

**Entrepreneurship
Development and
Growth, For
SME's.
PSDP Report.**

August 20

2015



CENTRE POUR LE DEVELOPPEMENT
DE L'ENTREPRISE
CENTRE FOR THE DEVELOPMENT
OF ENTERPRISE



Below the text are two small logos: on the left, a circular logo with three stylized figures in blue, red, and green; on the right, the European Union flag.

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1. PARTICIPANTS

Group 1, 6th-10th July 2016

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2. GENERAL COMMENTS/ BACKGROUND

SMEs have been observed to be struggling to deal with economic, political and social turbulence around the world leading to financial instability, new competitors and severe operational challenges. SMEs 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. Through the PSDP, IDM was engaged to review the audit reports, design a training programme based on audit findings and to train SMEs on their areas of challenges, discomforts and troubles. Five areas were identified: business management foundation skills, supervisory concept and skills, accounting and finance, managing operations, marketing and sales. These are further broken down into small units and discussed extensively throughout the report.

The first group included 11 participants which were from farming. Represented, were vegetable farming, poultry farming as well as pig farming. The second group had 9 participants and represented; water production, hospitality, horticulture farming, pottery and basket weaving. The participants were enthusiastic and participated in all the sessions. The approach used by the IDM team was that of co-teaching and co-coaching. The programme was designed to address issues which are at hand and their individual businesses were used as case studies throughout the programme. There were practical examples and guidance based on the real time issues. Templates were also provided for use back in the businesses. Areas which were observed to be common and persistent were thoroughly investigated through the sessions and possible solutions suggested based on the expert' guidance. The advantage about the model used by IDM of co-teaching and co-coaching is to ensure a balance in all areas of business by ensuring a balanced investigation as well as a balanced solution to problems and challenges.

3. SPECIFIC AREAS

Based on the audit finding, IDM developed a curriculum programme as below:

Business Management Foundation Skills

- Elements and fundamentals of Business
- Role of management in Business
- Strategic alliances and networking
- Exploiting your strengths
- Business and family
- How to manage growth

Supervisory concept and skills

- How to plan, organize and control manpower
- The process of motivation
- HR issues and employee relations

Accounting and finance

- Record keeping
- Product pricing
- Cash flow
- Costing and cost control

- Breaking even analysis
- Budgeting

Managing Operations

- Inventory control
- Quality management
- Quality production
- Quality standards, i.e.
 - industry standards (e.g. BTO)
 - National standards (BOBS)
 - International standards (ISO)
- Costs of quality
- Strategic location of facilities
- Idle capacity
- Maintenance planning
- Production planning)
- Building of processes
- Waste management and control
- Health & safety (SHE)

Marketing and Sales

- Principles of marketing,
- Marketing mix,
- Role of Marketing research
- Sales force, Sales records and reporting
- Market segmentation, marketing targeting and
- Product positioning
- Market and product diversification
- Identification of competitors

The following section discusses the specific areas.

3.1. BUSINESS MANAGEMENT FOUNDATION SKILL

- Elements and fundamentals of Business
- Role of management in Business
- Strategic alliances and networking
- Exploiting your strengths
- Business and family
- How to manage growth

This session involved an in-depth analysis and understanding of the business concepts and idea originations. Its focus was on the business having to have an innovative character which facilitates its sustainability, growth and continuity. Participants appeared to be operating the same way, from the time of inception. The only difference was the continued twitching in response to customer demands and market expectations. The participants appear to follow much of the industry leaders' trends and don't appear to be setting the trends themselves. This shadowing leads to hard consequences especially when the industry leaders make mistakes. This also hinders their growth as they not only scramble for left overs of the market, but also cause a rapid repetition of similar businesses leading to saturation hence a decline in profitability and sustainability.

Complacency was also observed. Even for those who have a larger market share within their community of operation, do not feel any pressure to do things better leading to improved operations, thus increased sales.

The session also went on to investigate and discuss the product development strategies. This gave participants insight into how they need to develop, package all their products depending on their entry status into the market. This is a critical aspect in business as the point of entry into the market depends on various aspects and will also guide their approaches in being successful in penetrating the market.

The session further discussed the significant roles of managing a business. Emphasis was on the participants to fully define work that must be done, and identifying employees to do the work. It was realised that, most of the participant's just allocated work based on availability which inevitable leads to wastage and rework due to compromised quality output. The participants also appear to end up doing most of the work, which also leads to overwork and ultimately burnout. The participants also appear to lose focus on the opportunities and threats arising from the environment as they are more focused on

operational activities. The participants were advised to identify people with the skills which match the job that needs to be done. We also emphasised the need for the owners to take a lead in decision making as most businesses suffer from decision not being taken at the right time. Participants were also guided on motivating their teams and ensuring that they acquire the right skills for the right jobs.

It was also realised that, participants isolate themselves from competition and other associated services. This is usually caused by fear of ideas or methods being stolen. This concept isolation, leads to unnecessary duplication and close out to the opportunities and threats, which they may have learnt from their competitor or associate. The participants were encouraged to scout out for strategic alliances whilst guarding their competitive identity. They were provided with guides on the type of alliances which they can form within their specific industries and how to assess the value adds of such strategic alliances.

Participants were also advised to continually assess their industry position and re-align their strength based on their current strategic positioning. Furthermore, they were advised to continue evaluating their strength and weight them to ensure that they are not diluted or weakened, making them loose their strategic positioning in the industry.

Business and the Family were also discussed and emphasis was made to participants to understand the importance of family relationship while pursuing their personal ambitions of becoming successful business persons.

The session briefly shared with the participants the importance of family even though they might be having tight and busy schedule. Some ideas such as having a specific day for the family at least once a week, sharing the business activities with them, leaving work at work and no distractions during the family time. Participants were informed that these suggestions may appear minor but can make huge difference in terms of striking a balance between a business and family. Embracing family within the business activities can bring happiness to the entrepreneur and at the end reduce stress. It was however observed during the discussion that participants did not really practice this even though they realized how important it was.

Participants were also introduced to the concept of managing business growth. The following considerations were discussed at an introductory level as they will be covered in more detail by the various sessions throughout the workshop:

- Maintenance of financial information and preparation of financial statements
- Regular communication with employees and customers in order to source their opinions on performance of the business
- Networking with other stakeholders
- Importance of inventory management
- Monitoring advertising and promotional campaigns
- Development and management of quality control systems

3.2. SUPERVISORY CONCEPT AND SKILLS

- Supervisory concept and skills
- How to plan, organize and control manpower
- The process of motivation
- HR issues and employee relations

The aim of this session was to equip participants with an understanding of the concept of employee relations within an organisation, particularly a business environment. The overall objective was to enable the participants to recognise the value of good employee relations in productivity, staff motivation and morale. The legal framework that governs employee relations was also discussed to give participants an understanding of applicable laws and acceptable employment practices. Participants were also guided on how to work towards creating environments that can allow employees to be able to contribute their full potential.

It transpired that just like in many small and medium sized organizations, participants paid little attention to employer/employee interpersonal relationships. Focus is mainly on scaling operations and strategies to grow the businesses. Almost all participants indicated that they do not have formalized structures of dealing with employment issues. Most of them said that their employment environment resembles a family setup where the relationship was collegial in the hope that employees would regard the business as their own. Participants recognized the downside to this as employees always fail to understand when the business owner takes corrective action and measures against employees. The other challenge that they have is the fact that they have to juggle between operational issues, sales and marketing leaving them with little time to attend to employment issues. They wish that they could get someone to assist with administrative duties.

Participants were advised that it is their responsibility as owners and leaders to create successful employee relations to avoid loss of valuable employees leading to a decline in productivity. They were informed that the starting point would be to bring employees on board regarding the needs of the business. The vision and performance goals must be effectively communicated because it is only when employees are informed that they can actively participate in the growth of the business.

One issue that was raised is how to get employees to perform. It was explained that management should communicate expectations to employees. The expectations must be clear as well as how performance would be measured and how feedback would be given to employees. Resources must also be availed to employees in order for them to succeed. Participants were informed that employee relations are built by providing tools for work, training and support. The importance of identifying the needs of those employees who are not achieving the desired results was outlined. The point of focus was to ensure that participants help employees to be clear about expectations and to resource them to succeed. Only then can they place accountability directly on them. Timely feedback was noted as important as employees tend to disengage from the work relationship if feedback is not provided. It was emphasized to participants that it is their responsibility as leaders to cultivate a work environment that promotes a high level of employee morale, mutual trust and active engagement.

Some participants lamented the fact that their employees have a tendency of disappearing for days following receipt of their wages. This appears to be a common problem in rural settings where the majority are unskilled and illiterate. This provides a dilemma for the participants as these employees who disappear are those that would have been trained on the job and be familiar with minimum business operations. This forces the participants to take them back. Participants were advised to educate employees about their obligations and responsibilities. They were also encouraged to make arrangements with the Department of Labour to address their employees regarding compliance with their employment contracts and the consequences of breach. It was also suggested that incentives could be introduced whereby performing and committed employees could be recognised. Some indicated that they were already paying end of year bonuses to deserving employees.

Participants were also reminded to guard against unfair labour practices. They were advised that employee relations were governed by labour laws which are designed to equalize the bargaining power between employers and employees. Participants were made aware of the various legislation that apply in employment situations and that they should provide employees with at least the minimum requirements prescribed by the laws. Participants were also encouraged to familiarize themselves with the minimum wage laws that apply to their respective industries as well as the permitted work and rest periods.

At their business level, participants were guided about the need to develop Human Resources Policies and Procedures to act as a framework for setting standards about how they should interact with their employees and generally manage their relationship. The Policies would ensure uniformity and consistency in decision making and operational issues. Other benefits that were explained included, saving time when a problem arose as it would be handled quickly using an existing policy, promotion of channels of communications and the fact that employees can use relevant policies to raise concerns. Participants found this information useful as they felt that the use of Policies would foster stability and continuity. Participants indicated that in certain instances, for example, development of contracts of employment, they get guidelines from the Department of Labour and customize them for their needs.

Participants felt that having Organisational Structures and Job Descriptions could also assist in managing employee relations. It was confirmed to participants that an Organisational Structure is useful and crucial for communication. It enables an organisation to distribute authority and employees to know who they report to. It also helps in performance management as supervisors evaluate work of their subordinates. Goals are easier to achieve as chains of commands are created. Job descriptions on the other hand assist in managing employee expectations of what the various jobs entail and how performance evaluation would be carried out. Participants were informed that job descriptions are also useful for recruitment as management is able to identify the right skills and training needed for a particular job.

3.3. ACCOUNTING AND FINANCE

- Record keeping
- Product pricing
- Cash flow
- Costing and cost control
- Breaking even analysis
- Budgeting

The main objective of the session was to equip participants with a better understanding of accounting and keeping of financial records of a business

During the discussion, it was observed that most of the participants were not capable of recording their accounting transactions to keep track of the sales and expenses of their businesses. They appeared to have relied more on consultants to carry out record keeping, and this may end up increasing the company's expenses which may lead to more financial constraints. The participants were also made to be aware of the fact that business transactions and personal transactions should strictly be separated, to clearly account for the performance of a business.

It is therefore expected that after having gone through this session, the participants should at least have the minimum idea of how financial record keeping could be done to avoid unnecessary expenditure by engaging consultants. The participants were therefore taught and demonstrated on how they could start keeping financial records of their businesses by way of maintaining a simple spreadsheet to keep track of their income and expenses and eventually being able to tell if the business has made a profit or a loss. The consultants will then be engaged to do the final audit of their businesses, because they as business owners cannot audit themselves.

On issues of pricing the product, participants appeared to have an idea of what is involved but it transpired during the discussion that the participants appeared to have been content with only including costs that are obvious, but lacked knowledge on how other costs could have impact on the profitability of their products, such as overheads and any other incidental costs. Participants were therefore advised that when pricing the product, they should include all costs because any costs that may be left out when pricing a product would eventually erode the profits of a business.

The participants were made aware of the significance of being able to interpret the performance of their businesses by drawing up the income statement that shows whether the business has made a profit or a loss, and also drawing up the cash flow statement that would give a good picture as to whether the business is under spending or over spending and to be able to manage the business cash inflows and cash outflows. They were also advised to be aware of the distinction between profit and cash and that profit does not necessarily mean availability of cash but that it just gives an indication that the business is going in the right direction, hence the need to have both the income statement that shows profit or loss and the cash flow statement that shows the real cash position of the business.

The participants were also taught on how to interpret the financial position of their companies by way of analysing the balance sheet statement and what it means for a company to be in a good financial position as opposed to being in a bad financial state. The observation during the discussion was that although the external consultants produced these statements for them, they had little or no knowledge of what the financial statements really portrayed.

The session also included guiding the participants on behaviour of product costs to participants. Understanding of the behaviour of costs will assist them to better manage the resources for their businesses. The relationship of costs to product was also explained and would also help in fixing responsibility seeking better explanation during management of business resources.

The product cost behaviour and cost relationship discussed, Variable costs, fixed costs, Semi-variable costs, Direct costs and Indirect costs. It was observed during the discussion that participants were not familiar with these terms. However they appreciated the discussion and participated actively during the group discussions.

The Break Even Analysis was also discussed to help with understanding and application of breakeven point. The discussion focused on the calculation of breakeven point for their businesses, how it can assist them to monitor their performance and also achieve the desired targets such as profits for the period. The costs-volume-profits relationship was also discussed and how it can help them to do sensitivity analysis on various options which could be available to them. Sensitivity analysis is a useful tool which could be used by business persons to assess the profitability of the various options which can improve their business results. It was

observed that the application and use of breakeven point analysis was a new technique to some of the participants.

Furthermore, the session introduced participants to the use of budgets as a management tool in planning, monitoring and control of their business resources. The session discussion highlighted the importance of linking budgets to the business plan as it is the most important document in business. The preparations of the following budgets were discussed: Sales, Production, Overheads, and capital expenditure, Statement of Income or Loss (Income Statement), Statement of Financial Position (Balance sheet).

It was emphasized that Income statement and Balance sheet should not only be prepared at the end of the financial year. During the discussion, it was observed that very few prepared budgets or even linked their operations to their business plans.

3.4. MANAGING OPERATIONS

- Inventory control
- Quality management
- Quality production
- Quality standards, i.e.; industry standards (e.g. BTO), National standards (BOBS), International standards (ISO)
- Costs of quality
- Strategic Location of facilities
- Capacity Management
- Maintenance Planning
- Production planning

This discussion involved a number of aspects, including effective inventory control and basics of quality management. It was observed that participants and their organisations just buy and keep stock anyhow without any determining factors. In addition, some do not keep records of purchases and stock usage while only a few keep records of inventory issued.

In our discussion, we helped them recognise the costs of holding stock and the techniques they should use when replenishing and valuing their stock. We covered the behaviour of different types of inventory costs and the need to keep them low without negatively affecting the smooth operations of the organisation. Furthermore, we discussed the role of stock value as an input to the organisation's balance sheet.

We further discussed Inventory control techniques that would help their businesses reduce inventory costs. The discussion included techniques such as Just in Time (JIT) inventory system, consignment stocking, vendor managed inventory and ABC analysis. They were made aware of the types of purchases and circumstances that would suit each of the techniques discussed. Participants appreciated how the techniques operate and promised to practice some of them, especially consignment stocking.

Quality was not understood in the context of what products participants produce and they never knew the impact quality has on price and customer attraction. Participants did not appreciate quality even from the packaging point of view. We discussed how in a simple way they could improve the quality of their products and services. In addition, we discussed the need to recognise costs of quality as they strive for quality excellence of their products.

We discussed that quality involves everyone in the supply chain; from the upstream to the downstream of the supply chain therefore, everyone in the chain should adhere to quality standards agreed or in place. Although it was observed that there are no quality standards, systems and procedures in their organisations; we discussed how they could, in simple ways, develop or adopt such and implement them. We discussed both the external quality standards they could adopt and internal standards they can develop. We further recommended that they develop quality management systems to guide their operations.

The session also discussed the location of facilities and the need to be accessible to their supplier and the customers. The location of facilities also involves the arrangement of the facilities to allow for maximum use of resources to enhance profitability. The participants were informed that the choice of facilities must allow for future expansions as well as flexibility based on demands of the products or the services. Most participants chose their facilities based on availability of space and challenges were already eminent in terms of access to amenities, suppliers as well as customers.

Furthermore, the session assessed and discussed capacity required by the businesses. The assessment of capacity needs leads to capacity designs. These designs inform the business of what must be in use, at what times which will in turn informs scheduling of resources. Scheduling allows maximum use of resources and minimises idle resources. All this is possible due to capacity designs informed by capacity assessment. It was also emphasised that, while the business must minimise idle resources, they must be cautious of over stretching the capacity of their resources and facilities as this will lead to breakdowns hence stoppage of production. These will inevitable cause delays in the delivery of goods and service to the customer, and ultimately loss of credibility in terms of reliability.

Another critical issue discussed in this session was maintenance planning. The emphasis was on ensuring that maintenance planning is scheduled to minimise breakdowns which lead to production stoppage or delayed deliveries to customers. Further emphasis was made to scheduling maintenance to reduce plant failures and eliminate defects to maximise production.

Production planning and control was also discussed as a crucial component in this session. We observed that the participants do not have any production plan. They do not even assess the market demands or market status in terms of their produce. Most of them realised over production, which lead to low revenue as they are usually forced to sell at lower prices, which are usually below production cost. For products which store longer, it meant they incur inventory costs. Participants were advised to draw a production plan from the demands and the industry dynamics. They were advised on various strategies which will ensure adequate production without keeping excess inventories and still being able to reliably meet the market demand.

The session also guided the participants to pay special attention to creating a safe, healthy and secure work environment for the workers. The session premised on the philosophy that all places of work have potential and existing health and safety hazards that could undermine the productivity targets of the organisation or enterprise. It is acknowledged that while the employer would like to make the workforce available for work, there is an equally important need to protect the same workforce from the adverse health and safety conditions generated from the same workplace environment. It is therefore necessary for every business to put in place policies and procedures to address health and safety concerns of their workers. It was observed that the participants are very casual about safety practised in their businesses and some of them have already experienced hazards.

3.5. MARKETING AND SALES

- Principles of marketing
- Marketing research
- Sales force
- Market segmentation, targeting and positioning
- Market and product diversification
- Competitor analysis

In this discussion, participants were introduced to the role of marketing in their various organisations and how they could create their own marketing mix in order to achieve their marketing objectives. It was observed that participants marketed their products anyhow without any direction except following the market upheavals and what the “market leaders” as they mentioned do. Participants were encouraged to look at what they offer and develop suitable and relevant marketing mix that will drive their marketing efforts.

During the discussion, it was also observed that participants did not establish who their targeted customers are, those they want to develop and their requirements. They were advised not to direct their efforts to serving everyone but that they should segment the total market, select appropriate segments and direct their efforts to meeting the needs and expectations of their targeted customers.

Participants took part in the discussion on the “role of marketing research in the organisation” where they did not only learn how to practically conduct a marketing research or a market survey but also how the research outcome can help develop new business strategies and review their current ones in order to outperform competitors, generate desired revenue and satisfy customers’ expectations. The general observation was that research was just needed for specific requirement such as justifying a business proposal for funding and not a good business practice that should help shape them.

They don’t believe in marketing researching and being innovators but would rather keep following what they called “market leaders” are doing and they benefit from the falling crumbs of the market; business as usual for them.

We observed that participants were not willing to explore new ideas as they unfold on the market because they were comfortable with the old way of doing things rather than researching and becoming innovators. They were encouraged to research, innovate and test their ideas on a smaller scale before full operations.

The discussion covered the need to have a well-structured and managed sales force as a number of participants just sell their products without sales forecasts, costs estimates, margins per sale and other key performance indicators necessary to monitor the performance of their sales representatives. Relevant documents were suggested for use with regard to sale management.

It was observed that participants were “stuck in the middle” unaware of their ability to diversify their product portfolios in order to reduce the risk of putting all eggs in one basket. Different diversification directions and strategies were discussed with participants and encouraged them to explore any of them and broaden the revenue base.

In addition, we discussed the need to analyse the competitive environment in order to develop appropriate business strategies and practices. One of the participants for example, admitted it wasn't the first time to attend such a workshop with other service providers, but admitted this time we went into details that others leave hanging during workshops. It is observed that they need mentorship besides equipping them with much needed skills.

4. CONCLUSIONS AND RECOMMENDATIONS

The training session was observed to be very intense mentally and emotionally. All participants participated fully and were engaged throughout the 5 days. As mentioned in the introduction, most sectors were represented, service industry as well as the production. What we observed was that, the challenges were not necessarily specific to the industry or the type of businesses. The challenges were generic and repetitive in all businesses. Most of the challenges are extensively discussed within the report. The participants also do not seem to be skilled in identifying real challenges or problems. This leads to them coming up with strategies or initiatives which address the symptoms instead of the actual problems. This is how they then get temporary improvements and in no time, the situation repeats again. They need to be guided on problem investigation to allow them to identify real problems and develop solutions which will speak to the real problems instead of addressing the symptoms.

From our observation, we also realised that, participants are very casual about running the businesses. They have not focused on the growth potential of the business and leveraged on the opportunities which will allow it to grow. Instead, they are more concerned about just making sure that it continues to exist. This is why efforts are more focused on producing and selling instead of the bigger dimension of growing. According to them, growth is understood as an increase in sales instead of growth in wealth and diversification. While they represent their business ideas very well, they lack other skills required to run the business and these they must be able to identify and see how they can gain those skills or bring someone who has those skill to help the business.

What was also notable is that, the participants do not use information available to inform their decision making. They experience ripple effects because they were not cautious of information already available to them. Some of them are delayed in decision making and some do not make decisions at all.

While we acknowledge that some of the financiers are not doing enough in disbursing accurately to businesses, there is also a culture of over borrowing especially when there is an opportunity to do so with the continued assistance from the government agencies. This is proving to cripple business people as they fore-go most of their plans and go on to scavenge for more funding leading to more debt and loss of focus. Most of them went for extra funding to finance growth, and this lead to them up scaling their projects and not acquiring the right amount of finances to sustain the new model. In some cases, they were forced to stop production which will mean no revenue during that period. Such scenarios will lead to loss of market share.

We have observed that, participants have good products and services which can easily sell and have a strong position in the market. All products appeared to have great potential in competing with market

leaders. What we realised is that they need further education, exposure and endurance. It is good practice to draw a road map based on the findings. However, the road map must be scaled and practical measures must be established. The drafting of the road map must include the participation of the business person as it brings in the practicality and relevance of the roadmap. The implementation of the road map must be closely monitored, with control measures in place.

We also realised that, there is need to do an industry analysis on a small scale specific to the different sections. Information is usually available through the government but it is usually at a superficial level, informing government initiatives not necessarily the entrepreneurs. Agencies such as CDE in collaboration with other institutions such as IDM could leverage on these issues.

Overall, the training was well received and seemed to impact positively on the participants who inevitably require mentorship to help them develop good business practices, systems, procedures and documentation. Overall, they fully participated in the discussions and appreciated the time they spent with IDM.

MALEBOGO GAEBEPE

Experience

Malebogo Gaebepe is a Senior Consultant in the Business and information management discipline. She has experience in strategic management, Business development, Human resource management and Organisational Development. She also has extensive experience in business research and diagnostics. She joined IDM in August 2011 and brings in a wealth of experience in consultancy, particularly in areas of Business Management. She has been a project manager in a transformation project at the University of Botswana. She has also done researches for various organisations (LEA, Debswana, DPSM) in the country and the SADC region. She trained the BURS in February 2012 on Business Process Management. She also trained the Civil Aviation Botswana (CAAB) on public relations: Team Development in November 2012. She trained BURS on Media Handling in December 2013. Earlier this year, February, 2014, she trained a team of internal audit expert on business processes from BURS. Malebogo has also been a visiting Scholar at Indiana University in the area of entrepreneurship development and innovation. While on this programme she delivered lectures on entrepreneurship development and innovation: context of Botswana, at two universities, Maltin University in Indianapolis and Indiana University, Bloomington campus.

Academic Qualifications

Malebogo Gaebepe holds a BSc degree, MBA, PGDE and PGD in Project Management. She is a registered trainer and assessor with the Botswana Training Authority (BoTA). She is also an Internal Auditor, ISO 9001.

Israel Mogobe

Experience

Mr Mogobe is an experienced Principal Consultant and lecturer in the areas of Accounting, Finance, and Business Management. He teaches a range of business support / entrepreneurship topics to small, medium and micro-enterprises. In addition, he carries out a range of consulting activities associated with finance, accounting and corporate financial planning. Mogobe has been a visiting scholar at the Indiana University.

He is a Course Director for all Association of Accounting Technicians (AAT) courses conducted by IDM under the licence from AAT (UK).

Prior to joining IDM, Mr Mogobe gained extensive experience of financial and management audits as a member of the Auditor General's staff. This included in-depth experience of review and verification of operational and management systems in government departments and associated organisations.

Academic Qualifications

Israel has a Masters in Business Administration from the University of Botswana, a BSc (Hons) Accounting, from Goldey-Beacon College, USA, and a Financial Management Certificate from Algonquin College, Canada.

BOYSON LESEDI

Experience

Lesedi is a senior lecturer at IDM, with significant experience in accounting and finance. He worked for the Department of co-operative Development as Assistant Co-operative Officer before joining the Institute of Development Management as an Accounts Officer.

As the Assistant Co-operative Officer, he was among those tasked with the responsibility of auditing and supervising Co-operative Societies and also advising management of co- operative societies on accounting and finance matters.

Lesedi joined the Institute of Development Management in 1990 as an Accounts Officer and later rose to the position of Senior Accounts Officer. This enabled him to acquire experience in managing and supervising staff in the accounts department, and he had also acted in the position of the Accountant on many occasions, being responsible for the production of monthly management accounts as well advising management on financial matters.

Academic Qualification

Lesedi has a Master of Business Administration from the University of Botswana, a Bachelor of Accounting Also from the University of Botswana and a higher National Diploma as well as A diploma from the Botswana Institute of Administration and Commerce.

Botshelo Masetlhe

Experience

Botshelo Masetlhe is a Senior Consultant with significant legal experience which he uses in consulting and teaching functions. He provides advice on the full range of legal issues relating to the operation of both public and private organisations in Botswana. In addition, he is a key resource providing capacity building on corporate governance and related issues. He has facilitated extensively in the areas of Corporate Governance for private companies such as Botswana Ash (Pty) Limited and for the Department of Registrar of Companies; Governance for NGOs for BONASO, BONEPWA+, BOCONGO, BNYC and Governance for Voluntary Associations such as Botswana Teachers Union and Botswana National Sports Council. Mr Masetlhe has directed a number of IDM's courses in the legal sector and has taught extensively on Administrative Law.

Prior to joining IDM, Botshelo was in private law practice – where he had experience of advising a variety of clients on legal issues. He has experience as a member of a number of voluntary boards.

Academic Qualification

Mr Masetlhe holds a Bachelor of Laws (LLB) from the University of Botswana. He has also achieved certificates from the Public Private Partnerships Institute in Washington DC in PPP Skills and Development and PPP Project Management. He has completed the Wits Business School Executive Programme in Corporate Governance as well as Corporate Governance for Directors offered by the Centre of Corporate Governance, Kenya. Mr Masetlhe is a member of the Institute of Directors in Southern Africa.

Dora Sikana

Experience

Senior Consultant in the discipline of Business and Information Resources Management in the areas of purchasing and materials management, financial Accounting and Management Accounting.

Dora Sikana joined IDM in August 2008 as a senior consultant after working independently for ten years. During the time she worked independently she specialized in training and consultancy in the areas of procurement and accountancy. This included working for IDM on part-time for seven years, from February 2001 to July 2008. Before that she worked for various tertiary institutions in Zambia, teaching mainly procurement. Dora has an extensive experience in training. She has conducted various tailor made courses for; Botswana Defence Force, Department of Supplies, Botswana Meat Commission, and Local Government.

Academic Qualification

Dora holds a Master of Business Administration (MBA) from the Management College of Southern Africa (MANCOSA), in South Africa, graduate diploma in supply chain management from the Chartered Institute of Purchasing and Supply (CIPS) in United Kingdom, and Chartered Global Management Accountant (CGMA) by the Chartered Institute of Management Accountants (CIMA) in the United Kingdom.

Paul Liato

Experience

Paul Liato is a Senior Consultant in the Business Information Resources Management (BIRM) Discipline. Paul Liato joined IDM in August 2001 as an external consultant in Chartered Institute of Purchasing and Supply programmes and Supply Chain Management interventions following his work experience in the private sector as Customer service person at Zambia Electricity Supply Corporation for a year, a lecturer in commercial subjects at Decatic Commercial College for two years and business development manager at Tswana Blinds for four years respectively. In 2011, 10 years later after working as an external consultant, Paul was employed as a Senior Consultant at IDM. He has extensive experience in sales& marketing management, organisational purchasing systems review and policy formulation, training and has conducted various tailor made courses for both public and private sector organisations in Botswana.

Academic Qualifications

Paul Liato is a Chartered Purchaser who holds a MCIPS, from the Chartered Institute of Purchasing and Supply (CIPS) UK, A Bachelor of Business Administration (BBA) and Advanced Certificate in Sales and Marketing from the Copperbelt University and University of Zambia respectively. He is a Full Member of the Chartered Institute of Purchasing and Supply UK.

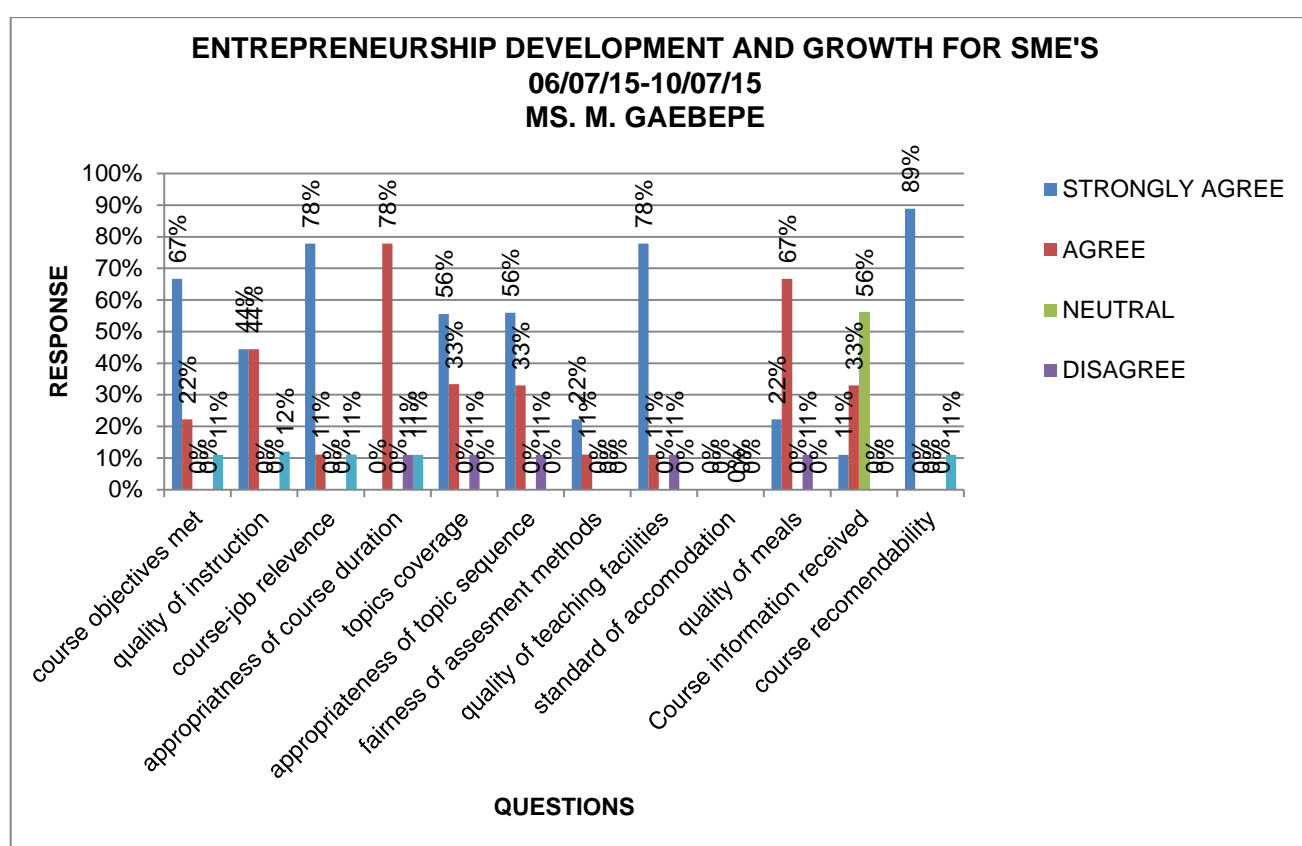
He is a registered trainer and assessor with the Botswana Training Authority (BoTA).

6. APPENDIX

Feedback reports from participants

6.1. FEEDBACK REPORT FROM GROUP ONE-6TH -10TH JULY 2015

The graph below shows the results for Entrepreneurship Development and Growth for SME'S End of Course Evaluation:



REPORT FROM THE GRAPH

-When asked to comment about the course objectives, 67% of participants strongly agreed that the objectives were met, 22% agreed whereas only 11% strongly disagreed that objectives were met.

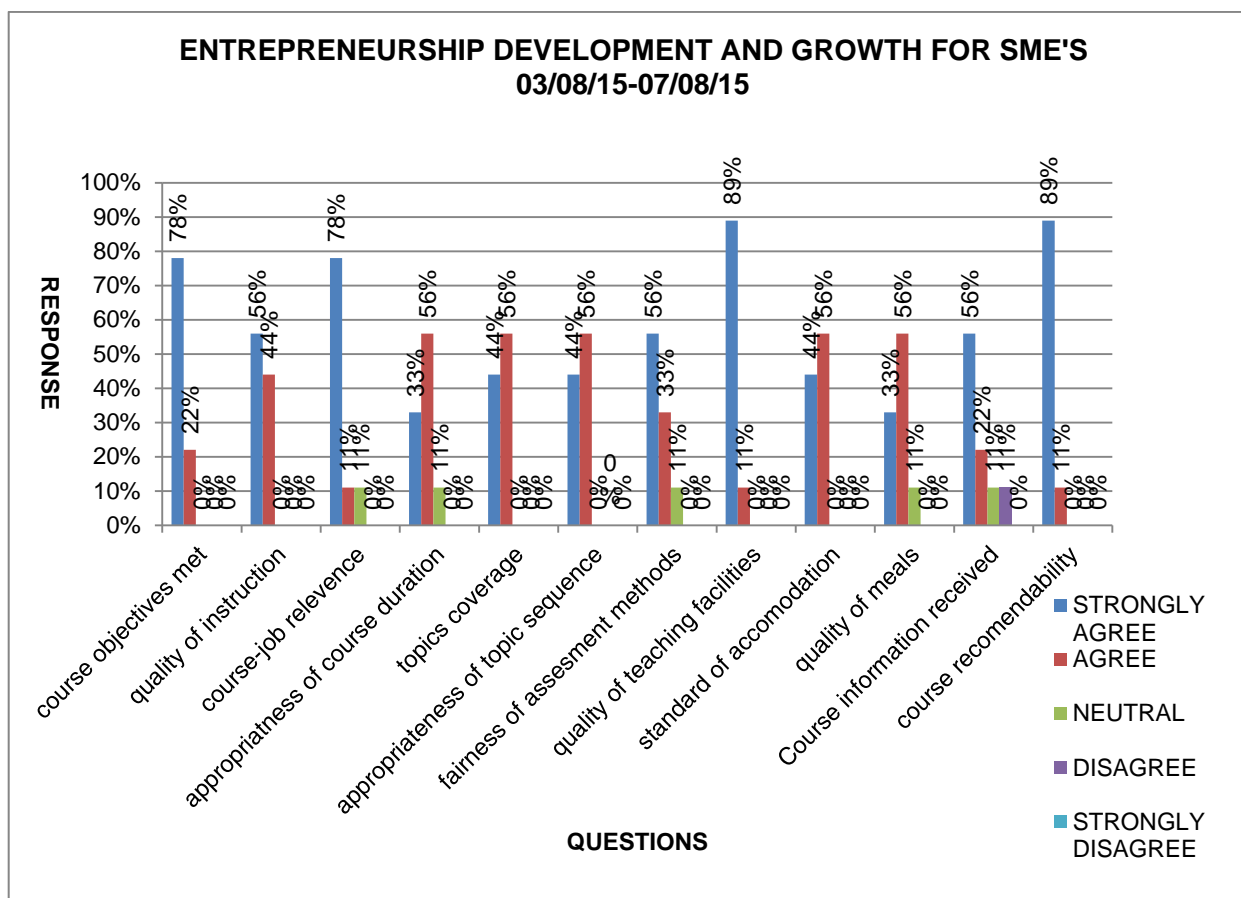
- 44% of participants strongly agreed that the overall quality of instruction was good, 44% agreed and 12% strongly disagreed that the quality of instruction was good.

- 78% of participants strongly agreed that the course was relevant to their job whilst 11% of them just agreed, 11% strongly disagreed that the course was relevant to their job.
- In regard to the duration of the course, 78% of participants just agreed that the duration was appropriate, 11% disagreed and 11% strongly disagreed that the duration was appropriate.
- 56% of participants strongly agreed that all topics were adequately covered. Only 33% agreed whereas 11% disagreed that all topics were adequately covered.
- When asked to comment about the sequencing of the topics, 56% of participants strongly agreed that it was appropriate, 33% agreed and 11% disagreed.
- In terms of methods of assessment, only 33% of participants responded. 22% strongly agreed that the methods used were fair, 11% of them just agreed that the methods of assessments were fair. 67% of participants responded by writing N/A (Not Applicable).
- When asked to comment about the standard of teaching facilities, 78% of participant strongly agreed that the facilities were of good standard. 11% of them just agreed and only 11% disagreed.
- In terms of accommodation, it was recorded zero results as participants responded with N/A. The assumption is that all participants were staying off-campus.
- 22% participants strongly agreed that meals were of good standard, 67% of them just agreed and 11% disagreed that the meals were of good standard.
- 11% of participants strongly agreed that they received enough information before attending the course, 33% of them agreed whilst only 56% were neutral.
- When asked about course recommendation 89% of participants strongly agreed that they will recommend the course to their friends and colleagues and only 11% strongly disagreed that they will recommend the course to others.

COMMENTS AND SUGGESTIONS

- The time allocated for the course should be increased
- Methods of assessment should be fairly conducted to measure the level of understanding for those taking part.

The graph below shows the results for Entrepreneurship Development and Growth for SME'S End of Course Evaluation:




REPORT FROM THE GRAPH

- 78% of participants strongly agreed that the course objectives were met whilst 22% of them agreed that objectives were met.
- In regard to the overall quality of instruction, 56% of participants strongly agreed that it was good, 44% just agreed.
- 78% of participants strongly agreed that the course was relevant to their job, 11% agreed, and the remaining 11% of them were just neutral.
- When asked about the duration of the course, 33% strongly agreed that it was appropriate whereas 56% agreed, 11% of them were just neutral.
- 44% strongly agreed that the topics were adequately covered whilst 56% of them just agreed.
- In regard to the sequencing of the topics 44% strongly agreed that it was appropriate and only 56% just agreed that it was appropriate.
- 56% of participants strongly agreed that the methods of assessment were fair, 33% of them agreed whilst 11% were just neutral.
- When asked if the teaching facilities were of good standard, 89% of participants said yes, they strongly agreed that they were good, and only 11% just agreed.

- When it comes to accommodation, 44% strongly agreed that it was of acceptable standard and 56% agreed that it was indeed of acceptable standard.
- 33% of participants strongly agreed that meals were of good standard, 56% only agreed to that, 11% were neutral.
- 56% strongly agreed that they received enough information before attending, 22% agreed, 11% of them were neutral and the remaining 11% disagreed that the information was enough.
- In terms of course recommendation 89% said yes, they strongly agreed that they will recommend the course to their friends and colleagues and only 11% agreed that they will recommend the course to others.

COMMENTS AND SUGGESTIONS

- The course duration should be extended this will assist in making sure that appropriate topics are adequately covered.
- The information given to clients before attending the course should be enough this will promote customer satisfaction.

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End of Course Final Evaluation Form

Dear Participant,

Thank you for choosing IDM as your Training Institute. We hope you have accomplished what you came to IDM for, and we look forward to welcoming you in the future. We value your feedback, which helps us to improve our service delivery. Could you please take a couple of minutes of your valuable time, to complete this feedback questionnaire? Please use the following rating scale when answering;

1. Strongly agree 2. Agree 3. Neutral 4. Disagree 5. Strongly disagree

COURSE

TITLE:

..... DATES:

from To.....

VENUE:

.....

1. THE COURSE OBJECTIVES WERE MET

☐

2. THE OVERALL QUALITY OF INSTRUCTION WAS GOOD

☐

3. THE COURSE IS RELEVANT TO MY JOB

☐

4. THE DURATION OF THE COURSE WAS APPROPRIATE

☐

5. ALL TOPICS WERE ADEQUATELY COVERED

☐

6. THE SEQUENCING OF THE TOPICS WAS APPROPRIATE

☐

7. THE METHODS OF ASSESSMENT WERE FAIR

☐

8. THE TEACHING FACILITIES WERE OF GOOD STANDARD

☐

9. THE ACCOMODATION WAS OF ACCEPTABLE STANDARD (if applicable)

☐

10. THE MEALS (if applicable) WERE OF GOOD STANDARD


☐

11. I RECEIVED ENOUGH INFORMATION BEFORE ATTENDING THE COURSE

☐

12. I WILL RECOMMEND THE COURSE TO MY FRIENDS AND COLLEGUES

☐

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13. STATE HOW YOU WOULD LIKE IDM TO IMPROVE FACILITIES AND SERVICES

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14. STATE YOUR SUGGESTIONS OF HOW THE COURSE COULD BE IMPROVED

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15. ANY OTHER COMMENTS

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THANK YOU.

Author:	Quality Manager	Approver:	Regional Director
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