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UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

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

US/BOT/90/151
(formerly US/BOT/87/097)

BOTSWANA

Terminal report*

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

Based on the work of D.A. Hague
Chief Technical Adviser

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

* This document has not been edited.

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ABBREVIATIONS

US\$	- United States Dollars
UNDP	- United Nations Development Programme
UNIDO	- United Nations Industrial Development Organization
UNIDF	- United Nations Industrial Development Fund
RSA	- Republic of South Africa
BEDU	- Botswana Enterprise Development Unit
P	- Pula

CURRENCY RATES

The currency rates have varied over the period of the project. The following give some indication:

1.	November 1988	US\$1 = P1.95
2.	February 1989	US\$1 = P1.90
3.	March 1989	US\$1 = P1.98
4.	September 1989	US\$1 = P2.08
5.	March 1990	US\$1 = P1.87
6.	July 1990	US\$1 = P1.83
7.	November 1990	US\$1 = P1.85
8.	March 1991	US\$1 = P1.88
9.	June 1991	US\$1 = P1.98

I. INTRODUCTION

This Terminal Report has been prepared broadly in line with the guidelines contained in the CTA Manual.

As stated in the previous Terminal Report, many documentary outputs have been produced during the three year life of the project, and these have recorded the mission to mission progress of the work carried out by the four experts. Three Project Performance Evaluation Reports have been produced which have shown the development and progress of the project. Counterpart staff have submitted reports on completion of Fellowships and Study Tours. The project therefore, has a considerable amount of recorded information, and this report will not attempt to duplicate that information, but rather state in a concise manner, the current state of the project and the outcomes of the various activities which have been described in other reports.

Observations, findings and recommendations are offered as discussion points at the Terminal Review Meeting, and for discussion for future action.

A. Project Background

In his letter of 14 August 1986, to UNDP, Gaborone, the Director of Supply succinctly stated the reasons for seeking aid for the garment manufacturing industry. Briefly, these were:

- to reduce economic dependence on neighbouring states; in particular, RSA.
- to promote local industry.
- to stimulate the spirit of self reliance and selfsufficiency.
- to generate and enhance employment opportunities in Botswana.
- to develop available skills.
- to develop management skills.

With the exception of two surveys of the textile and garment industries, little attention had been given to this sector prior to the request for assistance from the Director. The industry in 1986/87, with the exception of one factory of around 50 sewing machines, consisted of very small units run mainly by female entrepreneurs. The majority of the 'factories' were little better than dress making enterprises, and the concept of bulk production of good quality garments was not within the scope of any of the manufacturers. There was very little technical skill, and what there was had been learned whilst the person had been working in a clothing factory in RSA. Consequently the quality and timeliness of delivery of both school uniforms and government department clothing was unacceptable, with the result that the bulk of these items were purchased from neighbouring states.

B. Official Arrangements

Following the request for assistance from the Director, a preliminary mission was sent to Botswana from 31 March - 8 April 1987. During this mission, visits were made to factories and to government departments, and a project proposal was formulated. This proposal was submitted to UNIDF's donor governments to obtain funding, and eventually, in the second half of 1988, the Swiss Government agreed to fund the project.

The project became operational in September 1988, even though the funds had not been transferred at that time. It was necessary to start the project in order not to lose the Fellowship opportunities at the start of the Academic Year in the United Kingdom.

The project was scheduled to end in September 1990 but was extended for a further year in order to consolidate the considerable progress that had been made. The completion date is now September 1991.

C. Contributions

The original UNIDO input to the project was US\$537,300, but with the additional input for the extension period, the final total is US\$873,200.

The Government inputs have been in kind:

- the recruitment of all local counterpart staff and all employment costs;
- office accommodation and facilities;
- provision of some transport;
- provision of local training where necessary;
- some equipment.

Originally, the Department of Supply had expressed a willingness to supply accommodation for use by the team experts, but this proved to be virtually impossible at the commencement of the project, due to the acute shortage of housing, and a very long list of more worthy applicants. However in the latter stages of the project, one of the experts who was almost permanently in Botswana, was given assistance in obtaining government housing, thus easing the problems of accommodation.

D. Objectives

The objectives of the project, which are discussed in more detail in Chapter II. OBJECTIVES, aimed at improving the garment industry of Botswana to a point where it could cater for the growing demand for clothing, and assist the development plans of the government to encourage more indigenous entrepreneurs, and at the same time attempt to substitute some of the considerable amounts of clothing imports. It was not considered necessary to change the objectives in any way during the project. In the opinion of the project management, the Immediate Objective has certainly been achieved, and the Development Objective has been achieved by a substantial part of the industry.

At the start of the project, probably less than 15% of the total requirement for government and school clothing was manufactured in Botswana. Now only three years on, the demand exists for manufacturing of over 85% of the same items of clothing in Botswana. Indeed, when all the contracts for the last major government department to participate in the 'made in Botswana' drive, the industry will probably not have sufficient capacity to make all the required garments unless there is considerable expansion. In addition, user departments have stated that the quality of the locally made items exceeds that of the previously imported clothing. The industry therefore is becoming capable of facing the future with confidence in its own ability, and that ability is there to manufacture a broad range of garments for private as well as public consumption.

E. Training

A large part of the project has been concerned with the training of the Clothing Unit staff, and developing them to train representatives from the industry. A number of Fellowships and a Study Tour were also arranged, and these and the training courses are listed in Annex 1.

F. Recommendations

Four recommendations are made in Chapter VI. In brief, these are:-

1. The Department of Supply should consider concentrating the bulk production orders of government clothing into the larger, more efficient production units. The smaller orders could then be allocated to the smaller manufacturers. In addition, some consideration should be given to having non-garment sewn products manufactured in the rural areas where sophisticated machinery is not available. This would not only provide work into the rural areas, but would also release some of the manufacturing capability in the urban areas to take up the increasing demand for garments.
2. Storage is still a problem, and the Department of Supply should give some attention to the stock quantities, care and storage of fabrics. Non-moving items should be disposed of as a matter of urgency in order to provide more storage space.
3. Turnover of staff is inevitable, but with the relatively small number of staff employed in the Clothing Unit, staff losses can be critical. It is strongly recommended that the turnover of staff be carefully monitored, and suitable replacements recruited in order that the effectiveness of the Unit should not suffer.
4. In view of the advancements made in developing the Garment Industry in Botswana, the Government should now consider establishing a dedicated technical training institution to advance the technical support capability beyond the present level currently provided by the Clothing Unit.

II. OBJECTIVES OF THE PROJECT

In the Project Document, the objectives are stated in the following manner:

- The development objective of the project is to improve the Botswana garment industry's ability to meet local demand for garments. This is in keeping with the country's National Development Plan VI (1985-91) which emphasises the importance of developing the manufacturing sector.

- The project objective (immediate objective) is to strengthen the Department of Supply of the Ministry of Finance and Development Planning in its role of promoting, coordinating and supporting technically, the manufacture of garments, by local indigenous entrepreneurs, for the various Government agencies.

The fact that the Government was the largest purchaser and consumer of clothing in Botswana, was seen to be the ideal vehicle for the process of developing technical skills within the embryonic industry, through the medium of government contracts. It was perceived that if the government contracts were awarded to the entrepreneurs, and technical assistance given in the execution of the contracts, then the training benefits gained could be applied not only to government contracts, but to all work undertaken by the entrepreneur.

Thus the ultimate (or development) objective was created, which was to improve the capability of the local garment industry to produce good quality garments, on time, and at a reasonable (value for money) price, not only for the government, but for local consumption in general.

The Project Document provides for only a single output to achieve the objectives. This is:

A Clothing Unit within the Department of Supply with a trained staff of 8, capable of:

- identifying the exact clothing requirements of the various Government agencies.
- identifying the garments that could be manufactured by the local garment industry.
- determining the fabric requirements for these items.
- sourcing and procuring the requisite material and coordinating its conversion into garments.
- providing technical assistance to the manufacturing units executing the orders.
- providing technical assistance to the manufacturing units by running training courses in:

Garment Production Management
Pattern Cutting, Grading and Styling
Quality Control and Inspection
Production Planning and Control

and short seminars on:

Low cost work aids

Improvements in methods

During the extension phase of the project additional training courses were added to the range. A full list of courses is contained in Annex 1.

The activities considered necessary to achieve the output consisted of several missions by four experts, to categorise the assistance required, give training to staff and industry by means of a variety of industry-related training courses or workshops, coach staff, produce recommendations for changes/action locally, and arrange external training for selected counterpart staff. The details of the various activities and expert missions have been recorded in the individual expert's mission reports.

III. ACHIEVEMENT OF THE OBJECTIVES

The project (immediate) objective was to strengthen the Department of Supply. This has been met, and the Clothing Unit has been fully functional for some time now.

The development (ultimate) objective of improving the Botswana garment industry's ability to meet local demand has also been met.

As stated in Chapter I, there has been a substantial increase in the quantity of government clothing manufactured in Botswana. There has been an increase in the size of the industry to cope with the increased amount of work required, with the consequent increase in the number of people employed.

The police were the last client department to accept that locally manufactured clothing could be as acceptable as imported clothing, and the first police contracts are about to be delivered.

When the remainder of the police clothing requirements are contracted locally there is likely to be the need for considerably more expansion in the industry. This will initially create problems of demand and supply for the Clothing Unit, but the effect of this can be minimised by attempting to spread the anticipated very large orders over a greater timescale in order to allow the industry time to expand. In addition, some non-garment sewn products, which are currently being sewn by enterprises with a garment-making capability, could be allocated to entrepreneurs in the rural areas, where the more sophisticated sewing equipment is not available. This would make more garment-making capacity available for orders such as the police.

The objectives have been met largely by training the staff of the Clothing Unit, and also representatives from the industry. In the early days of the project, the courses were run by the experts, but this responsibility was gradually handed over to the counterpart staff, with the experts supervising and occasionally still running courses if counterpart staff were not available due to Fellowships etc.

To date, some 76 training courses and workshops have been run, in Gaborone, Francistown, Kanye, Kasane, Ghanzi, Tutume, Pilane, and Molepolole, involving more than 2,712 student days. These latest figures show an acceleration in the amount of training being given - for example the number of course days from July 1989 to August 1990 was 1,175, whilst in the period September 1990 to August 1991, there have been 1,537 student days.

In early 1991, an eight page Training Programme was produced and circulated to industry. The programme gave details of the courses on offer, with the dates and venues, and also booking forms for the enterprises to book places. This latter item was a major change in procedure, as previously, invitations to attend courses had been sent out by the Clothing Unit. The programme has been successful in that the requests for training now come from the industry. The programme for 1992 is about to be planned, and hopefully this will be circulated well before the end of 1991 in order for the bookings for 1992 courses to be made well in advance.

IV. UTILISATION OF THE PROJECT RESULTS

In 1987, when the project was researched, there were very few enterprises in Botswana which could qualify for the title of garment manufacturing unit. With the exception of one factory which operated fifty sewing machines, the 'industry' consisted of tiny workshops, many on the BEDU sites, working to poor quality 'dress-making' standards. The quality of the work was poor, the methodology employed and the technical expertise was poor, and there is little wonder that the majority of government departments preferred to obtain their clothing from external sources. The skill of producing patterns was almost non-existent; most patterns were obtained by mail-order from South Africa. Grading of the mail-order patterns was carried out by increasing or decreasing the pattern by the same measurement all round, producing garments which were unwearable. Quality control by the Department of Supply was not very strict, and consequently many of the locally manufactured items were not identified as being faulty until they were eventually issued to an individual.

The situation now is very different. Client specifications are written up into Garment Specifications, and samples are produced which are passed by the client department before the order is put into the factories. In addition, several samples of the fabric required by the client department are obtained and put through a series of laboratory tests in order to determine the best 'value for money' product. The results of these tests are made available to the Tender Board. Whilst the orders are being manufactured by the entrepreneurs, monitoring visits are carried out by members of the Clothing Unit staff to ensure that the high quality standards required are being met.

All entrepreneurs manufacturing clothing for government departments have directly benefitted from the project. Some entrepreneurs not associated with government contracts have also received some indirect benefit through the employment of staff who may have been trained in a particular skill whilst employed by a government supplier. The larger enterprises have tended to improve much faster than the smaller ones. The rate of improvement in the smaller factories will be much slower, and they will never achieve the level of efficiency that can be expected from the larger units. Size of factory premises is probably the biggest constraint to progress. If factory premises are not large enough to allow for adequate storage of materials both in and out; space for efficient cutting in bulk, and space around the work areas for the efficient handling of bulk orders, then high levels of efficiency will not be achieved.

Even though these high levels of efficiency cannot be achieved by the smaller entrepreneurs, it is noticeable that there has been a dramatic improvement in quality. Most manufacturers can produce their own patterns and grade them properly, which means that they now have the ability to make garments for anyone - and the garments should fit.

V. FINDINGS

Some difficulties have been experienced due mainly to the attitude of some entrepreneurs, who believe that irrespective of capacity and capability, they have a right to be awarded a government contract to provide them with an income. There have been cases where the entrepreneurs have tried to apply pressure by approaching senior government officials to complain that they are being denied their rights. This sort of behaviour obviously places a strain upon the staff of the Clothing Unit, as does the reluctance of some manufacturers to accept the quality standards that have been introduced. Fortunately, the staff all have sufficient strength of character to be able to resist the efforts of some manufacturers to return to 'the old days' when they were contracted to provide worthless rubbish. The message to the industry has always been that good quality requires no more effort than inferior quality, and it achieves much more satisfactory results. Attitudes are always the most difficult items to change, but there are signs that these changes are taking place.

A disturbing charge was levelled at the project by one manufacturer; that the unattainable quality standards that had been imposed by the project was resulting in factory closures and loss of jobs. On investigation, it was discovered that a factory had indeed closed, and the reason given was that it had failed to win a government order. The factory made boots and shoes and as it was completely outside the scope of this project, had never been influenced in any way by the quality standards introduced for the manufacture of garments. Indeed, if it had been within scope, maybe the quality would have been good enough to win the government order.

One interesting and subtle change has been noted by the experts in recent months. In the early stages of the project the Clothing Unit had to apply pressure to the industry to accept technical assistance and advice. Now the more enlightened manufacturers are putting pressure on the Unit, seeking advice on such subjects as the interpretation of specifications, equipment maintenance etc. One conclusion that can be drawn from this is that the Unit has been accepted by at least a part of the industry as being capable of giving the technical support that is needed.

VI. RECOMMENDATIONS

1. The Department of Supply should consider concentrating the bulk production orders of government clothing into the larger more efficient mass production units, and the smaller orders into the smaller manufacturers. The smaller orders should also, where possible, be allocated in single sizes to each manufacturer. This would avoid the necessity of having to produce a complete range of pattern sizes for very small quantities.

In addition, consideration should be given to having non-garment sewn products manufactured in the rural areas by new entrepreneurs who would operate with domestic sewing machines. Such items as dusters, sheets, pillow cases, and towels could quite easily be made using domestic sewing equipment. The advantages are twofold:

- the freeing of some of the garment-making capacity which is currently partly used for producing these non-garment items.
- the creation of employment in the rural areas.

2. The storage and care of fabrics in the warehouse still requires some attention. One member of staff has completed a Fellowship programme in warehouse management, and she should now be encouraged to carry out the reviews of stocks, with a view to reducing stocks to a more workable level, and creating more space in which to improve the storage facilities.
3. Because Labour Turnover is unavoidable, staff losses are inevitable. In order to minimise the effect of any losses of the well trained staff of the Clothing Unit, it is strongly recommended that staffing levels are closely monitored, and when it becomes necessary to recruit replacement staff, then this should be done as speedily as possible, always ensuring that the best possible new recruit is selected. It would be a positive step, if all posts currently in the Clothing Unit, were to be held by the Ministry of Finance and Development Planning, instead of some still being held by the Ministry of Commerce and Industry.

4. As the industry continues to grow, it will require more and more technical assistance, both in terms of quantity and also in the degree of sophistication. It will not be long before some sections of the industry will outstrip the ability of the Clothing Unit to provide the right kind of technical assistance. It is therefore essential that before this stage is reached, some consideration should be given to the establishing of a technical training centre to serve the growing needs of the industry into the next century, and provide the technical expertise which will produce properly trained men and women at all levels and in all disciplines. Without this type of assistance, the growth of the industry will be halted before it reaches its maximum potential.

ANNEX 1

LIST OF FELLOWSHIPS AND TRAINING COURSES

Fellowships

1.	Diploma in Clothing Technology	10 months	Ms. B. Jallow
2.	Diploma in Clothing Technology	10 months	Ms. F. Molobi
3.	BTECH (HN) Cert. in Clothing Mfg	10 months	Ms. G. Dichabeng
4.	Textile Testing	3 months	Ms. L. Tselametse
5.	Sewing Machine Maintenance	3 months	Mr. D. Garesego
6.	Sewing Machine Maintenance	3 months	Mr. M. Maruping
7.	Stores Management	3 months	Ms. M. Ikaneng
8.	QC and Fabric Testing	2 months	Ms. L. Sebohi
9.	Garment Manufacturing	6 months	Ms. M. Ramahobo
10.	Garment Manufacturing	6 months	Ms. N. Ramelebang
11.	Garment Manufacturing	6 months	Ms. B. Phala

Study Tour to visit fabric suppliers and a major fabric fair.

1. Ms. C. Mwasi
2. Ms. G. Dichabeng
3. Ms. Y. Motlana
4. Ms. M. Philemon

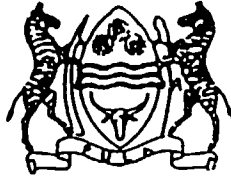
Training Courses established in Botswana

1.	Quality Control	2 days
2.	Improving Productivity	1 day
3.	Supervisor Training	1 day
4.	Basic Patterns	14 days
5.	Advanced Patterns	18 days
6.	Production Planning	3 days
7.	Basic Work Study	4 days
8.	Basic Domestic Lockstitch Maint.	5 days
9.	Basic Industrial Lockstitch Maint.	5 days
10.	Intermediate Machine Maintenance	4 days
11.	Industrial Overlock Machine Maint.	4 days

In addition, special courses for Clothing Unit staff only were held in:

Computerised Descriptive Sewing Data	14 days
Fabric Testing	1.5 days

ANNEX 2



REPUBLIC OF BOTSWANA

DEPARTMENT OF SUPPLY

UNIFORM COORDINATION UNIT

TRAINING PROGRAMME

JANUARY - SEPTEMBER 1991

The Uniform Coordination Unit of the Department of Supply is pleased to announce that the following training courses will be run in the period January to September 1991. The courses are intended to provide some assistance to the Garment Industry of Botswana in its attempts to improve its performance in supplying both the public and private sectors with locally made good quality competitively priced clothing.

All courses are offered free of charge and include light refreshments and mid-day meals. Any company or individual wishing to participate in any course should complete one of the application forms on the back cover of this programme and return it to:-

The Uniform Coordination Unit,
Department of Supply,
P.O. Box 80,
Gaborone.

QUALITY CONTROL - 2 DAYS

This course is intended for those people who have the responsibility for quality in the company. It covers the basics of Quality Control.

DATES: 23 - 24 January - Gaborone
01 - 02 May - Gaborone
31 July - 01 August - Gaborone

IMPROVING PRODUCTIVITY - 1 DAY

This one day seminar is designed to give an insight into simple ways of improving productivity.

DATES: 13 March - Gaborone
21 August - Gaborone

SUPERVISOR TRAINING - 1 DAY

This one day course is designed to give new and in-post supervisors an appreciation of their duties, and some basic costing.

DATES: 14 March - Gaborone
22 August - Gaborone

COURSE BOOKING FORM

NOMINEE AND JOB TITLE	COURSE TITLE	VENUE AND DATE

Company Name _____ Tel. No. _____
Address _____ Fax No. _____
Correspondence to be addressed to _____ Title _____ Tel. No. _____

COURSE BOOKING FORM

NOMINEE AND JOB TITLE	COURSE TITLE	VENUE AND DATE

Company Name _____ Tel. No. _____
Address _____ Fax No. _____
Correspondence to be addressed to _____ Title _____ Tel. No. _____

COURSE BOOKING FORM

NOMINEE AND JOB TITLE	COURSE TITLE	VENUE AND DATE

Company Name _____ Tel. No. _____
Address _____ Fax No. _____
Correspondence to be addressed to _____ Title _____ Tel. No. _____

BASIC DOMESTIC LOCKSTITCH MACHINE MAINTENANCE - 5 DAYS

This course is intended for users of domestic sewing machines, and covers the basics of simple adjustments and maintenance.

DATES: 15 - 19 April - Kanye
01 - 05 July - Kasane
16 - 20 September - Ghanzi

BASIC INDUSTRIAL LOCKSTITCH MACHINE MAINTENANCE - 4/5DAYS

For users of industrial machines, this course aims to teach the basics of simple adjustment and maintenance.

DATES: 11 - 15 March - Gaborone 22 - 26 April - Tutume
18 - 22 March - Gaborone 29 April-3 May - Pilane
25 - 28 March - Gaborone 13 - 17 May - Francistown
02 - 05 April - Gaborone 12 - 16 August- Molepolole
08 - 12 April - Gaborone 19 - 23 August- Gaborone
09 - 13 Sept. - Maun

INTERMEDIATE MACHINE MAINTENANCE - 9 DAYS (FORMERLY- 4DAYS)

This course, for participants who have already completed the Basic course, is intended to give the basics of adjustments and maintenance on the more complex equipment such as Buttonhole, Buttonsew, Bartack etc.

DATES: 22 - 25 January - Gaborone
05 - 08 February - Gaborone
28 May - 07 June - Francistown
11 - 21 June - Gaborone

INDUSTRIAL OVERLOCK MACHINE MAINTENANCE - 4 DAYS

This course is for users of overlock machines and covers adjustments and simple maintenance.

DATES: 29 January - 01 February - Gaborone
12 - 15 February - Gaborone
23 - 28 June - Gaborone

BASIC PATTERNS - 14 DAYS

The course is designed to teach the basics of pattern construction, drafting and grading. It is a very practical course and each participant should take away sets of basic blocks on completion.

DATES: 29 January - 15 February - Gaborone

ADVANCED PATTERNS 14 - 18 DAYS

This course is for participants who have already completed the Basic Pattern course to a high standard and wish to extend their skills and knowledge on to more advanced garments.

DATES: 03 - 19 April - Francistown
01 - 26 July - Gaborone

PRODUCTION PLANNING - 3 DAYS

This course gives the basics of Production Planning and is intended to assist those companies which have difficulty in controlling the even flow of work.

DATES: 06 - 08 May - Gaborone
12 - 14 August - Gaborone

BASIC WORK STUDY - 4 DAYS

The course is designed to give a rudimentary insight into work study, and in particular, basic work measurement. On completion, participants should have an understanding of Time Study, which should assist their companies to more accurately estimate work.

DATES: 15 - 18 January - Gaborone
19 - 22 January - Gaborone
23 - 26 April - Gaborone
14 - 17 May - Francistown
06 - 09 August - Gaborone

TRAINING COURSES - 1991

US/BGT/90/151

COURSE	DAYS	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
QUALITY CONTROL	2	23, 24				1, 2		31, 1		
IMPROVING PRODUCTIVITY	1			13					21	
SUPERVISOR TRAINING	1			14					22	
BASIC PATTERNS	14	29, 30, 31,	1, 4, 5, 6, 7, 8, 11, 12, 13, 14, 15							
ADVANCED PATTERNS	14/18				3, 4, 5, (F) 8, 9, 10, 11, 12, 15, 16, 17, 18, 19			1, 2, 3, 4, 5, 8, 9, 10, 11, 12, 17, 18, 19, 22, 23, 24, 25, 26		
PRODUCTION PLANNING	3					6, 7, 8			12, 13, 14.	
BASIC WORK STUDY	4	15, 16, 17, 18.	19, 20, 21, 22.		23, 24, 25, 26.	14, 15, 16, 17. (F)			6, 7, 8, 9.	
BASIC DOMESTIC LOCKSTITCH MAINTENANCE	5				15, 16, 17, 18, 19. (K)			1, 2, 3, 4, 5. (KAS)		16, 17, 18, 19, 20. (GHA)
BASIC INDUSTRIAL LOCKSTITCH MAINTENANCE	4/5			11, 12, 13, 14, 15, 18, 19, 20, 21, 22, 25, 26, 27, 28.	2, 3, 4, 5, 29, 8, 9, 10, 11, 12, 22, 23, 24, 25, 26 (T)	10, 1, 2, 3. (P) 13, 14, 15, 16, 17. (F)			12, 13, 14, 15, 16 (MO) 19, 20, 21, 22, 23	9, 10, 11, 12, 13 (M)
INTERMEDIATE MACHINE MAINTENANCE	9 (4)	22, 23, 24, 25.	5, 6, 7, 8.			28, 29, 30, 31, +	3, 4, 5, 6, 7, (F) 11, 12, 13, 14, 17, 18, 19, 20, 21.			
INDUSTRIAL OVERLOCK MACHINE MAINTENANCE	4	29, 30, 31, + 1	12, 13, 14, 15.				25, 26, 27, 28.			

NOTE: All courses will be run in Gaborone unless marked (F) Francistown, (K) Kanye, (KAS) Kasane, (GHA) Ghanzi, (T) Tutume, (P) Pilane, (MO) Molepolole (M) Maun.

Project Number

US/BOT/87/097

**UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION
NON-EXPENDABLE PROPERTY CONTROL RECORD**

Page No. : 1

Period Ending : DATE OF TRANSFER

Country : BOTSWANA

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

Purchase Order Number	Item No.	Description	Qty. Ord.	US Dollar Equivalent	Received			Cond.	Qty On Hand	Remarks
					Qty.	M	Y			
15-9-00297	1	PILOT MODEL W-120180 WYTEBORD, SIZE 1800 X 1200MM.	1	355.00	1	07	89			
15-9-00297	2	3M MODEL 2160 OVERHEAD PROJECTOR WITH CARRYING HANDLE.	1	513.00	1	07	89			
15-9-00297	3	DA-LITE VERSATOR PROJECTION SCREEN, TRIPOD TYPE SIZE 70 X 70".	1	135.00	1	07	89			
15-9-00297	4	NATIONAL MODEL NV-M7EN VHS PORTABLE VIDEO MOVIE WITH AUTO-FOCUS, PAL SYSTEM WITH STANDARD ACCESSORIES.	1	1,271.00	1	07	89			
15-9-00297	5	NATIONAL MODEL TC-2680XR 26" COLOUR TV WITH WIRELESS REMOTE CONTROL, PAL/SECAM/NTSC 17-SYSTEM.	1	940.00	1	07	89			
15-9-00297	6	PANASONIC MODEL NV-G50PX VHS COLOUR VIDEO CASSETTE RECORDER WITH WIRELESS REMOTE CONTROL. PAL/SECAM/NTSC 3.58 SYSTEM.	1	706.00	1	07	89			
15-9-00436	1	HEAL LIGHT FASTNESS TESTER MODEL 225 COMPLETE WITH SPECIMEN HOLDER, MBTL LAMP.	1	2,832.00	1	08	89			
15-9-00436	2	MARTINDALE WEAR AND ABRASION TESTER MODEL 103 COMPLETE WITH PRESS.	1	5,376.00	1	08	89			
15-9-00436	3	ICI PILLING TESTER MODEL 116/2.	1	1,959.00	1	08	89			
15-9-00436	4	TENSIONMETER TYPE TEN 170K, RANGE 50-170G.	1	368.00	1	08	89			
15-9-00437	1	STOP WATCHES HEUER TYPE 701313.	3	372.00	3	07	89			

Country : BOTSWANA

Purchase Order Number	Item No.	Description	Qty. Ord.	US Dollar Equivalent	Received			Cond.	Qty On Hand	Remarks
					Qty.	M	Y			
15-9-00437	2	SOFTWARE PACKAGE FOR CACULATION OF STANDARD SEWING TIMES.	1	10,041.00	1	07	89			
15-9-00437	3	SDL 239 PORTABLE CLOTH BALANCE WITH CUTTING TEMPLATES AND CARRYING CASES.	1	458.00	1	07	89			
15-9-00438	1	UNIVERSAL ELECTRONIC TSTER TESTOMETRIC MICRO 350 FOR DETERMINING TENSILE STRENGTH AND ELONGATION OF YARNS, THREADS, FABRICS AND TESTING THE PEELBOND STRENGTH OF FUSED FABRICS.	1	13,191.00	1	09	89			
15-9-00438	2	SET BOLLARD GRIPS FOR YARNS.	1	559.00	1	09	89			
15-9-00438	3	SET BRIDGE GRIPS WITH FLAT NITRILE FACE FOR SAMPLES 50MM WIDE.	1	638.00	1	09	89			
15-9-00438	4	MICRO COMPUTER DATA ANALYSIS PACKAGE COMPRISING AMSTRAD PC 1512, DOUBLE DISK DRIVE, MONOCHROME MONITOR, 3250 DI PRINTER, CABLES AND INTERFACES PLUS SOFTWARE PROGRAMME FOR YARNS, FABRICS AND PEEL BOND STRENGTH.	1	3,511.00	1	09	89			
19-9-08623	2	WASHING MACHINE.	1	665.00	1	07	89			
19-9-08623	5	MULTIMETER.	2	60.00	2	06	89			
19-9-08623	6	TACHOMETER.	1	350.00	1	06	89			
19-9-08623	7	BENCH GRINDER/BUFFER.	1	138.00	1	06	89			
19-9-08623	8	MECHANICS TOOL KITS.	2	1,247.00	2	06	89			

Project Number : US/BOT/87/097

Page No. : 3

Country : BOTSWANA

Purchase Order Number	Item No.	Description	Qty. Ord.	US Dollar Equivalent	Received			Cond.	Qty On Hand	Remarks
					Qty.	M	Y			
19-9-08623	9	PICK-UP TRUCK FORD COURIER. CHASSIS NUMBER ==> NR524693 ENGINE NUMBER ==> F8449550 REGISTRATION NO. => BD 112 E	1	9,950.00						REPLACEMENT FOR TOYOTA CRESSIDA, STOLEN 19 JULY 1991.
19-9-08623	10	PHOTOCOPIER XEROX 530, S/N 31005574410.	1	12,400.00						ENTERED FROM CASE REPORT RECEIVED UNDER LETTER DATED 27 AUGUST 91. TRANSFER TO GOVT. REQUESTED.
19-9-08623	11	WORDPROCESSOR XEROX 6045, S/N 2406489046.	1	3,100.00						ENTERED FROM CASE REPORT RECEIVED UNDER LETTER DATED 27 AUGUST 91. TRANSFER TO GOVT. REQUESTED.
19-9-08623	12	TELEFAX XEROX 7009, S/N 2992429065.	1	2,185.00						ENTERED FROM CASE REPORT RECEIVED UNDER LETTER DATED 27 AUGUST 91. TRANSFER TO GOVT. REQUESTED.

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UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION
 ORGANISATION DES NATIONS UNIES POUR LE DEVELOPPEMENT INDUSTRIEL

INTEROFFICE MEMORANDUM

MEMORANDUM INTERIEUR

A. Eräneva/em

TO: Mr. A. Ingram, Chief, DA/FS/FMTC
 APPROVED: Mr. H. Pichler, Chairman, Project Review Committee
 THROUGH: Mr. M. Janjic, Officer-in-Charge, PPD/ICFM/PRC
 THROUGH: Mr. N.N. Tandon, Director, PPD/AREA
 THROUGH:
 FROM: J. Lequien, Head, IO/T/AGRO
 SUBJECT: Project/Budget Revision Request - IDF, RP, SIS

Date: 9 October 1991

Based on the explanations given in the Annex and considering the attached Project/Budget Revision Sheets, please issue a revised PAD.

Project Number: US/BOT/90/151/D
 Project Title: Strengthening the ability of the Clothing Unit in the Department of Supplies to organize and support technically local manufacture of school and other uniforms
 Specific Activity Code: JI3102
 RP Prog. Comp/IDF Priority Area:
 Donor Country: Switzerland

Budget lines (Sub-totals not required)	Orig. PAD		1st revised PAD		2nd revised PAD		3rd revised PAD		4th revised PAD		5th revised PAD	
	m/m	Amount	m/m	Amount	m/m	Amount	m/m	Amount	m/m	Amount	m/m	Amount
		18.12.90		30.5.91		10.7.91		9.10.91				
11-01	2.7	42,650	2.7	51,840	2.7	51,840	2.4	48,720				
11-02	3.0	33,550	3.0	28,000	3.0	28,000	2.8	27,673				
11-03	8.0	86,100	8.0	83,200	8.0	78,200	7.3	81,972				
11-04	2.0	24,000	2.0	28,000	2.0	28,000	1.5	24,108				
15-00		5,000		500		500		500				
16-00		5,000		5,000		5,000		8,479				
31-00		91,800		84,962		89,962		89,401				
32-00		17,000		23,089		23,089		23,089				
42-00		26,300		26,809		26,809		26,809				
51-00		4,500		4,500		4,500		5,149				
TOTAL	15.7	335,900	15.7	335,900	15.7	335,900	14.0	335,900				

cc:
 IO/T- Jan. 1991

Approval recommended by:

Project No. US/BOT/90/151/D

ANNEX 4

In order to speed up the in-house processing, it is imperative that the reasons for the proposed revision, including reasons for delays, be given in fullest detail. The explanations should cover the proposed changes on each budget line separately*. The justification should be given on a comparative and on a budget-line-by-budget-line basis.

(A) Detailed justification/explanation for the proposed project/budget revision:

Savings on expert component have been transferred to

- buli 11-01 (0.1 m/m - \$ 2.000) and
- buli 16-00 (\$ 3.387) to cover the cost *)

of a post-project evaluation to determine the sustainability of the project's results. While the project has successfully established a well-functioning Garment Co-ordinating Unit at the Department of Supplies, its continued viability after the termination of the external assistance is still untested. It was therefore recommended during the terminal tripartite review on 29 August 1991 that an evaluation be carried out about six months after the completion of the field activities (two weeks in February 1991).

*) Part of the cost is charged to US/BOT/87/097/G.

(B) Scheduled operational completion

i)	as per original project document (month/year)	December 1991
ii)	as per latest revision (month/year)	December 1991
iii)	as per revision now requested (month/year)	February 1992

(C) The undersigned confirm that the phasing of the individual project inputs, as reflected in the attached revised Work Plan (reflecting each project activity), was ~~main~~ reviewed and found to be realistic and up to date:

Signature of Backstopping Officer ** A. Eräneva Date: 9.10.91 Ext: 3836/7

Signature of Area Programme Officer ** Ms. Pokane Date: Ext: 3597

(**Both signatures to be obtained by the initiator of this request)

PSU Clerk:

*Budget line 16: Please always indicate the number of staff members to be financed under budget line 16 and also which Section(s) Branch(es) they represent; the substantive contribution to be provided by each staff member should furthermore be explained.

UNIDO

PROJECT BUDGET/REVISION

Page 1

Country BOTSWANA	Project number and amendment US/BOT/90/151/D	Specific activity J13102
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Project title MANUFACTURE OF SCHOOL AND OTHER UNIFORMS

	TOTAL		1990		1991		1992		1993		1994	
	n/n	\$	n/n	\$	n/n	\$	n/n	\$	n/n	\$	n/n	\$
INTERNATIONAL EXPERTS												
11-01 CTA	2.4	48,720			2.3	46,720	0.1	2,000				
11-02 Maintenance & repair expert	2.9	27,673			2.8	27,673						
11-03 Garment technology expert	7.3	81,972			7.3	81,972						
11-04 Purchasing & procurement expert	1.5	24,108			1.5	24,108						
11-05												
11-06												
11-07												
11-08												
11-09												
11-10												
11-11												
11-12												
11-13												
11-14												
11-15												
11-16												
11-50 Consultants												
11-51												
11-52												
11-53												
11-54												
11-55												
11-99 Sub-total international experts	14.0	182,473			13.9	180,473	0.1	2,000				

Remarks

Although project activities on experts and training started during last quarter 1990, charges were made under first phase US/BOT/87/097

9.10.91

UNIDO

PROJECT BUDGET / REVISION

Page 2

Project number US/BOT/90/151/D	TOTAL		1990		1991		1992		1993		1994	
	n/n	\$	n/n	\$	n/n	\$	n/n	\$	n/n	\$	n/n	\$
OPAS EXPERTS												
12-01												
12-02												
12-03												
12-99 Sub-total OPAS experts												
ADMINISTRATIVE SUPPORT PERSONNEL												
13-00 Clerks, secretaries, drivers												
13-50 Freelance interpreters												
13-99 Sub-total Adm. support personnel												
UN VOLUNTEERS												
14-01												
14-02												
14-03												
14-04												
14-99 Sub-total UN volunteers												
15-00 Project travel		500				500						
16-00 Other personnel costs		8,479				5,092		3,387				
NATIONAL EXPERTS												
17-01												
17-02												
17-03												
17-04												
17-05												
17-99 Sub-total National experts												
18-00 Surrender prior years' obl.												
19-99 TOTAL PERSONNEL COMPONENT	14.0	191,452			13.9	186,065	0.1	5,387				

Project number US/80T/90/151/D	TOTAL		1990		1991		1992		1993		1994	
	n/n	\$	n/n	\$	n/n	\$	n/n	\$	n/n	\$	n/n	\$
SUBCONTRACTS												
21-00 Subcontracts												
28-00 Surrender prior years' obl.												
29-00 TOTAL SUBCONTRACTS												
TRAINING												
31-00 Individual fellowships		89,401				89,401						
32-00 Study tours; UNDP group training		23,089				23,089						
33-00 In-service training												
34-00 Non-UNDP group training												
35-00 Non-UNDP meetings												
38-00 Surrender prior years' obl.												
39-99 TOTAL TRAINING COMPONENT		112,490				112,490						
EQUIPMENT												
41-00 Expendable equipment		26,809				26,809						
42-00 Non-expendable equipment												
43-00 Premises												
48-00 Surrender prior years' obl.												
49-99 TOTAL EQUIPMENT COMPONENT		26,809				26,809						
MISCELLANEOUS												
51-00 Sundries		5,149				5,149						
55-00 Hospitality (non UNDP projects)												
56-00 Support costs												
58-00 Surrender prior years' obl.												
59-99 TOTAL MISCELLANEOUS COMPONENT		5,149				5,149						
99-99 PROJECT TOTAL	14.0	335,900			13.9	330,513	0.1	5,387				
Support costs (13.0 %)		43,667				42,967		700				
GRAND TOTAL		379,567				373,480		6,087				

Budget Line	Original PAD Date: 05'08'88 n/n Amount		1st revised PAD Date: 06'03'89 n/n Amount		2nd revised PAD Date: 06'07'89 n/n Amount		3rd revised PAD Date: 02'11'89 n/n Amount		4th revised PAD Date: 10'01'91 n/n Amount		5th revised PAD Date: 03'05'91 n/n Amount		6th revised PAD Date: 01'10'91 n/n Amount	
11-01	9.0	113,300	9.0	113,300	9.0	113,300	8.0	113,300	3.0	117,623	0.0	130,512	8.4	140,345
11-02	4.0	43,800	4.0	43,800	4.0	43,800	4.0	41,776	4.0	41,872	4.0	29,824	4.0	29,324
11-03	12.0	122,500	12.0	122,500	12.0	122,500	15.0	155,350	15.0	144,126	15.0	150,567	15.0	151,037
11-04	6.0	65,700	6.0	65,700	6.0	65,700	3.0	32,850	3.0	34,153	2.9	33,343	2.9	33,343
11-05														
11-06														
11-07														
11-08														
11-09														
11-10														
11-11														
11-12														
11-50														
12-01														
12-02														
12-03														
13-00														
13-50														
14-01														
14-02														
14-03														
15-00		6,000		6,000		6,000		4,000		3,117		227		227
16-00		5,000		5,000		5,000		8,524		8,524		9,674		9,573
17-01														
17-02														
17-03														
17-04														
17-05														
18-00										(146)		(4,024)		(6,407)
21-00														
28-00														
31-00		90,000		90,000		110,000		110,000		115,092		120,534		112,613
32-00														
33-00														
34-00														
35-00														
38-00												(5,447)		(5,447)
41-00				1,080		1,080				73		2,183		2,183
42-00		85,000		77,420		57,420		66,488		68,436		(3,973)		63,376
43-00														
48-00										(2,026)		(1,437)		(1,437)
51-00		6,000		12,500		12,500		5,012		6,445		7,370		7,370
55-00														
56-00														
58-00														
Totals:	31.0	537,300	31.0	537,300	31.0	537,300	30.0	537,300	30.0	537,300	29.9	537,300	30.3	537,300

Project No. US/BOT/87/097/G

ANNEX 4

In order to speed up the in-house processing, it is imperative that the reasons for the proposed revision, including reasons for delays, be given in fullest detail. The explanations should cover the proposed changes on each budget line separately*. The justification should be given on a comparative and on a budget-line-by-budget-line basis.

(A) Detailed justification/explanation for the proposed project/budget revision:

Savings on expert and training component have been shifted to

- buii 11-01 to cover the cost of a post-project evaluation*to determine the sustainability of the project's results. While the project has successfully established a well-functioning garment co-ordinating unit at the Department of Supplies, its continued viability after the termination of the external assistance is still untested. It was therefore recommended during the terminal tripartite review on 29 August 1991 that an evaluation be carried out about six months after the completion of the field activities (two weeks in February 1992).

*) Part of the cost under project US/BOT/90/151.

(B) Scheduled operational completion

		December 1989
i)	as per original project document (month/year)	
ii)	as per latest revision (month/year)	June 1991
iii)	as per revision now requested (month/year)	February 1992

(C) The undersigned confirm that the phasing of the individual project inputs, as reflected in the attached revised Work Plan (reflecting each project activity), has been reviewed and found to be realistic and up to date:

Signature of Backstopping Officer ** A. Eräneva Date: 9/10/91 Ext: 3837

Signature of Area Programme Officer ** Ms. Pokane Date: _____ Ext: 3597

(**Both signatures to be obtained by the initiator of this request) PSU Clerk:

*Budget line 16: Please always indicate the number of staff members to be financed under budget line 16 and also which Section(s) Branch(es) they represent; the substantive contribution to be provided by each staff member should furthermore be explained.

UNIDO

PROJECT BUDGET / REVISION

Page 1

Country BOTSWANA	Project number and amendment US/DOT/87/097/G	Specific activity J13102
Project title Manufacture of school and other uniforms		

	TOTAL		1988		1989		1990		1991		1992	
	n/m	\$	n/m	\$	n/m	\$	n/m	\$	n/m	\$	n/m	\$
INTERNATIONAL EXPERTS												
11-01 Chief technical adviser	8.4	140,345	0.5	5,310	3.3	52,523	4.5	85,133	-0.3	(12,429)	0.4	9,808
11-02 Repair/maintenance technician	4.0	29,824			1.0	9,649	3.0	20,175				
11-03 Garment technologist	15.0	151,037			7.0	70,442	8.9	90,742	-0.9	(10,147)		
11-04 Purchasing/procurement expert	2.9	33,343			1.0	12,444	1.9	20,899				
11-05												
11-06												
11-07												
11-08												
11-09												
11-10												
11-11												
11-12												
11-13												
11-14												
11-15												
11-16												
11-50 Consultants												
11-51												
11-52												
11-53												
11-54												
11-55												
11-99 Sub-total international experts	30.3	354,549	0.5	5,310	12.3	145,058	18.3	216,949	-1.2	(22,576)	0.4	9,808
Remarks												

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PROJECT BUDGET / REVISION

Page 2

Project number US/BOT/87/097/B	TOTAL		1988		1989		1990		1991		1992	
	n/n	\$	n/n	\$	n/n	\$	n/n	\$	n/n	\$	n/n	\$
OPAS EXPERTS												
12-01												
12-02												
12-03												
12-99 Sub-total OPAS experts												
ADMINISTRATIVE SUPPORT PERSONNEL												
13-00 Clerks, secretaries, drivers												
13-50 Freelance interpreters												
13-99 Sub-total Adm. support personnel												
UN VOLUNTEERS												
14-01												
14-02												
14-03												
14-04												
14-99 Sub-total UN volunteers												
15-00 Project travel		227						227				
16-00 Other personnel costs		9,673				4,070		5,603				
NATIONAL EXPERTS												
17-01												
17-02												
17-03												
17-04												
17-05												
17-99 Sub-total National experts												
18-00 Surrender prior years' obl.		(6,407)				(146)		(3,883)		(2,378)		
19-99 TOTAL PERSONNEL COMPONENT	30.3	358,042	0.5	5,310	12.3	148,982	18.3	218,896	-1.2	(24,954)	0.4	9,808

Project number US/BOT/87/097/0	TOTAL		1988		1989		1990		1991		1992	
	n/n	\$	n/n	\$	n/n	\$	n/n	\$	n/n	\$	n/n	\$
SUBCONTRACTS												
21-00 Subcontracts												
28-00 Surrender prior years' obl.												
29-00 TOTAL SUBCONTRACTS												
TRAINING												
31-00 Individual fellowships	39.0	112,613	7.0	28,803	22.0	39,562	4.0	31,069	6.0	13,179		
32-00 Study tours; UNDP group training												
33-00 In-service training												
34-00 Non-UNDP group training												
35-00 Non-UNDP meetings												
38-00 Surrender prior years' obl.		(5,447)						(5,447)				
39-99 TOTAL TRAINING COMPONENT	39.0	107,166	7.0	28,803	22.0	39,562	4.0	25,622	6.0	13,179		
EQUIPMENT												
41-00 Expendable equipment		2,183				78		2,105				
42-00 Non-expendable equipment		63,976				63,976						
43-00 Premises												
48-00 Surrender prior years' obl.		(1,477)						(1,437)				
49-99 TOTAL EQUIPMENT COMPONENT		64,712				64,054		668				
MISCELLANEOUS												
51-00 Sundries		7,370		92		4,854		2,424				
55-00 Hospitality (non UNDP projects)												
56-00 Support costs												
58-00 Surrender prior years' obl.												
59-99 TOTAL MISCELLANEOUS COMPONENT		7,370		92		4,854		2,424				
99-99 PROJECT TOTAL	69.3	537,300	7.5	34,205	34.3	257,452	22.3	247,610	4.8	(11,775)	0.4	9,808
Support costs (13.0 %)		69,849		4,447		55,469		52,189		(1,531)		1,275
GRAND TOTAL		607,149		38,652		290,921		279,799		(13,306)		11,083