



# LOCAL MANUFACTURING SUMMIT 2023

POST SUMMIT REPORT

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 **LOCAL** | SUMMIT  
MANUFACTURING 2023  
1<sup>ST</sup> – 3<sup>RD</sup> AUGUST 2023 AT THE GICC

 Botswana  
Chamber  
of Mines

# ABBREVIATIONS/ACRONYMS



<b>AfCFTA</b> - Africa Continental Free Trade Agreement	<b>LEA</b> - Local Enterprise Authority
<b>BB</b> - Business Botswana	<b>ME</b> - Monitoring and Evaluation
<b>BCM</b> - Botswana Chamber of Mines	<b>MoE</b> - Ministry of Entrepreneurship
<b>BDC</b> - Botswana Development Corporation	<b>MoU</b> - Memorandum of Understanding
<b>BECI</b> - Botswana Export Credit Insurance	<b>NAPRO</b> - National Agro Processing Plant
<b>BITC</b> - Botswana Investment and Trade Centre	<b>NARDI</b> - National Agricultural Research and Development Institute
<b>BIUST</b> - Botswana International University of Science and Technology	<b>ODC</b> - Okavango Diamond Company
<b>BoB</b> - Bank of Botswana	<b>PPE</b> - Personal Protective Equipment
<b>BoBS</b> - Botswana bureau of Standards	<b>PPP</b> - Public Private Partnerships
<b>BOTC</b> - Botswana Trade Commission	<b>Prof</b> - Professor
<b>BQA</b> - Botswana Qualifications Authority	<b>PS</b> - Permanent Secretary
<b>BSE</b> - Botswana Stock Exchange	<b>PV</b> - Photovoltaic
<b>BURS</b> - Botswana Unified Revenue Services	<b>RD</b> - Research and Development
<b>CEDA</b> - Citizen Entrepreneurial Development Agency	<b>ROI</b> - Return on Investment
<b>CEEP</b> - Citizen Economic Empowerment Programme	<b>SACU</b> - Southern African Customs Union
<b>CEO</b> - Chief Executive Officer	<b>SADC</b> - Southern African Development Community
<b>COMBDF</b> - Chamber of Mines Business Development Forum	<b>SDP</b> - Supplier Development Programme
<b>DNI</b> - Direct Normal Irradiation	<b>SME</b> - Small and Medium Enterprise
<b>EOI</b> - Expression of Interest	<b>SPEDU</b> - Selebi Phikwe Economic Diversification Unit
<b>ESG</b> - Environment, Social and Governance	<b>SSA</b> - Sub Saharan Africa
<b>HRDC</b> - Human Resources Development Council	<b>TVET</b> - Technical Vocational Education and Training
<b>IP</b> - Intellectual Property	<b>UNDP</b> - United Nations Development Programme
	<b>WTO</b> - World Trade Organization

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DEBSWANANA



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— MAKE LIFE BRILLIANT —

DEBSWANA  **ceep** Citizen Economic Empowerment Programme

"We do not wish to place any artificial obstacles in the way of the initiative and energy of our people. But equally we must avoid divisions based on occupation or inequality of wealth."  
-Sir Seretse Khama

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FINANCIAL JOURNAL

CITIZEN ECONOMIC EMPOWERMENT PROGRAMME



DEBSWANA  Citizen Economic Empowerment Programme

**700+**  
Citizen companies doing business with Debswana

Represents **64%**  
SCM utilised businesses

Contributes **87%**  
Local procurement

**LOCALISATION**  
2019 - 2023  
ODOT

Achieved **56%**  
SCM procurement spend

Cumulative **BWP 17 billion**  
Shared citizen spend value

Delivering **11,233**  
JOBS

Leveraged **BWP 1.2 billion**  
Bank funding



# DEBSWANA CEEP & LOCAL MANUFACTURING

In 2019, Debswana ushered in a refreshed Citizen Economic Empowerment Programme with the purpose of impacting socio economic development in Botswana by leveraging Debswana's procurement spend. The CEEP project team is tasked with designing and implementing a step change CEEP strategy that seeks to create socio economic development opportunities for Botswana and deliver a shared citizen spend value of BWP20 billion and 20,000 jobs by 2024.

The CEEP execution matrix is focused on access and management of funding; governance policies and procedures; creation of a conducive business enablement environment; and the high returns are expected around entrepreneurship capacity building; with next big returns around industry development, diversification and stakeholder collaboration & communication. CEEP is delivered through a blend of initiatives such as localisation of long-term strategic contracts; skills and entrepreneurship development; partnership with Original Equipment Manufacturers; creation of citizen opportunities in local repairs and maintenance sector; industry development in the repairs and maintenance sector by investing in a repair and rebuild centre for Botswana; and supporting local manufacturing in the mining industry and other sectors of the economy.

## MANUFACTURING VALUE CHAIN FOR INCLUSIVE GROWTH

Debswana has partnered with Botswana Chamber of Mines in supporting and developing the local manufacturing sector. Key manufacturing initiatives have been identified and exploratory work is carried out in phases to determine the viability of local manufacturing. The results of exploratory work will be used as the basis of Debswana's local manufacturing charter. The inaugural 2023 BCM Local Manufacturing Summit is part of the broader CEEP Local Manufacturing Program.

Debswana's ambition extends to localising the manufacturing of production inputs, thus expanding Botswana's manufacturing base, setting a commitment that is unprecedented. Their vision includes ensuring that the benefits of the manufacturing value chain reach all economic groups, promoting inclusive economic growth.

To achieve this, Debswana requires its suppliers to use local inputs to the extent possible, resulting in the expansion of the value chain. Importantly, Debswana aims to support the government's efforts in industry development and diversification, focusing on capacity building for citizen entrepreneurs through various initiatives and partnerships, including the United Nations Development Programme (UNDP) Supplier Development Programme (SDP) and Tokafala Supplier and Entrepreneurship Programme.

## IMPORT SUBSTITUTION AND BUILDING LOCAL MANUFACTURING SECTOR

Debswana strongly believes in the potential of import substitution, a deliberate reduction in imports of manufactured goods that can boost the demand for domestically produced goods. To support this goal, Debswana CEEP has a strong focus on developing local manufacturing of equipment and key inputs and localisation of services within its P20 billion target. These initiatives will capacitate citizen enterprises to manufacture various products and promoting local manufacturing within the mining industry. To this end, Debswana has partnered with Botswana Chamber of Mines to facilitate import substitution primarily within the mining industry.



# NOTE FROM THE CHIEF EXECUTIVE OFFICER

Charles Siwawa  
Botswana Chamber of Mines CEO

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< LOCAL  
MANUFACTURING  
RING SUMMIT  
2023 >



# BOTSWANA CHAMBER OF MINES (BCM)

Botswana Chamber of Mines (BCM) is a non – profit making organisation representing the interests of its members who are primarily mineral exploration companies, mining companies, contractors working for either one of the categories stated above. In addition large suppliers of goods and services together with professional associations are eligible for membership to the Chamber.

The mining industry has for a long period of time been the backbone of the country's economic development by driving most of Government's revenue. The mining sector realised the need to have a mandate that espouses in part import substitution driven by local manufacturing. The mining sector through its representative organ, BCM has since 2014 endorsed and implemented the collaborative procurement initiative through which it utilises its procurement values chains to support and stimulate the growth and supply capacity of local manufacturers and professional services providers. It is envisaged that through this mining sector initiative, the supported local manufacturers and service providers will create jobs and support government efforts driving economic growth and diversification.

Botswana aspires to be a high-income economy by the year 2036. The manufacturing sector has a high growth potential to drive this economic growth. It contributed 5.7% to GDP in 2020. Moreover, Botswana faces a high unemployment rate of over 20% and growth of the manufacturing sector could reduce this significantly as, currently, the sector contributes 7% to employment creation. The 2020/2021 and 2022/2023 Economic Recovery and Transformation Plan (ERTP) together with the Reset Agenda identifies manufacturing as one of the sectors that Government has to develop to achieve its twin objectives of employment creation and economic diversification. The Botswana Chamber of Mines hosted the Inaugural Manufacturing Summit from August 1 to 3, 2023 in Gaborone under the theme Shaping the Future of Botswana's Manufacturing Sector: The Road to Resilience through Innovation, Collaboration and Strategic Partnerships.

The Summit attracted over 350 speakers, delegates, and exhibitors spanning the public, private, and civil society sectors, and academia and research institutes. The Inaugural Summit was officially opened by his Excellency the President, Dr. Mokgweetsi Eric Masisi. In his keynote address, the President Dr. Masisi highlighted the importance of the Summit as it buttresses Government's efforts in maximizing value chain development in the mining and manufacturing sectors. He expressed his belief in private sector led initiatives saying they reflect how the business community can assist in driving the national development agenda.

This manufacturing summit was all encompassing and not just limited to the mining industry market as it was designed to create a platform for various companies in this space to engage with each other as well as with policy makers and the market in its entirety. It included agriculture, skills development, financial sector transport sector amongst others. The Inaugural Summit reviewed the national policy context towards entrepreneurship development, manufacturing supply chain experience in the mining and other sectors, institutional support to local manufacturing, innovative and sustainable financing support for local manufacturers and exporters, green energy alternatives, and access to export markets. The Summit generated a number of actionable recommendations towards an expedited growth of the manufacturing sector for immediate implementation.

On behalf of the Executive Committee of Botswana Chamber of Mines I would like to sincerely thank and appreciate all who participated in the inaugural Local Manufacturing Summit 2023 in terms of attendance, exhibition and sponsorship of the Summit to the level that it created this noble success.

I would want to believe that its successor, hopefully to be convened in the not too distant future, will yield equal if not more enhanced outcomes.

# EXECUTIVE SUMMARY



The Botswana Chamber of Mines hosted the Inaugural Manufacturing Summit from August 1 to 3, 2023 in Gaborone under the theme Shaping the Future of Botswana's Manufacturing Sector: The Road to Resiliency through Innovation, Collaboration and Strategic Partnerships. The Summit was officially opened by His Excellency the President, Dr Mokgweetsi Masisi.

Botswana aspires to be a high-income economy by the year 2036.



Botswana aspires to be a high income economy by the **YEAR 2036.**

To achieve this, the economy should grow by an annual average of 6% in the remaining 13 years. The manufacturing sector has a high growth potential to drive this economic growth. It contributed only 5.7% to GDP in 2020.

Moreover, Botswana faces a high unemployment rate of over 20% and growth of the manufacturing sector could reduce this significantly as, currently, the sector contributes only 7% to employment. For this reason, the 2020/2021 and 2022/2023 Economic Recovery and Transformation Plan (ERTP) together with the Reset Agenda identifies manufacturing as one of the sectors that the Government has to develop to achieve its twin objectives of employment creation and economic diversification.

The mining industry has for an extended period been the backbone of the country's economic development, contributing about one-third Government's revenue and 85% of export earnings. The sector realized the need to push the agenda for import substitution driven by local manufacturing. As a result, the sector has decided to focus on domestic procurement to assist the development of the economy. With this in mind, the Botswana Chamber of Mines hosted this Summit in collaboration with its stakeholders. The Summit leverages the sizeable procurement spend of BCM members to stimulate the growth of the manufacturing sector.

Delivering the keynote, President Dr Masisi commended Summit organizers and highlighted that

it came at an opportune time when the Government is intensifying efforts at maximizing value chain development in the mining and manufacturing sectors. He expressed a belief in private sector-led initiatives saying they reflect how the business community can assist in driving the national development agenda. The President said it can no longer be acceptable to continue with traditional mining focus of exploration, extraction and exploitation without mineral beneficiation. He underscored a need for value chain development in order to beneficiate the country's minerals which would unlock business opportunities for the manufacturing sector and translate into more economic benefits.

The Summit reviewed the national policy context towards:

- entrepreneurship development
- manufacturing supply chain experience in the mining and other sectors
- institutional support to local manufacturing
- innovative and sustainable financing support for local manufacturers and exporters
- green energy alternatives and access to export markets.

The Summit generated a number of actionable recommendations towards expedited growth of the manufacturing sector for immediate implementation. It attracted over 350 speakers, delegates, and exhibitors spanning the public, private, and civil society sectors, academia and research institutes.



**OVER 350**

**SPEAKERS, DELEGATES,  
AND EXHIBITORS**

# INTRODUCTION

The Inaugural Manufacturing Summit was hosted from  
**AUGUST 1 TO 3, 2023 IN GABORONE**

**THEME:**

Shaping the Future of Botswana's Manufacturing Sector: The Road to Resiliency through Innovation, Collaboration, and Strategic Partnerships.





## Summit evaluated **opportunities, challenges, regulatory issues and probable solutions**

The Manufacturing Summit idea was conceived after the collaboration by the mining and manufacturing industry culminated in the Chamber of Mines Business Development Forum (COMBDF) which was tasked with identifying early and quick-win products for the manufacturing industry. The rapid growth of the mining sector required a synchronised effort from the manufacturing sector to meet the mining sector's demands for equipment, advanced machinery and innovative technologies to foster competitiveness. For this reason, the Summit was conceived to have a structured discussion and generate ideas to fulfil this goal.

The inaugural Manufacturing Summit was thus hosted from August 1 to 3, 2023 in Gaborone under the theme **Shaping the Future of Botswana's Manufacturing Sector: The Road to Resiliency through Innovation, Collaboration and Strategic Partnerships**. It attracted over 350 speakers, delegates, and exhibitors spanning the public, private, and civil society sectors, academia and research institutes. A total of ten sessions comprising presentations and panel discussions were held over the three days.

The Summit reviewed the national policy context regarding the capacitation of local enterprises and entrepreneurship development and also heard stakeholders' thoughts on applying the Government's Reset Agenda towards manufacturing.

The Summit also discussed mining supply chains where the manufacturing sector could derive business opportunities and also heard experiences of manufacturers setting up and growing their businesses in Botswana.

Furthermore, the Summit discussed institutional support provided to facilitate the growth and development of local manufacturing, financing support, whether the time is ripe for Botswana to develop a national ESG framework, and prospects for solar manufacturing and export opportunities in Botswana. It also explored export market access for local manufacturers.

Moreover, the Summit evaluated opportunities, challenges, regulatory issues, and probable solutions in agro-processing for various industries. It also reviewed the lack of specialised skills in the country, explained what is currently being done, and identified the support the Government needs from both the private and civil society sectors. Discussions covered cross-border issues as an enabler of international trade, and opportunities in the mining sector that have been unlocked by the different CEEP initiatives.



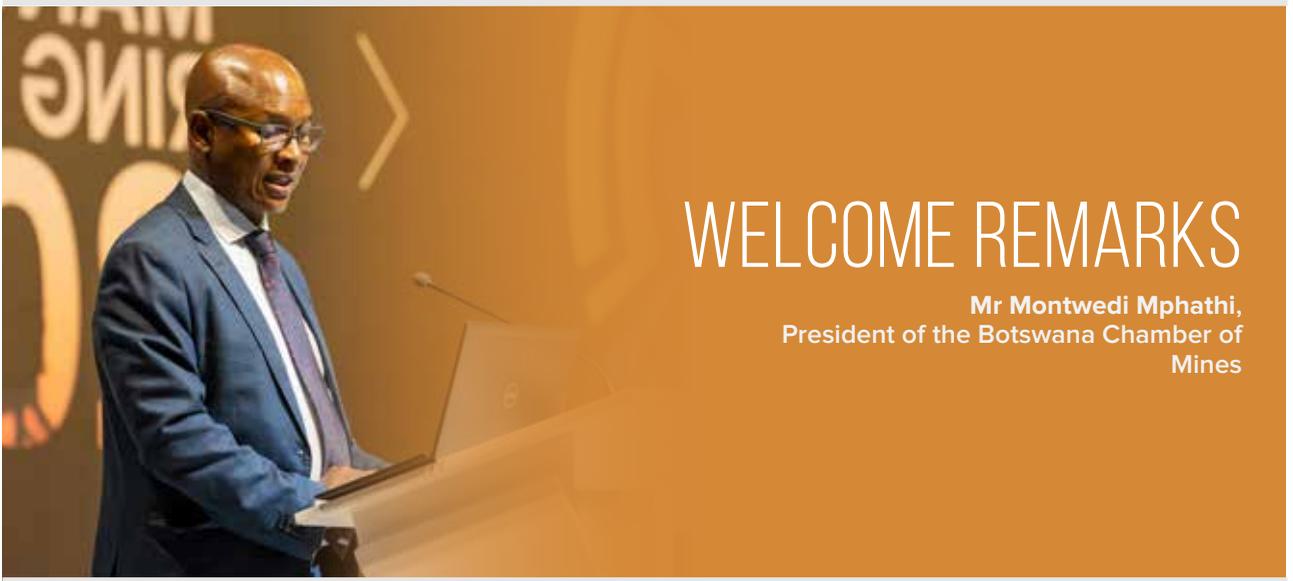
### **9 SESSIONS**

of presentations and panel discussions for three days.

# OPENING PLENARY







## WELCOME REMARKS

**Mr Montwedi Mphathi,**  
President of the Botswana Chamber of  
Mines

Mr Mphathi prefaced the welcome remarks with an explanation of the purpose of the Botswana Chamber of Mines (BCM).

*“It is a representative organ of mines and mining-related entities including explorers, quarries, suppliers etc. and it is run through member subscriptions. Its mission has evolved from safety in the mines to policy advocacy, lending a hand in the training of mining graduates, sustainable waste disposal, and, notably, mining and manufacturing industry collaboration to build a robust mining sector. This collaboration leverages the sizeable procurement spend of BCM members to stimulate growth of the manufacturing sector.”*

The BCM President noted that mining and manufacturing industry collaboration culminated into the Chamber of Mines Business Development Forum (COMBDF) which was tasked with identifying early and quick win products for the manufacturing industry.

This initiative has progressed as evidenced by successful projects such as the SDP in partnership with UNDP, CEEP with Debswana and MCM, and the Artisan Training Programme with VDMA. It is now ready for the next level hence the Local Manufacturing Summit. He said the mining sector is growing rapidly and, requires a synchronised effort from the manufacturing sector to meet the mining sector’s demands for equipment, advanced machinery and innovative technologies in order to foster competitiveness.

To harness these opportunities, he implored the manufacturing sector to embrace innovation, leverage emerging technologies, and to integrate sustainable practices into their processes. He underscored the value of collaboration to close the gap between the mining and manufacturing industries. He alluded to strategic partnership with local businesses, international corporations, research institutions and Government organs as key in unlocking the full potential of the manufacturing sector.

Mr. Mphathi said to successfully harness all these opportunities, there should be a change in mindset. He implored industry leaders, policymakers and entrepreneurs to transcend traditional paradigms and adopt proactive approaches that encourage innovation, foster collaboration, and embrace technological advancement.

He extended gratitude to summit organizers and sponsors and welcomed all speakers, delegates and exhibitors to the inaugural Local Manufacturing Summit.

**“This mining and manufacturing industry collaboration leverages the sizeable procurement spend of BCM members to stimulate growth of the manufacturing sector.”**



## MINING INDUSTRY

is the backbone of the country’s economic development by driving most of Government’s revenue.

# KEYNOTE ADDRESS AND OFFICIAL OPENING BY THE PRESIDENT

## **His Excellency Dr. Mokgweetsi Masisi, President of the Republic of Botswana**

The President said the Summit came at an opportune time when the Government is intensifying efforts at maximizing value chain development in the mining and manufacturing sectors. He assured Summit delegates that the Government will facilitate all key economic players in building Botswana's economy.

Dr Masisi expressed a belief in private sector-led initiatives saying they reflect how the business community can assist in driving the national development agenda. He noted that the Summit presented a unique opportunity for enhanced collaboration between policymakers and business leaders over the sustainable growth of the manufacturing sector.

The President said it can no longer be acceptable to continue with traditional mining focus of exploration, extraction, and exploitation without mineral beneficiation. He underscored a need for value chain development in order to benefit the country's minerals and enjoy its associated benefits. He cited as an example the successful renegotiation with the De Beers Group to attain more value from diamonds saying the recent sales agreement will translate into more economic benefits.

His Excellency said the Summit is a demonstration of dedication to the implementation and achievement of the 2020/2021 and 2022/2023 Economic Recovery and Transformation Plan (ERTP) together with the Reset Agenda. He noted that the ERTP identifies manufacturing as one of the sectors that the Government has to develop to achieve its twin objectives of employment creation and economic diversification.

The President listed several initiatives adopted by the Government to grow and develop this sector, among them:

- **SPEDU's incentives which mandates the Government's procurement processes to reserve a minimum of 30% to manufacturing enterprises located in the region,**
- **the revised CEDA guidelines which prioritize and offer greater opportunities to the manufacturing sector with specific incentives such as longer loan repayment periods, longer grace periods, and relatively easier requirements related to loan security, and**
- **the #Pusha BW Campaign which has re-energized a stronger belief in locally manufactured products.**



Dr Masisi observed that the Summit attracted various stakeholders, including top executives in the manufacturing sector, public policymakers, the business community, and financial institutions to dialogue. He requested a deliberate inclusion of the intellectual and copyright research and development community to further enable the growth of a knowledge-based economy that the country espouses.

His Excellency indicated that the idea of bringing together partners from Botswana and beyond, to dialogue on this important national agenda is highly commendable. He also emphasized the importance of manufacturing as a unique and powerful economic force because of its ability to create stable employment. He implored the BCM to share some tangible results at the next Summit emanating from the current Summit.

The President referenced a charter signed by most mining companies which ensures that they utilize their purchasing power and influence to promote and facilitate the development of commercially viable local citizen-owned companies and/or joint venture businesses in Botswana. He encouraged companies that have not yet signed to do so. The President assured all of the Government's support in all their endeavours to stimulate the growth and development of the manufacturing sector.

**“There is a charter signed by most mining companies intended to ensure that they utilize their purchasing power and influence to promote and facilitate the development of commercially viable local citizen owned companies and/or joint venture businesses in Botswana. I encourage companies that have not yet signed to do so.”**



## CLOSING REMARKS

**Ms Mmantlha Sankoloba,**  
**Chief Executive Officer of Botswana Exporters**  
**and Manufacturers Association (BEMA)**

Ms Sankoloba explained that the Botswana Exporters and Manufacturers Association (BEMA) represents over 450 local manufacturers and exporters who produce a variety of goods including food, beverages, textiles, leather, footwear, metal products, chemicals, pharmaceuticals, wooden furniture, and mine consumables. The manufacturing sector, , creates employment and diversifies the country's export basket. She commended the Government for ratifying the ACFTA which, she said, opens up markets beyond Botswana's 2.3 million people.

The CEO noted that the COVID-19 pandemic exposed the country's economy's vulnerabilities due to overdependence on external markets to source goods. This, she said, prompted the Government to act, as several import bans were declared thereby stimulating local production, and consequently growth and development of the manufacturing sector.

The BEMA CEO spoke of the Government's Reset Agenda which intends to improve service delivery, enhance public sector reforms, accelerate economic diversification, promote private sector development, strengthen social protection, enhance human capital development, foster good governance, and fight corruption. The Reset Agenda is underpinned by mindset change. As a result, Ms. Sankoloba said there are positive signs of change in the manufacturing sector with companies becoming more innovative, responsive and quality-oriented in their production processes.

Consumers too are becoming more supportive as demonstrated by the mining sector. The government has also increased its focus on local procurement. She called on other sectors to lend support. However, she emphasised that there is still room for improvement and expansion in the manufacturing sector since it contributed only 5.7% to GDP in 2020, and its contribution to employment declined from 10.2% in 2010 to the current 7%. She proposed three critical tasks to deliver value chains in the manufacturing sector: facilitation of access to finance for manufacturers especially for SMEs; more investment in research and development; and creation of incentives for collaboration between academia and industry to foster knowledge transfer and commercialization of research.

The speaker asked the President to leverage the Government's diplomatic relationships to identify potential partners that can complement the strengths of local manufacturers, address gaps in the manufacturing sector, and strengthen technology transfer.

**“There is still room for improvement and expansion in the manufacturing sector since it contributed only 5.7% to GDP in 2020, and its contribution to employment declined from 10.2% in 2010 to the current 7%.”**

# CONFERENCE SESSIONS





# DAY 1 SYNOPSIS

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**Day 1 of the Summit reviewed the national policy context regarding the capacitation of local enterprises and entrepreneurship development and also heard stakeholders' thoughts on applying the Government's Reset Agenda towards manufacturing.**

The Summit also discussed mining supply chains where the manufacturing sector could derive business opportunities and acknowledged the experiences of manufacturers setting up and growing their businesses in Botswana.

There is a shift in national policy from investment in infrastructure during the immediate post-independence era to innovation and entrepreneurship to drive the aspiration of a knowledge-based economy. Speakers underscored the importance of the PPP model in unlocking opportunities for citizens and local investors to venture into local manufacturing. They underlined the need for more investment in research and development to create products and technologies that give local manufacturers a competitive edge.

Speakers spoke to effective stakeholder partnerships among financiers, research institutions, and public bodies to grow and develop the manufacturing sector. They spoke of the need to incentivise the manufacturing sector to avert uncompetitive pricing emanating from high input costs of raw materials and utilities.

A critical point was made that Botswana should move away from aiming for import substitution and instead aim for a highly competitive manufacturing sector that can export to improve the trade balance.

For continual growth and development of the Sector, speakers suggested the adoption of research and development and innovation to improve product quality, development of standards for mining inputs, harmonization of policies to not disincentivise local manufacturers, removal of off-take agreements as a funding requirement, need for clearly defined quality requirements, and provision of adequate funding to businesses in order not to starve their operations of capital.



# SESSION 1

## RESETTING THE AGENDA TOWARDS MANUFACTURING

**This session - a panel discussion - discussed the topic; Public Private Partnerships - Stakeholders' Thoughts and Initiatives towards the Manufacturing Reset Agenda.**

The panel comprised representatives from the UNDP, BCM and BEMA. It was discussed elsewhere in this report that Botswana aspires to become a high-income country by 2036 after being trapped in the middle-income status for over 35 years. For this to materialize, the country has to attain an average annual economic growth of 6% in the remaining 13 years. The panel reviewed the possibility of achieving those growth digits and made recommendations for what should be done to achieve them.

The discussants explained what their organizations are currently doing to support the Government's efforts in this endeavour. BEMA - which has a mandate to drive advocacy on the ease of doing business for the manufacturing sector, and also that of driving market access for locally manufactured products – has forged partnerships with stakeholders to ensure an increased exposure of locally produced products both locally and in external markets. BEMA has advocated for policy reform to support local manufacturers as evidenced by the import ban on some textile products. As a result, the sector has grown exponentially, financiers are more comfortable lending to the sector, and more people have been employed in the sector. All these achievements address the country's key challenges of high unemployment, an undiversified economy, and a high import bill. The BEMA representative underscored the need to incentivise the manufacturing sector to avert high selling prices emanating from high input costs of raw materials and utilities.

The UNDP representative talked about their flagship intervention, the Supplier Development Programme. The Programme focuses on manufacturing, mining, agro-processing, infrastructure, auto manufacturing, textiles, leather, health, and energy. It has recently added the digital sector, which is a key enabler for manufacturing.

This Program has also a vital component which includes youth entrepreneurs from these sectors, and it uses the Youth Connect approach which enables small and medium-sized enterprises to meet the very rigorous requirements of large buyers. With this comes the growth of the national economy which then creates jobs. The UNDP has forged partnerships with commercial banks to provide the requisite lending, and also with the Government to decentralise and assist manufacturers.

The BCM representative reiterated points made earlier that they leverage their members' buying power to support local manufacturers, and also that they point local manufacturers to opportunities emanating from required inputs in the mining sector.

**Quizzed on recommendations for sustainable local manufacturing, discussants shared the following:**

- Timely payment of invoices to ensure cashflow;
- Preferential procurement of locally manufactured goods;
- Access to finance;
- An effective, clearly articulated, and consistent policy and regulatory framework, and standards;
- Enhancement of technical skills for better employability;
- Unlock access to external markets;
- One discussant discouraged against aiming for import substitution and advised that the country should aim instead for a highly competitive manufacturing sector that can export to improve the trade balance;
- Remove barriers to entry;
- Manufacturers must run lean and efficient operations to reduce the cost of production and thus make their products competitive;
- Manufacturers should adopt research and development and innovation for continual product quality improvement; and
- Corporates should first procure locally before they opt to import even the most basic of items from South Africa.

### Key take-home messages

There is a need to incentivise the manufacturing sector to avert high selling prices emanating from high input costs of raw materials and utilities.

- Botswana should move away from aiming for import substitution and instead aim for a highly competitive manufacturing sector that can export to improve the trade balance.
- Manufacturers should adopt research and development and innovation for continual product quality improvement.



Left - Ms Mmantlha Sankoloba, CEO, **BEMA**  
 Middle - Dr Balazs Horvath, Resident Representative, **UNDP**  
 Right - Mr Montwedi Mphathi, President, **BCM**

# SESSION 2

## NATIONAL CONTEXT

**Botswana aspires to attain a high earning economy by the year 2036. To achieve this, the economy should grow by an annual average of 6% in the remaining 13 years.**

The manufacturing sector has a high growth potential to drive this economic growth. It contributed only 5.7% to GDP in 2020. Moreover, Botswana faces a high unemployment rate of over 20% and the growth of manufacturing could reduce this significantly as, currently, the sector contributes only 7% to employment. In this session, Mr Joel Ramaphoi, the Permanent Secretary in the Ministry of Entrepreneurship (MoE), discussed the current Government policy framework towards entrepreneurship development in Botswana and Mr Joseph Ramotshabi, Senior Projects Manager at the Botswana Chamber of Mines, unpacked capacity building initiatives of local enterprises by the mining sector.

Mr Ramaphoi highlighted that the MoE was established post the COVID-19 pandemic as part of the Government's Reset Agenda with the specific mandate to provide leadership and overall policy direction, strategy, and standards on business development. The Reset Agenda prioritises four key sectors; minerals, agriculture, tourism, and education. In his presentation, he spoke to three salient points.

Firstly, for Botswana to attain its aspiration of a high-income economy, it should transition from being a resource-based to a knowledge-based economy. He warned that only a few countries have achieved this feat – the Asian tigers and some countries in Europe – and lessons to be drawn from their experience include innovation, human capital development, and the need to undergo a transformation from diversification to specialization in production and to transform from a focus on investment to a focus on innovation.

Secondly, the speaker reviewed the policy direction to support manufacturing. He highlighted that insufficient development of domestic innovation capabilities is one of the reasons why Botswana is in the middle-income trap. He said the country's post-independence policy intent and objective was the investment in infrastructure as Botswana had not inherited much from its coloniser. This was important for improving the quality of life of the citizens and to attract foreign direct investment.

Now there is a shift in policy to innovation and entrepreneurship hence a knowledge-based economy. The MoE is, , working to shift focus from SME development to entrepreneurship development. The focus this time around is on the individual to build their capacity to go into business with the right mindset and to unlock business development opportunities. In the current policy framework, the entrepreneur is the visualizer and focuses on culture, attitude, and education, the enterprise is the medium, and the entrepreneurial environment is the enabler for entrepreneurs to generate more enterprises which reflect current research and knowledge accumulation to enhance innovation and productivity for a knowledge-based economy. To ensure that there is an integrated and inclusive policy, there will be a focus on five critical areas being; the focus on enterprise start-ups and business development support, financial support, innovation support for access to international markets, and enhanced creativity of the public service support to promote entrepreneurship.

Thirdly, the PS discussed appropriate strategies to industrialize the country. He said the strategy that the Government will adopt should take cognizance of the fact that enterprises in different growth stages have different technical assistance needs, and the value chain cluster strategy model is the most appropriate one to adopt. With this model, businesses exploit opportunities offered by two different complementary forms of industrial organization to create industrial clusters. Firstly, the cluster model and secondly, the watershed model. Mobilizing entrepreneurs in clusters facilitates the provision of public goods, enhances their capacity, improves productivity and quality of supplies, and most importantly, information sharing and ensuring that they are assisted to network with the right parties, and fostering the provision of financial services.

**“The Reset Agenda prioritises four key sectors; minerals, agriculture, tourism, and education.” - Joel Ramaphoi**



## JOE RAMOTSHABI SENIOR PROJECTS MANAGER - BCM

During his presentation, Mr Ramotshabi introduced the BCM as an association registered under the Societies Act and with a mandate to represent the interests of its members. The BCM membership extends to all companies that are engaged in exploration and mining activities in Botswana and its objectives are to provide a forum for discussion of all common matters to the mining sector, to promote the interests of the mining sector, as well as to promote the image of the mining industry. Furthermore, the BCM has a socio-economic development aspiration.

To fulfil the latter aspiration, the BCM established the COMBDF to complement the Government's efforts in dealing with the country's socio-economic challenges among them high rates of unemployment, lack of economic diversification, economic growth, citizen economic empowerment, and capacity building. To this effect, and with the full participation of the mines, the BCM developed a strategy in 2013 and a policy in 2014. Following the policy, all the mines that existed in 2014 signed a charter to participate in this endeavour. Among the successful projects of the COMBDF was the facilitation of access to the procurement processes of the mines for citizen-owned companies, and supplier development in partnership with the UNDP. Moreover, the mining sector implemented economic empowerment programmes geared towards citizen-owned companies and local investors in the manufacturing sector.

Through import substitution, some new local companies were set up and existing companies were encouraged to produce goods and provide professional services needed by the mining sector and currently being imported into the country. Over fifty companies are exploiting these opportunities and have created over three thousand jobs. The next layer of the programme is to empower the companies to focus on export-driven manufacturing. The mining sector utilizes its combined purchasing power to support the manufacturing sector by providing the initial market. With the improved productive capacity, then will the manufacturing sector will graduate to exporting to ensure sustainability.

To address the socio-economic challenges alluded to above, Mr Ramotshabi proposed PPPs to create opportunities for citizens and local investors to venture into local manufacturing, investment in research and development to create products and technologies that give local manufacturers a competitive edge, and effective stakeholder partnerships among financiers, research institutions, and public bodies.

### Discussion

The key issue raised during the discussions, was that standards tend to be used as trade barriers for local goods which hinder access to export markets. The presenters underscored the importance of standards, safety, and competitiveness for local goods to be attractive both to the local and external markets.

### Key take-home messages

- The country's post-independence policy intent and objective was focused on investment in infrastructure, now there is a shift in policy to innovation and entrepreneurship birthing a knowledge-based economy.
- There is a need for PPPs to create opportunities for citizens and local investors to venture into local manufacturing.
- There is a need for more investment in research and development to create products and technologies that give local manufacturers a competitive edge.
- To grow and develop the manufacturing sector, there should be effective stakeholder partnerships among financiers, research institutions, and public bodies.

## SESSION 3

# MANUFACTURING SUPPLY CHAIN EXPERIENCE IN MINING AND OTHER SECTORS

Mr Koney discussed lessons and experiences from Ghana. He underscored the importance of local production as supplying the mining sector with imported goods and services is suboptimal for the country. He emphasised that local production gives added value to the economy. To realise this, he suggested:

- Sensitization of local manufacturers Harmonise policies so that they do not disincentivise local manufacturers. Conflicting policies incentivise manufacturers on the one hand with all the support provided, and disincentivise them on the other hand by, for example, giving the mining industry duty free access at the border of the same goods manufacturers produce.
- about existing opportunities in the mining value chain. In some instances, there is a need for cross-country value chains for successful uptake of the opportunities where silos are too small and economically unfeasible.
- Provide research data to assist manufacturers to make informed decisions. The data should cover the needs of the different sectors of the economy and their peculiarities, constraints and how to mitigate them. Research should also indicate economic multipliers on account of value addition.
- Manufacturers should be assisted to understand and adhere to minimum standards which are prerequisites for successful procurement in the mining industry. Moreover, price competitiveness is critical, not only in the short term but also in the medium to long term if the manufacturer is to be competitive.
- Need for inter-sectorial collaboration to avoid working in silos and ensure that stakeholders are talking to each other and working amongst each other.



Mr Sulemanu Koney, Chief Executive Officer  
**Ghana Chamber of Mines**

Mr Koney said for the mining based industrialization program to succeed, the following should be actioned:

**EDWIN ELIAS**

CHIEF EXECUTIVE OFFICER, MORUPULE  
COAL MINE



**Speaking specifically to lessons from the Ghana Chamber of Mines and programmes they currently implement, he cited the following:**

- Supplier Managers Programme where procurement officials work together to sensitise the manufacturing about opportunities in the mining sector. This is done through content workshops, conferences, exclusive marketing forums etc.
- Share data on demand for mine consumables and the quantities procured. The data are collated from both the individual mines and through the customs authority for consumables which are imported into the country.
- Work with the universities and statistical bodies to do mapping surveys to provide data on the mining industry's contribution to the economy, and to unpack the interrelationships between mining and manufacturing. This would reveal opportunities which exist in the value chains. The exercise

should be expanded regionally to exploit regional value chains.

- Supply Chain Financing Programme – a partnership with selected financiers to provide dedicated financing, coupled with technical and financial management support, to the supply chain participants to enhance the procurement function.
- Work with the national standards authority to develop standards for mining inputs.

**Key take home messages**

- Work with the national standards authority to develop standards for mining inputs.
- Harmonise policies so that they do not disincentivise local manufacturers.
- Need for inter-sectorial collaboration



This session shared lessons and experiences of the mining sector in Botswana and how it is driving local manufacturing. The CEO of Morupule Coal Mine, Mr Edwin Elias shared the mine's CEEP journey.

Mr Elias said among the strategic pillars of the Morupule Coal Mine's five-year strategy (ending in 2017) is that of citizen economic empowerment. This pillar established a CEEP to ensure that citizen-owned companies play a critical role within the mine's supply chain processes. The programme is aligned with the Economic Inclusion Act. Through the programme, some goods and services were identified and reserved to be supplied only by citizen-owned companies. The mine has partnered with the financial services sector to lend to its suppliers and P3.5 billion has been set aside for this purpose.

## THE CEEP JOURNEY & EXPERIENCES FROM MORUPULE COAL MINE



The mine has also partnered with UNDP and BCM to build capacity amongst potential suppliers for future supplies. It has also leveraged partnerships with entities like LEA for entrepreneurial development of suppliers, and BIUST for innovative research on key R&D areas which include coal to gas, coal to liquid etc. One success factor of this collaborative research with BIUST is roof bolts manufacturing by local companies using the University's intellectual property.

Among citizen companies that have benefitted from the CEEP are a ventilation walls builder for the underground operation, an oils and lubricants supplier, and a PPE manufacturer. The mine has committed to a 50% spend on citizens during the five-year life of its strategy and to create three thousand jobs in that period. Thus far, P388 million has been spent and so far, 853 jobs have been created.

# PANEL DISCUSSION: NAVIGATING THE LOCAL MANUFACTURING LANDSCAPE: VOICES FROM MANUFACTURERS

**The Summit shifted from strategic level issues to operational matters by hearing manufacturers' experiences. The discussion covered the entire business spectrum of funding, market access and quality control. Mr Matthews Ramasankate (Vendor Expert (Pty) Ltd) and Mr Keamogetse Molebatsi (Oxygas Botswana (Pty) Ltd) represented manufacturers' voices.**

Both companies are based in Selebi Phikwe. Vendor Expert (Pty) Ltd is a medical devices manufacturing outfit founded in 2020. It benefited from the mentoring and support programmes offered by SPEDU, and they sourced funding from CEDA. Oxygas Botswana (Pty) Ltd is a medical and industrial gas manufacturer. The company benefitted from BDC and CEDA financing support, for construction, plant and equipment, respectively. The key challenges the companies experienced include:

- Mismatch between funding, implementation, and market access leading to lost market windows of opportunity. Vendor Expert (Pty) Ltd suffered late funds disbursement which delayed production and they lost the market window of opportunity that existed at the height of the COVID pandemic. It took Oxygas Botswana (Pty) Ltd five years to access funds after their project was approved.
- The off-take agreement requirement is an impediment to business set-up.
- The market should define its quality requirements for ease of adherence by manufacturers.
- Financiers underfund projects and focus only on funding projects set-up costs. They fail to develop them into fully fledged businesses. As an example, he cited the three months working capital provided by CEDA in most projects. He suggested that industries must be reviewed according to their merits because some, like manufacturing, require longer grace periods.
- Regulators and BOBS must adopt a generative conversational approach to standards.

Mr Lere Matebesi, Supplier Development Manager for Debswana Diamond Company, represented the buyer's voice. He highlighted that Debswana has set itself a target to deliver a citizen spend value of twenty billion Pula over five years and generate 20,000 jobs through this procurement spend. He emphasized the need for procurement spend to have an impact on the economy, the jobs created should derive from existing value chains. He noted that the Citizen Economic Inclusion Act dictates the same. So, Debswana facilitates the growth of citizen-owned companies to create value in the country.

## Key take-home messages

- Offtake agreements should be removed as a funding requirement.
- The market should define its quality requirements for ease of adherence by manufacturers.
- Financiers should provide adequate funding to businesses in order not to starve their operations of capital.
- BOBS and regulators should adopt a regenerative approach to avoid destroying budding industries with overregulation.
- Procurement spending should translate into a notable impact on the economy, support should be extended only to local companies which create value through local production.



Left - Mr Lere Matebesi, Strategic Sourcing Analyst, **Debswana**  
Middle - Mr Matthews Ramasankate, MD, **Vendor Expert (Pty) Ltd**  
Right - Mr Keamogetse Molebatsi, MD, **Oxygas Botswana (Pty) Ltd**

# DAY 2 SYNOPSIS

Day two of the Summit discussed institutional support provided to facilitate growth and development of local manufacturing, financing support, whether the time is ripe for Botswana to develop a national ESG framework, prospects for solar manufacturing, and export opportunities in Botswana, as well as explored export market access for local manufacturers.



1 Left Ms Kate Maphage, Managing Director, **Solarone (Pty) Ltd**  
Middle Left Professor Kevin Nwaigwe, Soltrain Solar Geyser Project, **University of Botswana**  
Middle Right Mr Morulaganyi Masalila (Business Development Executive), **BCM**  
Right Ms Linda Moseki, President, **Southern Africa Federation of Engineering Organization (SAFEO)**

2 Ms Kushata Chilisa (Head of Enterprise & Supply Chain Development), **ABSA**

3 Far Left Ms Tebogolo Botlhoko (Commercial Director), **GT Auto Clinic**.  
Middle Left Mr Kopano Bolokwe (Head of Product Development), **BSE**  
Middle Right Mr Lesego Moseki (Director - Financial Markets),

#### **Bank of Botswana**

Far Right Ms Boitumelo Mbaakanyi (Project manager), **UNDP**

4 Mr Keletsositse Olebile (CEO), **BITC**

5 Mr Omogolo Mathumo (Communications Director), **HB Botswana**

6 Mr Mmetla Masire (Managing Director), **Okavango Diamond Company**

7 Far Left - Mr Botshelo Mokotedi Head of Risk, **BDC**

Middle Left - Mr Rocky Ramalefo, Sales & Marketing Manager, **BECI**

Middle Right - Mr Thabo Thamane, CEO, **CEDA**

Far Right - Ms Kushatha Chilisa, Head of Enterprise and Supply Chain Development, **ABSA**



Speakers highlighted the importance of quality in the manufacturing production process and, emphasised that testing and certification of products should be budgeted for as a part of business setup. They suggested the establishment of a contract manufacturing facility to build local productive capacity and avert the high and prohibitive costs of manufacturing plants and equipment. For a better chance at success, speakers suggested disaggregation of roles in the manufacturing value chain. Speakers suggested an urgent need to develop mid and downstream industries of the diamond value chain as they have high margins and high job creation capacity. They showed the spotlight on industrial diamonds which have a high demand and low capital requirements

but are generally ignored by entrepreneurs.

A growing trend, ESG should be at the core of manufacturing business processes to allow for the much-needed growth and development of the sector without a similar growth in carbon footprint. Speakers suggested that Botswana should expedite the growth and development of solar manufacturing since there is demand for solar components, and the country has material for inputs of both solar panels and batteries. Finally, speakers called for heavy investment in building the capacity of transport and logistics in the country to facilitate trade in general and manufacturing in particular.

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# SESSION 4

## INSTITUTIONAL SUPPORT TO LOCAL MANUFACTURING

**This session discussed institutional support provided to facilitate the growth and development of local manufacturing. Discussants were representatives from BoBS, BITC, HB Botswana, NARDI, and ODC.**

BoBS noted that quality should be inherent in the production process and, testing and certification of products should be budgeted for as a part of the business setup. Ideally, testing should be done on inputs because, by the time the product is finished, it may be too late. Product testing and certification are key to business continuity, maintenance of quality, continual improvement, and consistency.

BITC is mandated to assist local manufacturers in exploiting global export opportunities to augment Botswana's small market. Their representative noted that exports are dominated by mining, especially diamonds, and there is a need for diversification. He said since Botswana is a signatory to several bilateral agreements, this gives Botswana goods preferential market access in those trading blocks, an opportunity that local manufacturers and exporters should exploit. He cited as a major challenge the low industrial base in Botswana, the same obtains for SSA, and thus the country and region are net exporters of unprocessed material. This, he said, calls for industrialization by exploiting opportunities that exist in the entire value chain. He encouraged entrepreneurs to access support programmes offered by the BITC for assistance. These programmes include opportunity mapping, market intelligence, investment promotion initiatives, exporter development, PushaBW campaign which drives for onboarding of local products with retailers, SDP with corporate consumers etc.

HB Botswana – a diamond manufacturing facility – recently partnered with the Botswana government to contribute to diamond beneficiation in the middle and downstream of the diamond value chain. The company is building a new ecosystem to disrupt the diamond industry. The company values innovation, training, technology, creativity and ingenuity, transparency, collaboration, and big data. It stands for value addition and its representative implored that there be a mindset change to disruption norms that are currently entrenched.

NARDI delivers purpose-driven research on several thematic areas among them field crops and horticulture, natural fertilizers, animal production and health, food science and technology and agricultural bioscience and technology. The company also develops value chains. In the beef value chain, it has developed processes for value addition to products which include canned stews, convenience meals etc. In the horticulture value chain, the company has put up a processor and has put out products in the market for testing. In the dairy value chain, it has undertaken value addition to milk to produce drinking yoghurt, sour milk, cheese, and pasteurised milk. NARDI is skilled in soil conditioner and fertilizer production using bio-based technologies. It also provides lab testing for quality assurance and standards compliance. The representative highlighted that there is a need for a contract manufacturing facility to build local productive capacity and avert the high and prohibitive costs of manufacturing plants and equipment. He underscored also the need to disaggregate functions in the value chain for a better chance at success.



Far Left - Dr Martin Kebakile, Executive Director – Technology Transfer and Commercialization, **NARDI**  
 Middle Left - Mr Omogolo Mathumo, Communications Director, **HB Botswana**  
 Middle - Mr Odirile Merafhe, Vice President South, **Business Botswana**  
 Middle Right - Mr Botsile Kebapetse, Managing Director, **Botswana Bureau of Standards**  
 Far Right - Mr Keletsitse Olebile, Chief Executive Officer, **BITC**

## **ODC is a rough diamond marketing company that is wholly owned by the Botswana government. The Managing Director noted that the global jewellery market is growing exponentially, and the diamond remains to be its preferred input.**

There is a need to develop middle and downstream industries of the diamond value chain because the downstream margins are bigger, and the midstream industry has a high job creation ability. To support the development of these industries, there should be innovative financing solutions geared towards the industry.

There is also a need for stronger regulation of the sector. The representative said industrial diamonds are lucrative but are largely ignored. They make 80% of production and are all sold showing that there is demand. He advised entrepreneurs to exploit the sector and he cited low capital requirements as a pull factor.

### **Key take home messages**

- Quality should be inherent in the production process
- Testing and certification of products should be budgeted for as a part of business setup.
- There is need for a contract manufacturing facility to build local productive capacity and avert the prohibitive costs of manufacturing plant and equipment.
- There is need to disaggregate functions in the value chain for better chance at success.
- There is need to develop mid and downstream industries of the diamond value chain because with the downstream margins are bigger, and midstream industry has high job creation ability.
- Entrepreneurs should exploit the industrial diamond sector as they have low capital requirements and have high demand.



Mr Mmetla Masire, Managing Director, **Okavango Diamond Company**

# INNOVATIVE AND SUSTAINABLE FINANCING SUPPORT FOR LOCAL MANUFACTURERS AND EXPORTERS



# SESSION 5

## INNOVATIVE AND SUSTAINABLE FINANCING SUPPORT FOR LOCAL MANUFACTURERS AND EXPORTERS

**The panel discussion discussed financing support to facilitate the growth of the manufacturing sector. Discussants represented ABSA Bank, CEDA, BDC, and BECI.**

There are notable efforts by these organizations to support manufacturers. ABSA has removed collateral and three-year financials as a requirement for lending. CEDA has approved over P400 million in the last two years, which is the same amount the organization has disbursed over nine years in the prior period. The organization has also eased access to funding with low-interest rates. The CEDA representative highlighted that they are in the same value chain as banks, where they catalyse businesses and when they succeed, they are then onboarded by banks. BDC provides both funding and facilitation to create an enabling environment for business growth. They also provide a basket of financing models which include debt, mezzanine and equity. BECI facilitates access to credit by providing tailored export insurance solutions. They have partnered with commercial banks and provide guarantees as security. For the construction industry, they provide performance guarantees and credit guarantees with building material suppliers.

The organizations reviewed the efficacy of the products they provide and shared improvements they are currently undertaking. CEDA has established an Export Development Fund which assists export-ready clients. The Fund works with and leverages BITC's Export Development Programme.

The CEDA representative touched on some challenges which compromise the efficacy of their products, and these include:

- **Late payments of CEDA clients which then affects their repayments to CEDA,**
- **Applicants do not invest enough in studying what they want to do,**
- **Applicants do not like the equity component which de-risks the projects,**
- **Clients do not want to use bank instruments e.g., letters of credit.**

ABSA provides other services beyond funding including facilitation through training, and partnering with existing supplier development programmes. The bank is looking to partner in the export space to leverage its spread, it has partnered with BITC on most of its export development programmes, and it leverages its operational and financial management skills to assist SMEs. BDC assistance too goes beyond funding. It stabilises its clients by supporting them in looking for appropriate talent and technology. It develops value chains by incubating industries and then offloading them to entrepreneurs. BECI has launched export credit insurance to facilitate manufacturers. The insurer is experimenting with innovative export methods where the Botswana government guarantees credit for the development of consumer facilities e.g., a mall beyond Botswana's borders and once such facilities are in place they will be used to distribute Botswana manufactured goods in the host country through the facility

The organizations also discussed the issue of underfunding and financiers taking too long to adjudicate applications and to disburse funds which was raised by the manufacturers in the previous day's discussions. CEDA emphasised that it had a fiduciary duty over the public funds it handles. Its representative accused applicants of incomprehensive and unrealistic business plans and poor record keeping. The BECI representative reiterated the poor record-keeping challenge. He suggested that applicants should start with financiers before asking for guarantees. Where there are gaps, then BECI will provide the guarantees. The BDC representative explained that the process of application adjudication takes a long because it is a due diligence/risk management exercise. He encouraged applicants to submit high quality business plans. ABSA explained that they want to lend responsibly and avoid over-indebting businesses unnecessarily.

The discussants responded to the moderator's question on what it would take for lenders to issue uncollateralised loans. ABSA responded that only when there is an off-taker under established programmes. CEDA argued that they are already providing uncollateralised lending with 80% of their lending to the manufacturing industry and 60% of general lending being uncollateralised. However, their representative said they have to comply with risk assessment and credit scoring standards e.g., IFRS 9. He also noted the growing trends of disingenuous practices, for example, fake letters of support and service contracts which increase lending risk. BECI responded that collateral cannot be avoided due to inherent risk. BDC said collateral can only be set aside where there is cashflow certainty and this comes from off-takers and a sound business model.

### Key take-home messages

- Applicants should submit to the financier's bankable business plans. This should be coupled with good record-keeping for ease of application adjudication.
- Businesses should use safeguard instruments such as letters of credit to mitigate risk.





# ESG FRAMEWORK FOR BOTSWANA.



IS IT OPPORTUNE?

# PANEL DISCUSSION: ESG FRAMEWORK FOR BOTSWANA. IS IT OPPORTUNE?

The session comprised a panel discussion which addressed the question of whether the time was ripe for Botswana to develop a national ESG framework. Dr Alexander Kaufman, a UNDP ESG expert, argued in the affirmative when giving an overview. He said Botswana is developing the framework already with technical assistance from the UNDP and with other stakeholders.

The panel, which comprised representatives from the BSE, the BoB, and GT Auto Clinic (a mechanical engineering services supplier to the Debswana Diamond Company) agreed that ESG compliance was critical. They noted that manufacturing has a significant carbon footprint and the growth of the sector will mean an equivalent growth in its carbon footprint. ESG should be at the core of manufacturing business processes to allow for the much-needed growth and development of the sector without a similar growth in carbon footprint.

Benefits will accrue to ESG-compliant companies with some of them being the ability to attract capital since lenders will prefer green companies in the future. Already the local bourse is floating green bonds – with preferential interest rates - from which only ESG-compliant entities can raise capital. Other benefits would include access to markets as some large procurers would in the future prefer to do business only with ESG-compliant companies, and participation in global value chains as ESG compliance will be a prerequisite.

The panel discussion was adamant that greenwashing would not be tolerated as it is misleading disclosure and will attract penalties. Suggestions were made to the effect that the national ESG framework being developed should align with existing national M&E structures for ease of monitoring. Moreover, asset managers were encouraged to grant ESG-compliant companies preference for funding and support those with carbon footprint to transition.

## Key take-home points

- ESG should be at the core of manufacturing business processes to allow for the much-needed growth and development of the sector without a similar growth in carbon footprint.
- Greenwashing is tantamount to misleading disclosure and should, , be penalised.
- The ESG framework being developed should align with existing national M&E structures for ease of monitoring.
- Asset managers should grant ESG-compliant companies preference for funding, and support those with a high carbon footprint to transition to low carbon footprint business model.



Far Left - Ms Tebogo Botlhoko (Commercial Director), **GT Auto Clinic**.  
Middle Left - Mr Kopano Bolokwe (Head of Product Development), **BSE**  
Middle Right - Mr Lesego Moseki (Director - Financial Markets), **Bank of Botswana**  
Far Right - Ms Boitumelo Mbaakanyi (Project manager), **UNDP**

# 06. SOLAR ENERGY AND MANUFACTURING



# SESSION 6

## SOLAR ENERGY AND MANUFACTURING

The session was made up of a panel discussion which reviewed prospects for solar manufacturing and export opportunities in Botswana. The discussion was prefaced by a presentation on the Soltrain Solar Geyser Project by Prof. Kevin Nwaigwe.

The project is a SADC regional initiative on capacity building and the demonstration of solar thermal systems. It aims to support target countries in changing from a largely fossil-based energy supply system to a sustainable supply structure based on renewable energy in general, and on solar thermal in particular.

In Botswana, the initiative is driven by the University of Botswana. The panel – made up of representatives from the University of Botswana and SolarOne (Pty) Ltd (a local solar panel installation company) agreed that many opportunities exist in the solar space. The country has ample sun all year round with a high DNI second only to Namibia in the region. The country also has an abundance of inputs required for solar panel manufacture like sand, cobalt, etc. BCM is stimulating mines to adopt solar as a way to decarbonize, as a consequence, there is going to be a high demand for solar energy which would create a market for solar components. Furthermore, the Botswana Integrated Resource Plan aims for the country to produce 795 megawatts of solar by the year 2040, hence even more demand for solar components. For storage, the country has cobalt for batteries, and a neighbour in the SADC region - the Democratic Republic of Congo - produces 60% of the world's cobalt output. The national grid can be used for storage. New technologies are being discovered, for instance, sand is being explored as storage material instead of salt and lithium. This is being explored through PhD research at the University of Botswana.

To expedite growth and development in the solar sector, the panel suggested that the Government should move subsidies from fossil-powered generation to subsidize solar to stimulate solar manufacturing. Then introduce compulsory standardization to protect local manufacturers. Also, there is a need for a combination technology of PV for electricity and thermal for heating. Legislation could be used to mainstream solar in the country, for example, the use of solar panels in all public buildings and building codes that encourage the use of solar.

Both the Government and the private sector should off-take for solar manufacturers – even when they are not tier-one producers with the ability to grant long-term warranties – to stimulate solar manufacturing. Strict quality assurance should be imposed on imported components. Currently, BoBS is working with stakeholders to develop standards for solar components and BURS crosschecks quality certifications of products being brought into the country. Regulators should liberalise the solar space and cap rooftop solar beyond 1MW, including for grid contribution.

### Key take-home messages

- Botswana should expedite the growth and development of solar manufacturing since there is demand for solar components, and the country has material for inputs of both solar panels and batteries.
- The government should move subsidies from fossil-powered generation to subsidize solar to stimulate solar manufacturing.
- Legislation should be used to mainstream solar in the country.
- Both the Government and the private sector should off-take solar manufacturers.
- Regulators should liberalise the solar space and cap rooftop solar beyond 1MW, including for grid contribution.



Far Left - Ms Kate Maphage, Managing Director, **Solarone (Pty) Ltd**

Middle Left - Prof Kevin Nwaigwe, Soltrain Solar Geyser Project, **University of Botswana**

Middle Right - Mr Morulaganyi Masalila (Business Development Executive), **BCM**

Far Right - Ms Linda Moseki, President, **SAFE0**

# 07. EXPORT MARKET ACCESS



# SESSION 7

## EXPORT MARKET ACCESS

**The session explored export market access for local manufacturers. As an overview, Mr. Komi Tsowou of the UNDP made a presentation on Value Addition and Export Trade in the context of the AfCFTA.**

Mr. Komi Tsowou explained AfCFTA as the largest free trade pact in the world in terms of the number of signatories, which promises to turn Africa into a modern, industrialized, cohesive, and influential player on the global stage. Members are initially required to remove tariffs from 90% of goods per AfCFTA Tariff Modalities, eventually allowing free access to at least 97% of goods and most of services across the African continent. During the launch of the operational phase of the AfCFTA, five operational instruments were unveiled:

- **The Rules of Origin:** A regime governing the conditions under which a product or service can be traded duty-free across the region.
- **The Tariff Concessions:** It has been agreed that there should be 90% tariff liberalisation. Over 10 years with a 5-year transition, there will be an additional 7% for “sensitive products” that must be liberalized.
- **The online mechanism for monitoring, reporting and elimination of non-tariff barriers, NTBs:** NTBs are a great hindrance to intra-African trade whether physical, like poor infrastructure, or administrative like the behaviour of customs officials. These are to be monitored to ensure they are eliminated.
- **The Pan-African payment and settlement system:** To facilitate payments on time and in full, by ensuring that payments are made in local currency and at the end of the year there will be net settlements in foreign exchange. With the certainty of payments, there will be confidence in the system.
- **The African Trade Observatory:** A trade information portal to address hindrances to trade in Africa due to lack of information about opportunities, trade statistics as well as information about exporters and importers in countries. The trade observatory will have all this information and other relevant data which will be provided by AU member states.

Mr Tsowou said trade agreement opens up the continental market to local manufacturers at highly subsidized or no tariffs at all.

A panel discussion followed the presentation to discuss transport and logistics as a facilitator of manufacturing and exports. The panel comprised representatives from Air Botswana, Botswana Oil, Botswana Railways, and Gasal Logistics (a local trucking company).

Among the salient points generated by the discussion is that logistics is the backbone of economies in general and manufacturing in particular. Air Botswana has begun handling freight albeit still at an infant stage. They need to acquire appropriate machinery and engage with stakeholders to source business. Rail infrastructure development has lagged behind the road. Consequently, rail cannot compete with road. There is a need for capital investment to develop rail infrastructure, both rail networks and locomotives. With the investment would come positive ROI, especially for the manufacturing and export sectors as rail is efficient in carrying large loads, there are no delays caused by border formalities for trains, and it's safer in comparison to road infrastructure.

Botswana Railways is planning to build a dry port in Moseitse Village where imports from the north would be delivered and then moved by rail to ports in South Africa, thus reducing traffic on the country's roads and thereby preserving them. Gasal Logistics representatives decried the regulation which prohibits trucks from driving after 6 pm and on weekend/public holidays saying it causes unnecessary delays which inconveniences their clients. Botswana Oil representative said they are a consumer of logistics to be able to replenish local fuel stocks and keep the economy, including the manufacturing industry, going.

### Key take-home messages

- There is need for investment in the capacity of Air Botswana to handle freight for better facilitation of trade.
- There is need for heavy investment in rail infrastructure – both rail network and locomotives – for better facilitation of trade.
- There is need to revise the regulation which prohibits trucks to drive after 6pm and on weekend/public holidays because it causes unnecessary delays which compromises efficiency in trade.

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# DAY 3 SYNOPSIS

Day 3 of the Summit evaluated opportunities, challenges, regulatory issues and probable solutions in agro-processing for various industries. It also reviewed the lack of specialised skills in the country, explained what is currently being done, and identified the support the Government needs from both the private and civil society sectors.



Discussions covered cross-border issues as an enabler of international trade, and opportunities in the mining sector that have been unlocked by the different CEEP initiatives.

Speakers and delegates identified the need for structured monitoring to ensure that retailers provide retail space for local products according to existing policies. They implored agriculture extension workers to support farmers for improved horticultural produce and productive capacity. Improved quality produce would yield better quality processed foods. Local businesses should invest in building strong brands to compete with external brands. To address the skills shortage, there should be TVET and industry linkages in curriculum development for requisite artisanal skills.

Further, Botswana should craft a long-term skills strategy for the manufacturing sector, and this should review both skills needs for the now

and the future. Moreover, graduates most of whom are unemployed should be reskilled and retooled for manufacturing jobs.

The mining has identified the following opportunities as low-hanging for exploitation by the local manufacturers: hydraulic equipment, mobile and fixed plant, remanufacturing and repairs, machining and refurbishments, vertical integration, import substitution, and coal beneficiation projects.

# DISCUSSIONS WITH LOCAL MANUFACTURING ENABLERS



# SESSION 8

## DISCUSSIONS WITH LOCAL MANUFACTURING ENABLERS

### Panel Discussion: Opportunities and Challenges of Agro processing in Botswana (Fruits, Vegetables, Meat, Leather)

This session evaluated opportunities, challenges, regulatory issues, and probable solutions in agro-processing for various industries. The panel comprised a chocolatier who uses indigenous fruits for flavouring, a representative from NAPRO, and a representative from LEA who is overseeing the establishment of the leather park.

The discussants shared a brief overview of their industries. The chocolatier noted theirs was a new industry. She acknowledged the institutional support they have received from the UNDP SDP and LEA incubation. The company faces challenges of market access as some retailers refuse to carry local products. She cited also a need for various levels of funding, concept development, R&D, upscaling etc. She decried that without the varied funding enterprise growth becomes stagnant. She suggested that there be structured monitoring to ensure that retailers provide retail space for local products according to existing policies.

The LEA representative also noted that leather processing was a new industry in the country. He cited low-hanging fruit opportunities for the sector such as PPE production for the mining industry. Some of the challenges he cited are;

- slaughtering animals that are not consistent in size and weight,
- unskilled slaughterhouse staff which results in skins having cuts which render them unusable, and
- the absence of a tannery in the country.

The NAPRO representative explained that they do backward linkages in farming, warehousing, logistics, and processing horticultural produce into canned food. She decried market access challenges due to the difficult listing terms of the retailers. The plant also experiences productive capacity challenges due to farmer and production plant limitations. She also cited the inferior quality of horticultural produce. She implored agriculture extension workers to support farmers for improved horticultural produce and productive capacity.

Furthermore, the discussants have recommended that there be TVET and industry linkages in curriculum development for requisite artisanal skills. The TVET policy is currently being reviewed and the industry is encouraged to review the draft policy and make input. Businesses should invest in proper branding as strong brands sell, market the products and improve consistency of supply.

#### Key take-home messages

- There is a need for structured monitoring to ensure that retailers provide retail space for local products according to existing policies.
- Agriculture extension workers must support farmers for improved horticultural produce and productive capacity.
- There should be TVET and industry linkages in curriculum development for requisite artisanal skills.
- Businesses should invest in building strong brands as they sell.



Far Left - Ms Sebu Mokgwe, CEO, **Sweet Sensations (Pty) Ltd**  
 Middle Left - Mr Paul Ockerse, Director - **Leather Park, LEA**  
 Middle Right - Ms Metlha Mangwane, Acting CEO, **NAPRO**  
 Far Right - Mr Johnson Tsoro Maiketso, Programme Specialist and Head of the Prosperity Portfolio, **UNDP**

# PANEL DISCUSSION: LOCAL MANUFACTURING SECTOR'S SKILLS GAP ANALYSIS

The panel discussion reviewed the lack of specialised skills in the country, explained what is currently being done, and identified the support the Government needs from both the private and civil society sectors. Discussants comprised representatives from BQA, BB and HRDC.

The BQA representative acknowledged that there are a few training programmes which are geared towards manufacturing. Even then, it is not clear if the industry participated in their development. She noted that most programmes registered with them are artisanal and short courses. She said that training institutions – both public and private – are not appropriately equipped for the programmes that they deliver. She encouraged the industry to be proactive identify their skills needs and submit them to BQA.

The BB representative identified the country's low industrial base as limiting the development of vocational skills. He also cited that blue-collar work avoidance by students who prefer white-collar vocations. Another contributing factor is the low uptake of the Training Fund to which the private sector contributes.

The HRDC representative said there is a need for a long-term skills strategy for the manufacturing sector and this should review both skills needed for the present and the future. He noted that the skills mismatch emanates not from the learner, but rather from the trainer since the latter lack industry experience. To remedy this, strategic partnerships are needed to give trainers industry exposure and access to industry facilities. He also observed that even though there are technical skills gaps, the industry is rather focused on soft skills development. He implored stakeholders to promote technical skills and also indicated that HRDC is considering opening up the Training Fund beyond vocational training.

The panel found the industry participation lacking in curriculum development. They requested the industry to work with HRDC and BQA to set up a formal structure for this purpose. Also, the industry should anticipate future skills needs, drive change, and not wait for the Government to drive the transformation.



Left - Dr .O.B. Molwane, Deputy Dean, Faculty of Engineering & Technology,  
**University of Botswana**

Middle Left - Dr Pinkie Kebakile, Research Fellow, **BIDPA**

## Key take-home messages

- There is a need for a long-term skills strategy for the manufacturing sector and this should review both skills needs for the now and the future.
- Trainer lacks industry experience and strategic partnerships are needed to give them industry exposure and access to industry facilities.
- Industry participation is lacking in curriculum development, so the industry should work with HRDC and BQA to set up a formal structure to that effect.
- The industry should anticipate its future skills needs and drive change rather than wait for the Government and regulators to drive the transformation.
- Reskill and retool graduates, most of whom are unemployed, for manufacturing jobs.
- Adopt an outcome-based teaching/curriculum.
- Establish sector education and training bodies for sector-level training and quality assurance.
- There is a need to reskill and retool graduates - most of whom are unemployed - for manufacturing jobs.



Middle Right - Mr Norman Moleele, Chief Executive Officer, **Business Botswana**  
 Right - Dr Gillian Mmolotsa, Deputy Chief Executive Officer **BQA**



Ms Merapelo Akuje, Training Coordinator (VDMA), **BCM**



Left - Ms Sebu Mokgwe, CEO, **Sweet Sensations (Pty) Ltd**  
 Middle Left - Mr Paul Ockerse, Director - **Leather Park, LEA**  
 Middle Right - Ms Metlha Mangwane, Acting CEO, **NAPRO**  
 Far Right - Mr Johnson Tsoro Maiketso, Programme Specialist and Head of the Prosperity Portfolio, **UNDP**

**Cross Border Issues**

**Opportunities and Challenges (Customs and Immigration, Import Duties, VAT Registration Issues, Bonded Warehousing) - Shirley Montsho (BOTC)**

Ms Montsho explained that the Botswana Trade Commission was established to regulate exports and imports of goods into Botswana as well as in the Common Customs Area. She further elaborated that Botswana shares a relationship with four countries namely Lesotho, Eswatini, Namibia, and South Africa thus BOTC is not only involved in the domestic market but the regional market as well. The BOTC exists to create an enabling environment for fair trade in Botswana as well as within the customs union.

BOTC services include infant industry protection, tariff changes for industry protection through additional/temporary duties, trade remedies against unfair trade practices e.g., dumping, countervailing, safeguards, and issuance of import and export permits for regulated products.

**How Cross Border Issues Impacting Local Manufacturing - Mr Molemi Pule (BURS)**

Mr Pule explained the role of the division - Customs Services Division – at the BURS as a trade facilitator that ensures that exports arrive at their set destinations as well as confirm the legitimacy of imports to alleviate criminal activities such as money laundering. Services include industrial and general rebates, duty drawbacks, implementing trade agreements, and border protection, i.e., the refusal to admit prohibited goods and infant industry protection.

The two discussants noted as challenges, the underutilization of trade agreements/rebates. They encouraged companies to apply for rebates before importation. They highlighted that a simplified guide to trade agreements is available for the private sector through both the UNDP and Ministry of Trade websites.



# PANEL DISCUSSION: MINING PROCUREMENT PROCESSES: ARE THEY SUPPORTIVE OF LOCAL MANUFACTURERS?

**Procurement officials from MCM and Debswana discussed their company CEEP initiatives and highlighted opportunities that exist for local manufacturers as a result.**

The current MCM strategy aims for citizen inclusion. To attain this, the company has consolidated citizen economic empowerment programme, supply chain, and project procurements functions under one banner. It launched an online supplier registration platform for ease of registration. It has also signed MoUs with several financiers in order for the mine's suppliers to be able to access funding without collateral.

The mine has agreed with equipment manufacturers to leave maintenance to local manufacturers. Mining consumables are bought from local manufacturers. It has partnered with BIUST to use its IP and to commercialise it.

The opportunities that have been identified include the planned P1.5 billion spend over the 5-year duration of the company strategy, vertical integration, import substitution, 1-year test and pilot for local manufacturers for product quality improvement, and coal beneficiation projects.

Debswana has a huge budget which unlocks a lot of opportunities for local manufacturing. In 2023 alone, the company will spend P15 billion on repair and maintenance, capital expenditure, and consumables. Opportunities exist in hydraulic equipment, mobile and fixed plants, remanufacturing and repairs, and machining and refurbishments.

The Debswana representative decried the few players in the market. He also cautioned against fronting, buying and selling with no value add, price fixing, and collusion. Further, he encouraged businesses to register in their sourcing platform – ARIBA.

## Key take-home messages

- In mining, low-hanging fruit opportunities exist in hydraulic equipment, mobile and fixed plants, remanufacturing and repairs, machining and refurbishments, vertical integration, import substitution, and coal beneficiation projects.



Ms Tirelo Ramasedi, CEEP Coordinator, **Morupule Coal Mine**



# SESSION 9

## WRAP UP & NEXT STEPS

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### CLOSING REMARKS BY

HON. KARABO GARE  
MINISTER OF ENTREPRENEURSHIP



**Hon. Gare appreciated all the stakeholders who attended the three-day summit. He said the Government has identified manufacturing as one of the key sectors to expedite the country's economic diversification drive to create employment and business opportunities for Batswana.**

He noted that the manufacturing industry has not performed well as evidenced by the mere 5% it contributed to GDP over the last decade. He implored the sector to evolve by adopting modern technologies and methods for it to be sustainable, competitive, and relevant. Concluding, he encouraged the business community to look beyond Botswana's borders as the domestic market is limited due to the small population size.

# RECOMMENDATIONS

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## Innovation and Technology

- The manufacturing sector should embrace innovation, leverage emerging technologies, and integrate sustainable practices into their processes to successfully harness business opportunities provided by the mining sector.
- Manufacturing sector stakeholders must transcend traditional paradigms and adopt proactive approaches that encourage innovation, foster collaboration, and embrace technological advancement.

## Strategic Partnerships

- Government, businesses in the manufacturing sector, research institutions, development partners, financiers, and international corporations should collaborate and forge strategic partnerships to realize the full potential of the manufacturing sector.
- Government through its diplomatic relationships to facilitate the forging of strategic partnerships between local companies and manufacturers in other countries.

## The signing of the Mining Charter

- Mining companies that have not yet signed the charter intended to ensure that mining companies utilize their purchasing power and influence to promote and facilitate the development of commercially viable local citizen-owned companies should do so.

## Intellectual Property and R&D

- The 2024 Manufacturing Summit should include the intellectual property, copyright, and research and development community to enable the growth of a knowledge-based economy that the country espouses.
- Stakeholders should ensure that more investment goes towards research and development in order to create products and technologies that give local manufacturers a competitive edge.

## Industry/Academia Collaboration

- Incentives should be created to strengthen collaboration between academia and industry to foster knowledge transfer and commercialization of research.

## PPP Model

- There is a need for PPPs in order to create opportunities for citizens and local investors to venture into local manufacturing.

## Competitive Manufacturing

- Botswana should move away from aiming for import substitution and instead aim for a highly competitive manufacturing sector that can export to improve the trade balance.

# RECOMMENDATIONS

## Policy Environment

- Harmonise policies so that they do not disincentivise local manufacturers. Conflicting policies incentivise manufacturers on the one hand with all the support provided, and disincentivise them on the other hand by, for example, giving the mining industry duty-free access at the border of the same goods manufacturers produce.

## Innovative Financing and Risk Management

- Offtake agreements should be removed as a funding requirement.
- Financiers should provide adequate funding to businesses in order not to starve their operations of capital. Further, industries must be reviewed according to their merits because some, like manufacturing, require longer grace periods.
- Applicants for funding should submit to the financier's bankable business plans. This should be coupled with good record-keeping for ease of application adjudication.
- Businesses should use safeguard instruments such as letters of credit to mitigate risk.

## Quality Assurance

- The market should define its quality requirements for ease of adherence by manufacturers.
- BOBS and regulators should adopt a regenerative approach to avoid destroying budding industries with overregulation.
- Quality should be inherent in the production process and, , testing and certification of products should be budgeted for as a part of business setup.

## Economic Impact from Value Addition

- Procurement spend should translate into a notable impact on the economy, support should be extended only to local companies which create value through local production.

## Manufacturing Productive Capacity and Competitiveness

- There is a need for a contract manufacturing facility to build local productive capacity and avert the high and prohibitive costs of manufacturing plants and equipment.
- There is a need to develop mid and downstream industries of the diamond value chain because the downstream margins are bigger, and the midstream industry has high job creation ability.
- Entrepreneurs should exploit the industrial diamond sector as they have low capital requirements yet have high demand.
- Businesses should invest in building strong brands to compete effectively in the market.

## ESG

- ESG should be at the core of manufacturing business processes to allow for the much-needed growth and development of the sector without a similar growth in carbon footprint.
- Greenwashing is tantamount to misleading disclosure and should, , be penalised.
- The ESG framework being developed should align with existing national M&E structures for ease of monitoring.
- Asset managers should grant ESG-compliant companies' preference for funding, and support those with a carbon footprint to transition.

# RECOMMENDATIONS

## Solar Manufacturing

- Botswana should expedite the growth and development of solar manufacturing since there is demand for solar components, and the country has material for inputs of both solar panels and batteries.
- The government should move subsidies from fossil-powered generation to subsidize solar to stimulate solar manufacturing.
- Legislation should be used to mainstream solar in the country.
- Both the Government and the private sector should offtake for solar manufacturers.
- Regulators should liberalise the solar space and cap rooftop solar beyond 1MW, including for grid contribution.

## Transport and Logistics

- There is a need for investment in the capacity of Air Botswana to handle freight for better facilitation of trade.
- There is a need for heavy investment in rail infrastructure – both rail network and locomotives – for better facilitation of trade.
- There is a need to revise the regulation which prohibits trucks from driving after 6 pm and on weekends/public holidays because it causes unnecessary delays which compromises trade efficiency.

## Institutional Support

- There is a need for structured monitoring to ensure that retailers provide retail space for local products according to existing policies.
- Agriculture extension workers should support farmers for improved horticultural produce and productive capacity.

## Manufacturing Skills Development

- There should be TVET and industry linkages in curriculum development for requisite artisanal skills.
- There is a need for a long-term skills strategy for the manufacturing sector and this should review both skills needs for the now and the future.
- Trainers lack industry experience and, strategic partnerships are needed to give them industry exposure and access to industry facilities.
- Industry participation is lacking in curriculum development, so the industry should work with HRDC and BQA to set up a formal structure to that effect.
- The industry should anticipate its future skills needs and drive change rather than wait for the Government and regulators to drive the transformation.
- Reskill and retool graduates, most of whom are unemployed, for manufacturing jobs.
- Adopt an outcome-based teaching/curriculum.
- Establish sector education and training bodies for sector-level training and quality assurance.

## Opportunities in Mining

- In mining, low-hanging fruit opportunities exist in hydraulic equipment, mobile and fixed plants, remanufacturing and repairs, machining and refurbishments, vertical integration, import substitution, and coal beneficiation projects.

# APPRECIATION NOTE TO SPONSORS



The role of the Sponsors at the Inaugural Local Manufacturing Summit was much appreciated by the organizers Botswana Chamber of Mines (BCM), and co-organizers United Nations Development Program (UNDP) Business Botswana and Botswana Exporters & Manufacturers Association (BEMA).

The Sponsors have made it possible to convene a multi-stakeholder platform comprising of top executives in the manufacturing sector, public sector policymakers, the business community, financial institutions, academia, and research institutions to dialogue on promoting the growth and contribution of manufacturing to Botswana's economic development aspirations.

We anticipate that this invaluable support from the Sponsors will continue to the next Summit.

## Sponsors



## Endorsing Partners



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# LOCAL MANUFACTURING SUMMIT 2023

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