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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: Third visit of the Chief Technical Adviser\*

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

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

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

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\* This document has not been edited.

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ABBREVIATIONS

CTA	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 Organization
P	Pula

Exchange rates:

During the period of this mission, 28 August to 8 October 1989,  
the following exchange rates prevailed.

US\$1 = P2.08

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I. INTRODUCTION

The mission was due to commence on 14 August 1989, but due to illness, the mission did not commence until 28 August 1989. The original mission had been planned for 8 man-weeks, but because of other commitments, had to be restricted to 6 man-weeks. This did not affect the work carried out, and in fact brought the budget line 11-01 back to the target for the year.

The purpose of the mission was to ensure that the project was operating towards meeting the objectives, to ensure that project administration was up to date and to run some training activities.

The mission was successful insofar as essential administration was carried out, some training courses were run and I am satisfied that the project is very close to meeting its objectives.

I indicated in my last report that some difficulties have been experienced due to administrative and communicative problems. I regret that these problems have continued to cause concern for the expatriate staff. It would be true to say that the vast majority of problems stem from delays within the UNDP office. Whilst acknowledging that this project is only one of the many administered by the UNDP office, I find it difficult to accept that telex and facsimile messages take 7 days from origination to transmission and several days from receipt to delivery.

II. EXPERTS

Since the last report, the staffing situation has been resolved, and the new Garment Technologist, Mr Colin Whitehouse, has performed sterling service in getting the project back on schedule.

Some unjustified criticism has been levelled at the experts for taking time over the commencement of activities. This is due to the lack of understanding of local counterpart staff of the fact that the preparation work carried out by one expert who left the project could not be passed on to a new expert by a written report. The new expert had to revisit factories and institutions in order to see for himself what was required so that he could apply his own experience instead of relying on the perception of others.

The Purchasing and Procurement expert, Mr Mortimer O'Shea, visited the project in May/June and produced a comprehensive report.

Due to other factors, the return of Mr O'Shea for a 3 man-month period was not possible. The role of this expert and the time allocated was discussed with Mr Antero Eraneva during his mid-term evaluation visit, and certain changes were made. A chart showing the distribution of man-time is shown at Appendix 1. Unused man-time has been re-allocated on to BL 11-03 in order to maintain the most useful inputs for the longest period of time. This will mean that from now until the end of the project, the Garment Technologist will be almost continually on mission in Botswana.

### III. ACCOMMODATION

The accommodation situation has now settled down. Housing is becoming available for long term ex-patriates thus releasing hotel rooms for shorter periods. In addition, there is more Guest House accommodation available.

The problem of having to pay double rates for work carried out outside Gaborone still exists however, and this point was also taken up with Mr Eraneva.

### IV. EQUIPMENT

All major items of equipment have now been received and are in the process of being installed. The benches for the textile testing equipment were built during the latter part of my mission, and with the exception of two cupboard doors, are fully operational - in fact it is true to say that they are extremely strongly built and will probably outlast the equipment.

The computer print out of project expenditure indicates that there is an overspend on BL42, Non-expendable equipment. A possible reason for this may be that the MOD issued for local purchases has yet to be reconciled and this is probably underspent but still showing the full amount issued.

The stop watches purchased from Shirley Developments were of the wrong type, being sporting watches giving readings in seconds and one hundredths of seconds, instead of minutes and one hundredth of minutes. I have brought the stop watches back to UK and Shirley Developments have agreed to change the watches for the correct type. I will return the watches to the project on my next mission.

V. PROJECT PERSONNEL

The two Maintenance Technicians have been appointed and are now following a Fellowship programme at Hollings Faculty in Manchester. I have visited them and they are both performing very well.

The Fellowship place at Hollings for Miss Gaolati Dichabeng for a Post-Graduate Diploma course in Garment Technology commencing September 1989, has had to be postponed until 1990 due to the fact that Miss Dichabeng could not be released as she was the only EFFECTIVE counterpart working on the project.

Of the two Fellows from the first two Hollings Fellowships, who returned to Botswana in June, one immediately left her job, and the other needed to take some extended leave. This left the project seriously understaffed.

Miss Lesego Tselametse has completed a short Fellowship at the University of Leeds in Textile Testing, and although her initial assessment stated that she would not be able to achieve the highest standards required for Quality Controller, she could (and did) achieve a suitable standard for Technician level.

Miss Nkgwede Ramalebeng jointed the project in the middle of the year, and having received training in the use of the Computerised Descriptive Sewing Data system (CDS), is now on maternity leave until the end of the year.

The concern over the lack of suitable counterpart staff reached the ear of the Resident Representative, Dr Tissot, who called a policy meeting with senior personnel from both the Ministry of Commerce and Industry, and the Ministry of Finance and Development Planning, both of whom have responsibilities for project staffing. Unfortunately the objectives of the meeting were misunderstood at some point during the arranging phase and an almost full turnout of project staff resulted in numbers being far too large for a meeting of this nature, and at the request of the ResRep, some attendees were excluded. As a result of this, working relationships amongst ex-patriate and local project personnel suffered for a period.

There must still remain some concern that unless suitable counterpart personnel are provided in sufficient quantities, some of the longer term effects of the project may be lost. For the project to have the greatest impact, then the most important aspect MUST be the training and development of the personnel who will continue the industrial development work beyond the project completion date.

I have been informed by Mr Whitehouse, that since my departure another counterpart has joined the team.

VI. TRAINING

In spite of the criticism that the expatriate staff have been slow to start activities, already we have run the following courses:-

- 2 x Quality Control
- 2 x Improving Productivity
- 2 x Supervisors

There is a Pattern Cutting and Grading Course being run at the moment which will be followed by another one and then a course in Production Planning and Control.

The total number of student days provided by the experts will be in excess of 380 by the end of 1989, and we are planning that the number of student days to be provided for 1990 will be approximately 1500.

All the available staff were trained in the use of the Computerised Descriptive Sewing Data system and already this system has been the basis for some useful recommendations for improvements to some organisations. It will always be difficult to assess the importance of this type of work because the decision to implement the recommendations lies with the industrialist and not with the consultant.

One aspect of course administration gives me cause for concern and that is the selection of people for training. The current practice is to select all the nominees for one course from the larger companies and for the next course from the very small companies. This then gives one group of people who have experience and certain abilities, and the other group who have less experience and less ability. Apart from making the running of the courses for the less able group much more difficult for the trainer, in my experience a mixing of these two groups would allow an interaction which would benefit all participants - particularly those with less experience.



VII. MISSION TIMINGS

Once again, as a result of the staffing difficulties, it has been necessary to reconsider mission timings. I was able to discuss this fully with Mr Eraneva, and agree on the schedule which appears at Appendix 1.

Significant changes have taken place in the area of fabric procurement and it is suggested that Mr O'Shea should return to the project in March 1990 for a period of 2 man-months to concentrate on continuing the development of Miss Tselametse in the area of Quality Control and Testing and also assist in the production of systems and standards for materials and products. Mr Whitehouse, who is very experienced in the field of Procurement, has agreed to provide some support in this area. It should be pointed out that some of the responsibility for the training of a Botswana successor as Uniform Co-ordinator to the present expatriate incumbent, must rest with that incumbent, Miss Mwasi. Miss Mwasi has already drawn up a Job Description but any training arising out of that can only be implemented with the full time attendance of the named understudy, and at the moment attendance is falling short of full time.

VIII. CONCLUSION

After the set-backs of earlier in the year, the project now looks set to meet all the objectives, providing that the counterpart staff accept the training being given and can expand their experience in order to give themselves credibility with the industry.

Industry seems very keen to take up the training and consultancy opportunities being offered, but some difficulties are being experienced over the levels of comprehension of the principles being covered.

Administrative delays have been experienced which I feel could have been avoided, possibly now that all the equipment has been received and the bulk of the Fellowships over, the administrative and communication difficulties will become a feature of the past.

A list of persons met, most of whom were instrumental in the success of the mission, is at Appendix 2.

MAN TIME ALLOCATION

Appendix 1

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1988	1989					1990					1991			
S O N D	J F M A M	J J A S O N D	J F M A M	J J A S O N D	J F M A M	J J A S O N D	J F M A M	J J A S O N D	J F M A M	J J A S O N D	J F M A M	J J A S O N D	J F M A M	J J A S O N D

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Experts

11-01	0.5 	2.0 		1.5 	2.0 		2.0 	
11-02		1.0 			3.0 			
11-03		1.3 	3.0 	3.0 	3.0 	3.0 	1.75 	
11-04			1.0 			2.0 		

Fellowships

31-01		10.0						
31-02		10.0						
31-03						10.0		
31-04			3.0					
31-05					3.0			
31-06					3.0			

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LIST OF PERSONS MET DURING MISSION

Department of Supplies

P M Mokgosana	-	Director of Supply
M G Bakwena	-	Deputy Director of Supply
R I Bimbo	-	Regional Director of Supply
P Molefe	-	Asst Director of Supply Purchasing
A C Kelly	-	Supplies Management Adviser
Miss C Mwasi	-	Uniform Coordinator
Miss G Dichabeng	-	Asst Uniform Coordinator

Ministry of Finance and Development Planning

K Matambo	-	Deputy Permanent Secretary
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Ministry of Commerce and Industry

Ms L Sechaba	-	Senior Administrative Officer
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UNDP

Dr F Tissot	-	Resident Representative
P Sweeney	-	Asst Resident Representative
K M Miller	-	Programme Officer

UNIDO

P Coyle	-	C.T.A. DP/BOT/86/002
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and many representatives of industrial organisations both large and small.