



Government of Botswana



European Union

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

Team Leader for Diagnosis of SMEs

February 2014



1 INTRODUCTION

1.1 PRESENTATION OF THE PROGRAMME

Under the framework of the Private Sector Development Strategy (PSDS), the Ministry of Trade and Industry (MTI) and Botswana Confederation of Commerce, Industry and Manpower (BOCCIM), in partnership with the EU and the CDE, developed the Private Sector Development Programme (PSDP) which was launched on May 2013 in Gaborone.

The PSDP is meant to address some key areas of the PSDS. The PSDP which will run for duration of 3 years has a budget of €2.3 million and 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. Other funding partners promoting specifically Women Entrepreneurship provide additional complementary support. The EU is the contracting authority for the PSDP, the MTI is the supervising agency, CDE is the executing agency, and BOCCIM is responsible for monitoring and evaluation of PSDP.

Key private sector development partners which played a vital role during formulation of the PSDP and will be involved in the programme are BOCCM, Botswana Investment and Trade Centre (BITC), Local Enterprise Authority (LEA), Citizen Entrepreneurial Development Agency (CEDA), Botswana Exporters and Manufacturers Association (BEMA), Botswana Bureau of Standards (BOBS), Botswana National Productivity Centre (BNPC), Hospitality and Tourism Association of Botswana (HATAB), Botswana Tourism Organisation (BTO) and Botswana Innovation Hub (BIH).

1.2 RATIONALE FOR DIAGNOSIS OF SMEs

Following the call for expression of interest which was launched in October 2013, inviting Small and Medium-size Enterprises (SMEs) to apply for consideration under the PSDP a total of Seventy (70) SMEs from all over the country were pre-selected to benefit from the technical assistance of PSDP for a two-year duration.

In order for the PSDP to have an impact, the provision of adequate advisory services for the final selection of beneficiary companies is required. It is in this context that the PSDP coordinating unit is planning to hire the service of an international consultant to assist local experts in performing diagnosis / audit of SMEs according to CDE methodology and tools.

This assignment will be undertaken by an international consultant acting as Team leader (SME master trainer) who will be recruited directly by CDE. The team leader's role will be to guide, coordinate and orientate the activities of local experts for quality assurance.

Local experts from Botswana Investment and Trade Centre (BITC) and Botswana National Productivity Centre (BNPC) will have separate contracts with CDE to undertake diagnosis / audit of SMEs. The following is the proposed number of SMEs to be audited by each organisation:

- ✓ BITC: 20
- ✓ BNPC: 50

The pre-selected SMEs are from the following areas: (i) Manufacturing including Agro-industries, (ii) Tourism, (iii) Construction and Public works, and (iv) Information and Communication Technology (ICT).

2 SCOPE OF THE WORK FOR THE TEAM LEADER

2.1 MAIN TASKS

The supervision of SMEs diagnosis will be undertaken by a Team leader along the standards established as per the CDE SME diagnosis tools:

- 1) Training of PSDP and BNPC staff on CDE SME diagnosis tools in particular on the methodology and reporting (3-days in house training)
- 2) Interview with the management to understand the different element of the company.
- 3) Co-construction (management validation of the analysis and selection of the critical areas).
- 4) Preliminary reporting (should be shared immediately with the beneficiaries i.e. feedback on the critical areas for improvement)
- 5) Final reporting.

The Team leader will ensure that BITC and BNPC follows the correct procedure laid to undertake SME diagnosis. He/she will be expected to develop a road map for coordination and quality assurance. He will be the one who will be liaising with CDE with regard to the progress of the diagnosis and the provision of the final deliverables within the stipulated date.

2.2 EXPECTED DELIVERABLES (OUTPUTS)

The team leader will undertake the following:

- Develop of a roadmap (when face to face meetings will occur, how monitoring will occur for quality assurance) through which to coordinate the activities of the local experts from BITC and BNPC.
- Provide all the SMEs diagnosis reports of the 70 companies.
- Final report in the form of a PowerPoint presentation which should highlight the best practices and challenges experienced throughout the process and contain response to comments and improvement requested by CDE with regard to all SMEs diagnosis reports.

2.3 LOCATION OF SMEs

The following graphic shows the main locations of pre-selected SMEs.

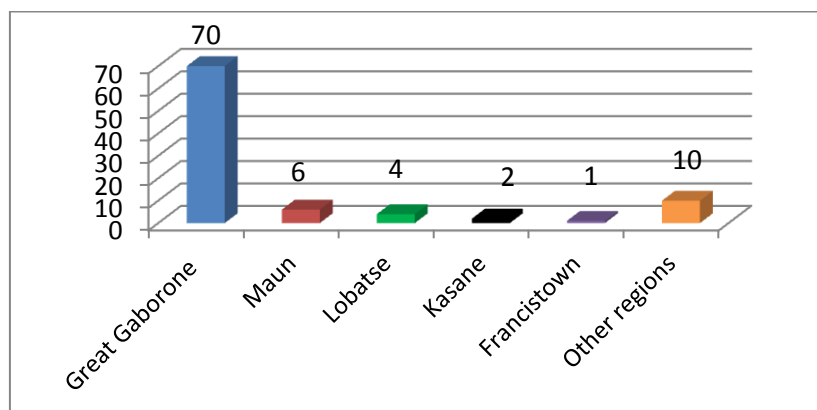


Figure 1 : Number of Applications Received and Location of SMEs

3 DURATION OF THE ASSIGNMENT

The PSDP SME diagnosis is expected to kick-start on 1 May 2014 and the final reports should be forwarded to CDE by the Team leader by the 31 July 2014. The team leader should have received all the reports from BITC and BNPC by 30 June 2014.

4 PROFILE AND KEY QUALIFICATIONS

The local experts should meet the following criteria:

- A master's degree in economics, development economics, business administration, commerce or any other relevant field.
- Master trainer in the SME diagnosis tool.
- Similar experience working with SMEs using the SME diagnosis tool.
- Report writing experience (in English)
- Available during the underlined dates to dedicate

5 SELECTION OF THE TEAM LEADER

There is an existing pool of SME diagnosis tool local experts that were trained through the CDE Southern Africa regional office (SAF RFO).

The selection of the team leader will be based on recent activities with regard to SME diagnosis as well as the ability to coordinate a team to produce the desirable results.

Three CVs will be analysed and one expert will be selected based on the highlighted competencies (Single offer procurement rule as per CDE's finance and administrative procedures).

6 BUDGET FOR THE INTERVENTION

The level of effort is estimated to 40 working days as the job will be to undertaken mainly by the associate experts who will be performing the actual diagnosis. Moreover, the two organisations, namely BITC and BNPC have gained experience in using CDE diagnosis tools and will only need coaching and quality control.

The transport and per diem will be paid according to CDE procedures. It is envisaged that the Team leader will undertake two trips of 15 days to Gaborone during the diagnosis process including training of local experts.

A service contract will be issued by the CDE to the Team leader which will stipulate how the payments will be effected.

ANNEX 1: LIST OF THE SMEs TO BE AUDITED BASED ON DUE DILLIGENCE (LIST OF PRE-SELECTED SMEs TO BE FINALIZED)

	NAME	CONTACT PERSON	POSTAL ADDRESS	E-mail
1	WHITE CLOUDS ENTERPRISES T/A O3 BEVERAGES	Kagiso Kwelaobe/Terence Mulwa and Imraan Arbi	P O Box 45568 Gaborone	kagiso@03bevrag.es.com
2	Line Feed (PTY) LTD	Reuben Seoke	P.O Box 40509 Gaborone	reubenlinefeed@brobemail.co.bw
3	Agna Ventures (PTY) Ltd	Perscy Lekoba	P.O Box 5092, Gaborone	
4	Multi Sewer Solutions	Sylvia Kabasimane/Gabagaisane Rabasimane	P.O Box 25062 Gaborone	
5	Makandz (pty) Ltd	Mr. Zibani Makanda	P.O Box 10450, Gaborone	makandazibani@yahoo.com
6	N&D Building, Electrical and Maintetance (Pty)ltd	Mr Eric Dziro	P.O Box 130 Gaborone	
7	Weblogic	Mr Muhammed Ismail	P.O Box 10388, Francistown	ericdziro@rocketmail.com /MMI@weblogic.co.bw
8	IT-IQ Botswana (pty) Ltd	Vishvas Sethi	P.O Box 187 Pitsane	vish@it-iq.bw
9	Nextwave Investments	Boikhutso Disele	P. O. Box 403374, Gaborone, Botswana	bdisele@nextwave.co.bw
10	Motse Lodge (pty) Ltd.	Mrs. Matshediso Hansen	P.O Box 20791 Francistown	tshedih@gmail.com or Motse@botsnet.bw
11	Clover Chemicals	Kofi Gabosekwe	P O Box 1950 Gaborone	khofi-clover@mega.bw
12	SEZI Electrical Contractors & Maintenance Experts*	Vino Oagile Motso	P.O. Box 1227 Francistown	mvinoogile@yahoo.com
13	PPC Cement Botswana	Werner De Beer	P.O. Box 2424 Gaborone	wdebeer@ppc.co.bw
14	Sernin (Pty) Ltd	Renier Johan Schutte	P.O.Box 187 Pitsane	
15	Royal Spot (pty) Ltd	Michael Robertson - Bullock	P O Box 75 Kasane	mike.royalsspot@gmail.com
16	IT Solutioms & Training	Godfrey Mwewa	P.O. Box 2087 Mogoditshane	gmmwewa@info.bw
17	AH Designers	Semakaleng Raditladi	P O Box 150094 Mogoditshane	ptesrad@yahoo.com
18	ICL Botswana	Anderson J Kgomotso	P O Box 468 Gaborone	anderson.kgomotso@icl.bw
19	Organic Fertilizer Manufacturers Botswana	Michael Hallam	P O Box AD 702 ADD	organicfmb@gmail.com
20	Matsieng Farm	Julius Sebako	P O Box 276 Jwaneng	julius.sebako@gmail.com
21	Island Mobile Safaris	Keya Kandu	P O Box 116 Maun	ops@africansecrets.net

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23	XXX Fire Pro (Pty) Ltd	Fani Chris Dikgang	P O Box 10580 Lobatse	fanichrisdikgang@yahoo.com
24	Megano Enterprises t/a Echo Lodge	Mothusi Megano	P O Box 81 Kang	megano@botsnet.bw
25	NOBUE Supplies	Zayd Nobue	P.O Box 402620 Gaborone	nobelssupplies@botsnet.bw
26	Mechefs Engineering Services	Jkayode Owolabi	P O Box 501757	mechefs@orangemail.co.bw
27	Birthrite (Pty) Ltd	Tumisang Balesamang	P O Box 10847 Lobatse	balesamangt@yahoo.com / birthright3@gmail.com
28	Lesedi Board (Pty) Ltd	Remigio Mario Borello	P O Box 623 Gaborone	remib@sharps.co.bw
29	Gae Apartments	William Moepedi	P O Box 21772 Gaborone	gae.apartments@gmail.com
30	Desktop Holdings	Gobona Tobedza	P O 21064 Gaborone	gtobedza@desktop.co.bw
31	Jelket Farm (Pty) Ltd	Buya Comfort Kgomotso	P O Box 1807 Molepolole	kgomotsobct@yahoo.com
32	Climate & Maintenance Botswana	Cosmas B Mamane	P O Box 30794	climatemcb@gmail.com
33	Gemi Rubber	Michael Proctor	P O Box 203335 Gaborone	mike@gemirubber.co.bw
34	Easylife Kitchens	Ram Satsh Kumar Nanduri	P/Bag 616 ad add Gaborone	gaborone@easylife.co.za
35	Sebube	Motlhagodi Molomo	P O Box 460 Gaborone	sebube@vbn.co.bw
36	Frokane Investments	Tiroyaone Segwagwa	P O Box 2496 AAD Poso House Gaborone	frokaneinvestments@gmail.com
37	Mamre Holdings	Oitlogetse Rantaung	P O Box 2534 Gaborone	roitlogetse@yahoo.com
38	Motherwell Investments	Gibson Ntibi	P O BOX 303 Mogoditshane	motherwell@botsnet.bw
39	Destiny Car Rentals	Imwiko Carlos Sebina	P O Box 952 Francistown	carlos@destinycarrentals.co.bw/lesang@destinycarrentals.co.bw
40	Natura Acres	David Molosi	P O Box 949 Gaborone	dmolosi@gmail.com
41	Rockefeller	Leatile Moletsane	P O Box 1256 Gaborone	info@rockefellerbotswana.biz
42	Electro-Mech Engineering	Nikhil Mistry	P O Box 869 Gaborone	nikhil@eme-furniture.com
43	KEBO Holdings	Kennedy Setimela	P O Box 403623 Gaborone	kenny@kebo.co.bw
44	Gabs Bedding	Raymond Morgan	P Bag Bo 261 Bontleng Gaborone	ray@rma.co.bw
45	NTR Technology Holdings	Goodwin Kaisara	Private Box 202563 Bontleng Gaborone	info@ntr.co.bw
46	Western Apparels	Mohammad Shahid Ghafoor	P O Box 201224 Gaborone	western@mega.bw
47	Modern Occupational Health Saflower	Nelson Mwaniki	P O Box 202925 Gaborone	nelsonkmwaniki@gmail.com

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	Project			
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50	Techno Feeds	Z J Swanepoel	P O Box 403134 Gaborone	rihan@technofeeds.co.bw
51	John F Marshall	Gareth David	P O Box 602069 Gaborone	gareth@supasigns.net
52	First Polymers t/a Sunita Cables	Rajiva Chandra	P O Box 46031 Gaborone	suitacables@botsnet.bw
53	Intec Solutions t/a Agri feed	Ronak Upadhay	P O Box 202859 Gaborone	ronak@agrifeed.co.bw
54	Fineways Holdings	Maleantwa Mmapatsi	P O Box 301411 Gaborone	mmapatsi@info.bw
55	Eagle Concepts t/a Laundry Emporium	Jill Motlhagodi	P O Box 1795 Jwaneng	jmotlhagodi@gmail.com
56	Pc Net	Jimpy Amogelang	P O Box 500873	info@pcnet.co.bw
57	Cul De Sac	Muyapo Machola	P Bag Bo 46 Gaborone	culdesac@work.co.bw
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59	Joes Electrical	Joseph Peloetletse	P O Box 2480 Gaborone	info@joeselectrical.co.bw
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61	Target Meat Industries	Moggie M F Mbaakanyi	P Bag 74 Lobatse	moggiemf.mbaakanyi@gmail.com
62	Water & Sanitary Engineering	Gerhard Lessau	P Bag 38 Lobatse	wse@andersground.net
63	Blue Butterfly	Keobiditse Ntwayagae	P O Box 550169 Mogoditshane	kntwayagae@yahoo.com
64	Delta Airconditioning	Eugene Sibanda	P Bag BR 310 Gaborone	richard@deltaaircons.com
65	E-Tourism	David Kapaletswe	P O Box 2336 ABG Sebele	david@simplybotswana.com
66	Pan Business Systems	Mompati D Nwako	P O Box 20233 Bonntleng Gaborone	mompati@pansolutions.co.bw
67	Power Engineering	Tushar Naik	P Box 1250 Gaborone	tr.naik@panafrica.co.bw
68	Creations of Africa	Michelle Erasmus	P O Box 75 ADD Gaborone	merasmus@info.bw
69	Lucrene (Botswana) Pty Ltd Moloko Dairy	Francois J Viljoen	P O Box 2872 Gaborone	franslindieveiljoen@gmail.com
70	Maduo Lodge	Motshidiso Masole	P O Box 210 Maun	maduo.lodge@yahoo.com
71	Mirimex Holdings t/a Ihawu Holdings	Abel Khupe	Private Bag F333 Francistown	abel@trl.co.bw
72	Innovative Perspective	Emmanuel Oteng Motlhatlhedhi	P O Box 503243 Gaborone	emmanuel@iperspectivebw.com
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79	Savi Mining Services	Shane Craig Pretorius	P O Box HA134 HAK Maun	saeedpretorius@gmail.com
80	Santa Cruz pty ltd t/a Planet Paint	Ingrid Pretorius	P O Box HA134 HAK Maun	pretoriusingrid@yahoo.com
81	Moonstone Capital (Pty) Ltd	Monametsi Kalayamotho	P O Box 41034 Gaborone	monametsi@morotechnologies.com
82	Cally Clothing	Callistus Phologolo	P O Box 502926 Gaborone	callistus@callyclothing.co.bw
83	Mo-ono t/a Camels Inn Lodge	Barudi Mosimaneotsile	P O Box 1176 Mogodisthane	camelsinn@hotmail.com
84	Poana Fruit & Veg	Senosi Mapitse	P O Box 144 Metshimotlhabe	none
85	Bo Inter Trading	Botlhe Mooketsi	P O Box 3060 Gaborone	botlhemooketsi@yahoo.com
86	Richlife Botswana	Nkomeng Molosiwa	P O Box 405745 Gaborone	richlife@botsnet.bw
87	KBLS Brick Mould & Building Construction	Kebabony Ralebelwana	P O Box 646 Selebi Phikwe	none
88	Sesame Guest House	Tamelo Sono	P O Box 73 Selebi Phikwe	none
89	Mikelele Motel	Maikaelele Tape	P/Bag 16 Letlhakane	mtape@mikelele.co.bw
90	Bhojanala Trade Links	Ernest N Osupile	P Box 1690 Mahalpye	sedudalodge@gmail.com
91	Scotchfeild (pty) Ltd	Tebby O Hetolang	P O Box 46429 Gaborone	tebbyhetolang@yahoo.co.uk
92	Elemex Steel Works	Sadler Kamudyariwa	P O Box 21514 Bontleng	sadler@elmexsteel.com
93	Marine Garmentets	Maria Peloetletse	P O Box 20280 Gaborone	marine@info.bw / maria@marine.co.bw