, Ghanzi	R	Yes
39.	Clifford Loeto Construction, Kanye	R	Construction
40.	Edwin Moroka, Kanye	R	"
41.	S.R.D.A. Kanye	R	"

Construction Sub-Sector - Electrical Subcontractors

42.	General Electrical Repair and Maint- enance (I. Nshaka), P.O. Box 1433, Gaborone	U/R	Practical works on site
43.	YA Rona Electricals (Pty) Ltd. (Isaac Molefe), P.O. Box 373, Kanye	R	Practical works on site. Trade testing

-	-	-	-
-	-	-	-
Yes	Yes	-	To relocate in rural area
Yes	Yes	-	-
Costing	Yes	Yes	-
"	-	-	-
"	-	-	-

Calculation Tendering Bills of Quantities	BEDU attempt to coordinate a bulk buying for all electrical entrepreneurs	Accommodation by BEDU, Gaborone
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Calculation, technical, tendering, planning of works, Bookkeeping	-	Accommodation by BEDU, Kanye
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- | | | | |
|-----|--|-----|---|
| 44. | Tswana Electricals
(Pty) Ltd.
(Israel Komananyane)
P.O. Box 10144,
Gaborone | U/R | Not applied for
assistance |
| 45. | Yours & Mine
Electricals
(Pty) Ltd.
Private Bag 001,
Mahalapye | R | Practical work
on site will
start Jan - Feb
1981 |
| 46. | Ngami Electrical
Installations
(Mr. Bernard
Wateka)
P.O. Box 289,
Maun | R | Necessary when
applying |
| 47. | S.G M. Electrical
Installations,
Mr. Stephen Machaya,
P.O. Box 142,
Gaborone | U/R | Practical work
on site |

Screened and Accepted under
special circumstances

- | | | | |
|-----|---|-----|---------------|
| 48. | Mr. John Rauwane,
P.O. Box 1493,
Gaborone | U/R | Trade Testing |
| 49. | Mr. David Moragi,
P.O. Box 1493,
Gaborone | U/R | Trade Testing |

Not applied for
assistance

-

-

Accommodation by
BEDU, Gaborone

Advising in
marketing will
start Jan -
Feb 1981

Loan for Equipment
tool and purchasing

Bookkeeping and
management
calculation
necessary when
applying

-

-

Loan for equipment
and tools

Calculation,
Tendering,
Bills of
Quantities

Marketing

Expect accommodation
by BEDU, Gaborone

-

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50. Mr. Edison O. Ramonga, U/R Trade Testing
 P.O. Box 143,
 Molepolole

Applicants Not Screened

51. Mr. A.S. Phaka, Trade Testing
 Private Bag 0066,
 Gaborone

52. Michael T.R. Ngwago,
 P.O. Box 468,
 Serowe

53. Vincent M. Raloswei
 P.O. Box 278,
 Francistown

54. Mr. Masego,
 Arthur Duiker,
 P.O. Box 112,
 Francistown

55. David Tlhareagae R Yes Yes
 Thamaga

56. Doughious Namogang U/R Yes Yes
 Pitsane

Assisted Entrepreneurs

7. Bosele Building Co. U/R Yes Yes
 (M.D. Morulane)

- - -
- - -
- - -
- - -
- - -

Yes

Yes

Yes

No

Yes

Yes

Recommended for
relocation in
rural area.

- | | | | |
|-----|--|-----|-----|
| 58. | Selfred Construction
& Block Making,
P.O. Box 227,
Selebi Pikwe | U/R | Yes |
| 59. | Overland Trading Co.
P.O. Box 481,
Gaborone
(I. Nshakashogwe) | U/R | Yes |
| 60. | Malikanyo Construction
Co., P.O. Box 6,
Kanye | .R | Yes |
| 61. | E.S. Fencing &
Building Contractors,
P.O. Box 373, Kanye | R | Yes |
| 62. | E.M. & Sons
Construction (Mr. I.
Maswabi), P.O. Box
284, Gaborone | U/R | Yes |

- 9 -

Yes

-

-

Yes

Yes

Yes

Yes

Yes

-

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Yes

-

-

GARMENT SECTOR

Location: U - Urban

R - Rural

Name and Location	Technical	Management
1. Sunday Clothes Garment Estate (U) Gaborone	Design and product development	Bookkeeping inventory control
2. Tswana Prints Garment Estate (U) Gaborone	Design and product development	Bookkeeping, product manage- ment, personnel control
3. Tshipidi Knitters, (U) Garment Estate, Gaborone	-	Production manage- ment sales manage- ment, inventory control, costing
4. Tswana Lily Lobatse Road (U) Gaborone	-	Bookkeeping, costing, general management advise
5. Bothakga Handknits (U) Broadhurst, Gaborone	-	Bookkeeping, general management advice
6. Tswelalo Fashion Garment Estate Gaborone	Clothing design Production devel- opment	Labour relations costing, Inventory Control

Marketing**Financial Assistance
(Bulk Purchase/Loan etc.)**

Botswana Craft
Fashion Show.
Trade Fair

-

Botswana Craft
Fashion Show

Working Capital Loan
and Bulk Purchase

Co-operative, Trade
Fair representative

Lease purchase,
working capital loan
and bulk purchase

Fashion Show
representation

Working capital loan
lease purchase loan
and bulk purchase

-

For bulk purchase

Fashion show
Central Stores
Co-operative

Working capital
Lease purchase loan
and bulk purchase

7. Boiteko Dressmaker Garment Estate (U) Gaborone	Clothing design Production Methods	Bookkeeping, costing Sales & advertising Inventory control
8. Eddie Fashions Garment Estate (U) Gaborone	Product develop- ment, clothing design	Costing, inventory control, sales
9. Eunice Services Garment Estate (U) Gaborone	Clothing design, Production methods	Book-keeping, costing, inventory control
10. Kanana Tailor Garment Estate (U) Gaborone	Clothing construction	Bookkeeping, costing
11. Lions Curtains Garment Estate (U) Gaborone	Production methods	Bookkeeping, costing, inventory control, Sales
12. Roka Garment Estate (U) Gaborone	-	-
13. SBI 060, Maseru	-	-
14. Girl Guides (U) Gaborone	Instruction on clothing construction	-
15. M. M. M. (U) Gaborone	"	-

Sales & Advertising -
Training, Fashion
show, representatives

- -

Fashion Show Lease purchase
Representative Working capital loans
and Bulk purchase

Working capital and
Bulk purchase

Fashion show Lease purchase
Representation, Working capital loans
Botswana Craft, and Bulk purchase
Trade Fair

- -

- -

- Thrift courses on
textiles for clothing
and home use

16.	Home Economics Primary School (U) Teachers	Pattern making + construction problems	-
17.	BPA (Pvt) Ltd., Molepolole (R)	"	Yes
18.	Gaborone Development Trust (R) Gaborone	Garment	-
19.	Flamelong Rehabil- itation Centre, (R) Tlokweng	Garment	-
20.	Tshwaragano Craft Centre (Gabane) (R)	Garment	-
21.	Garobelo Centre Ramotswa (R)	Garment	-
22.	Factory Shells (MASA) (R) Ramotswa	Garment and Knitting Yarn	-
23.	Serowe Textiles Serowe (R)	Garments	-
24.	Palapye Development Trust (R) Palapye	Garments	-
25.	Makalagye Development Trust (R) Makalagye	Garments	-

-

More seminars on pattern making are being planned

Yes

-

-

Yes

-

Yes

-

Yes

-

Yes

-

Yes

-

Yes

-

Yes

-

Yes

26. Tutume Dressmakers Tutume (R)	Garments	-
27. Rankoromane Rehabil- itation Centre, Otse	Garments	-
28. Anthony's Knitware Centre (H)	Knitting Yarn	-
29. Mena Sewing and Knitting Center, (R) Pilane	Garments and Knitting Yarn	-
30. Thusanyo Dress Centre (R) Pilane	Garments	-
31. Letlhakeng Club Letlhakeng (R)	Garments	-
32. Botswelole Centre Paaanga (R)	Garments	-
33. Kanye Rural Dev. Assoc. (R) Kanye	Leather Accessories	-
34. Phuthadikobe Museum, (R) Mochudi	Garments	-
35. Mochudi Brig Centre (R) Mochudi	Leather	-



- Yes

- Yes

- Yes

- Yes

- Yes

- Yes

- Yes

- Yes

- Yes

- Yes



36. Lobatse Brigade Centre (U) Lobatse	Garments and Leather Accessories	-
37. Red Cross (U) Gaborone	Garments	-
38. Dress Making & Alterations, Gaborone (U) (M. Dube)	Garments	
39. Tisoletseng Knitting Centre, Francistown (U) Bathenia Ntongwa	Jersey	
40. Morwa Jerseys Pilane (R)	Yes Designs	Bookkeeping
41. Bontle Knitters Pilane (R)	-	-
42. Kavana Dress Makers (R)	-	-
43. B. Sanyo Dress Makers (R)	-	-
44. Letlaba Centre Francistown (R)	Knitting (Fashion jerseys, school pullovers, cardigans, etc.)	Bookkeeping
45. Bole's Tailors Agnag Brigade (R)	Yes	-

- Yes

- Yes

Yes Yes

- -

- -

- -

Sales training No
Trade Fair
Representative

- -

- | | | |
|---|-----|-----|
| 46. Boswe Centre
Box 3, Francis-
town
(Mrs. Anna B.
Wesi) | Yes | Yes |
| 47. Idah Knitters
(Miss Idah
Weso) | Yes | Yes |

Yes

Yes

Yes

Yes

METALWORK SECTOR

Name and Location	Market U-Urban R-Rural	Technical
1. Mosupatsela Engineering, Gaborone	U/R	Metalwork-School Furniture, cabinets Agricultural implements
2. Boifago Engineering, Gaborone	U/R	Metalwork-School Furniture, agricultural implements
3. Tunelo Engineering Fibre Glass and Works, Gaborone	U/R	Metalwork-School Furniture
4. Botswana Engravers, Gaborone	U	Yes
5. Layside Panel Beaters, Ramotswa	R	Yes
6. Buaalete Engineering Ramotswa	R	Metalwork-School furniture, agricultural implements

Management	Financial Asst. (Bulk Purchase Loan) etc.	Marketing
Accounting costings, financial techniques	Yes	Product and market development
Costings	Yes	Product and market development
Costings	Yes	"
Bookkeeping Costings, Office Manage- ment	Yes	Product and market development
Bookkeeping Personal management	Yes	None
None	None	Product and market development

7. Dusasi Metalworks Gaborone	U/R	General Metalwork	None
8. P.C. Upholstery Gaborone	U	Yes	Bookkeeping costings, personal management
9. Serowe Brigades Dev. Trust	R	School Furniture production technique	-
10. Botswana Metalworks Maun	R	"	Bookkeeping
11. Sofakwe Metalworks Francistown	U/R	"	"
12. Botswana Tool & Saw Sharpner, Francistown	U	General Technical Advise	"
13. RT's Metalworkshop Kanye	R	School Furniture	"
14. Badiredi Metalworks Pilane (Prop:D.Phokwe)	R	"	-
15. Chareri's Garage at Ghanzi (under construction)	R	"	-
16. (Mr. S.F. Phakedi) Upholstery and Mattress Maker, Maun	R	"	-

None

None

Yes

Product and market
development

None

-

Yes

Advise

"

"

"

"

"

"

-

-

Yes

-

-

-

17. Francistown Upholstery Francistown	U	General Technical	Bookkeeping	Yes	-
18. Francistown Tinsmith, P.O. Box 8, (K. Ncube)	U/R	"	"	"	-
19. Nthusang Metalworks Products, P.O. Box 8 Francistown (Mr. J. Nthusang)	U/R	General Technical Advice	Bookkeeping	-	Sales Training
20. Ncube Metalworks, P.O. Box 1027, Gaborone (Mr. R. Ncube)	U	"	"	-	-
21. Serowe Engineering	R	General Technical Advice	-	-	-
22. D.D. Welding Contractors, Box 1027, Gaborone	U/R	Metalwork, Agri- cultural Imple- ments, shop lay- our and assembly	Bookkeeping, costing, labour laws, Personnel Management	No	Product and Market Development
23. J.M.'s Solar Heaters (Mooketsi) P.O. Box 280, Gaborone	U	Solar Heaters, Plumbing	"	No	-
24. KRDA, Molepolole (Bicycle Assembly Project)	U/R	Yes	Yes	Yes	Yes

LEATHERWORK TANNERY SECTION

Name and Address of Business	Market	Management
1. Molefe furs (Leather Products) Pilane	Rural	Bookkeeping and other Management Assistance
2. Leather Bags Unlimited, Pilane	Rural	Bookkeeping and other Management Assistance
3. Botswana Leather Works, Pilane	Rural	Bookkeeping and other Management Assistance
4. Madisa Crafts Centre, Pilane	Rural	Bookkeeping and other Management Assistance
5. Mochudi Leather Fashions, Pilane	Rural	Bookkeeping and other Management Assistance
6. Pilane Tannery, Pilane	Rural	Bookkeeping and other Management Assistance
7. Tswana Tanneries, Pilane	Rural	-
8. UDC Tannery, Lehututu (Proposed)	Rural	-
9. Leather Fashion, Pilane (Mrs. Kgomoitso Lephogola)	Rural	Bookkeeping and Other

Marketing	Financial Assistance (Bulk Purchase Loan etc.)	Technical
Yes	Yes	Designs/ patterns
Yes	Yes	Designs/ patterns
Yes	Yes	Designs/ patterns
Yes	Yes	Patterns
Yes	Yes	Patterns
	Chemicals	
Yes	-	
-	-	-
Yes	Yes	Yes

10. Master Craft
(Mr. W. Howell)

Rural

Bookkeeping and Other

Yes

Yes

Yes

JEWELLERY AND ART SECTOR (POTTERY AND GEMSTONE)

Name and Location	Market	Technical	Management
1. Tswelelo Pottery Francistown (Mr. A. Motoma)	U/R	Pottery (Tea/Coffee set, Dinner set, fish, Ash trays, Vases, mugs, lamp stand) Bowls	Bookkeeping
2. Longaba Centre, Francistown	U/R	Ash trays, Vases, mugs, lamp stand) Bowls	
3. Pottery Village, Serule	U/R	Pottery (various types)	Book-keeping Costing
4. Moremogolo Pottery, Gaborone (Mr. P. Satele)	U/R	"	"
5. Treasa Ivory Products, Francistown Mr. Delphis and Mrs. ...	U	"	"
6. ... Traditional Art ... Francistown	U	Yes	Yes

Financial Asst. (Bulk Purchase Loan)	Marketing	Any Other
No	Sales training	Experimenting in the use of local clay
Yes	Sales training	Training in various techni- ques of working with clay
Yes	"	"
Yes	"	"
Yes	Yes	Yes

7. Okavango Ornamental Objects, Zanzibar (Miss J. Motlogelwa)	U	Pottery (various types)	Bookkeeping Costing
8. Big Game Jewellery Manufacturers Pretoria (Mr. Morgan Dube)	U	Yes	Yes
9. Pensions Bureau, Pretoria, (Mr. E. Sechela)	U	Yes	Yes
10. Tiro-Ya-Biaba, Lobatse, (Mr. DBC)	U	Yes	-
11. Zambian Diamonds Box 11, Lobatse (Mrs. S. S. S. S.)	U	Yes	Yes

At present a number of training
training programs in Gaborone

Yes	Sales training	-
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Yes	Yes	-
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Yes	Yes	-
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-	-	-
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Yes	Yes	-
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entrepreneurs are undergoing a
(Jewellery) sector in Gaborone

WOODWORKING SECTOR

<u>Name/Location</u>	<u>Market</u>	<u>Technical</u>
1. Serowe Brigades Development Trust, Serowe	R	School Furniture Production Technique
2. Village Carpenters in Letihakane (VDC)	R	Production Technique
3. Village Carpenters in Mopipi (VDC) Mopipi	R	Production Technique
4. Village Carpenters Ngamiland District (Maun)	R	Production Technique
5. Mr. S.F. Phakedi Upholstery and Mattress Maker, Maun	R	Advice
6. Shashe Brigades Tonota	R	Production Technique
7. Tsoga Oitinsie Carpentry, Maun	R	Advice



Management	Financial Assistance (Bulk Purchase Loans etc.)	Marketing
-	No	-
Costing Bookkeeping	No	Sales Training
Costing Bookkeeping	No	Sales Training
Costing Bookkeeping	No	Sales Training
Advice	No	Advice
-	No	-
Advice	No	Advice



8. Polokano Coffins Francistown	U/R	General technical advice	Bookkeeping
9. Paul's Wood Products Francistown (Mr. P. Babili)	U/R	General technical advice	Bookkeeping
10. Nathai Thai Furniture Francistown (Mr. D & J. Sando)	U/R	General technical advice	Bookkeeping
11. Model Furniture Francistown (Mr. A.Z. Hary and Mr. P. Jackson)	U/R	General technical advice	Bookkeeping
12. Itireleng Furniture Francistown		General technical advice	Bookkeeping
13. Francistown Furniture Manufacturers (Mr. L. Mafaraga)	U/R	General technical advice	Bookkeeping
14. Mr. Moyo's Woodworking Enterprise, Maun	R	"	"

Yes Sales Training

Yes Sales Training

Yes Sales Training

Yes Sales Training

Yes Sales Training

Yes Sales Training

"

"

15. Mr. Molefe Furniture Enterprise, Mochudi (Under consideration)	R	General	Bookkeeping	Yes	Sales Training
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MISCELLANEOUS SECTOR

Name and Location	Market	Technical	Management	Financial (Bulk Purchase Loans etc.)	Marketing	Other
1. Gaborone Printing Works, (M/s Moyo and Batsalalwang)	U/R	Yes	Bookkeeping	Yes	Yes	
2. Botswana Engravers, Gaborone (Mr. D. Modise)	U	Yes	-	Yes	Yes	
3. Poultry Project, Molepolole (Itlotleng & Mnaakoko)	R	(Through RIC)	(Through RIC)	Yes	-	
4. Mothugi Mill (Sorghum Milling), Molepolole	R	(Through RIC)	(Through RIC)	Yes	-	
5. S.R.D.A., Kanye (Sorghum Milling) Projects at Moshupa and Goodhope	R	"	(Through RIIC)	Yes	-	
6. Mr. Molefe (Sorghum Milling), Mochudi (under consideration)	R	"	"	Under processing	-	
7. Mahalapye Development Trust (Sorghum Milling) (under consideration)	R	(Through PVI)	(Through PVI & RIIC)	Under processing	-	
8. Butchery project Molepolole (Mr. Solomon Masekane)	R	Project guidance	Yes	Under processing	-	-

9. Media Production, Gaborone (Mr. Segolo & Partners) U
10. Borehole Drilling, Mochudi R
11. Colour Photo Lab. Gaborone (M/s Kowa and Tebele) U
12. Bakery Project, Gantai R

- 27 -

Project guidance	-	Through NDB	-	-
Project guidance	-	Through NDB	-	-
Project guidance	Project guidance	To be referred NDB	-	-
	Project guidance Also through RIO	Yes	-	-

List of Entrepreneurs to be Screened as at April 1981

APPENDIX VII

1. Johannes Chokwe, P.O. Box 1957, Gaborone
2. Pheryo Sefhore, P.O. Box 1957, Gaborone
3. Phegelo Madimabe, P.O. Box 49, Letlhakeng, Via Molepolole
4. Darwing Gaothepye, P.O. Box 49, Letlhakeng, Via Molepolole
5. Toni Ngake, P.O. Box 20189, Gaborone
6. Patrick Majola, P.O. Box 1453, Gaborone
7. Richard Moetlo, P.O. Box 1093, Wade Adams
8. Moetinyana Letseba, P.O. Box 1093, Gaborone
9. Dky Lebeko, P.O. Box 104, Mochudi
10. Major Gaseitsiwe, P.O. Box 20270, Gaborone
11. Moiphisis K. Xemoreile, P.O. Box 94, Molepolole
12. Tumelo Molefe, P.O. Box 20241, Gaborone
13. Ramontsho Ralefala, P.O. Box 20076, Gaborone
14. Maxwell Budani, P.O. Box 1, Ramotswa
15. Philip Nkubu, P.O. Box 69, Gaborone
16. Sello Thamage, P.O. Box 682, Gaborone
17. Robinson M. Charekwa, P.O. Box 10080, Gaborone
18. Mothabologi Nthibo, P.O. Box 20829, Gaborone
19. Simon Barungwi, S.R.R. Lovers Construction, Woodhall Village,
P.O. Box 387, Lobatse.
20. Kampura, Hukuntsi (Metalowrk)
21. Bakery Project, Maun
22. Metalwork Project, Maun

APPENDIX VIII

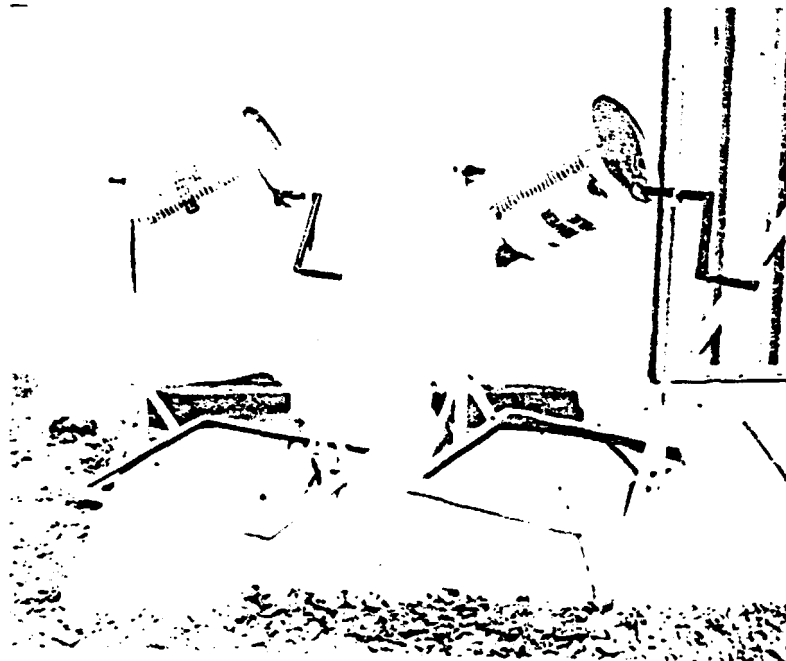
Producers Involved in 1980 - 81 Primary School Furniture Project

Boikago Engineering	Gaborone	P 69,289.02
Botswana Furniture Manufacturers	Gaborone	P 8,208.00
Mosupatsela Engineering	Gaborone	P 66,719.90
Tumelo Steel Industries	Gaborone	P 66,453.08
Bamalete Engineering	Ramotswa	P 24,693.72
Mochudi Carpenters Brigade	Mochudi	P 8,784.00
Itereleng Furniture	Francistown	P 2,775.30
Paul's Wooden Products	Francistown	P 8,409.60
Sefahswe Metalworks	Francistown	P 64,047.22
Batawana Metalworks	Maun	P 30,254.56
Tsoga Oiterele Carpentry	Maun	P 5,282.92
R.T. Metal Workshop	Kanye	P 47,817.08

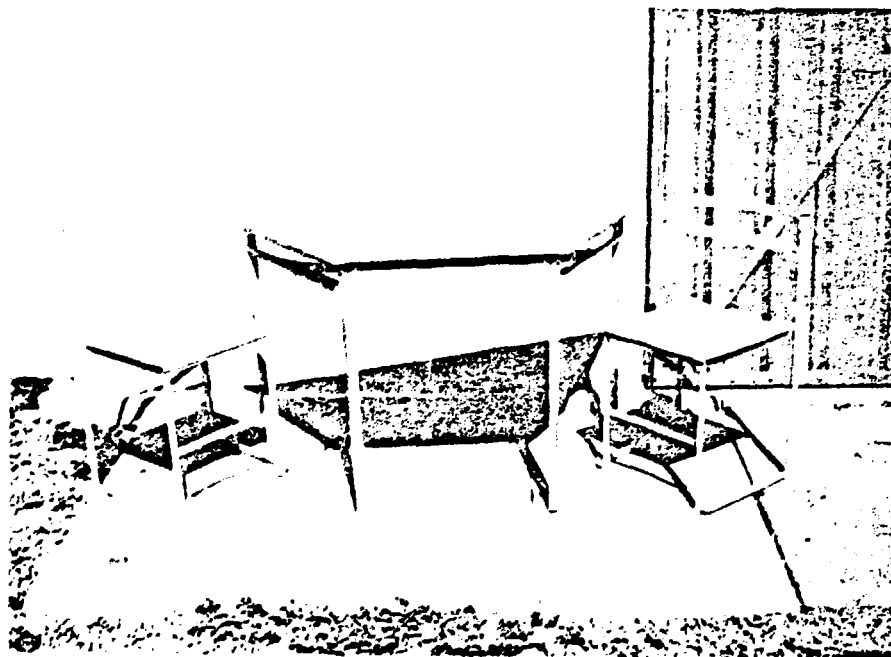


ANIMAL DRAWN SEED PLANTING MACHINES BEING PRODUCED AT
BEDU METALWORK ESTATE. TO BE MANUFACTURED BY BEDU ENTREPRENEUR
DESIGNED BY E.F.S.A.I.P.





SEED DRESSING MACHINE
PRODUCED BY BEDU METALWORK ESTATE
FROM DESIGN BY E.F.S.A.I.P.
TO BE MANUFACTURED BY VILLAGE BLACKSMITHS
RURAL EXTENSION SERVICES

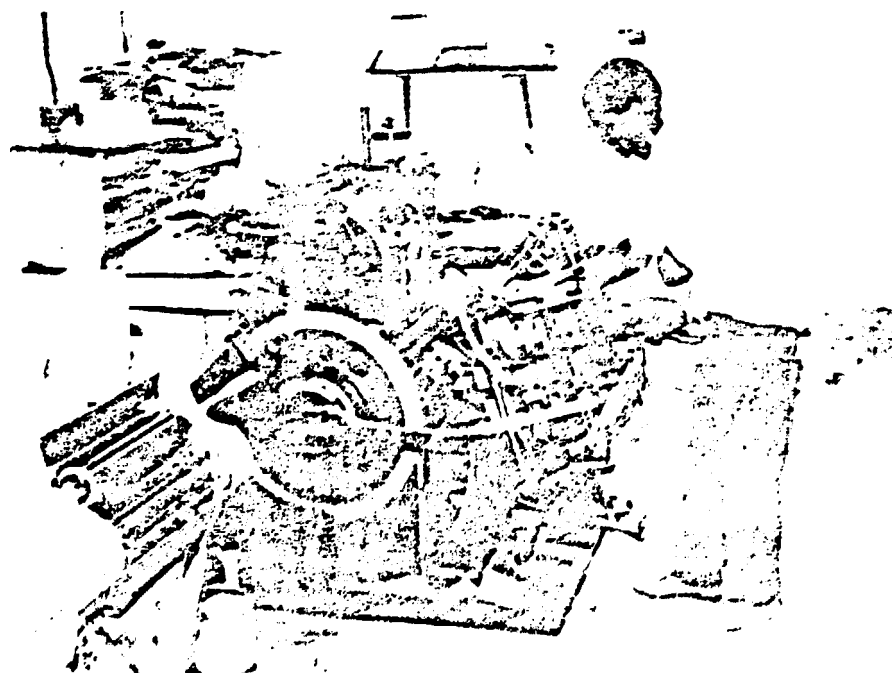


PRIMARY SCHOOL FURNITURE
MANUFACTURED IN MANY PARTS OF BOTSWANA
BY BEDU ENTREPRENEURS

BEDU METALWORK ESTATE
GABORONE PRINTING WORKS



HAPPY EMPLOYEES



WORKSHOP PICTURE

BEDU METALWORK ESTATE
MOSUPATSELA ENGINEERS (PTY) LTD.
GABORONE

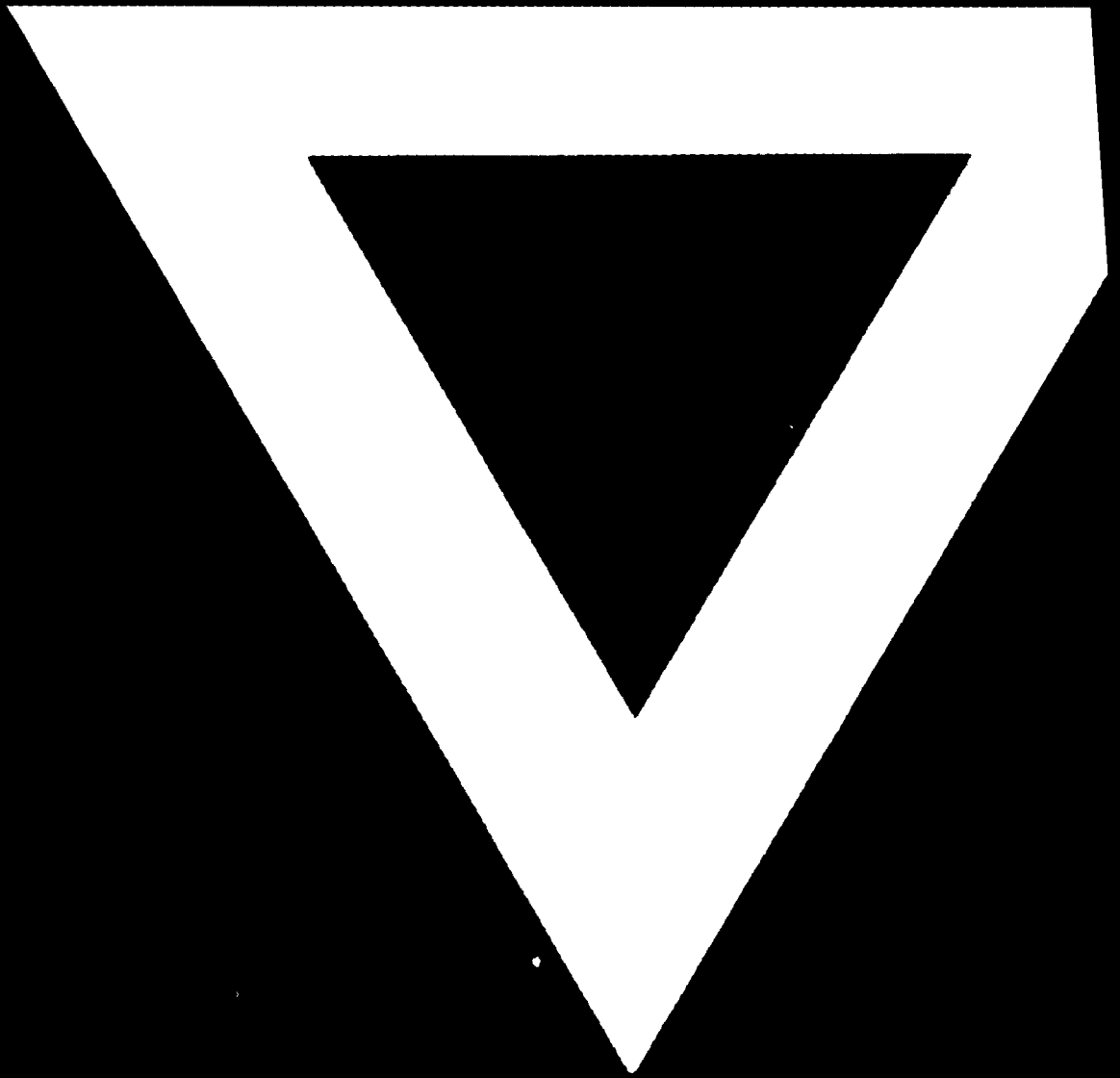


HAPPY EMPLOYEES



WORKSHOP PICTURE





81.12.30