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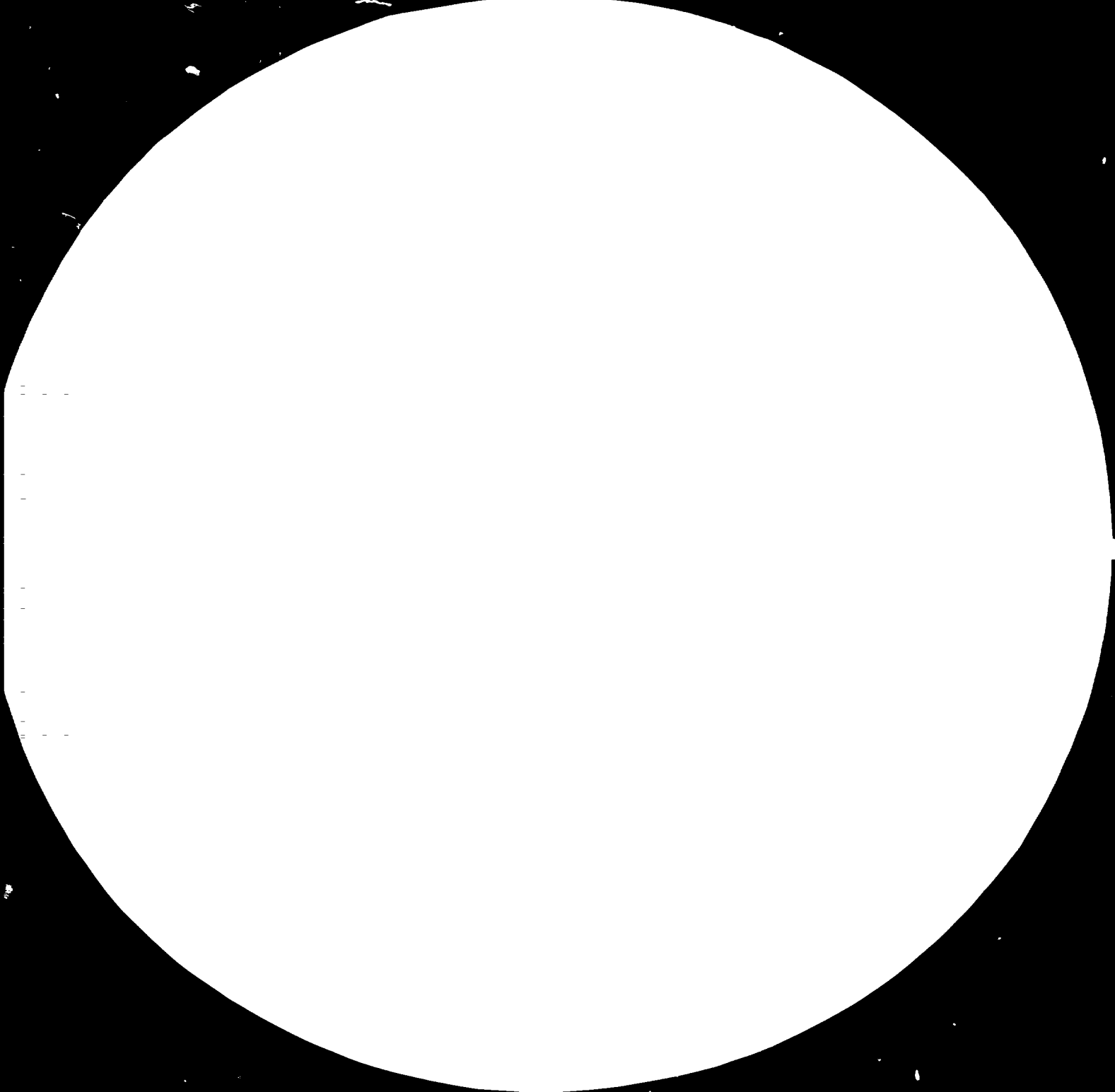
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REPORT ON THE
UNDP/UNIDO EVALUATION MISSION ON
DP/BOT/72/009
BOTSWANA ENTERPRISE DEVELOPMENT UNIT (BEDU) *

24 JUN 1980

by

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and

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Development Officer

23 May to 4 June 1980

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Introduction

The Botswana Enterprises Development Unit (BEDU) has received technical assistance from UNDP/UNIDO through the project DP/BOT/72/009. The project activities started towards the end of 1974.

In the last tripartite review in December 1979 it was suggested and agreed upon to have a UNDP/UNIDO evaluation mission - with a possible SIDA participation - for mid 1980.

The members of the mission were:-

Mr. P. Mammio, UNDP - Consultant

Mr. Ch. Zimmermann, UNIDO Industrial Development
Officer.

After initial briefing of the UNDP Consultant in New York and in Vienna he arrived in Gaborone on 23 May 1980, the UNIDO participant joined on 28 May 1980 and the mission worked in Botswana until 4 June 1980.

The mission would like to acknowledge with thanks the assistance and co-operation received from Mr. Manzur Zaidi, UNDP Resident Representative and his staff, the Officials of the Botswana Government including BEDU, and the UNIDO team in this project. Thanks also to Mr. K. Sen, UNIDO's Senior Industrial Field Adviser, covering Botswana, who assisted and partly participated in the work of the mission in Gaborone.

Purpose of the Mission

BEDU received technical assistance through this project since late 1974 and it was felt that the achievements of the assistance received by BEDU should be analysed and evaluated. On the basis of this evaluation further UNDP/UNIDO assistance should be determined and the fields of assistance - if any - should be outlined and specified. This is especially important since SIDA - the main contributor of assistance to BEDU - will provide capital assistance funds up to 1984, resulting in the possibility that the UNDP/UNIDO assistance might need to go into different sectors than in the past. The detailed terms of reference of the mission are attached as Appendix 1.

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Summary of Findings:

1. BEDU as a service organization has developed during the past years, but is still a fairly weak structure.
2. BEDU has not got the autonomy and flexibility that has been repeatedly suggested. This fact is both cause and result of point 1.

3. Building of new industrial estates has been discontinued, but a new programme of individual factory shells in rural areas has been started.
4. Rural industrialization has gained momentum due to political initiative and there are 12 Rural Industrial Officers, supervised by the Ministry of Commerce and Industry.
5. BEDU has also entered the field of rural industrialization by sending high level fact finding teams who have done surveys of the industrial potential and possible entrepreneurs in designated rural areas.
6. In order to cope with the extension work for rural industrialization, BEDU has decided to establish three regional offices. They would work also in close co-operation with the RIOs in their respective regions.
7. The National Development Bank (NDB) has recently acquired a foreign credit line for long term loans to small and medium scale industries. This may mean that NDB gradually takes over the loan activities of BEDU.
8. UNDP/UNIDO recruited advisers have a good work performance in the fields of metal and engineering and marketing, whereas the already terminated posts of woodworking and gemstones advisers did not show as good results. The reorientation of the assistance requirements in gemstones has been done and the new adviser has arrived in his post.
9. The recruitment of local counterparts has been a constant cause of criticism but the situation lately has improved somewhat.
10. The development of small scale industries, and lately the rural industrialization thrust, have resulted in the emergence of several separate or interlinked agencies and institutions. The definition of their functions, the delineation of their structure and the co-ordination of their operational work has, however, not been sufficiently studied.

Recommendations

1. Considering the evidently unclear situation in small and rural industries development, the Mission recommends that the Ministry of Finance and Development Planning and the Ministry of Commerce and Industry jointly invite, for a 2-3 day work seminar, representatives of all Botswana agencies and institutions dealing with these matters, including BEDU, NDB Brigades, RIO, CDO, RIIC, etc. The work seminar should openly and comprehensively discuss the present problems, try to define the appropriate functions of participating institutions and the best ways and means to co-ordinate their efforts for the best overall results. The seminar should take place in Gaborone

in September-October 1980 and include optimally 20 to 25 persons.

2. In conjunction with or independently of the above recommended seminar, UNDP/UNIDO should provide the services of a senior consultant for a 2-3 month period. He should study and advise, in close co-operation with all Ministries, institutions and agencies concerned, in the analysis of their proper functions and the relevant organization structures as well as in the co-ordination of their promotional efforts in the field of small and rural industries (enterprises).
3. In principle the UNDP/UNIDO support for BEDU should continue during the years 1981-82 and a new appraisal of the situation should be made in the middle of 1982, when the new functions and organizational structure of BEDU have been working for a sufficient time.

The Mission recommends the following measures:

- Metalworking, continuation of an Adviser post with the change of emphasis from estate enterprises advising to rural extension work.

It would be advantageous to have the new Adviser coming before the present one leaves, to have uninterrupted assistance e.g. to the development of prototypes.

- Management and Marketing, the functions of the present Marketing Adviser post, should be enlarged to comprise also general business management, retaining still the marketing aspect in the job description. Also a new Associate Expert in Marketing is expected soon and strengthens this sector in BEDU.

The Adviser post in Management is important since it would open a new trail on this level in BEDU and would be able to give guidance to the seven requested volunteers in this field.

- Gemstones, the adviser just recently started the new approach in this sector by training about 20-25 persons in Gold- and Silver-smithing. This scheme is envisaged to operate for one year initially. Should, after this time, the success prove and justify a somewhat longer assistance to help the newly-trained persons overcome their difficulties in jewellery production the post of the adviser should be accordingly extended, e.g. for six months.

These adviser posts are recommended with the knowledge that SIDA is currently recruiting a successor to the Senior Construction Adviser,

whereby this important post will be filled without UNDP/UNIDO assistance.

- Some provision should be made for unspecified short-term consultants to provide expertise in special sectors, e.g. food.
- Training has not been provided by UNDP/UNIDO in the past but with the increasing number of local counterparts available now in BEDU the training input should be programmed. The Mission recommends to provide fellowships of three months duration for these counterparts who have already gained sufficient experience within BEDU, e.g. to start with two fellowships in 1981 and four in 1982.

4. The Mission recommends that UNDP/UNIDO initiate negotiations with SIDA about the possibilities of closer collaboration between the main sponsoring agencies to BEDU. This collaboration could hopefully develop from the provision of Advisers and joint evaluation teams into a multi-bilateral project.

General Remarks on BEDU

In 1975 when BEDU was conceived there was hardly any locally, Botswana owned small scale industrial units in the country. At that time BEDU was the only instrument in the Botswana Government to assist small scale industry. Since that time BEDU's programme has without doubt contributed to the country's industrial development through employment creation, production of essential consumer goods and services. However the most important and encouraging factor is the development of local entrepreneurship in the small scale industry sector which was practically non-existent in the past.

With substantial technical and financial assistance from SIDA, a fair share of technical assistance from UNDP/UNIDO as well as other agencies, BEDU has promoted the following sub-sectors:

- Metalworking and engineering
- Woodworking and carving
- Building and construction
- Textile garments and knitting
- Tanning and leatherworks
- Gemstones and jewellery
- Pottery

BEDU's activities started with the construction of altogether six industrial estates - sector specific ones - in Gaborone, Francistown,

Mochudi and Kanye. The original idea of this programme was to use the industrial estates as a kind of "training ground" for entrepreneurs and have them move to other places when they have "grown out of the shoes" of the estates. BEDU provided for the entrepreneurs on the estates, who were - especially in the early period - not sufficiently screened and selected, finances for machinery, equipment, raw material and assistance in the technical and engineering fields. The economic and management side was rather neglected resulting in a high defaulter rate.

It is the opinion of the mission that "too much spoonfeeding" of the enterprises on the estates resulted in the feeling of being more employees of BEDU rather than being independent entrepreneurs. It is even felt that two or three of the "permanent defaulters" should be expelled, which would increase the pressure on the remaining units and would result in a better repayment moral of the rest.

Meanwhile BEDU has recognized the need for assistance in economic matters, management, bookkeeping etc., and improvements have occurred already. For instance now feasibility studies are being prepared before someone is allotted a factory shed or receives a loan, a loan committee has been set up. Improvements have also been made in the technical counselling to produce a better quality product which will in turn ease the process of selling the ready product.

BEDU's Institutional Setting

BEDU is up to the present time (1980) an integral part of the Ministry of Commerce and Industry, in other words a part of the Government administration. Its nature of work, however, requires the flexibility of a business organization to react in a businesslike way in order to assist small industries and businesses.

This lack of autonomy and flexibility has repeatedly been criticized but no remedy so far has been found. There are some plans now to transform BEDU into a parastatal organization within the Government. It goes beyond the time available and the scope of the mission to suggest where BEDU should be located within the Government and what degree of autonomy it should get. In brief it can be said that BEDU should have clearly more flexibility and autonomy as of now.

An autonomous BEDU would have advantages, for instance

- in recruitment of staff as well as its retainment

- BEDU internal purchases could be accelerated
- Bulk purchase operations would be more controllable
- in transport problems, because it would not depend any more on the CTO of the Government
- The entire accountability of BEDU as an organization would be easier and the Government would see how much the development and support to SSI would cost per year, per unit of factory or per employment created.

Considering the situation in 1975 and the difficulties to operate an assistance organization to help small scale industries as an integral part of the Government machinery, BEDU's impact on the small scale industry development is considerable. Under guidance and assistance of BEDU about 90 enterprises have been established to date, employing nearly 1,500 people in the different sectors and in the different areas of the country. The goal set by the IV National Development Plan for employment creation has been achieved and even surpassed.

It should also be mentioned that the programme has created the awareness among consumers that Botswana made consumer goods are on the market. The programme has further established a small nucleus of Botswana enterprises which were in the past non-existent.

Present State of Industrial Estates

The Industrial Estate programme, which was the mainstay of BEDU activities under the 1970's has now been shelved, which means that no new estates are going to be built.

This does not mean that the present Estates would not be continued. The policy of trying to "graduate" enterprises out of the Estate and fill the vacant space with new entrepreneurs will continue.

The "consolidation project" aims at setting extended, but clearly defined targets for entrepreneurs to pay their arrears in rents, loan interest and amortization charges. This slippage has been (and continues to be) all too common, especially in the Gabarone Garment Estate and the Pilane Leather Estate. It may partly be due to the relatively stringent loan agreements with too short grace periods in the beginning phases of BEDU's operations, and in not providing for investment subsidy and/or wage subsidy during the start-up and training period of the respective enterprises.

It would, therefore, seem to be appropriate to write off part or all of such payment arrears in cases of currently viable enterprises. This procedure should not result in the elimination of all bad debts, because a lesson of good housekeeping has also to be given - delicate as the screening process may be.

Factory Shell Programme

Both to replace the needed input of industrial buildings and to orient it towards rural areas, a new programme of Factory Shells has been introduced. It is administered by the Ministry of Commerce and Industry and based on a grant from the European Development Fund. The standard unit is a 130 m² work shed having electricity, water, sewage, connecting road and situated on a 1000 m² lot. The monthly rent is 55 Pula (75 US\$). Of the presently completed approximately 15 Factory Shells, all are occupied.

The Factory Shell programme is co-ordinated with BEDU, because most, if not all, of the occupants are or should become BEDU entrepreneurs. Enterprises can also "graduate" from a BEDU Estate to a Factory Shell.

Rural Industrialization

Rural Industrialization is included and emphasized in the National Development Plan, and accordingly a special instrument has been created to carry out (one part of) the work in this sector, namely the cadre of Rural Industrial Officers (RIOs).

They are also administered directly by the Ministry of Commerce and Industry, but should work closely with BEDU, specifically with BEDU's planned Regional Offices and extension work officers, but also with Community Development Officers.

There are 13 RIOs, situated in most cases in the District Commissioner's Office. The RIO will be the extended arm of BEDU and "first aid nurse", who identifies both projects and prospective entrepreneurs.

The system has been working only for a few months, and BEDU Regional Offices do not exist yet so that an appraisal of either the effectiveness of the RIOs or the co-ordination of their work with BEDU's extension officers is evidently premature.

The initiative to raise Rural Industrialization on a higher level in the National priorities has emanated from political sources. This is by no means a negative factor, because rural industrialization can in

some respects be aptly called a movement rather than a programme: you have to arouse people to participate in their own development!

Rural Industrialization as a definition is not quite accurate in the Botswana circumstances, because here the movement probably should comprise all commercially based activities including trade, service establishment, hostels, vegetable gardens, safari agencies, etc. It is debatable whether some community development projects like road betterment, deep bore wells, irrigation schemes, firewood plantations and the like should also be somehow connected with this emerging movement.

Rural Industrial Study Missions

BEDU has never been alien to the rural industrialization idea, although it has not been central in its operations. Early examples are found in the decentralization of the school furniture production to the respective districts.

During 1979 BEDU sent out two study missions to rural areas, one to Maun area in the North and another to Kgalagadi area in the Southwest.

The missions' objectives were to:

- identify industrial and commercial projects
- outline feasibilities for selected projects on a pre-investment level
- identify likely local entrepreneurs
- collect data useful for formulating BEDU's strategy and policy in the rural areas

Both missions were able to identify a sizeable amount of both projects and entrepreneurs:-

Maun area	22	project ideas,	15	interested entrepreneurs
Kgalagadi area	40	"	"	12

The Director of the Botswana Technology Centre participated in the latter mission, which is evident from the number and technical descriptions of the identified projects. It is evident that BEDU needs the co-operation of this and other similar agencies when it starts its rural industrialization programme seriously.

Until now BEDU has within its Estate programme mainly contacts with factory type small-scale units. With the rural industrialization and extension activities BEDU will have to cope additionally with:

- small producing units having no factory organization
- cottage based manufacturing operations

- artisan type units, including handicrafts
- servicing units, repair shops, filling stations
- agricultural ventures and produce processing
- other business and trade ventures

Proposed Change in BEDU's Structure

Following the decision that BEDU will assist the rural industrialization, the next logical step is to open up regional offices in the most promising locations. For the time being three regional offices are envisaged. They will be in Francistown, Gaborone, and Kanye, in connection with present BEDU premises.

While the organizational preparations of these regional offices are in the planning it should be kept in mind that these offices should be equipped only with the minimum necessary manpower and equipment. Otherwise it would be drawing away valuable manpower from the present locations where they are much needed and where they have - in some cases - not received sufficient training. For these regional offices it is imperative to work in close co-operation with the RIOs, the factory shell programme, the activities of the Botswana Technology Centre and other related organizations.

The Planned Role of the National Development Bank in Rural Industrialization

The National Development Bank (NDB) has been co-operating with BEDU in the loan processing, but mainly as a disbursing and bookkeeping agency. NDB has recently received a line of credit from EDF for financing of small and medium scale industries with long term credit. In order to serve this and an earlier similar agricultural credit from the World Bank, NDB is going to increase its regional and district offices from the present five to 16. This puts NDB in the position to participate significantly in the rural industrialization efforts.

Keeping in mind that at the same time the SIDA financial contribution to BEDU is gradually phasing out, it seems obvious that NDB is fairly soon taking over the main concessional loan activities to small scale industries. The mission feels that this is a positive development because promotional and loan granting services do not generally go well together. Moreover it does free BEDU resources from loan processing activities to industrial and rural extension services activities which is more in line with BEDU's main purpose.

UNDP/UNIDO Assistance to BEDU

Out of the seven industrial sectors mentioned in the beginning of the report, the UNDP/UNIDO advisory assistance has been confined to only three, namely:

- Metalworking and engineering
- Woodworking
- Gemstone and jewellery.

In addition, UNDP/UNIDO provided a marketing adviser to cover all sectors.

Metalworking Sector

The metalworking adviser joined the project in October 1974 and is still in post. He has a good work performance and was also the first one who could show a success. This is also due to a number of advantageous factors, such as:

- In general metalworking has a good response in small scale and industrial development.
- The metalworking estate is located in Gaborone, having the largest market.
- The breakthrough was the design and development of metal-based school furniture. This furniture was accepted by the Government and gives the entrepreneurs a steady employment and income.

At present all the primary school furniture requirements are manufactured locally by a number of small scale industries in different locations all over the country. Also secondary school furniture as well as institutional furniture is already produced by these entrepreneurs.

A counterpart has been provided for the Metalwork Adviser not long ago. It could be said that the metalworking sector would be the one where assistance might be discontinued. However, the BEDU's new activities in the rural areas and in rural industrialization there is still a demand for advisory service in the metal field. This would be on two levels:-

- metalworks in rural industrialization, and
- development of prototypes for appropriate technology for rural areas in co-operation with the Botswana Technology Centre.

Woodworking Sector

The Woodworking Adviser joined in October 1974. His assignment was terminated in October 1978 and a UN volunteer in woodworking joined in July 1979, both based in Francistown. Although the woodworking sector has made some contribution in entrepreneurial development, it has marginally been disappointing in terms of employment and production of goods. Francistown as the location of the woodworking estate might also have had a negative effect.

Since quite recently the woodworking estate in Francistown, however, provides industrial extension services for the Eastern and Ngamiland regions.

Gemstone Sector

The first gemstone adviser was in the project for three years until early 1978, and had only marginal success. The few entrepreneurs in gemstones have never come up with a real marketable product. This was the reason for a request to investigate which other ways could be tried out to utilize the locally available gemstones. A short term consultant was in Botswana in late 1978/early 1979 and recommended in his report a training plus production scheme to be able to produce an exportable product.

The Government accepted the recommendation and the same consultant returned recently to carry out his own recommendation. His assignment is initially for one year. In this time selected applicants will undergo a training in the field of gold- and silversmithing which will enable them later on to produce unique jewellery based on locally available gemstones. These gemstones are at present exported uncontrolled and raw.

Marketing Assistance

The first marketing adviser was with the project just about one year. The replacement arrived in mid-1976 and is still in post. Marketing assistance encountered many difficulties. In theory the marketing adviser is supposed to work for all sectors; in practice, however, he had to devote most of his time to the garment sector. The entrepreneurs in this sector have been among the first ones in BEDU, have not been properly selected and screened and subsequently often produce a sub-standard product. Naturally they have the biggest difficulties in selling their products. Furthermore many entrepreneurs claim that the BEDU Marketing Adviser has to sell their finished goods. Although considerable achievements have been made from 1976 until now, there is still a heavy demand for assistance in the marketing field. This was one reason why the associate expert in marketing was requested, who will join the project in the near future. There is sufficient work for two advisers in the marketing field, especially in training and courses in market methodology in order to guide the entrepreneurs into a feeling for and understanding of the market of their products.

Counterparts

The counterpart situation has been a constant cause of criticism. The metalworking adviser has a counterpart. The first counterpart for the marketing adviser profited very much from the training he received, but was transferred after about one year to another post within the Government. The second marketing counterpart has undergone considerable training and showed

good progress, but it looks as if he will also leave BEDU in the near future. For the gemstone adviser the counterpart problem is not applicable at this stage, since training of selected candidates is the first stage of his assignment.

Although the sectors assisted by the UNDP/UNIDO advisers are fairly well covered by counterparts, the situation in BEDU in general is worse. This fact is well known to the BEDU management and to the Ministry, and all possible measures are tried out to find a solution. It is extremely difficult to find local people as understudies, especially in engineering fields. There are no technical schools or university in Botswana yet. The Polytechnic is starting its first course now and the first graduates will be available in three years' time.

There is the will to recruit local people, there are posts available for counterparts, but no qualified persons can be found. The mission feels that the lack of adequate counterparts will be a serious constraint for BEDU to go into the rural extension work.

Present situation in small and rural industrialization field

The institutional framework for development in the small scale industries was probably fairly clear when BEDU was established in 1973:

Planning	- Ministry of Finance and Development Planning
Regulating	- Ministry of Commerce and Industry
Promotion	- Ministry of Commerce and Industry/BEDU HQ
Implementation	- BEDU Industrial Estate/Entrepreneur

One reason why the Ministry of Commerce and Industry has been so keen to keep the promotional aspect, including the whole BEDU organization, within the Ministry, is apparently the fact that there has not been very much of regulatory activities in the Ministry. Accordingly the duality of having both regulatory or policy decisions and promotional activities within the same walls has never actualized in any serious form.

The situation has already changed, with different kind of institutions and agencies coming up as interested parties or bodies to be consulted in the development of small industries.

The latest development of BEDU going full-fledged into the rural industrialization field has naturally increased the number of interested partners and parties to be consulted substantially. We try to enumerate them here, but the list is probably far from complete:

Promotional:

BEDU

Ministry of Commerce and Industry

Factory Shells	Ministry of Commerce and Industry
ROI cadre	" " "
Botswana Technological Centre	
Rural Industrial Innovation Centre (RIIC-RIP)	
KRDA, Rural development agency	
Pelegano Village Industries	
Brigades' training and production units	
Botswanacraft Marketing Co.	

Financial:

National Development Bank
Botswana Development Corporation
Barclays Bank of Botswana
Standard Bank

Educational:

University of Botswana (Institute of Development Management)
Botswana Polytechnic
Vocational training institutes

Others:

District Councils and Commissions
Industrial Trade Associations
(Francistown) Chambers of Commerce

As a likewise incomplete, but indicative list of functions that should be taken care of in the development and assistance to small scale and rural industries, the following may be mentioned:

- A. Pertaining to capital inputs:
 - loans and/or guarantees for investments
 - working capital loans
 - hire purchase facilities
 - bulk purchase facilities
 - Industrial estate or factory shell space
 - subsidizing basic investment costs
- B. Pertaining to labour:
 - manpower training courses
 - upgrading of skills
 - on-the-job training
 - subsidizing start-up labour costs
- C. Pertaining to management and marketing:
 - managerial and economic know-how and consultancy

- market research
- marketing facilities
- project feasibility
- short-term management responsibility
- joint venture agreements
- sub-contracting agreements

D. Pertaining to technology:

- product development assistance
- prototype making
- transfer of technology
- standards and quality control.

It seems reasonable to assume that some kind of study, including probably consultancy, should be done in this field before any permanent and far-reaching decisions are made on the structure and role of the different institutions.

A matrix analysis of the prevalent situation is relatively easy to produce with local and resident expatriate experts. The problem, however, is not (only) in clarifying the situation as it is, but finding better solutions with organizational and institutional changes, split-ups, mergers and the like.

Terms of Reference
of the Evaluation Mission
DP/BOT/72/009 - Botswana Enterprise Development

I. Background

For the last six years, UNDP/UNIDO, in conjunction with the Swedish International Development Authority (SIDA) and voluntary agencies provided assistance to the Botswana Government in the Botswana Enterprise Development Unit. This has contributed to the country's industrial development in the form of employment creation, local supplies of certain essential consumer goods and services and most important, the development of entrepreneurship in the small/medium scale segment of the industrial sector. To determine the UNDP/UNIDO future involvement in the Programme and the nature of assistance required, an evaluation mission has been requested by Botswana Government and agreed upon by the Tripartite Review Meeting held in November 1979.

II. Scope and Objectives of the Mission

1. The primary objectives of the evaluation mission should be:
 - (a) to assess the past performance of the UNDP/UNIDO project and their impact on the small industries assisted in the various fields;
 - (b) on the basis of the above evaluation, concrete proposals will be made for the possible rescheduling and/or extension of the BEDU project activities into other sectors of industries and into rural areas;
 - (c) the mission should also make recommendations on necessary changes in BEDU's internal structure as well as its position within the Botswana Government in order to make BEDU's work more efficient for the benefit of the small scale enterprises in the country.
2. The mission should feel free to review all aspects including the formulation and implementation of project activities. The mission may, therefore, assist the Government in reviewing the shape of future UNDP/UNIDO assistance.
3. The mission should also identify constraints which hampered development and suggest ways and means to improve the situation.
4. The mission should prepare draft report in the field.

List of Persons met during MissionUNDP

Mr. Manzur Zaidi, Resident Representative
 Mr. Tedla Teshome, Deputy Resident Representative
 Ms. Amina Dirie, Programme Officer

Government Officials

Mr. B. Makobole, Permanent Secretary, Ministry of Commerce and Industry
 Mr. M. J. Mbaakanye, Director, BEDU
 Mr. Saluja, Director, Industrial Division, Ministry of Commerce
 and Industry
 Mr. H. H. Sawitzki, Principal Planning Officer, Ministry of Finance
 and Development Planning
 Mr. J. Schwach, Senior Planning Officer, Ministry of Commerce and
 Industry
 Mr. K. Helfer, Senior Rural Industrial Officer, Ministry of Commerce
 and Industry
 Mr. E. Maphanyane, Planning Officer,
 Ministry of Finance and Development Planning
 Mr. G.P. West, Assistant Head of Macro-Economic Unit,
 Ministry of Finance and Development Planning
 Mr. N. D. Mokgethi, Planning Officer, Macro-Economic Unit,
 Ministry of Finance and Development Planning
 Mr. V. E. M. Phadi, Assistant Director, BEDU
 Mr. Bill Poole, Rural Industrial Officer
 Mr. Mothopeng, Assistant Director, Directorate of Personnel

BEDU Advisers

Mr. S. Koppikar, Project Development Officer
 Mr. L. Bishop, metalworking adviser)
 Mr. O. Cam, marketing adviser) UNIDO
 Mr. H. Mayrwoeger, gold and silver-smithing adviser)
 Mr. F. Tawiah, woodworking UNV
 Mr. C. Lindfors, SIDA Economist

Others

Mr. S. Rylander, Development Co-operation Attaché, Embassy of Sweden
 Mr. D. Medford, Managing Director, Botswana Technology Centre
 Mr. B. I. Gasennelwe, General Manager, National Development Bank
 Mr. R. C. Wallace, Manager, Agricultural Credit Division, National
 Development Bank

Mr. B. Eger, Barclays Bank (Development Fund)

Mr. P. Hinchey, General Manager, Botswana Development Corporation

Enterprises visited in Gaborone

Boikago Engineering Works (Metalworks)

Botswana Printers (Printing)

Tshepidi Knitters)

Stella Mayova) Garments

Tswelelo Fashions)

Pottery (Pottery)

Several enterprises in Pilene Estate

Discussion Paper for the Round-up Meeting on BEDU at the
Ministry of Commerce and Industry, 10.00 a.m., 30 May 1980

1. What should be the functions of all different promotional institutions (agencies) in small industries and rural industrializations? How should they be structured and their efforts co-ordinated to cover their functions?
2. In the meantime, how should BEDU behave:
expand,
contract, or
continue on the present level
on
 - the industrial estate programme
 - extension services
 - regional offices?
3. Why has BEDU's performance been below expectations, especially in wood, garments and leather?
4. How can the lending activities of BEDU be streamlined (and accelerated) - or should they be performed by the banking institutions?
5. Has BEDU now the manpower and resources to expand their activities into rural extension work, branch offices, etc?
6. Can the Rural Industries Office (RIO's) really work efficiently as one-man offices?
7. If RIO's identify a promising idea, entrepreneur or market possibility - why transfer the expansion efforts to somebody else (BEDU regional office)?
8. When BEDU Regional Offices are situated on estates (or Hqs) what are the relations between Regional Offices and Estate Managers?
9. What is the intended composition of the BEDU Regional Office?:
 - how many expatriates compared to locals
 - how many branches will be covered
 - is there a counterpart type of relation?
10. Can you use "volunteers" in extension work effectively?
11. How well do estate management and rural industrialization (extension) work go together?
12. What would BEDU gain - and what perhaps lose - being converted into a parastatal organization?

List of Material received and read by the Mission

- Follow-up report of the Presidential Commission on localization and training in the Botswana Public Service 1977 (Reviewed 1979)
- A Handbook for Botswana Entrepreneurs
- Botswana Business News
- BEDU annual report 1978/1979
- BEDU Workplan 1980/81
- BEDU Loan Committee Forms
- BEDU Thumbnail Sketches
- BEDU Kgalagadi Industrial Survey
- BEDU Maun Industrial Survey
- Directory for BEDU assisted entrepreneurs
- BEDU, How to start a concrete blockyard
- Botswana Development Corporation. Ninth Annual Report for the year ending 30 June 1979
- Papers to and minutes of tripartite review meeting on DP/BOT/72/009 held on 12 December 1979
- Report on SIDA's annual review of small scale industry development in Botswana February/March 1980
- BEDU - The assistance available to local entrepreneurs
- BEDU - Paper for UNDP/UNIDO evaluation mission (BEDU 6/3/II)

Background Literature

UNIDO: Institutional Requirements for the Industrialization of rural areas, C.T. Thomas

ILO: Small Enterprise Development: Policies and Programmes, Management Development Series No. 14

World Bank: Employment and Development of Small Enterprises, IBRD



