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*for a sustainable future*

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ESTABLISHMENT OF A CLOTHING UNIT IN THE DEPARTMENT  
OF SUPPLIES TO ORGANIZE AND SUPPORT TECHNICALLY  
LOCAL MANUFACTURE OF SCHOOL AND OTHER UNIFORMS

US/BOT/87/097/11-01

BOTSWANA

Technical report: Second visit of the Chief Technical Adviser\*

Prepared for the Government of Botswana  
by the United Nations Industrial Development Organization

Based on the work of Don Hague  
Chief Technical Adviser

Backstopping officer: J.P. Moll, Agro-based Industries Branch

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\* This document has not been edited.

ABBREVIATIONS

CIA	Chief Technical Adviser
UNDP	United Nations Development Programme
GTM	Garment Technologist/Management
P & P	Purchasing and Procurement
M & R	Maintenance and Repair
U.K.	United Kingdom
C.V.	Curriculum Vitae
UNIDO	United Nations Industrial Development Organisation
P	Pula

Exchange rates:

During the period of this mission, 6 February to  
29 March 1989, the following exchange rates prevailed.

February US \$ 1 = P1.90  
March US \$ 1 = P1.98

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## I. INTRODUCTION

The purpose of this mission was to get the project under way, establish the approach and method of work and introduce the experts.

The mission was only partly successful, and due to a development after I left Botswana, some of the success is going to be lost.

There have been numerous problems, mainly with administration and communications. These have resulted in considerable delays and caused additional work and concern for the expatriate team.

When the C.V.'s of the experts were despatched from Vienna in the bag, time was already quite short to get the C.V.'s approved by Government and issue contracts and travel instructions. The C.V.'s took one week to pass through the UNDP office in Gaborone and several more days by post to reach the Office of Presidential Affairs. If additional delays had been permitted at this stage, then it is doubtful if any experts would have reached Botswana before mid-April. The documents were hand carried around the various departments by the C.T.A. to speed up progress.

Accommodation has been a problem and will be dealt with separately but the relationship between the UNDP administration and the Reception at the President Hotel was seen to break down completely and the expatriate experts were the ones to suffer.

## II. EXPERTS

All three expatriate experts should have been introduced into the project during the C.T.A.'s mission. The Purchasing and Procurement expert decided at the last moment not to accept the contract. The Maintenance and Repair Expert and Garment Technologist both accepted and arrived in Gaborone on 11 March. Meetings were held in the UNDP office, and the Department of Supply to introduce the experts to local staff. A programme of visits was arranged to allow the experts to see the industry, and meet the entrepreneurs so that they could form their own opinions.

A meeting was arranged for the 22 March to introduce the team and its objectives to an invited audience from the Uniform Units customers (Government Departments) and suppliers (manufacturers). This meeting went very well and the question session at the end raised some interesting points.

### III. ACCOMMODATION

The housing situation in Botswana and in Gaborone in particular is critical. It is understood that some donor countries are refusing to allow nationals on aid projects to travel to the country unless housing is guaranteed and available before travelling. The hotel situation is likewise critical, and for any experts housed in hotels who have to travel and stay overnight in other parts of the country, it is unwise to vacate the hotel because of the uncertainty of being able to rebook. Consequently, most expatriates have to pay for two hotel rooms for the nights they are out of Gaborone. With this background, it is almost certain that housing for the UNIDO team will not become available during the life of the project. A former employee of the Department of Supply requested to rent her house to the Government for the specific purpose of it being let to the UNIDO team. This was disallowed on the grounds that if it were to be rented to the Government, then it would automatically be given to the person who had been waiting for a house longest. The household equipment listed in the revised prodoc is, therefore, unlikely to be required.

This uncertainty over the availability of accommodation is always likely to have an effect upon experts, because in addition to the difficulties experienced in their work, there is always the worry that when they return to their hotel in the evening, they will find a letter asking them to vacate their room the next day.

### IV. EQUIPMENT

Due to the fact that it will be difficult to operate a full workshop facility for the benefit of the entrepreneurs, certain items of equipment listed in the Project Document are no longer required.

1. Lathe
2. Pillar Drill (Press Drill)
3. Expendable Household Equipment (This due to the lack of housing)

Total target price \$7,680

### VEHICLE

Due to the fact that the originally requested Toyota Landcruiser had not been ordered in time for the commencement of the project, permission was given to purchase a vehicle locally. This being the cheapest method of providing essential transport. It was believed that a Landcruiser could be obtained locally - however, this vehicle was a single cab "pick up". The local Toyota dealer advised that a Landcruiser 4/5 seat would be 3 to 5 months delivery time. The situation was reviewed, and it was decided that a car should be purchased. The reasoning was:-

1. The majority of the work needed can be accomplished by travelling on good tarred roads. Indeed, all the current suppliers of the Department of Supplies were visited and on only two occasions was it necessary to go off on to gravel roads - for a total of no more than 10 kilometers.
2. The car is considerably more economical to run than a Landcruiser.
3. The price of the car was approximately \$8000 less than the Landcruiser.
4. The degree of travelling comfort is considerably greater in the car.

A large number of Government vehicles are Toyota Cressida 2.4 litre GL Automatics, therefore when the vehicle is eventually handed over, it will add to an existing fleet of similar vehicles.

N.B. This would also have been true of the Landcruiser.

5. The car was available "off-the-shelf".

It should be possible to use the Amstrad PC 1512 Computer, supplied with the Tensile Tester, to run the Standard Time Data System (CSDS). I have checked with the suppliers of CSDS and they state that there should be no problem. This means that there is now no need for the IBM Compatible Computer. This would save a further \$4,500.

Total savings \$20,180.

#### V. PROJECT PERSONNEL

I understand that there is still some action required to appoint the last of the Assistant Coordinators. The two Maintenance Technicians will also have to be appointed by July at the very latest.

In my last report I indicated the steps necessary in order to recruit two young men for the Maintenance posts. The first step, interviewing and pre-selection of likely candidates has been completed. A list of candidates has been given to the Uniform Coordinator to progress through the Department of Supply. It is suggested that there should be no delay caused by waiting for the June examination results, which may not be published until November or December. The candidates selected by the team are probably as good as we are likely to find in Botswana at the moment.

It must be stressed that these people must be finally selected and appointed by July in order to allow the Fellowship nominations to be processed to allow commencement of training in September.

I have received assurance from Hollings Faculty of Manchester Polytechnic that placements could be arranged for these two people from September to December 1989 (3 m.m each).

I have received requests from both the Uniform Unit and the UNDP office in Gaborone to look at the possibility of funding one additional Fellowship in Garment Technology (10 m.m) for Miss Gaolati Dichabeng. I feel that this would be justified and affordable. The funds could come from the equipment savings and also from savings of four man months in total from the Maintenance Technician Fellowships. (These were originally 5 m.m. each and now should be reduced to 3 m.m. each).

A place is being held at Hollings Faculty for Miss Dichabeng, which should be confirmed if this recommendation is accepted.

The University of Leeds Industrial Services has been asked to quote for a short Fellowship (2 or 3 m.m.) on Quality Control and Fabric Testing for Miss Lesego Tselametse who will be discharging this function in the Uniform Unit. This quotation will be forwarded as soon as it is received.

#### VI. MISSION TIMINGS

Once the experts had arrived, it was possible to consider the overall timings of the various missions to ensure that the project was staffed at all times. I suggest the following mission dates:-

11-01	C.T.A.	6 Feb - 31 Mar 1989
		7 Aug - 1 Oct 1989
		8 Jan - 18 Mar 1990
		9 July - 2 Sept 1990
11-02	M & R	13 Mar - 9 Apr 1989
		8 Jan - 1 Apr 1990
11-03	G.T.M.	13 Mar - 2 July 1989
		14 Aug - 3 Dec 1989
		26 Mar - 15 July 1990
11-04	P & P	19 Jun - 8 Oct 1989
		23 Apr - 17 Jun 1990

It would be impractical to send the P & P expert for only one month, now the introductory period is over, therefore I recommend that he should be on site before the G.T.M. expert completes his first mission and should stay for four months. A new Schedule of Activities is attached.



SCHEDULE OF PROJECT INPUTS AND ACTIVITIES

ACTIVITIES	MONTHS	1988				1989												1990																			
		1 S	2 O	3 N	4 D	5 J	6 F	7 M	8 A	9 M	10 J	11 J	12 A	13 S	14 O	15 N	16 D	17 J	18 F	19 M	20 A	21 M	22 J	23 J	24 A												
<u>EXPERTS</u>																																					
CTA	11-01	0.5		2		2		2.5		2.0																											
M & R	11-02	1		4		4		3		4																											
G.T.M.	11-03	1		4		4		2																													
P & P	11-04	1		4																																	
<u>FELLOWSHIPS</u>																																					
Govt Mfr		10																																			
Govt Mfr		10																																			
Maint		3																																			
Maint		3																																			
Quality Control/testing		3																																			
<u>EQUIPMENT</u>																																					
<u>LOCAL TRG PROGS</u>																																					
Govt mgf		1																																			
Pattn.Cutt/Styling		1																																			
QC/Testing		1																																			
MC		1																																			
Low Cost W/Aids		1																																			
Methods		1																																			
<u>PREP ACTIVITIES</u>																																					
<u>PRO. REV &amp; EVAL</u>		1																																			