

**PRIVATE SECTOR DEVELOPMENT PROGRAM**

**FINAL REPORT**

**MENTORING IN AGRO SUPPORT TO SMMEs**

**Agapitos Hatzipetros PhD MEng**

**Prof. Christopher Tsopito**

**Dr Otsoseng Oagile**

Submitted by:



15 May 2017

## Table of Contents

1. Introduction .....	3
2. Background.....	3
3. Problem Statement .....	4
4. Support provided during assignment.....	5
5. Results and outcomes of the interventions .....	5
6. Challenges .....	17
7. Conclusions and recommendations .....	17
8. Annex 1: Situational Analysis .....	18
9. Annex 2: Terms of Reference .....	35
10. Annex 3: Work Plan.....	40

## 1. Introduction

The final report presented in the last deliverable by the ASCA Management Consultants as part of the *Mentoring in the Agro Support* project. The assignment was scheduled to last approximately four months and it aimed at improving the technical capacity of selected SMMEs. The final report summarised the interventions carried out by the three consultants and the impact on the enterprises. Section 2 of the report provides a background on the agriculture sector, whilst Section 3 outlines the problem statement. The support provided by the consultants is summarised in Section 4 and the results of the interventions are presented in Section 5. The challenges faced and the conclusions & recommendations are highlighted in Sections 6 and 7 respectively. The Situational Analysis, Terms of Reference, and the overall work plan are listed in Sections 8, 9 and 10 respectively.

## 2. Background

The agricultural sector's contribution to the country's GDP has been declining since the 1966 independence, when its share was beyond 40%. In 2012, the sector overall contributed approximately 3% of the country's GDP, compared with a 22% contribution by mining, 17% by trade and tourism services, and 16% by finance, real estate and business services. Despite the decline of its contribution to the national GDP, agriculture remains an important source of employment, with approximately 30% of the total work force. Agriculture offers very good employment opportunities for the many smallholder households living in the rural, peri-urban and towns of Botswana to work and trade their way out of poverty. Studies show that growth generated by agriculture is up to four times more effective in reducing poverty than growth in other sectors.

The beef sector in particular constitutes a substantial proportion of agricultural production. Although its shares in GDP and exports are small, the sector accounts for 30 % of the country's total employment<sup>1</sup>. The horticulture sector contributes approximately 0.1 % to the country's GDP, and the production of fresh fruits and vegetables (FF&V) amounted to 112.000 tonnes in 2013, with 60% attributed to vegetables. The large majority of the FF&V originated from South Africa<sup>2</sup>.

The agriculture sector is dominated by SMMEs. There are 650 active horticulture farms in Botswana. 4% of these are more than 10 hectares and they produce 43% of the national production. On the other hand, approximately 22% of the horticulture farms are smaller than a hectare and contribute 3% to the national horticulture production. 424 farms, corresponding to 65% of all farms, are equal or smaller than 2 hectares. Similarly, in the beef sector, there are approximately 2.25 million cattle<sup>3</sup>. According to FAO, there are 72.116 traditional holdings and 809 commercial farms. Approximately 49% of the holdings' population is less than 50 heads, and an astonishing 81% of cattle are held in holding of 150 or less heads<sup>4</sup>. Linking SMMEs with well-functioning local, regional or global markets, ranging from local street markets to formal global markets would play a critical role in the long-term success of these enterprises.

---

<sup>1</sup> <http://www.indexmundi.com/facts/visualizations/employment-by-sector/?country=bw>

<sup>2</sup> Beef and horticulture value chain analyses and action plans, International Trade Centre

<sup>3</sup> Statistics Botswana

<sup>4</sup> FAO, Botswana Agrifood Value Chain Project Beef Value Chain Study

### 3. Problem Statement

The capacity building needs analysis was carried out based on the diagnostic reports provided by the PSDP team. The TOR demanded that the consultants carry out a diagnostic visit to assess the capacity needs of the SMMEs. Following the kick off meeting between the consultants and the PSDP coordinator, it was agreed that a desktop study would be sufficient, followed by telephone interviews. The project plan was adapted and agreed between the consultants and the PSDP coordinator, taking into consideration the delays experienced by the PSDP team due to administrative reasons which were beyond the control of the consultants. The adapted work plan would ensure successful completion of the assignment before the completion of the PSDP, in mid-June. Moreover, the list of companies has been revised, considering the responsiveness and engagement shown by the enterprise owners in the past. Lastly, previous interventions focused primarily on the business and financial aspect of the enterprises. The PSDP coordinator, asked the consultants to give priority to the technical aspect of the enterprises. The final list of SMMEs included the following:

#	Company	Location	Sector
1	Abijoe Investments	Pandamatenga	Cabbage, tomato, green pepper, rape
2	Gracious Grounds Horticulture Production	Maun	Vegetables, cabbages, tomatoes, green pepper, butter nut
3	Levites Investment	Palapye	Vegetables (cabbage, tomatoes, peppers)
4	Moleps Horticulture Enterprise	Molepolole	Vegetables
5	Taba's Fruit & veg PTY LTD	Francistown	Vegetables
6	Noka Farm	Francistown	Vegetables
7	Okavango Juicy Bream	Maun	Vegetable production
8	Organic Fertilizer Manufacturers Botswana	Gaborone	Fertiliser Manufacturing
9	Bo Inter Trading	Mogoditshane	Sorghum, Sorghum & Maize meal, samp,
10	Maneblocks Holdings	Tsetsebjwe	Cereal Miller
11	Mocks Apiaries	Jwaneng	Honey Products
12	Mhaladi Farm Solutions (Pty) Ltd	Mahalapye	Small Stock Farmer
13	Banauna Poultry	Tutume	Poultry
14	Sallys Investments	Thamaga	Poultry
15	Jelket Farm (Pty) Ltd	Molepolole	Poultry Production
16	Mmakanke Poultry Farms	Mmakanke (Molepolole)	Poultry
17	Foodnet Holdings	Bokaa	Piggery

The diagnostic reports were the basis for compiling the situational analysis. The great majority of the diagnostic reports were drafted between September 2014 and March 2015 and focused mostly on the business and financial aspect of the enterprises. Minimal technical information is included in the diagnostic reports that could be used by the consultants to assess the capacity building needs. The situational analysis in Section 8 of the report summarises the relevant information gathered from the diagnostic reports. Furthermore, the consultants contacted the enterprises to collect additional information missing prior to conducting the face to face mentoring interventions.

Lastly, it became evident studying the diagnostic reports that several shortlisted enterprises are facing significant challenges (e.g. poor cash flow, lack of water and electricity, strained business partner relationships, unpaid products and services) that could put at risk their long-term viability.

It is apparent that for the above key areas of technical intervention to be effective, a long-term assignment is necessary, with regular follow ups and tracking of the quality of the implementation. Within the scope of the current assignment, and in order to increase the impact of the face to face interventions, the consultants prioritised the key areas of intervention based on the situational analysis carried out and the feedback by the business owners.

#### 4. Support provided during assignment

The support provided by the consultants is summarised below:

- Gathering of all relevant information, primarily previous diagnostic reports, which were the results of previous interventions.
- Contacting the enterprises to gather technical data missing from the diagnostic reports
- Drafting of the training material to be used during the face to face interventions with the enterprise owners
- Prioritisation of the intervention areas based on the feedback received by the enterprise owners
- Organising the face to face interventions, trying to meet the project timelines and considering the enterprise owners availability
- Conducting of face to face interventions with those enterprise owners interested in the assignment
- Follow up with enterprise owners

#### 5. Results and outcomes of the interventions

The section that follows outlines the results and outcomes of the individual face to face intervention per enterprise for a list of key intervention areas. In most cases a successful face to face intervention took place. In the cases where the meeting between the enterprise owners and the consultants was not possible a detailed explanation is provided. The areas where the intervention was concentrated are included at the bottom of the form.

## 1. Abijoe Investments:

<b>Enterprise Name:</b>
Abijoe Investments
<b>Modern Production Systems</b>
The farm does not have modern facilities. The owners plan to install a tunnel for continuous production
<b>Drought response and alleviation systems &amp; techniques</b>
Drip irrigation system has been operating with technical issues, due to clogging of pipes attributed to the poor quality of borehole water. The new operations will be watered through overhead system through the floppy sprinkler technology.
<b>Management accounting for farmers</b>
Enterprise does not use accounts management currently. Consultant shared relevant training module which was highly appreciated. It is expected that the module assist the enterprise in preparing detailed estimates.
<b>Product Quality Management</b>
One of the directors attended a workshop on standards by BOBS on fresh fruits and vegetables. In addition, relevant modules on product standards and the Code of Good Agriculture Practices have been shared by the consultant with the enterprise. The enterprise owners were advised to obtain product standards and Code of Good Agricultural Practice (GAP).
<b>Supply chain</b>
Inputs procurement is not considered as a challenge by the enterprise. The local inputs sources meet the current needs. However, suggestions were made by the consultant that will be explored, particularly for production structures and machinery. Markets access was a challenge when enterprise was at old premises, due to distance and inconsistency of production. However, certain improvements have been carried out due to increased market demand particularly in the Kasane area.
<b>Pest Control</b>
Due to the exclusiveness of the project location with no other similar operations in the vicinity, the project has been able to put pests and diseases under control. However, the training module are expected to further optimise pest management.
<b>Crop Management Practices</b>
The old production site has currently been put under 10 year lease and the enterprise has located to another portion of the farm that is currently under development (debushing). The entrepreneur plans to initially operate vegetable production on 2 Ha land on open field and a tunnel. Operations will also diversify into mango fruit production orchard. The business owner is enthusiastic about the future of the project and expressed desire for continued mentoring support.
<b>Cluster Farming models for economies of scale and cost reduction</b>
Abijoe Investments is a member of Chobe District Horticulture Association, nevertheless, there is no cluster in place for purpose of production
<b>Other Comments</b>
<ul style="list-style-type: none"> <li>▪ The farm is located on a 25 Ha piece of land. The farm is watered by a 5.0 m<sup>3</sup> borehole.</li> <li>▪ There is currently about 0.25 Ha planted with maize under rainfed system and doing very well.</li> <li>▪ Outstanding CEDA loan has been reduced to P100k which has extended the lifespan of the enterprise.</li> <li>▪ The lessee of the old field has brought machinery which will also improve operations since the enterprise will have immediate access to their use though through hire.</li> <li>▪ The enterprise owners propose to venture into production of uncommon crops such as carrot, beetroot and onion suited to the prevailing soil types. Success of the strategy of the new operations will require continued mentoring support.</li> </ul>
<b>Focus of intervention:</b>
<ul style="list-style-type: none"> <li>▪ Crop diversification with emphasis on such crops such as carrot, beetroot, onion etc. away from common vegetables that usually suffer the problem of market flooding has been emphasised and directors showed willingness to adopt the suggestion.</li> <li>▪ Use of modern production system e.g. tunnels and shade-houses to mitigate effects of extreme climate.</li> <li>▪ Proper field layout taking into consideration the efficient dripper length to uniformly deliver water to plants.</li> </ul>

## 2. Gracious Grounds:

<b>Enterprise Name:</b>
Gracious Grounds
<b>Modern Production Systems</b>
The farm does not have modern facilities currently. The owners plan to install a tunnel and a greenhouse through funding from Gender Affairs whose requirement is a borehole to be drilled.
<b>Drought response and alleviation systems &amp; techniques</b>
The owners plan to drill a borehole
<b>Management accounting for farmers</b>
Accounts management is carried out in-house. The enterprise owner has been trained through LEA business coaching program. The consultant shared a crop budget module with the enterprise owner, which was highly appreciated. It is expected that the module will assist the enterprise in preparing detailed estimates.
<b>Product Quality Management</b>
The enterprise owner has attended BOBS quality training workshop but is still to buy product standards and GAP. The consultant emphasized that procuring the GAP will be made compulsory in the near future.
<b>Supply chain</b>
Inputs procurement are not currently considered as a challenge. They are sourced locally and they meet the current needs. The consultant proposed additional sources of inputs that will be explored, particularly for production structures (tunnels, green houses). Access to the markets has been highlighted as a challenge. It has also been noted that Tshukudu horticulture market, Mr Veg, and SPEDU provide support. LEA marketing officer is also available to assist.
<b>Pest Control</b>
Pests and disease management are under control, however, the greatest problem for the enterprise has been floods. The consultant provided training modules that are expected to further optimise pest management.
<b>Crop Management Practices</b>
The farm is currently growing tomatoes and sweet peppers which are about to get into harvesting. Proceeds are to be used for borehole drilling as the project is currently getting water from a seasonal river nearby.
<b>Cluster Farming models for economies of scale and cost reduction</b>
The enterprise is a member of the local growers association.
<b>Other Comments</b>
<ul style="list-style-type: none"> <li>▪ The promoter is grateful for the interventions.</li> </ul>
<b>Focus of intervention:</b>
<ul style="list-style-type: none"> <li>▪ Module on modern production systems such as hydroponics and greenhouse production. The enterprise plans to put structures through a grant from Woman Affairs department.</li> <li>▪ Cropping program module emphasised for continuity in production and crop rotation important in pest management.</li> <li>▪ Crop budgeting for control of cost and pricing</li> </ul>

### 3. Levites Investments:

<b>Enterprise Name:</b>
Levites Investments
<b>Modern Production Systems</b>
Shadenets will be erected as the material already exists from previous operations. Greenhouse to be acquired in the future to ensure continuity in production of crops usually restricted by unfavourable season
<b>Drought response and alleviation systems &amp; techniques</b>
Irrigation system; Drip irrigation and overhead Shabenet structure from previous production site to be erected
<b>Management accounting for farmers</b>
Accounts management is outsourced. There is need to improve on enterprise budgeting and hope the provided module will also assist in budgeting.
<b>Product Quality Management</b>
The project is not using quality standards and Code of Good Agriculture Practice and has been encouraged to work towards adopting standards to improve on production.
<b>Supply chain</b>
Inputs procurement has not been cited as a challenge as several suppliers are available in Palapye The project is supported by the Spar shops in Palapye and Serowe who take almost all the produce particularly lettuce, Mr Veg and Indian restaurant in Palapye. The processing plant in Selebi Phikwe has also been cited as a let down as it is yet to deliver on its promises of absorbing most of the produce.
<b>Pest Control</b>
The outbreak of the American leaf miner has also affected this project.
<b>Crop Management Practices</b>
The farm also practices crop rotation which assist in pest management Specialty crops such as herbs, okra, lettuce, garlic are grown in the farm
<b>Cluster Farming models for economies of scale and cost reduction</b>
There is currently no farming cluster. The local horticulture association is functioning properly
<b>Other Comments</b>
<b>Focus of intervention:</b>
<ul style="list-style-type: none"> <li>▪ Crop budgets to assist production planning &amp; management accounting for farmers</li> <li>▪ Provided modules on speciality crops (garlic, lettuce, carrots herbs to diversify away from common vegetables prone to market flooding</li> <li>▪ Greenhouse and hydroponic production system modules</li> </ul>

#### 4. Moleps Horticulture Enterprise:

<b>Enterprise Name:</b>
Moleps Horticulture Enterprise
<b>Modern Production Systems</b>
Well-built shade nets and use of frost cover to ensure tomatoes survive the harsh winter. The enterprise also boasts of all necessary machinery and equipment such as tractor, plough, planters, sprayers etc.
<b>Drought response and alleviation systems &amp; techniques</b>
An irrigation system is installed and functioning; The enterprise uses both drip irrigation and overhead sprinklers. The local borehole has low yield
<b>Management accounting for farmers</b>
Accounts management is a challenge particularly for production costing. The consultant provided the enterprise with a budget template that it is expected to assist.
<b>Product Quality Management</b>
The project is currently not using quality standards and Code of Good Agriculture Practice. The consultant encouraged the owner to work towards adopting standards to improve production quality.
<b>Supply chain</b>
Inputs are currently procured from the various outlets in Gaborone. The project has challenges to reach good price at marketplace due to the fact that retailers have significantly higher negotiation leverage by setting low buyin prices.
<b>Pest Control</b>
The outbreak of the American leaf miner devastated tomatoes although currently under control. There is a problem with a suspected bacterial wilt and the consultant is liaising with expert colleagues to assist the project further. A fertigation program is required
<b>Crop Management Practices</b>
The enterprise is very promising but has been hard hit by the outbreak of American Leaf Miner which destroyed more than 1 Ha of tomato and this had affected the enterprise's cash flow. There is also problem of the bacterial blight which the manager suspects came with imported seedlings however, the farm is well equipped to tackle a future outbreak.
<b>Cluster Farming models for economies of scale and cost reduction</b>
There is currently no local farmer cluster. The local horticulture association is not functioning properly. There are currently only a few horticulture members active as most growers have stopped production.
<b>Other Comments</b>
The enterprise requires financial management software and assistance in costing
<b>Focus of intervention:</b>
<ul style="list-style-type: none"> <li>▪ Disease control, in addition to the disease and pest control modules. Furthermore, a trip to the project with plant pathologists has been planned.</li> <li>▪ Crop budgets to assist with crop production planning and farm accounting</li> <li>▪ Fertigation program.</li> </ul>

## 5. Taba's Fruits and Veg:

<b>Enterprise Name:</b>
Taba's Fruits and Veg
<b>Modern Production Systems</b>
The farm does not have modern facilities currently, besides old shade net frames.
<b>Drought response and alleviation systems &amp; techniques</b>
An irrigation system has been installed and is operating. Drip irrigation and overhead are currently used.
<b>Management accounting for farmers</b>
Accounts management is outsourced to a third party. The enterprise owner has also attended vegetable production course at Botswana University of Agriculture and Natural Resources (BUAN). During the training the enterprise owner got exposed to enterprise budgeting. The consultant further provided a training module expected to assist further in budgeting.
<b>Product Quality Management</b>
The enterprise is not using quality standards or Code of Good Agriculture Practice. The consultant has encouraged the enterprise owners to work towards adopting standards to improve on production.
<b>Supply chain</b>
Inputs procurement has not been cited as a challenge. Several suppliers are available around the City of Francistown. Access to the markets has been identified as a challenge. The large retailers are the main buyers, they dictate prices to the detriment of growers who are forced to accept what they offer. The highly anticipated SPEDU processing plant in Selebi Phikwe has not delivered on its promises of absorbing most of the produce.
<b>Pest Control</b>
Pests management is currently under control The farm currently practices crop rotation which also contributes to pest management
<b>Crop Management Practices</b>
The enterprise is currently harvesting cabbage and also re-planting onion crop as winter crop replacing one destroyed by excessive water from Dineo storm rains.
<b>Cluster Farming models for economies of scale and cost reduction</b>
Non-existent and local horticulture association is functioning properly
<b>Other Comments</b>
Project expansion is under consideration to improve output but has land shortage Own equipment is needed urgently for timely operations The promoter thinks a lot of money is wasted on consultancies which could be used to assist farmers with equipment
<b>Focus of intervention:</b>
<ul style="list-style-type: none"> <li>▪ GAP module has been provided to acquaint the enterprise with good agriculture practice</li> <li>▪ Crop budget for good crop production planning and farm accounting</li> <li>▪ Greenhouse and hydroponic production system modules</li> </ul>

## 6. Okavango Juicy Bream:

<b>Enterprise Name:</b>
Okavango Juicy Bream
<b>Modern Production Systems</b>
The enterprise will continue its open field production system and plans to approach financial institutions to put up greenhouse structures to ensure all year round production and supply of such crops as tomatoes.
<b>Drought response and alleviation systems &amp; techniques</b>
Water is drawn by an electric pump from a river bordering the farm. The river received seasonal inflows of the Okavango River but occasionally the levels go down with time but does not dry out completely. The farm does not have much modern facilities save for drip irrigation and perforated flexible irrigation tube acquired from China based on the old perfo rain model. The enterprise plans to acquire more of the later irrigation system as it is relatively cheaper and is not prone to blockage.
<b>Management accounting for farmers</b>
Okavango Juicy Bream shares a bookkeeper with its sister company at their Maun office and has also being doing some enterprise/crop budgets. However, the module shared with the enterprise by the consultant was highly appreciated and will further assist the enterprise in preparing detailed estimates.
<b>Product Quality Management</b>
The enterprise director has attended BOBS workshop on standards. GAP standard was also emphasised as it has serious bearing on ultimate quality produce as well worker safety and environment conservation
<b>Supply chain</b>
The local input suppliers meet the enterprise's demand. However, the input suppliers suggested by the consultants will be investigated particularly those for production of structures and machinery. Markets is reported adequate except that the project is not consistent because of the seasonality of production due climate constraints. There are a lot of lodges and camps within and in areas surrounding Maun. It is hoped that with acquisition of production structures, the project will be consistent in supply thus, building confidence from buyers to continue supporting the project
<b>Pest Control</b>
Pest infestation and disease outbreaks are a serious challenge during wet warmer times of the year. The enterprise usually interrupts production to break the cycle causing loss of business. The training modules provided by the consultants and production structures proposed will improve pest management. Weeds are a source of concern during the wet season. The lack of appropriate machinery, and application of suitable herbicides compound the problem. Fertilizer practice is through fertigation. The quantities and types used are not always the most appropriate. The enterprise owner was guided by the consultants through the right fertilizer regime.
<b>Crop Management Practices</b>
Interventions are highly appreciated and the enterprise also plans to diversify product base and include other crops such as carrot, beetroot, lettuce etc. that have market with hotels and lodges in the area.
<b>Cluster Farming models for economies of scale and cost reduction</b>
There is a local growers association which the project is part of. However, there is very little cooperation amongst the members. It has been reported to be one of the frustrating issues in the industry and it is recognized to be one of the solution to problems affecting the horticulture sector.
<b>Other Comments</b>
Currently there is no production in progress in the farm. The enterprise recently lost one its farms through a fire accident that also destroyed the house, generator, pump and other equipment. However, the director wants to approach NDB for refinancing the project with a bid to raise contribution for an ambitious venture into greenhouse structure for lease on incubation model. The project plans to approach NORSAD private finance entity to seek funding for the bulk of the project.
<b>Focus of intervention:</b>
<ul style="list-style-type: none"> <li>▪ The enterprise requested Business Botswana a cover letter to support their application to CEDA for a loan. It is awaiting appendage on a Business Botswana letterhead for more authority</li> <li>▪ Business plan for funding from NORSAD Finance for expansion of the enterprise into greenhouse for rental.</li> <li>▪ GAP module has also been provided to acquaint the enterprise with good agriculture practice</li> </ul>

## 7. Mhaladi Farm Solutions:

<b>Enterprise Name:</b>
Mhaladi Farm Solutions
<b>Modern Production Systems</b>
The enterprise currently is lacking an abattoir, and there is no abattoir in the surrounding area. The consultants proposed to the enterprise owner to construct an abattoir in order to generate constant income. The abattoir will satisfy the needs of both the promoter as well as the neighbouring farms with the potential of becoming a local and regional abattoir for small stock and cattle.
<b>Management accounting for farmers</b>
The enterprise is currently using Quickbooks accounting system with satisfactory results
<b>Product Quality Management</b>
<p>The enterprise is not using any quality standards currently. The consultants provided training in the following areas:</p> <ul style="list-style-type: none"> <li>▪ Safety Health and Environment implementation of the abattoir</li> <li>▪ Animal disease act and livestock and meat industries act</li> <li>▪ Products standards - BOBS</li> </ul>
<b>Supply chain</b>
<p>The consultants considered a number of key areas during the face to face intervention, particularly considering the upcoming construction of a local abattoir by the entrepreneur:</p> <ul style="list-style-type: none"> <li>▪ Small stock farmers practices</li> <li>▪ Abattoir equipment and cooling equipment specifications and types</li> <li>▪ Packaging equipment specifications and types</li> <li>▪ Transportation of livestock</li> </ul>
<b>Vaccination and Animal Health</b>
Adherence to vaccination programme for product quality
<b>Beneficiation of by-products</b>
Positioning of meat cuts
<b>Other comments</b>
Project shifted from animal production towards the establishment of an abattoir
<b>Focus of intervention:</b>
<p>Mhaladi Farm Solutions was intended to produce goats at farm level and market them as either slaughtered dressed carcasses or as live animals. The breeding, kidding, weaning and offtake of slaughter animals would be a challenge and it would not be sustainable in the long-term since goats can only have three (3) kiddings in two (2) years and as such could not consistently produce meat to supply to potential customers who demand regular deliveries of meat for their customers.</p> <p>Such an operation would require a functional abattoir to slaughter the goats according to the Livestock and Meat Industries Act (2007) regulations concerning meat hygiene and food safety. Moreover, the location of the goat farm (Kodibeleng) and the market outlet (Mahalapye) for carcasses are quite apart and would involve significant transportation costs. The discussion then focused on the viability of such an undertaking which was concluded not to be attainable. The following interventions were then proposed:</p> <ol style="list-style-type: none"> <li>1. Farm production coupled with speculation to increase the offtake of goats slaughtered. This was found to have potential but also difficult to implement since it would require a lot of travelling looking for goats to buy and thus attracting transportation costs in terms of either buying a vehicle to drive around searching for goats and loading them to the abattoir or hiring transport to ferry the goats to Mahalapye.</li> <li>2. Abattoir facilities in Mahalapye were non-existent. This also was a challenge for the project.</li> </ol> <p>Thus, the intervention focused on the construction of a Smallstock Abattoir in Mahalapye. Construction of such an abattoir would provide a viable and sustainable business opportunity. Various meat outlets in Mahalapye and surrounding areas would utilize the abattoir for a fee for every animal slaughtered. Additionally, such options of also producing goats at the farm and also speculating would fit nicely into the business expansion initiatives. This is the final decision agreed between the consultants and the promoter.</p>

## 8. Banauna Poultry:

<b>Enterprise Name:</b>
Banauna Poultry
<b>Modern Production Systems</b>
Intensive Production system. Banauna Poultry has primarily a market access problem emanating from insufficient supply of dressed birds and their products to the current market. This is a result of a lack of slaughtering facilities (abattoir) even though the <u>abattoir equipment have been procured</u> without a building to house them in. Slaughtering and processing of the birds are carried out manually at the home premises under unhygienic and uncertified biosecurity environment. A total of eight freezers are used for storing the carcasses.
<b>Management accounting for farmers</b>
<p>The enterprise owner has a good knowledge of the cost structure of the poultry farm:</p> <p>Batch size 1000</p> <p>Day Old Chick = P5.30-6.30, Mortality rate @ 50/1000 = 5%</p> <p>Feeds purchased:</p> <ul style="list-style-type: none"> <li>Starter 50kg = P324.00/bag (14-15 bags required per batch)</li> <li>Grower 50kg = P300.00/bag (20 bags required per batch)</li> <li>Finisher 50kg = P295.00/bag (20 bags required per batch)</li> </ul> <p>Sales of dressed chicken:</p> <p>Bulk whole chicken to shops = P42.00/bird</p> <p>Finished whole chicken to individuals= P50.00</p>
<b>Product Quality Management</b>
Live chickens are currently transported from the poultry farm to the house premises due to lack of abattoir facilities. Once slaughtered, the chickens are then cut in portions and packed in Styrofoam packs. The enterprise currently freezes the carcasses inside domestic freezers. Whole chickens are packed inside plastic bags.
<b>Supply chain</b>
<p>The enterprise has currently a robust supply chain. The suppliers are reliable and they cover the existing production demands of the enterprise. Supply chain details:</p> <ul style="list-style-type: none"> <li>Feed Centre: Day Old Chicks, Feeds, Drinkers &amp; Feed troughs, Sawdust</li> <li>MEDVET Vet requisites</li> <li>MW Packaging/Star Packs: Foam Packs, Plastic bags</li> </ul>
<b>Vaccination and Animal Health</b>
<p>A thorough vaccination and medication plan is implemented as per best current production approach:</p> <ul style="list-style-type: none"> <li>DOC – Stresspack</li> <li>Lasota 7 &amp; 21 days</li> <li>Gumburo 14 days</li> <li>MB 14 &amp; 28 days</li> <li>Calpaene when changing feeds</li> </ul>
<b>Beneficiation of by-products</b>
<ul style="list-style-type: none"> <li>Manure goes to horticultural plots fertilisation</li> <li>Toes &amp; gizzards packaged together (shops)</li> <li>Livers packaged on their own (shops)</li> <li>Intestines packaged on their own (shops)</li> </ul>
<b>Feed production</b>
The enterprise buys industrially available feeds
<b>Other comments</b>
The abattoir construction is a priority that can see Banuana Poultry expanding its services and products significantly. The promoter has managed to recover production and reclaim her market share.
<b>Focus of intervention:</b>
The intervention concentrated on how to ensure construction of abattoir facilities at the poultry farm. Land and space for construction and expansion of production operations are available and funding has been secured from the Gender Affairs Department for the construction of the abattoir but EIA has not yet been finalised. The intervention agreed upon is construction of a poultry abattoir.

## 9. Jelket Farm:

<b>Enterprise Name:</b>
Jelket Farm
<b>Modern Production Systems</b>
Intensive Poultry Production
<b>Management accounting for farmers</b>
Excel management system that includes accounting and record keeping
<b>Product Quality Management</b>
Have an abattoir capable of slaughtering 4000 birds/day and it is a licenced abattoir that can be used by other broiler producers for a fee
<b>Supply chain</b>
The enterprise receives most of its inputs through BAMB who is the main supplier and they are reliable
<b>Vaccination and Animal Health</b>
<p>A thorough vaccination and medication plan is currently used by the enterprise:</p> <ul style="list-style-type: none"> <li>▪ Lasota @ day 12</li> <li>▪ Stress pack at 5 and a day after vaccination</li> <li>▪ Bumboro @ day 13 and day 16</li> <li>▪ Antibiotics one when there is an outbreak of disease</li> </ul>
<b>Beneficiation of by-products</b>
Most by-products such as livers, gizzards, intestines and neck threats are sold. There is a high demand for these and their sale provides the enterprise an additional source of income
<b>Feed production</b>
Feeding is dependent on readily formulated feeds, including starter, grower and finisher. They do not manufacture their own feeds
<b>Other comments</b>
<p>There is a potential to turn this 20.000 birds operations into a 60.000 birds operations since 2ha of land is available but this depends on their ailing market improving. A marketing co-op association has been established with the assistance of Kweneng government authorities across departments</p>
<b>Focus of intervention:</b>
<p>Jelket Poultry's key challenge is access to the market. The project currently produces about 20,000 birds per cycle but they struggle to sell them because there are no formal markets to service. The project has potential and capacity to expand production to 60,000 birds per cycle. Furthermore, there are several small scale poultry producers in the Kweneng District where competing directly with the enterprise and having a lower cost structure.</p> <p>The intervention focused on creating market opportunities for Jelket Poultry. The following options were investigated:</p> <ol style="list-style-type: none"> <li>1. Form a poultry association that would formulate strategies of marketing their poultry products in the district and advocate with district authorities the tendering procedures and procurement requirements. This is currently being done and hopefully it shall be concluded soon.</li> <li>2. Portioning and packaging to supply chain supermarkets or renting some space within supermarkets and other outlets.</li> <li>3. Operate restaurant space and specialise in producing value-added and cooked products of certain particular spiced products. This action is currently underway.</li> <li>4. Operate mobile cafeteria chicken vending trucks at large gatherings such as at football matches, freedom squares, evangelical church gatherings, catering and music festivals</li> <li>5. Distribute to other districts adjacent or further away from Molepolole by using refrigerated trucks.</li> </ol>

## **10. Organic Fertilisers Manufacturers:**

The visit occurred at the time when the factory is under routine shutdown to undertake major repairs and refurbishment of the plant. This will also enable an installation of modern equipment recently procured from China in readiness of the ever-increasing demand for the factory's flagship product of organic fertilizers and other formulations for both local and export market.

The shutdown also allowed us a free tour of the facility for an informative appraisal following a meeting with the director Mr Mike Hallam who had given a detailed background on the company operations and future. In overall, the company has positive outlook now and in the future. Since the company is a start-up, it is experiencing marketing challenges; there is very little support it receives from Ministry of Agriculture through ISPAAD as their product competes with imported products and when the support is availed through procurement, it comes rather late in the year. Turnover of government payment is also cited as a challenge. All above challenges impact negatively the company's cash flow.

### ***Proposed Areas of Assistance:***

- **Business Botswana should help market the product through the Buy Botswana campaign to encourage local procurement**
- The company's is also advised to approach the Botswana University of Agriculture and Natural Resources for collaboration on demonstration/trials where the University will avail its land along the A1 highway for OFMB to set up demonstrations. This is expected to benefit the university through graduate students work towards their dissertations/thesis.

## **11. Bo Inter Trading:**

This milling operation is currently operating satisfactorily. The enterprise owners are considering expansion of the operation to meet timelines in delivery. The enterprise is restricted by the small plant as they don't have adequate space to expand. The key intervention area where the enterprise needs help with is overcoming the lack of appropriate land. The enterprise owners are currently struggling to have a change in land use on their land in Kumakwane which they have hoped to relocate the plant to. The owners have kindly requested a support letter by Business Botswana to the Ministry of Lands.

## **12. Maneblocks:**

As with the previous milling enterprise, Maneblocks' current key intervention area is to compensate for the shortage of financial resources, result of the challenge the enterprise has to meet capacity. The root cause of the shortage of financial resources is the low throughput due to the plant size, the shortage of raw material and storage facilities.

It is worth noting that traditional financial institutions refused to extend long term loans to the enterprise hence, only provide short term loans of 12 months, because of shortage of security, putting tremendous pressure on the project cash flows. Alternative possible long term funders were identified as NORSAD FINANCE and CEDA venture capital. These potential funders will be explored by the enterprise. The consultant has offered assistance in developing a business plan to submit to NORSAD FINANCE for funding.

## **13. Mock's Apiaries:**

This honey production enterprise has been capacitated over the last years both in technical and business skills by numerous Government of Botswana interventions. It has been a challenge to arrange a face to face meeting with the enterprise owner. The Apiary businessman also does some works at the Jwaneng mine. When he was finally contacted, Mr Ramantsima clearly stated that he was not interested in technical assistance. The consultants offered to advice the enterprise to update and improve the business plan. Setting up a meeting has been a challenge until today and the consultants are still waiting for Mr Ramantsima to avail himself for a face to face meeting.

## **14. Noka Farms:**

The enterprise owner has not committed to make time for a meeting with the consultants. The consultant attempted several times to arrange meeting both over the telephone as well as via email using the contact details provided. Mr Donald Maika promised to return the calls in several occasions but he never did.

Initially the consultants were told that the enterprise owner was busy putting up structures. Later on, Mr Maika informed the consultants that he could not find time to meet and promised a meeting at a later stage. However, a follow up to the promise did not yield results and the consultants were informed that Mr Maika was travelling outside the country.

#### **15. Sally's Investments:**

The entrepreneur was contacted on a number of occasions, to fix an appointment. When the consultants finally managed to speak to the enterprise owner over the phone, she clearly stated that she was not interested in technical advice as she claimed to be fully competent in technical terms. Instead she expressed her interest in receiving financial assistance from this intervention, which is beyond the agreed scope. The financial assistance sought will be used to expand the existing enterprise. The consultants agreed with the enterprise owner that no further interventions will be conducted.

#### **16. Mmakanke Preliminary:**

No meeting could be established with the enterprise owner. Despite the numerous emails and phone calls to the numbers provided by Business Botswana there was no response by the enterprise owners.

#### **17. Foodnet Holdings:**

The consultants faced challenges contacting and arranging a face to face meeting with the owner of this enterprise. The entrepreneur was initially contacted by the consultants where-upon she responded by saying that she was not available to meet with the consultants since she was out of Gaborone and that she would contact them immediately upon her return to Gaborone. She failed to indicate how long she would be away from Gaborone. Following another email sent by the consultants kindly requesting to respond to the original email message, given that by that time the consultants had already planned the other face to face interventions with the shortlisted enterprises. Once again, the entrepreneur failed to respond to the second email sent to her. Upon the return from the face to face interventions, and after a third email was sent to the entrepreneur, she responded angrily to the last email, after which the consultants explained that in order for a face to face intervention to take place, a time and date should be agreed between the two parties, which was not possible since she never indicated her availability.

## 6. Challenges

During this assignment, the consultants face a number of challenges that can be summarised as:

- A few of the shortlisted enterprise owners didn't show an interest in a technical capacity building intervention. Some expressed their interest in financial support instead, which was beyond the scope of this assignment
- Considering the short length of the assignment and the busy schedule of the enterprise owners, the consultants had difficulty to find an available time slot to carry out the face to face interventions, in some cases.

## 7. Conclusions and recommendations

It can be concluded that the assignment has been successful overall, considering the challenges faced and the amount of time allocated.

The consultants would suggest that future interventions are longer in length and they should consider 2-3 face to face interventions per annum, with an overall duration of 1-2 years. This approach will allow the designated consultants to guide the enterprise owners through a couple of production cycles, supporting them along the whole production process.

Another recommendation is to focus on a smaller number of enterprises. More rigorous selection criteria should be used. Instead of targeting a certain number of SMMEs to be capacitated, the consultants propose that a smaller group, particularly those shown interest in technical capacity building and proved commitment by the enterprise owners, should be used as selection criteria.

Lastly, the consultants recommend that future interventions make use of crop variants and animal breeds with higher production yield and/or marketing potential. This approach could lead to a future intervention to be used as a pilot for other agriculture enterprise owners.

## 8. Annex 1: Situational Analysis

### 1. Abijoe Investments:

<b>Company's Background</b>	Owned by a married couple on a 75%-25% basis Employs 5 farm assistants
<b>Location</b>	Pandamatenga
<b>Main business</b>	Horticulture
<b>Clientele</b>	Local Spar Schools in Kasane Individuals in Kasane & Pandamatenga
<b>Short-Medium term objectives</b>	Meet local area needs and expand beyond that in the future Short term 4Ha, Medium term 10Ha
<b>Most recent developments</b>	Took CEDA loan to purchase <ul style="list-style-type: none"> <li>- Generator</li> <li>- Water reservoir construction</li> <li>- Electric fence erection</li> <li>- Installation of irrigation system</li> <li>- Borehole equipment</li> </ul>
<b>Areas of intervention</b>	<p><b>Modern Production Systems</b></p> <ul style="list-style-type: none"> <li>- Field layout</li> <li>- Crop planning</li> <li>- Production equipment</li> <li>- Latest production methods</li> <li>- Records management</li> <li>- Inventory handling</li> <li>- Refrigeration and transport</li> </ul> <p><b>Drought response and alleviation systems &amp; techniques</b></p> <ul style="list-style-type: none"> <li>- Irrigation techniques</li> <li>- Fertilizer programs</li> <li>- Water sources and management</li> </ul> <p><b>Management accounting for farmers</b></p> <ul style="list-style-type: none"> <li>- Enterprise budget</li> </ul> <p><b>Product Quality Management</b></p> <ul style="list-style-type: none"> <li>- Quality Control</li> <li>- Safety Health &amp; Environment</li> <li>- Quality Standards (National &amp; International)</li> <li>- Waste management</li> </ul> <p><b>Pest &amp; disease control</b></p> <ul style="list-style-type: none"> <li>- Pest and disease management</li> </ul> <p><b>Crop Management practices</b></p> <ul style="list-style-type: none"> <li>- Production systems (protected vs open field)</li> <li>- Crop establishment</li> </ul> <p><b>Supply chain</b></p> <ul style="list-style-type: none"> <li>- Selection of suppliers</li> <li>- Alternative suppliers</li> <li>- Cost reduction</li> </ul>
<b>Conclusions</b>	
<b>Recommendation for next steps</b>	
<b>Other comments</b>	Report almost two years old, might be irrelevant to company latest status and challenges
<b>Diagnostic Report date</b>	Nov 2014 – Feb 2015

## 2. Gracious Grounds:

<b>Company's Background</b>	Family run business by a mother and a daughter with a farm assistant Parallel small poultry business
<b>Location</b>	Borolong (Francistown)
<b>Main business</b>	Horticulture
<b>Clientele</b>	Individuals and hawkers around Borolong village
<b>Short-Medium term objectives</b>	Fully commercialise the farm adhering to a cropping plan
<b>Most recent developments</b>	
<b>Areas of intervention</b>	<p><b>Modern Production Systems</b></p> <ul style="list-style-type: none"> <li>- Field layout</li> <li>- Crop planning</li> <li>- Production equipment</li> <li>- Latest production methods</li> <li>- Records management</li> <li>- Inventory handling</li> <li>- Refrigeration and transport</li> </ul> <p><b>Drought response and alleviation systems &amp; techniques</b></p> <ul style="list-style-type: none"> <li>- Irrigation techniques</li> <li>- Fertilizer programs</li> <li>- Water sources and management</li> </ul> <p><b>Management accounting for farmers</b></p> <ul style="list-style-type: none"> <li>- Enterprise budget</li> </ul> <p><b>Product Quality Management</b></p> <ul style="list-style-type: none"> <li>- Quality Control</li> <li>- Safety Health &amp; Environment</li> <li>- Quality Standards (National &amp; International)</li> <li>- Waste management</li> </ul> <p><b>Pest &amp; disease control</b></p> <ul style="list-style-type: none"> <li>- Pest and disease management</li> </ul> <p><b>Crop Management practices</b></p> <ul style="list-style-type: none"> <li>- Production systems (protected vs open field)</li> <li>- Crop establishment</li> </ul> <p><b>Supply chain</b></p> <ul style="list-style-type: none"> <li>- Selection of suppliers</li> <li>- Alternative suppliers</li> <li>- Cost reduction</li> </ul>
<b>Conclusions</b>	
<b>Recommendation for next steps</b>	
<b>Other comments</b>	Shortage of funding affecting business viability
<b>Diagnostic Report date</b>	Nov 2014

### 3. Levites Investments:

<b>Company's Background</b>	A family owned business, two directors are husband and wife Main produce includes: tomatoes, green peppers, okra, cabbage, leafy crops
<b>Location</b>	Dikabeya, Palapye
<b>Main business</b>	Horticulture
<b>Clientele</b>	Choppies, Spar, Shoppers, restaurants and local hawkers
<b>Short-Medium term objectives</b>	To become a reference in the local market and penetrate the export market
<b>Most recent developments</b>	Company would like to invest in irrigation and tunnels
<b>Areas of intervention</b>	<p><b>Modern Production Systems</b></p> <ul style="list-style-type: none"> <li>- Field layout</li> <li>- Crop planning</li> <li>- Production equipment</li> <li>- Latest production methods</li> <li>- Refrigeration and transport</li> </ul> <p><b>Drought response and alleviation systems &amp; techniques</b></p> <ul style="list-style-type: none"> <li>- Irrigation techniques</li> <li>- Fertilizer programs</li> <li>- Water sources and management</li> </ul> <p><b>Management accounting for farmers</b></p> <ul style="list-style-type: none"> <li>- Enterprise budget</li> </ul> <p><b>Product Quality Management</b></p> <ul style="list-style-type: none"> <li>- Quality Control</li> <li>- Safety Health &amp; Environment</li> <li>- Quality Standards (National &amp; International)</li> <li>- Waste management</li> </ul> <p><b>Pest &amp; disease control</b></p> <ul style="list-style-type: none"> <li>- Pest and disease management</li> </ul> <p><b>Crop Management practices</b></p> <ul style="list-style-type: none"> <li>- Production systems (protected vs open field)</li> <li>- Crop establishment</li> </ul> <p><b>Supply chain</b></p> <ul style="list-style-type: none"> <li>- Selection of suppliers</li> <li>- Alternative suppliers</li> <li>- Cost reduction</li> </ul>
<b>Conclusions</b>	
<b>Recommendation for next steps</b>	
<b>Other comments</b>	Enterprise has high amounts of debts
<b>Diagnostic Report date</b>	March 2015

#### 4. Moleps Horticulture Enterprise:

<b>Company's Background</b>	Incorporated in 2009, a family owned business. Main products include green/red peppers, tomatoes, cabbage, water melon, onions and butternuts. Currently employs 10 people
<b>Location</b>	Molepolole
<b>Main business</b>	Horticulture
<b>Clientele</b>	Spar, Shoprite, Choppies, Individuals, hawkers
<b>Short-Medium term objectives</b>	To become the best horticulture project in Kweneng
<b>Most recent developments</b>	Invested in a borehole, trucks, reservoir, irrigation, storage room, shades
<b>Areas of intervention</b>	<p><b>Modern Production Systems</b></p> <ul style="list-style-type: none"> <li>- Field layout</li> <li>- Crop planning</li> <li>- Production equipment</li> <li>- Latest production methods</li> <li>- Records management</li> <li>- Inventory handling</li> <li>- Refrigeration and transport</li> </ul> <p><b>Drought response and alleviation systems &amp; techniques</b></p> <ul style="list-style-type: none"> <li>- Irrigation techniques</li> <li>- Fertilizer programs</li> <li>- Water sources and management</li> </ul> <p><b>Management accounting for farmers</b></p> <ul style="list-style-type: none"> <li>- Enterprise budget</li> </ul> <p><b>Product Quality Management</b></p> <ul style="list-style-type: none"> <li>- Quality Control</li> <li>- Safety Health &amp; Environment</li> <li>- Quality Standards (National &amp; International)</li> <li>- Waste management</li> </ul> <p><b>Pest &amp; disease control</b></p> <ul style="list-style-type: none"> <li>- Pest and disease management</li> </ul> <p><b>Crop Management practices</b></p> <ul style="list-style-type: none"> <li>- Production systems (protected vs open field)</li> <li>- Crop establishment</li> </ul> <p><b>Supply chain</b></p> <ul style="list-style-type: none"> <li>- Selection of suppliers</li> <li>- Alternative suppliers</li> <li>- Cost reduction</li> </ul>
<b>Conclusions</b>	
<b>Recommendation for next steps</b>	
<b>Other comments</b>	Cash flow problems, Branded as M.H.E.
<b>Diagnostic Report date</b>	November 2014

## 5. Taba's Fruits and Veg:

<b>Company's Background</b>	Funded by CEDA this horticulture project supplying tomatoes, onions, cabbage, beetroots, green mealies, and butternuts. Currently operating with 10 employees
<b>Location</b>	Ditladi
<b>Main business</b>	Horticulture
<b>Clientele</b>	Spar, Rebels, wholesalers' individuals.
<b>Short-Medium term objectives</b>	Grow business with good infrastructure, to fully compete with other farms.
<b>Most recent developments</b>	Invested in irrigation, reservoir, water pumps, storage room, truck, shades
<b>Areas of intervention</b>	<p><b>Modern Production Systems</b></p> <ul style="list-style-type: none"> <li>- Field layout</li> <li>- Crop planning</li> <li>- Production equipment</li> <li>- Latest production methods</li> <li>- Records management</li> <li>- Inventory handling</li> <li>- Refrigeration and transport</li> </ul> <p><b>Drought response and alleviation systems &amp; techniques</b></p> <ul style="list-style-type: none"> <li>- Irrigation techniques</li> <li>- Fertilizer programs</li> <li>- Water sources and management</li> </ul> <p><b>Management accounting for farmers</b></p> <ul style="list-style-type: none"> <li>- Enterprise budget</li> </ul> <p><b>Product Quality Management</b></p> <ul style="list-style-type: none"> <li>- Quality Control</li> <li>- Safety Health &amp; Environment</li> <li>- Quality Standards (National &amp; International)</li> <li>- Waste management</li> </ul> <p><b>Pest &amp; disease control</b></p> <ul style="list-style-type: none"> <li>- Pest and disease management</li> </ul> <p><b>Crop Management practices</b></p> <ul style="list-style-type: none"> <li>- Production systems (protected vs open field)</li> <li>- Crop establishment</li> </ul> <p><b>Supply chain</b></p> <ul style="list-style-type: none"> <li>- Selection of suppliers</li> <li>- Alternative suppliers</li> <li>- Cost reduction</li> </ul>
<b>Conclusions</b>	
<b>Recommendation for next steps</b>	
<b>Other comments</b>	
<b>Diagnostic Report date</b>	Dec 2014

## 6. Noka Farms:

<b>Company's Background</b>	Incorporate in 2014, the farm consists of approximately 155 hectares out of which 60 are used for horticulture, 12 used currently. Enterprise employs 41 people.
<b>Location</b>	Francistown
<b>Main business</b>	Horticulture
<b>Clientele</b>	Choppies, Spar, hawkers
<b>Short-Medium term objectives</b>	Produce horticulture products that satisfy national and international standards
<b>Most recent developments</b>	Expand production and invest in solar panels for energy generation Taken over by new management
<b>Areas of intervention</b>	<p><b>Modern Production Systems</b></p> <ul style="list-style-type: none"> <li>- Field layout</li> <li>- Crop planning</li> <li>- Production equipment</li> <li>- Latest production methods</li> <li>- Records management</li> <li>- Inventory handling</li> <li>- Equipment maintenance control</li> <li>- Refrigeration and transport</li> </ul> <p><b>Drought response and alleviation systems &amp; techniques</b></p> <ul style="list-style-type: none"> <li>- Irrigation techniques</li> <li>- Fertilizer programs</li> <li>- Water sources and management</li> </ul> <p><b>Management accounting for farmers</b></p> <ul style="list-style-type: none"> <li>- Enterprise budget</li> </ul> <p><b>Product Quality Management</b></p> <ul style="list-style-type: none"> <li>- Quality Control</li> <li>- Safety Health &amp; Environment</li> <li>- Quality Standards (National &amp; International)</li> <li>- Waste management</li> </ul> <p><b>Pest &amp; disease control</b></p> <ul style="list-style-type: none"> <li>- Pest and disease management</li> </ul> <p><b>Crop Management practices</b></p> <ul style="list-style-type: none"> <li>- Production systems (protected vs open field)</li> <li>- Crop establishment</li> </ul> <p><b>Supply chain</b></p> <ul style="list-style-type: none"> <li>- Selection of suppliers</li> <li>- Alternative suppliers</li> <li>- Cost reduction</li> </ul>
<b>Conclusions</b>	
<b>Recommendation for next steps</b>	
<b>Other comments</b>	
<b>Diagnostic Report date</b>	September 2014

## 7. Okavango Juicy Bream:

<b>Company's Background</b>	Established in 2014, originally started as distributors of fish.
<b>Location</b>	Nxaraga, Maun
<b>Main business</b>	Horticulture
<b>Clientele</b>	Chain stores and street vendors
<b>Short-Medium term objectives</b>	Become a leading horticulture vendor nationwide
<b>Most recent developments</b>	Inadequate finances risk the farm's future viability
<b>Areas of intervention</b>	<p><b>Modern Production Systems</b></p> <ul style="list-style-type: none"> <li>- Field layout</li> <li>- Crop planning</li> <li>- Production equipment</li> <li>- Latest production methods</li> <li>- Records management</li> <li>- Inventory handling</li> <li>- Refrigeration and transport</li> </ul> <p><b>Drought response and alleviation systems &amp; techniques</b></p> <ul style="list-style-type: none"> <li>- Irrigation techniques</li> <li>- Fertilizer programs</li> <li>- Water sources and management</li> </ul> <p><b>Management accounting for farmers</b></p> <ul style="list-style-type: none"> <li>- Enterprise budget</li> </ul> <p><b>Product Quality Management</b></p> <ul style="list-style-type: none"> <li>- Quality Control</li> <li>- Safety Health &amp; Environment</li> <li>- Quality Standards (National &amp; International)</li> <li>- Waste management</li> </ul> <p><b>Pest &amp; disease control</b></p> <ul style="list-style-type: none"> <li>- Pest and disease management</li> </ul> <p><b>Crop Management practices</b></p> <ul style="list-style-type: none"> <li>- Production systems (protected vs open field)</li> <li>- Crop establishment</li> </ul> <p><b>Supply chain</b></p> <ul style="list-style-type: none"> <li>- Selection of suppliers</li> <li>- Alternative suppliers</li> <li>- Cost reduction</li> </ul>
<b>Conclusions</b>	
<b>Recommendation for next steps</b>	
<b>Other comments</b>	Out of 200Ha allocated the horticulture farm covers 1Ha. Farm suffered two crop losses due to frost and absenteeism. No electricity
<b>Diagnostic Report date</b>	November 2014

## 8. Organic Fertilisers Manufacturers:

<b>Company's Background</b>	Locally manufactured organic fertilisers, founded in 2011, sourcing raw material by nearby cattle farm.
<b>Location</b>	Mmamashia
<b>Main business</b>	Organic fertilisers
<b>Clientele</b>	Small scale farmers in Botswana and South Africa
<b>Short-Medium term objectives</b>	
<b>Most recent developments</b>	Sales in 2013 increased by 917% and the debt to equity ratio was 3.39 in 2013
<b>Areas of intervention</b>	<p><b>Modern Production Systems</b></p> <ul style="list-style-type: none"> <li>- Field layout</li> <li>- Crop planning</li> <li>- Production equipment</li> <li>- Latest production methods</li> <li>- Records management</li> <li>- Inventory handling</li> <li>- Refrigeration and transport</li> </ul> <p><b>Drought response and alleviation systems &amp; techniques</b></p> <ul style="list-style-type: none"> <li>- Irrigation techniques</li> <li>- Fertilizer programs</li> <li>- Water sources and management</li> </ul> <p><b>Management accounting for farmers</b></p> <ul style="list-style-type: none"> <li>- Enterprise budget</li> </ul> <p><b>Product Quality Management</b></p> <ul style="list-style-type: none"> <li>- Quality Control</li> <li>- Safety Health &amp; Environment</li> <li>- Quality Standards (National &amp; International)</li> <li>- Waste management</li> </ul> <p><b>Pest &amp; disease control</b></p> <ul style="list-style-type: none"> <li>- Pest and disease management</li> </ul> <p><b>Crop Management practices</b></p> <ul style="list-style-type: none"> <li>- Production systems (protected vs open field)</li> <li>- Crop establishment</li> </ul> <p><b>Supply chain</b></p> <ul style="list-style-type: none"> <li>- Selection of suppliers</li> <li>- Alternative suppliers</li> <li>- Cost reduction</li> </ul>
<b>Conclusions</b>	
<b>Recommendation for next steps</b>	
<b>Other comments</b>	Product demand is seasonal
<b>Diagnostic Report date</b>	November 2014

## 9. Bo Inter Trading:

<b>Company's Background</b>	Established in 2001 to become the leading supplier of sorghum in Botswana. The company is owned equally by the two directors. The company owns milling facility and outlet
<b>Location</b>	Metsimotlabe
<b>Main business</b>	Milling
<b>Clientele</b>	Wholesalers and walk in individuals
<b>Short-Medium term objectives</b>	
<b>Most recent developments</b>	
<b>Areas of intervention</b>	<p><b>Modern Production Systems</b></p> <ul style="list-style-type: none"> <li>- Plant layout</li> <li>- Crop planning</li> <li>- Production equipment</li> <li>- Latest production methods</li> <li>- Records management</li> <li>- Inventory handling</li> <li>- Refrigeration and transport</li> </ul> <p><b>Drought response and alleviation systems &amp; techniques</b></p> <ul style="list-style-type: none"> <li>- Irrigation techniques</li> <li>- Fertilizer programs</li> <li>- Water sources and management</li> </ul> <p><b>Management accounting for farmers</b></p> <ul style="list-style-type: none"> <li>- Enterprise budget</li> </ul> <p><b>Product Quality Management</b></p> <ul style="list-style-type: none"> <li>- Quality Control</li> <li>- Safety Health &amp; Environment</li> <li>- Quality Standards (National &amp; International)</li> <li>- Waste management</li> </ul> <p><b>Pest &amp; disease control</b></p> <ul style="list-style-type: none"> <li>- Pest and disease management</li> </ul> <p><b>Crop Management practices</b></p> <ul style="list-style-type: none"> <li>- Production systems (protected vs open field)</li> <li>- Crop establishment</li> </ul> <p><b>Supply chain</b></p> <ul style="list-style-type: none"> <li>- Selection of suppliers</li> <li>- Alternative suppliers</li> <li>- Cost reduction</li> </ul>
<b>Conclusions</b>	
<b>Recommendation for next steps</b>	
<b>Other comments</b>	Well established enterprise looking to proceed to the next level
<b>Diagnostic Report date</b>	August 2014

## 10. Maneblocks:

<b>Company's Background</b>	Originally established in 1998, started trading in small scale. Although it reached nationwide sales, it eventually concentrated in the north of BW
<b>Location</b>	Tsetsejwe
<b>Main business</b>	Milling (sorghum meal)
<b>Clientele</b>	Nationwide
<b>Short-Medium term objectives</b>	Become the main supplier of sorghum in Botswana
<b>Most recent developments</b>	
<b>Areas of intervention</b>	<p><b>Modern Production Systems</b></p> <ul style="list-style-type: none"> <li>- Field layout</li> <li>- Crop planning</li> <li>- Production equipment</li> <li>- Latest production methods</li> <li>- Records management</li> <li>- Inventory handling</li> <li>- Refrigeration and transport</li> </ul> <p><b>Drought response and alleviation systems &amp; techniques</b></p> <ul style="list-style-type: none"> <li>- Irrigation techniques</li> <li>- Fertilizer programs</li> <li>- Water sources and management</li> </ul> <p><b>Management accounting for farmers</b></p> <ul style="list-style-type: none"> <li>- Enterprise budget</li> </ul> <p><b>Product Quality Management</b></p> <ul style="list-style-type: none"> <li>- Quality Control</li> <li>- Safety Health &amp; Environment</li> <li>- Quality Standards (National &amp; International)</li> <li>- Waste management</li> </ul> <p><b>Pest &amp; disease control</b></p> <ul style="list-style-type: none"> <li>- Pest and disease management</li> </ul> <p><b>Crop Management practices</b></p> <ul style="list-style-type: none"> <li>- Production systems (protected vs open field)</li> <li>- Crop establishment</li> </ul> <p><b>Supply chain</b></p> <ul style="list-style-type: none"> <li>- Selection of suppliers</li> <li>- Alternative suppliers</li> <li>- Cost reduction</li> </ul>
<b>Conclusions</b>	
<b>Recommendation for next steps</b>	
<b>Other comments</b>	Company in fragile financial situation, imports partially from abroad
<b>Diagnostic Report date</b>	September 2014

## 11. Mock's Apiaries:

<b>Company's Background</b>	Established in 2009, it is currently owned by two businessmen and honey enthusiasts.
<b>Location</b>	Jwaneng
<b>Main business</b>	Honey and honey by-products
<b>Clientele</b>	Retailers and individuals
<b>Short-Medium term objectives</b>	Establish themselves nationwide and expand their product offerings
<b>Most recent developments</b>	
<b>Areas of intervention</b>	<p><b>Modern Production Systems</b></p> <ul style="list-style-type: none"> <li>- Plant and colonies layout</li> <li>- Planning</li> <li>- Production equipment</li> <li>- Latest production methods</li> <li>- Records management</li> <li>- Inventory handling</li> <li>- Transport</li> </ul> <p><b>Drought response and alleviation systems &amp; techniques</b></p> <ul style="list-style-type: none"> <li>- Water sources and management</li> </ul> <p><b>Management accounting for farmers</b></p> <ul style="list-style-type: none"> <li>- Enterprise budget</li> </ul> <p><b>Product Quality Management</b></p> <ul style="list-style-type: none"> <li>- Quality Control</li> <li>- Safety Health &amp; Environment</li> <li>- Quality Standards (National &amp; International)</li> <li>- Waste management</li> </ul> <p><b>Pest &amp; disease control</b></p> <ul style="list-style-type: none"> <li>- Pest and disease management</li> </ul> <p><b>Supply chain</b></p> <ul style="list-style-type: none"> <li>- Selection of suppliers</li> <li>- Alternative suppliers</li> <li>- Cost reduction</li> </ul>
<b>Conclusions</b>	
<b>Recommendation for next steps</b>	
<b>Other comments</b>	Established business operating in southern Botswana
<b>Diagnostic Report date</b>	No diagnostic report provided. Business plan

## 12. Mhaladi Farm Solutions:

<b>Company's Background</b>	Currently having 100 of goats Started business following the scarcity of small stock in Botswana Farm is in remote area with no electricity of road access
<b>Location</b>	Mahalapye
<b>Main business</b>	Small stock (Pure breed Boer goats)
<b>Clientele</b>	Choppies, Spar, Government, Butcheries
<b>Short-Medium term objectives</b>	Be a competitive goat breeder and seller of goat meat
<b>Most recent developments</b>	Equity invested by owners has been depleted and CEDA loan not approved
<b>Areas of intervention</b>	<p><b>Modern Production Systems</b></p> <ul style="list-style-type: none"> <li>- Farm layout</li> <li>- Planning</li> <li>- Kraals</li> <li>- Production equipment</li> <li>- Latest production methods</li> <li>- Records management</li> <li>- Inventory handling</li> <li>- Refrigeration and transport</li> </ul> <p><b>Drought response and alleviation systems &amp; techniques</b></p> <ul style="list-style-type: none"> <li>- Water sources and management</li> <li>- Feed sources and management</li> </ul> <p><b>Management accounting for farmers</b></p> <ul style="list-style-type: none"> <li>- Enterprise budget</li> </ul> <p><b>Product Quality Management</b></p> <ul style="list-style-type: none"> <li>- Quality Control</li> <li>- Food Safety, Hygiene, Health &amp; Environmental Impact</li> <li>- Quality Standards (National &amp; International)</li> <li>- Waste management</li> </ul> <p><b>Vaccination and Animal Health</b></p> <ul style="list-style-type: none"> <li>- Flock Health Programme</li> <li>- Breeding Programme and Artificial insemination</li> <li>- Appropriate knowledge of the Animal Disease Acts and its associated instruments</li> </ul> <p><b>Beneficiation of by products</b></p> <ul style="list-style-type: none"> <li>- Use of by products for extra revenue</li> </ul> <p><b>Feeds and feeding</b></p> <ul style="list-style-type: none"> <li>- Types of feeds available</li> <li>- Fodder production</li> <li>- Use of crop residues</li> <li>- Nutritional facts of various feed sources</li> </ul> <p><b>Supply chain</b></p> <ul style="list-style-type: none"> <li>- Selection of suppliers</li> <li>- Alternative suppliers</li> <li>- Low cost production</li> </ul>
<b>Conclusions</b>	
<b>Recommendation for next steps</b>	
<b>Other comments</b>	Business owner degree in Music , currently undergoing studies in business administration. Lack of funding for investing in business
<b>Diagnostic Report date</b>	March 2015

### 13. Banauna Poultry:

<b>Company's Background</b>	Family run business aiming at growing to assist with local unemployment eradication Up to 1000 chickens capacity
<b>Location</b>	Tutume, Central District
<b>Main business</b>	Poultry
<b>Clientele</b>	Local supermarkets (fresh, frozen), individuals
<b>Short-Medium term objectives</b>	To reach nationwide coverage
<b>Most recent developments</b>	Farm house, Fenced farm
<b>Areas of intervention</b>	<p><b>Modern Production Systems</b></p> <ul style="list-style-type: none"> <li>- Farm layout (foot baths, washroom and protective clothing)</li> <li>- Planning</li> <li>- Poultry houses</li> <li>- Production equipment (brooders, lighting, abattoir equipment, water reticulation, etc)</li> <li>- Latest production methods</li> <li>- Records management</li> <li>- Inventory handling</li> <li>- Refrigeration and transport</li> </ul> <p><b>Drought response and alleviation systems &amp; techniques</b></p> <ul style="list-style-type: none"> <li>- Water sources and management</li> <li>- Sustainable supply of feed resources</li> </ul> <p><b>Management accounting for farmers</b></p> <ul style="list-style-type: none"> <li>- Enterprise budget</li> </ul> <p><b>Product Quality Management</b></p> <ul style="list-style-type: none"> <li>- Quality Control</li> <li>- Food Safety, Hygiene, Health &amp; Environmental impact</li> <li>- Quality Standards (National &amp; International)</li> <li>- Waste management</li> <li>- Correct disposal of poultry manure</li> </ul> <p><b>Vaccination and Animal Health</b></p> <ul style="list-style-type: none"> <li>- Flock Health programme</li> <li>- Biosecurity of poultry premises</li> <li>- Proper awareness of Animal Diseases Act and associated Acts</li> </ul> <p><b>Beneficiation of by products</b></p> <ul style="list-style-type: none"> <li>- Use of by products for extra revenue</li> </ul> <p><b>Feed production</b></p> <ul style="list-style-type: none"> <li>- Sustainable supply of broiler feeds</li> <li>- Properly formulated feeds</li> <li>- Nutritional facts of feeds used</li> </ul> <p><b>Supply chain</b></p> <ul style="list-style-type: none"> <li>- Sustainable supply of day old chicks</li> <li>- Sustainable supply of veterinary requisites</li> <li>- Sustainable supply of broiler feeds</li> <li>- Sustainable source of saw dust as bedding and absorbent</li> <li>- Low cost production</li> </ul>
<b>Conclusions</b>	
<b>Recommendation/next steps</b>	
<b>Other comments</b>	Marital problems between two directors resulted in huge financial loss for the firm and business disruption, leaving business owner with debts and depleted cash flow.
<b>Diagnostic Report date</b>	Mar 2015

#### 14. Sally's Investments:

<b>Company's Background</b>	Family run business established in 1992, with a capacity of 4000 chickens
<b>Location</b>	Thamaga
<b>Main business</b>	Poultry
<b>Clientele</b>	Individuals and small scale resellers
<b>Short-Medium term objectives</b>	Become a reliable quality poultry supplier and sell through own outlets
<b>Most recent developments</b>	Currently the farm has a capacity of 1000 chickens
<b>Areas of intervention</b>	<p><b>Modern Production Systems</b></p> <ul style="list-style-type: none"> <li>- Farm layout (foot baths, washroom and protective clothing)</li> <li>- Planning</li> <li>- Poultry houses</li> <li>- Production equipment (brooders, lighting, abattoir equipment, water reticulation, etc)</li> <li>- Latest production methods</li> <li>- Records management</li> <li>- Inventory handling</li> <li>- Refrigeration and transport</li> </ul> <p><b>Drought response and alleviation systems &amp; techniques</b></p> <ul style="list-style-type: none"> <li>- Water sources and management</li> <li>- Sustainable supply of feed resources</li> </ul> <p><b>Management accounting for farmers</b></p> <ul style="list-style-type: none"> <li>- Enterprise budget</li> </ul> <p><b>Product Quality Management</b></p> <ul style="list-style-type: none"> <li>- Quality Control</li> <li>- Food Safety, Hygiene, Health &amp; Environmental issues</li> <li>- Quality Standards (National &amp; International)</li> <li>- Waste management</li> <li>- Correct disposal of poultry manure</li> <li>- Proper awareness of Animal Diseases Act and associated Acts</li> </ul> <p><b>Vaccination and Animal Health</b></p> <ul style="list-style-type: none"> <li>- Flock Health programme</li> <li>- Biosecurity of poultry premises</li> </ul> <p><b>Beneficiation of by products</b></p> <ul style="list-style-type: none"> <li>- Use of by products for extra revenue</li> </ul> <p><b>Feed production</b></p> <ul style="list-style-type: none"> <li>- Sustainable supply of broiler feeds</li> <li>- Properly formulated feeds</li> <li>- Nutritional facts of broiler feeds</li> </ul> <p><b>Supply chain</b></p> <ul style="list-style-type: none"> <li>- Sustainable supply of day old chicks</li> <li>- Sustainable supply of veterinary requisites</li> <li>- Sustainable supply of broiler feeds</li> <li>- Sustainable source of saw dust as bedding and absorbent</li> <li>- Low cost production</li> </ul>
<b>Conclusions</b>	
<b>Recommendation for next steps</b>	
<b>Other comments</b>	No business activity at time of diagnostic report. Lacks refrigerated means of transport, lack of fresh water
<b>Diagnostic Report date</b>	September 2014

## 15. Jelket Farm:

<b>Company's Background</b>	Established in 1998, to produce and sell whole chickens, chicken portions and by products. Started with 500 chickens
<b>Location</b>	Molepolole
<b>Main business</b>	Poultry
<b>Clientele</b>	Schools, government institutions, restaurants, lodges and individuals
<b>Short-Medium term objectives</b>	
<b>Most recent developments</b>	Abattoir, and cold room
<b>Areas of intervention</b>	<p><b>Modern Production Systems</b></p> <ul style="list-style-type: none"> <li>- Farm layout (foot baths, washroom and protective clothing)</li> <li>- Planning</li> <li>- Poultry houses</li> <li>- Production equipment (brooders, lighting, abattoir equipment, water reticulation, etc)</li> <li>- Latest production methods</li> <li>- Records management</li> <li>- Inventory handling</li> <li>- Refrigeration and transport</li> </ul> <p><b>Drought response and alleviation systems &amp; techniques</b></p> <ul style="list-style-type: none"> <li>- Water sources and management</li> <li>- Sustainable supply of feed resources</li> </ul> <p><b>Management accounting for farmers</b></p> <ul style="list-style-type: none"> <li>- Enterprise budget</li> </ul> <p><b>Product Quality Management</b></p> <ul style="list-style-type: none"> <li>- Quality Control</li> <li>- Food Safety, Hygiene, Health &amp; Environmental issues</li> <li>- Quality Standards (National &amp; International)</li> <li>- Waste management</li> <li>- Correct disposal of poultry manure</li> <li>- Proper awareness of Animal Diseases Act and associated Acts</li> </ul> <p><b>Vaccination and Animal Health</b></p> <ul style="list-style-type: none"> <li>- Flock Health programme</li> <li>- Biosecurity of poultry premises</li> </ul> <p><b>Beneficiation of by products</b></p> <ul style="list-style-type: none"> <li>- Use of by products for extra revenue</li> </ul> <p><b>Feed production</b></p> <ul style="list-style-type: none"> <li>- Sustainable supply of broiler feeds</li> <li>- Properly formulated feeds</li> <li>- Nutritional facts of broiler feeds</li> </ul> <p><b>Supply chain</b></p> <ul style="list-style-type: none"> <li>- Sustainable supply of day old chicks</li> <li>- Sustainable supply of veterinary requisites</li> <li>- Sustainable supply of broiler feeds</li> <li>- Sustainable source of saw dust as bedding and absorbent</li> <li>- Low cost production</li> </ul>
<b>Conclusions</b>	
<b>Recommendation for next steps</b>	
<b>Other comments</b>	No power back up at farm, no stock at time of diagnostic report
<b>Diagnostic Report date</b>	September 2014

## 16. Mmakanke Preliminary:

<b>Company's Background</b>	Established in 2006 it is a family run business Started with an initial capacity of 10.000 chickens CEDA loan to acquire production equipment, drill borehole, cold room, abattoir, vehicle, etc.
<b>Location</b>	Molepolole
<b>Main business</b>	Poultry
<b>Clientele</b>	Choppies
<b>Short-Medium term objectives</b>	Revival of ongoing business and broaden the clientele
<b>Most recent developments</b>	Capacity dropped to 5000 chickens A Choppies order of 10.000 chickens was not honoured Currently on a supply agreement with Choppies
<b>Areas of intervention</b>	<p><b>Modern Production Systems</b></p> <ul style="list-style-type: none"> <li>- Farm layout (foot baths, washroom and protective clothing)</li> <li>- Planning</li> <li>- Poultry houses</li> <li>- Production equipment (brooders, lighting, abattoir equipment, water reticulation, etc)</li> <li>- Latest production methods</li> <li>- Records management</li> <li>- Inventory handling</li> <li>- Refrigeration and transport</li> </ul> <p><b>Drought response and alleviation systems &amp; techniques</b></p> <ul style="list-style-type: none"> <li>- Water sources and management</li> <li>- Sustainable supply of feed resources</li> </ul> <p><b>Management accounting for farmers</b></p> <ul style="list-style-type: none"> <li>- Enterprise budget</li> </ul> <p><b>Product Quality Management</b></p> <ul style="list-style-type: none"> <li>- Quality Control</li> <li>- Food Safety, Hygiene, Health &amp; Environmental issues</li> <li>- Quality Standards (National &amp; International)</li> <li>- Waste management</li> <li>- Correct disposal of poultry manure</li> <li>- Proper awareness of Animal Diseases Act &amp; associated Acts</li> </ul> <p><b>Vaccination and Animal Health</b></p> <ul style="list-style-type: none"> <li>- Flock Health programme</li> <li>- Biosecurity of poultry premises</li> </ul> <p><b>Beneficiation of by products</b></p> <ul style="list-style-type: none"> <li>- Use of by products for extra revenue</li> </ul> <p><b>Feed production</b></p> <ul style="list-style-type: none"> <li>- Sustainable supply of broiler feeds</li> <li>- Properly formulated feeds</li> <li>- Nutritional facts of broiler feeds</li> </ul> <p><b>Supply chain</b></p> <ul style="list-style-type: none"> <li>- Sustainable supply of day old chicks</li> <li>- Sustainable supply of veterinary requisites</li> <li>- Sustainable supply of broiler feeds</li> <li>- Sustainable source of saw dust as bedding and absorbent</li> <li>- Low cost production</li> </ul>
<b>Conclusions</b>	
<b>Recommendation/next steps</b>	
<b>Other comments</b>	Over reliance on one customer which is a price giver and the creditor
<b>Diagnostic Report date</b>	March 2015

## 17. Foodnet Holdings:

<b>Company's Background</b>	Started with four pigs acquired by BCA, further expanded by purchasing another 24 pigs. Company currently has four employees.
<b>Location</b>	Bokaa
<b>Main business</b>	Piggery
<b>Clientele</b>	Mostly private buyers who buy small quantities directly at the farm
<b>Short-Medium term objectives</b>	Aiming at becoming a significant supplier
<b>Most recent developments</b>	Business owner stopped supplying big clients in favour of smaller individuals
<b>Areas of intervention</b>	<p><b>Modern Production Systems</b></p> <ul style="list-style-type: none"> <li>- Piggery layout(drainage system, foot baths, washroom,PPE)</li> <li>- Planning</li> <li>- Pens</li> <li>- Production equipment (farrowing crates, teeth clippers etc)</li> <li>- Latest production methods</li> <li>- Records management</li> <li>- Inventory handling</li> <li>- Refrigeration and transport</li> </ul> <p><b>Drought response and alleviation systems &amp; techniques</b></p> <ul style="list-style-type: none"> <li>- Water sources and management</li> <li>- Sustainable supply of feed resources</li> </ul> <p><b>Management accounting for farmers</b></p> <ul style="list-style-type: none"> <li>- Enterprise budget</li> </ul> <p><b>Product Quality Management</b></p> <ul style="list-style-type: none"> <li>- Quality Control</li> <li>- Food Safety, Hygiene, Health &amp; Environmental issues</li> <li>- Quality Standards (National &amp; International)</li> <li>- Waste management</li> <li>- Correct disposal of poultry manure</li> <li>- Proper awareness of Animal Diseases Act &amp; associated Acts</li> </ul> <p><b>Vaccination and Animal Health</b></p> <ul style="list-style-type: none"> <li>- Flock Health programme</li> <li>- Good breeding plan</li> <li>- Good feeding plan</li> <li>- Biosecurity of piggery premises</li> <li>- Proper awareness of Animal Diseases Act &amp; associated Acts</li> </ul> <p><b>Beneficiation of by products</b></p> <ul style="list-style-type: none"> <li>- Use of by products for extra revenue</li> </ul> <p><b>Feed production</b></p> <ul style="list-style-type: none"> <li>- Sustainable supply of pig feeds</li> <li>- Properly formulated feeds</li> <li>- Nutritional facts of pig feeds</li> </ul> <p><b>Supply chain</b></p> <ul style="list-style-type: none"> <li>- Sustainable supply of piglets</li> <li>- Sustainable supply of veterinary requisites &amp; disinfectants</li> <li>- Sustainable supply of pig feeds</li> <li>- Sustainable source of saw dust as bedding and absorbent</li> <li>- Low cost production</li> </ul>
<b>Conclusions</b>	
<b>Recommendations/next steps</b>	
<b>Other comments</b>	Weak financial position with sales dwindling resulting in accumulated losses.
<b>Diagnostic Report date</b>	Dec 2014

## 9. Annex 2: Terms of Reference

### PRIVATE SECTOR DEVELOPMENT PROGRAMME BOTSWANA

A Government of Botswana initiative supported by the European Union and the Centre for the Development of Enterprise

# Terms of Reference

Mentoring in Agro Support to SMMEs  
BWP/1619/R01



# 1 INTRODUCTION

## 1.1 PRESENTATION OF THE PROGRAMME

The Private Sector Development Strategy (PSDS) was designed by Business Botswana (BB, former BOCCIM) to provide a systematic and coherent framework to promote the development and growth of the private sector. It identified the gains achieved thus far, the bottlenecks and interventions that will contribute towards establishing an enabling environment that will spur entrepreneurial development; attract foreign and domestic private investment while at the same time, create business opportunities. The strategy responds to the aspiration of Vision 2016 and the theme of the National Development Plan (NDP) 10, 2009-2016.

The PSDP is meant to address key areas identified in the PSDS. The PSDP is a 3-year Programme with a budget of €2.3 million; and, the Programme aims to stimulate and sustain growth through diversification of the economy while building the capacities of institutions and human resources that support the private sector. The EU is the contracting authority for the PSDP; the Ministry of Trade and Industry (MTI) is the supervising agency; the CDE is the executing agency; and, BB is responsible for monitoring and evaluation of the Programme.

Vision 2016 aspires to achieve its targets through sustainable growth and a diversified economy with mining, agriculture, industry, manufacturing, services and tourism playing a leading role. The theme of NDP 10 is "Creating the conditions for accelerated private sector growth in order to reach Vision 2016 targets". The government expects the private sector to lead the process for diversification of the economy, emphasizing the central role of the private sector in driving future economic development and growth.

SMEs are struggling to deal with economic, political and social turbulence around the world leading to financial instability, new competitors and severe operational challenges. Enterprises in Botswana are of no exception. There is a strong need to upscale their entrepreneurial skills, via a business management intervention, to reinforce their capabilities thereby ensuring their role in poverty reduction in Botswana.

100 SMMEs — 70 SMEs, 28 micro SMEs and 2 Community Based Organizations (CBOs) - were selected from all over the country to benefit from PSDP interventions over the 3 year program. In order to ensure program impact, the provision of adequate advisory services to the individual SMEs' need is planned.

The agriculture sector's contribution to the country's GDP has declined since independence. However the sector remains an important source of employment with approximately 30% of the total work force. Therefore there is a need to capacitate SMMEs in the agro sector to help improve their competitiveness and upgrade their operations to commercial level.

## 2 DUTIES AND RESPONSIBILITIES

### 2.1 OBJECTIVE OF THE ASSIGNMENT

The overall objective of the assignment is to develop and implement a "Full-fledged capacity building action plan" tailored to the needs of 25 selected Agro Industry SMMEs under the framework of the PSDP.

The Expert is expected to work in close collaboration with professional associations and key stakeholders involved in the development of the Agro Industry in Botswana. The intervention is to be delivered as a one on one mentoring.

## 2.2 MAIN TASKS

The intervention is to be delivered as a one on one mentoring, and is to include the following:

- I. In-depth assessment of the individual companies to assess their capacity building needs
- II. Develop an action plan to capacitate selected SMMEs taking into consideration the conclusion of the needs and capacity assessment
- III. Provide on-site individual tailor made advisory services as per the individual company needs in term of production, quality marketing and packaging and branding of products
- IV. Provide advisory services to selected SMMEs to successfully participate in government and municipalities procurements in the Agro and related sectors
- V. Organise a platform to promote closer business linkages between these SMMEs and large firms for business expansion
- VI. In addition it is expected that the following is covered for beneficiaries under the Animal Husbandry and Agronomy (Fresh Fruits & Vegetables, Cereals);
  - a. Agronomy (Fresh Fruits & Vegetables, Cereals)
    - I. Pest & Disease control
    - II. Modern Production systems
    - III. Soil Rehabilitation & Quality
    - IV. Cluster farming models for economies of scale and cost reduction
    - V. Drought response and alleviation systems & Techniques
    - VI. Management Accounting for farmers
    - VII. Product quality and Environmental Compliance
  - b. Animal Husbandry
    - I. Modern Production systems
    - II. Vaccination and Animal Health
    - III. Beneficiation of by-products
    - IV. Feed production
    - V. Drought response and alleviation systems & Techniques
    - VI. Management Accounting for farmers
    - VII. Product quality and Environmental Compliance
- VII. Work closely with professional associations and learning institutions involved in the Agro Industry to raise awareness on quality and promote environmental protection among SMMEs

## 3 EXPECTED DELIVERABLES

- Deliverable 1: Inception report including the methodology for services, the results of the needs and capacity assessment as well as an Action Plan for capacitating eligible SMMEs to be submitted 2 months after the start of the contract;
- Progress Report after providing technical advisory services
- Deliverable 3: Final report to be submitted 1 month prior to the end of the contract. The report should be comprehensive incorporating the needs basement findings as well as the all activities implemented on the on-site mentoring

## 4 DURATION OF THE ASSIGNMENT AND REPORTING

The assignment will be undertaken by the selected Expert over a period of 5 months. The following are the reporting requirement for this assignment:

The final report will provide details on:

- The objectives of the intervention;
- Details on activities performed;
- Results obtained and recommendations;
- Log of mentoring sessions
- Follow-up actions to be conducted;
- Details on any overruns or delays encountered;
- Any other observations the service provider wishes to make.

The final report shall also contain a concise 'Executive summary'.

## 5 PROFILE AND KEY QUALIFICATIONS

The Capacity Building Expert/firm for the Agro Industry shall meet the following criteria:

- Be national of Botswana, the EU or the ACP
- Hold minimum an advanced degree or masters in an Agro related sector (both agronomy, animal husbandry and horticulture)
- Have at least 5 years of similar experience in providing individual tailor made interventions in the agro sector
- Have knowledge of Botswana economy with particular emphasis on agro-industry and enterprise development
- Knowledge of agricultural production systems, mainly in agronomy, animal husbandry and horticulture.
- Demonstrate strong coordination/organization/networking skills and experience in working with Micro Enterprises in developing nations (Including SADC)
- Good communication and capacity building skills and good command of English will be an asset.
- Knowledge of local public procurement procedures and is an added advantage.

## 6 BUDGET

7 The contract will be global price based, with a maximum budget of EUR 44180.00 .

The contractor is requested to give an estimate of his/her expenses related to the assignment output.

## 7 MONITORING AND EVALUATION

- A Monitoring and Evaluation Committee composed of BB-PSDP will oversee the implementation of this assignment.

List of companies (25) and locations

Company	Location	Sector
Abijoe Investments	Pandamatenga	Cabbage, tomato, green pepper, rape
Banauna Poultry	Tutume	Poultry
Bo Inter Trading	Mogoditshane	Sorghum, Sorghum meal, Maize meal, samp,
Foodnet Holdings	Bokaa	Piggery
Gracious Grounds Horticulture Production	Maun	Vegetables, cabbages, tomatoes, green pepper, butter nut
Intec Solutions t/a Agri feed	Gaborone	Feed Manufacturing
Jelket Farm (Pty) Ltd	Molepolole	Poultry Production
Levites Investment	Palapye	Vegetables ( cabbage, tomatoes, peppers)
Lopey Incorporated Pty (Ltd)	Maun	Dairy
Maneblocks Holdings	Tsetsejwe	Cereal Miller
Mhaladi Farm Solutions (Pty) Ltd	Mahalapye	Small Stock Farmer
Mmakanke Poultry Farms	Mmakanke (outside Molepolole)	Poultry
Mocks Apiaries	Jwaneng	Honey Products
Moleps Horticulture Enterprise	Molepolole	Vegetables
Noka Farm	Francistown	Vegetables
Okavango Juicy Bream	Maun	Vegetable production
Organic Fertilizer Manufacturers Botswana	Gaborone	Fertiliser Manufacturing
Royal Spot	Kazungula	Raw honey, wax, candles,
Sallys Investments	Thamaga	Poultry
Sebube	Mogoditshane	Cereal Manufacturer
Simunya Kodwa Investments	Pandamatenga	Maize, Fruits, vegetables
Taba's Fruit & veg PTY LTD	Francistown	Vegetables
Techno Feeds	Gaborone	Feed Manufacturing
Trish Holding	Gaborone	Poultry
Wisegreen Pty Ltd	Maun	horticulture



## 10. Annex 3: Work Plan

The work plan has been modified since the one submitted with the tender documents to take into consideration of the delays in awarding the contract. Those delays, which were not anticipated by the consultants and for which we had no authority upon, resulted in an effective period for the assignment of less than anticipated. The latter was because the PSDP will come to a definite end on 15 June, therefore all activities related to this assignment, including submission and approval of final report as well as processing of the final payment should be completed well ahead of time. The work plan below considers the time for administratively processing all the above steps.

