

CEDA *insight*

EXTERNAL EDITION | 2nd ISSUE

Inside:

CEO's Foreword, Editor's Note, **Celebrating Our Customers:** Valley Stream (Pty) Ltd, Molepolole Horticulture, Batho Botlhe Milling,

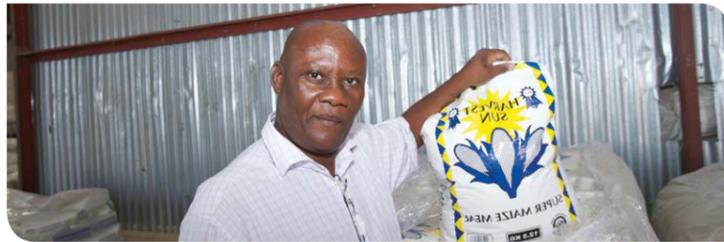
Bo - Inter Trading, Building a strong brand for your business, Chindi Holdings, Molepolole Horticulture, Understanding the CEDA Appeals

Procedure, When Being Good is not Good Enough.

CONTENTS

2nd Issue

Editor's Note	3
CEO's foreword	4
Contributors	5
Batho Botlhe Milling	6 - 8
Workman' Compensation Insurance Cover	9
Bo-Inter Trading	10 - 11
Valley Stream Pty Ltd T/A High Sportswear	12 - 13
Chindi Poultry	14 - 16
Building a strong brand for your small business	18 - 19
Molepolole Horticulture	20 - 21
Understanding The Ceda Appeals Process	22- 23
The Dangers of being 'good' in Business	24 - 25
Business Directory	25- 27



EDITORS' NOTE

2nd Issue

Editors' Note



Welcome to the 2nd edition of the CEDA Insight Newsletter External edition. It gives me great pleasure to bring you even more success stories from our clients. In our first issue we expressed our intent to celebrate our clients and give them the platform to tell their success story and also their relationships with CEDA. Through these success stories we aim to give our readers more insight on how far our customers have come. This platform will also encourage other customers to see how much CEDA understands the challenges that its customers face on a daily basis. CEDA does not only want to be perceived as a financier, it also aims to be seen as a partner that offers mentoring and guidance through the different stages of a business.

In our journey to meet and interview these clients I find it very enlightening to continuously learn about the different challenges our clients face. What is more encouraging is how these clients overcome the challenges they face in their business. In this edition we have taken a focus into our Services and Agribusiness Sectors. These sectors need recognition as they are the two largest sectors in the Agency's portfolio base.

In this issue, we travelled to Pitsane, Molepolole, Palapye, Metsimotlhaba and lastly Bokaa. We visited two sorghum milling plants, a horticultural farm, a poultry farm and clothing manufacturer and embroidery business.

In Pitsane we visited Batho Botlhe Milling owned by Mr. Mr. Motswasele Kganetso. Mr. Kganetso is a former soldier who worked for the Botswana Defence Force for over 11 years before plying his skills into Sorghum Milling. He firmly believes that through sorghum milling Batswana will soon appreciate the importance of self-reliance by producing their own food. His story was true testimony that a business can only succeed if you are both passionate and disciplined. From Pitsane the team travelled to Molepolole to visit a horticultural project named Molepolole Horticulture owned by Mr. Chaka Keoagile. Mr Keoagile is a former kombi driver who has always had a passion for farming. He explains that although Horticulture remains to be a difficult market for Batswana he will conquer on. With the support of the Agency Mr. Keoagile aims to grow his business by expanding into other markets within the region.

Still on food production, I had the pleasure of meeting a very humble husband and wife team of Mr & Mrs Mooketsi of Bo Inter Trading. Bo Inter Trading is another Sorghum Milling business based in Metsimotlhaba. Prior to starting her business, Mrs Mooketsi simply owned a tuck shop which sold sweets, snacks and loose cigarettes. She was encouraged by a friend to approach CEDA and ask for financial assistance to start a sorghum milling operation, from her initial engagement with CEDA her business has grown in leaps and bounds and credits her family's support, customer engagement

and transparency as the reasons for their success.

In Bokaa we met Mr. Ishmael Mosinyi who owns Chindi Holdings which is a poultry farm. After working in the Ministry of Agriculture for over 17 years as a Poultry Farming Advisor, Mr. Mosinyi started his own poultry farm. Through various challenges he has managed to survive the test of time and continues to do well.

Lastly we went to Palapye and visited Valley Stream (Pty) Ltd a clothing manufacturer and embroiderer owned by Ms. Kenalemang Ndubo. Kenalemang realised that there was a gap in the market for school wear when she saw that suppliers were not meeting deadlines and the quality of clothing provided for school goers was below par. She set up her operation in Palapye and requested finance from CEDA and has managed to beat the odds in a relatively flooded market.

From meeting all these entrepreneurs the same message seems to resonate. That message is simply that "Business success is never achieved over night and passion should be your key driving force."

Thank you for reading our external newsletter. Please feel free to provide feedback to us on lbakwena@ceda.co.bw or call our office line on +267 3170895. We're proud of our community, and we'll continue to give you the best stories we can get out of our clients.

Leatile Bakwena
Communications Manager

CEO'S FOREWORD

2nd Issue

CEO's Foreword



Welcome to the second edition of the CEDA Insight –External Edition. After our first revamped edition was launched last year, our stakeholders have given us good feedback on this publication. This is reassuring as it is an indication that we have created a good platform for our stakeholders to communicate with us on their developments.

As a Development Finance Institution (DFI) we are tasked to foster citizen entrepreneurship and empowerment and also encourage the development of competitive and sustainable citizen enterprises. With this mandate the Agency has gone to great lengths to ensure that Batswana are given the opportunity to empower themselves and realise their potential.

Since our last issue the Agency has continued to receive recognition for its achievements in Botswana and across other parts of the continent. The Agency has also worked hard at bringing new products and services through the development of our 2015-2018 strategy. Some of the highlights are as follows:

AADFI AWARD

CEDA has recently received confirmation that it has been awarded for the second year running the award for "The Best Performing African DFI" by the Association of African Development Finance Institution (AADFI).

The Annual Assessment of DFIs evaluates DFIs in the various areas of governance, finance and operation in order to identify areas of weaknesses for self-improvement and strengths for consolidation. Of the 18 institutions that had submitted their assessments for review in these areas CEDA obtained a score 82% and was classified Best Performing Institution with an A.

This award bears testimony that CEDA has produced the best results in its Corporate Governance, Financial Prudence and Operational Standards. Through these results it shows that CEDA has implemented a robust corporate strategy in being a development financier of choice in Botswana.

Winning awards such as these is also largely due to our efforts to constantly improve our service offering, the development of new products that meet the ever changing needs of our customers and lastly the positive attitudes our staff display towards our clients.

On behalf of the Agency I will travel to Abidjan (Cote d'Ivoire) in May for the Associations 2015General Assembly to accept the award.

2015 – 2018 Strategy

At the end of March this year the Agency shall be concluding its current strategy for 2012 -2015. Over the past 6 months the Agency has been working tirelessly to develop a robust and

sustainable strategy for 2015-18. In the upcoming strategy we have placed Customer Service at the forefront of all that we do. We have coined our new strategy as Our People, Your Fund, Your business. Without the belief that customers have in us we would not be in existence, through their trust in us of their business and livelihoods we are able to excel.

Good customer service is the key ingredient in growing our customer base and building loyalty. Customers today are not only interested in the products and services we offer, they are interested in seeing us going an extra mile, from the greetings they receive when they enter our offices, to the help that they receive when they have a complaint. Customers need to have a good customer experience and get the best out of the Agency. Good customer service decreases the processes in turnaround time, one of the complaints that have been raised by our customers. Overall, our good customer service should reduce the number of complaints and appeals that we receive from our respective clients. In conclusion I would like to thank all members of staff for making CEDA the institution that it is. I have great pride in seeing our customers excel and they can only excel with the support that CEDA staff give them. I urge all those that read this newsletter to learn from the experiences that the featured customers have shared.

Happy reading and see you in the next issue.

Thabo Thamane

CEO

CONTRIBUTORS

2nd Issue

Contributors

Neo Tumelo

Marketing and Brand Executive

Meeting Ms Ndubo was an absolute pleasure; a true inspiration for all aspiring entrepreneurs, especially women. The desire and zeal she has for success in her business is the true definition of what CEDA looks for in entrepreneurship as a whole. Being a textile manufacturer is not an easy undertaking, especially in a market that has extreme direct competition from foreigners that provide cheaper, inferior alternatives. Ms Ndubo is highly motivated in becoming the market leader in Palapye. It was truly astonishing to meet an individual who was so hell-bent on expanding their operations in the not-so-far future. At the rate that the business is operating, her ambition of becoming a nation-wide supplier is not far-fetched at all. Furthermore her maternal approach to being a respected member of her community is commendable; she believes greatly in the philosophy of giving without any expectations.



Bosisi Ntshole

Appeals Manager

"It is always very humbling to serve our beautiful Botswana through CEDA. In this edition of CEDA Insight – External Edition, the Appeals team continue to broaden the understanding of the reader on matters related to appeals and complaints. CEDA guards its value system jealously and this contribution is envisaged as one further step to being accountable and customer focused. Looking ahead, our office will share experiences of Appeals and how they have been resolved.



Merapelo Montshiwa

Customer Service Coordinator

In today's competitive business environment, being 'good' is not good enough; you have to be outstanding and cutting edge with your customers.

Every second of every day, hungry competitors are circling around you like infected sharks just looking for a smell of blood, a scent of weakness, so that they can attack and take a bite out of your customer base.

They are strategizing on how they can obtain a competitive advantage and dominate the marketplace.

Therefore, it becomes vitally important that you know every single customer of yours, what they want, how, when and where. No two customers are the same and the same customer will not want what she/he wanted last month. Keep on the edge in order to outcompete so that you stay relevant and build technological dynasties and financial fortresses.

This article has been influenced to a very great extent by David Skok and Charles Gaudet in their "Understanding Buying Cycle and Triggers" and "It's ok to sleep with your customers" respectively.



James Koobake

Portfolio Executive – Insurance

On a daily basis companies across all industries the world over are exposed to legal actions as a result of their operations. It is most like due to the safety (injuries, death) of employees during the course of their employment. In this issue I will discuss "Workman's Compensation", an insurance cover which is statutory requirement. I hope this becomes an insightful article for the readers and will perhaps prompt them to safeguard themselves from any potential legal suits.



BATHO BOTLHE MILLING

2nd Issue



Batho Botlhe Milling

After 11 years of serving the country as a soldier in the Botswana Defence Force, Mr. Motswasele Kganetso saw a need to put Botswana on the map in regard to food production. Through milling of sorghum and maize, Mr. Kganetso took the opportunity to make products made by Batswana for Batswana. The food production industry in Botswana is at an advanced stage, but more needs to be done. Motswasele is one of those who has a success story behind milling.

Where did your career in sorghum milling start?

Directly after completing my secondary school education and Tirelo Sechaba, I joined the Botswana Defence Force (BDF). For as long as I can remember I had always wanted to serve my country as a soldier. I served my country for 11 years and with retirement looming, I started to have a keen interest in the

business of food production. I wanted to go into poultry farming particularly in egg production and I even worked for Tswana Pride as a Broiler Farm Manager.

To start a business I always knew that CEDA was the institution to approach. Whilst planning to put a business proposal together for poultry farming a very good friend informed me about a sorghum milling business that was being put up for sale. I saw an opportunity in milling that most Batswana did not see. With Botswana being heavily reliant on South African and Zimbabwean products I saw a huge gap in the market and the potential in starting up my own business.

With the money I got from the Defence Force, I decided to invest in market research. Research would give me an added advantage in knowing

exactly what I was getting myself into. I always knew that when going into a business without prior knowledge of the challenges and opportunities, you are almost setting yourself up for failure. You need to know the challenges that come with running a business.

When you approached CEDA for funding to start your business what were your experiences?

My business originally aimed at packaging and distribution of the maize and sorghum. Due to the ceiling of P4 million from CEDA I could only procure second hand machinery to start up. I went around and found good second hand machinery from other milling operations. I put in a lot of money into refurbishing.

The process of applying for funding proved to be incredibly challenging. My

first application was turned down, but with my resilience and never say die attitude I appealed. The appeals process pointed out where I had gone wrong and strongly suggested I go back to the drawing board and re-submit a more viable and concrete business proposal. In the re-submission I pointed out to CEDA that I was looking at providing food security for Batswana, employing and training strictly Batswana and was looking at putting Botswana on the map when it came to food production. All the reasons I stated proved to be valid and I was successful in getting my loan. With that money I went on to buy machinery that could produce 3.5 tonnes of maize per hour. Although this figure sounds like a lot, my ultimate goal is to produce 8 tonnes per hour.

There is so much potential for growth in milling. I am even looking at requesting for additional financing to increase my

output. This business is volume driven and the more I produce the more I stand to make. The demand is high from my clients and I need to make sure I deliver. Business has been good and with the support of CEDA's Business Advisory department I have been able to realise exponential growth year after year.

What challenges have you faced in the past?

The business of milling in nature is volume oriented and highly capital intensive. My current machinery only churns out 3.5 tonnes per hour as opposed to my desired 8 tonnes per hour. With second hand machinery you always run the risk of having break downs. As I said, to meet the demand I need to invest in new machinery that can meet the demands of my clients.

Even with the challenges, what do you

attribute your success to?

Although I am faced with several challenges, there is however a lot of success in my operation. I attribute my success to the support that I get from CEDA. The officers assigned to my project have a lot of input in how I operate. Other factors that I must not forget to mention are that my business partners are very supportive. Wholesalers who buy my products have signed long term contracts with me.

My passion and discipline which I gained through service in the BDF has also played a huge part in my success. Market leaders definitely feel my presence. I also value being hands on in my business. Being hands on gives you the opportunity to fully understand how to deliver quality goods each and every time your products leave the plant. I have also been fortunate to have built a



BATHO BOTLHE MILLING

2nd Issue

Batho Botlhe Milling (continues)

strong brand that customers associate with. Even my staff samples the product before it goes out.

Tell us about your business structure?

My business has grown over the years but I am of the belief that there is so much more I can achieve. My biggest setback is the machinery I use, due to it being outdated I am seriously hindered in producing large volumes of products. When I first started out in 2005 I only had 14 employees for the packaging and distribution. Between 2006 and 2010, I had 41 employees and today I employ 62 people. My business has also automated and staff work in shifts.

Who are your biggest clients and how do you keep them?

To date my largest clients are SefCash, Kgalagadi Breweries Limited (KBL) and Trans Africa. I have managed to build strong customer relationships with these clients over the years simply through good customer service. I am a true advocate of giving the best customer service you can give; customers want to know they can rely on you each and every time.

What are your passions?

I am a single man, so I have all the time in the world. Over the years I have developed a passion for farming in both cattle and crop production. I have farms in Takatokwane, Dutiwe and Kaduwe. These farms keep me very busy when I am away from the plant. There is so much potential in farming. We need to find ways to keep up with our neighbouring country such as South Africa. The farming in this country has grown and food sustainability has become so much easier for them. Although we are a small market we can easily keep up with their standards.

What advice can you offer the young entrepreneurs of today?

Young entrepreneurs need to understand that good business is driven by passion for both your products and customers. Entrepreneurs need to keep feeding their passion to see business growth. It is equally important to constantly seek advice from other entrepreneurs, more especially those who have been in the business for much longer than them. Through their advice and mentorship you can see where the potential pitfalls are and ensure you

best avoid them.



If you are going to get funding from institutions such as CEDA, always ensure you keep them informed of the developments and challenges you face. It is also important to seek advice from institutions such as Local Enterprise Authority (LEA). The Government is continuously driving the message across that we must empower ourselves and take advantage of institutions such as CEDA. Even though weather conditions are not always favourable, farming has huge potential in this country. Young Batswana need to take advantage of the institutions made available to them.



WORKMAN' COMPENSATION INSURANCE COVER

2nd Issue

Workman' Compensation Insurance Cover

Workman' Compensation Insurance Cover, What is it?

In simple terms it can be defined as Insurance that covers medical and rehabilitation costs and lost wages for employees injured at work. It is a statutory requirement for many companies.

Most countries largely require employers to purchase an insurance policy to handle their statutory obligations to workers who are injured or made ill due to workplace exposure. Whether your business is small or large, handling the expense and effort of meeting those statutory obligations is an ever-present challenge. Workman Compensation Insurance Cover aroused out of workers who had been injured or made ill on the job had to take legal action against their employers, resulting in a system that simultaneously made it difficult for workers to obtain compensation for such injuries and yet exposed employers to potentially devastating financial penalties under the tort system.

Today, modern workers' compensation laws provide fairly comprehensive and specific benefits to workers who suffer workplace injury or illness. Benefits include medical expenses, death benefits, lost wages, and vocational rehabilitation. Failure to carry workers' compensation insurance or otherwise meet governments' regulations in this regard can leave an employer exposed not only to paying these benefits out of pocket, but also to paying penalties levied by the government. In most jurisdictions, employers can meet their workers' compensation obligations by

purchasing an insurance policy from an insurance company.

Since workers' compensation is primarily regulated by the respective countries and territories, there's no single cohesive set of rules governing benefits, coverage or premium computation. Even if you have considerable experience in dealing with one country's workers' compensation system, if your business expands to a different country, you can easily find yourself dealing with very different rules. A general rule is that if you have employees who are not owners of the company, you probably need workers' compensation insurance. On the subject of employees, here is a potential trap to be aware of and avoid: Under most state's workers' compensation laws, you might have employees you don't know about. That's because most countries will treat an uninsured contractor or subcontractor as your employee if he or she is injured while doing work for your company.

How to make workplace safer for your employees;

Make workplace safety efforts an important part of every meeting. Don't just make it a part of your managers' meetings-make it a constant topic at meetings with workers. Make sure you communicate to them why safety is so vital, and how it affects the cost of workers' compensation coverage and thus the bottom-line of the company. You might be amazed at how many of your employees don't really understand how expensive workers' compensation coverage is for the company-or even that it's a cost for the company at all. Some

employees think it's just some kind of government program that doesn't really translate back to direct costs for the company. So share information about the cost of the company's workers' compensation insurance and how the cost of claims drives up that cost. Post the company's safety goals, and how well the company is doing in regard to meeting those goals. Compare current injury information (without disclosing confidential information about injured workers) with information on recent years.

Please remember; Safety is no accident. It takes planning, effort and thought. Now go ahead and ensure that your employees are insured to avoid any legal exposure..... There are several Insurance Companies in our Local Market that offers Workman' Compensation in Botswana, protect your employees and your company.

Looking back at where she started, Patricia attributes a positive attitude, drive and constant market research as the key ingredients to her success. With regular monitoring from CEDA, she is able to grow her business to the level where she can be considered an industry leader.

BO-INTER TRADING

2nd Issue

Bo-Inter Trading

After running a small tuck shop in Kanye and making very little money out of it, Mrs. Bothe Mooketsi took a leap of faith and approached CEDA for funding to expand her sorghum milling business. As daunting as it was, she made every effort to ensure her business was successful by applying her passion and business skills resulting in a profitable business.

Where did it all start and what was the motivation to start your business?

I initially owned a small tuck shop in Kanye, I sold confectionery, soft drinks, ice pops, loose cigarettes and magwinya. A friend then approached me and advised me to think bigger and try my skills at milling. I had doubts and thought I would never cut it in

the food production industry. I always thought that there were already bigger businesses than me and it would be too big a challenge for me. But after getting over my initial fears I approached the Financial Assistance Programme (FAP) for funding in 1999. The FAP assisted us with capital for us to formally set up the business and register it. In 2002 the company was incorporated and started trading as Ontibort Mills. Although the money from FAP was not a lot, it helped us get started.

At first it was difficult to operate as we did not have premises under our name. When you are milling you need to own the premises you operate from as opposed to renting. When you rent you are always under the constant fear that you may be evicted after your lease lapses. With all the machinery that

is used in milling you need to have a location that belongs to you under your name or else it can prove to be a hassle to constantly move your operations.

What urged you to approach CEDA for financing?

Getting financing from CEDA was a lengthy process as there was a lot of documentation that was required. The Officers handling my application were very helpful and kept me informed of the developments in my request for funding. In 2003 I initially requested for P 307 000.00 from CEDA to help me set up my expansion. After evaluating my request CEDA responded by saying that my business would only qualify with P 208 000.00 to expand. The shortfall of P99 000.00 left a huge gap as we needed a lot of machinery and

equipment to improve our production line. The financial shortfall did not deter us from the goal of growing Bo-Inter trading and thus continued to run this business with the little we were given. In 2004 we were lucky enough to acquire our own property and set up our operations in Metsimothabe. We were able to operate without the constant fear of being evicted should our lease lapse.

In 2007 after successfully clearing our first loan we approached CEDA for a second loan of P1 million. With this P1 million we were looking at expanding our business. We needed the injection to buy more equipment in order to increase output. Through this loan we have realised a growth in our business. More output simply means that the demand is growing.

What challenges does your business face on a daily basis?

As difficult and as time consuming as it is, the key to running a successful business is ensuring that you are on site to oversee that operations are running smoothly. Even if things aren't running smoothly you need to be on site to understand what and where the problems are. A major challenge we often face is the shortage of raw materials such as wheat bran and grain we use to make our end-products. Without the raw material from suppliers business can come to a standstill. In 2012 most businesses in the milling industry hit tough time because of the lack of raw material both locally and across the border.

Another important aspect of running a successful sorghum milling plant is

quality control. In food production you need to ensure that the product you give to your clients is of the highest grade. Sorghum milling has a lot of players both big and small. Quality assurance also gives your brand a competitive advantage. The more people enjoy your products and associate with your brand the more they will come back for more. Repeat customers are the key to having a sustainable business as they become committed to your brands.

To what size has your business grown since inception?

Since starting out with CEDA in 2004 the business was run by my husband and I. We were struggling at the time and were afraid of hiring staff and not being able to pay them adequately. We were somewhat afraid of being responsible for others in case we could not repay the loan to CEDA. As the business grew, we could no longer sustain the business with just the two of us, we had to look at hiring more employees. Today Bo - Inter Trading employs 15 employees and 5 casuals at peak time.

We also pride ourselves on the fact that we train our staff on site. We also have a Health and Safety Officer who ensures both safety of our employees and our products. Safety has to be adhered to when working with heavy duty machinery and safety comes first for our employees. Our products equally have to be safe for consumption.

What are you deeply passionate about besides your business?

God and my family comes first. I have 6 children and I am blessed to have a family that supports me throughout my business venture. They understand that

to run a successful business you need to be on-site to ensure that things run smoothly. By being on site you are able to track the success of the business and also ensure that you are sending quality products to your clients every time.

My family also has a passion for farming. We are currently breeding cattle, small stock and guinea fowl. Farming gives us an escape from milling and also provides us with a supplementary income.

What advice can you give young aspiring entrepreneurs, particularly those interested in Food Production and Milling?

I firmly believe that today's young entrepreneurs need to understand the basic foundation of running a business, those foundations can only be cemented through training from recognised educational institutions.

They need to understand that a great idea does not necessarily guarantee quick returns or easy cash. Starting or expanding a business is all about patience and understanding the processes that go into it. Along the way young entrepreneurs need to expect and understand setbacks, the true mark of successful business people are those that plan for those set-backs and know how to overcome them.

The youth should take advantage of the various government entities such as Local Enterprise Authority (LEA) and Ministry of Trade and Industry that help them to start businesses.



VALLEY STREAM PTY LTD T/A HIGH SPORTSWEAR

2nd Issue

Valley Stream Pty Ltd T/A High Sportswear

Miss Kenalemang Ndubo was employed as a Business Studies facilitator at Lotsane Senior Secondary School and during her tenure there she had noticed how the sizes for the sports kits would not fit the students. The kits came in large sizes and there were always delays in delivery which hampered the sports activities of the school.

Let us talk about when it all started; what was the biggest motivation to start your own business?

When it came to the soccer kits and tracksuits, there was always a shortage from the suppliers and the sizes were never fitting. I felt the need to improve on this and so I decided to start my very own tailoring store. In 2012 I purchased three sewing machines and hired three ladies to start the business with me. We started manufacturing school uniforms and sports kits which were accepted in large quantities by various schools. Embroidery became an important aspect of my business. As my business grew from strength

to strength, I realised that the market for the garments I was producing was growing and the demand from various schools in Palapye grew. That is when I decided to approach CEDA to assist me with expanding my business.

Tell us about your approach to CEDA to acquire funding for your business. What challenges did you endure and how was the whole application process in a nutshell?

I knew already from a business minded up bringing that success in any type of business did not come overnight. So when I approached CEDA for funding I also expected the whole process to be an extended journey. I walked through the doors of the Palapye Client Service Centre and sat down with a Customer Advisor, she gave me all the necessary documentation including a checklist of all documents I needed to produce in order for CEDA to consider my application. The only issue I had with my business proposal was justification of the potential market, seeing that by that

time I was not the only manufacturer or embroider in the region. By the grace of God I was awarded a contract by the Ministry of Health whilst I was in the process of my CEDA application and that facilitated the approval of my loan. As the saying goes, the rest is history. That initial loan helped me purchase more equipment for my company, which in turn strengthened my client base. I will always be grateful to the officer who took the time to help me; all that help led to where I am right now. Even up till now, I have a great relationship with my officer.

Let us take a moment to understand the manufacturing industry; what challenges do you encounter on a daily basis in relation to your business and how do you overcome them?

When I first started the biggest challenge I faced was delay in delivery of material from South Africa. At times it became embarrassing to not be able to deliver to my clients due to these delays. Thereafter I managed to find



a more reliable supplier, then came the challenge of lack of demand. In the second year of operation, the number of orders started decreasing; the market just changed instantly and this proved to be yet another challenge that would be difficult to overcome. As a result I had to reduce my staff complement from five to three. Through the grace of God business started picking up again and it was business as usual in no time.

Seeing that the industry that you are in does not have any stringent entry barriers, how do you keep yourself ahead of competitors? How do you position yourself as a market leader?

Yes there are quite a few textile companies in Palapye, but I am bold enough to refer to them as my 'colleagues' as opposed to competitors. I thrive to always be the best in this industry and believe it or not, I am a trendsetter in terms of being a seamstress. The quality of my products is very high which makes it difficult for other companies to compete.

What are the key factors contributing to the success of your business?

Firstly, I always put my clients first; seeing that my business is directly dependent on my clients, I try by all means to please them so that I turn all clients into repeat business. Maintaining healthy relations with my clientele is key, we check on them, we deliver on time, we try to customise their products as per their requests. Even when they seem to be satisfied, we need to go a step further to exceed their expectations.

What other passions drive you apart from being the top seamstress in Palapye, what other activities are you well vested in?

Giving back to the community. I have a teenager currently in high school and I always ask her about her friends and classmates, just to see how they are doing. She has a good heart and she will let me know if there are any students struggling at school, be it financially or emotionally. We try to provide such items as sanitary pads and uniforms to those who cannot afford them. I believe in equal opportunities for all, but the reality is that not all children are afforded that opportunity. Furthermore, with the remains of the various

materials, we produce bean bags and t-shirts for social clubs in and around the area.

Lastly, what words of encouragement can you give aspiring entrepreneurs who want to approach CEDA for funding?

Entrepreneurs should know that perseverance is important; you cannot afford to give up halfway into realising your dreams. I was not afforded CEDA funding the first time around as I was declined twice. The third time lucky I guess. It is unfortunate that most some people I try to advise still feel entitled to acquiring CEDA Funding. I try to explain to them that the only form of entitlement comes by default of being a citizen. Apart from that, you have to work hard to convince CEDA to fund your business, which goes without saying. As a businessperson you need to have a heart of stone, you need to believe in what you do, you need to be willing to educate yourself about your industry and lastly you have to work harder than you have ever worked in your life. My motivation for success is knowing that my business will one day help me afford my dreams.



Chindi Poultry

When you visit Mr. Ishmael Mosinyi's poultry farm in Bokaa you see an operation that is run by a highly experienced individual. Chindi Poultry is a small operation that understands its niche market and knows how to meet the demands of their clients.

After having worked in the Ministry of Agriculture as a Poultry Farming Advisor for over 17 years, Ishmael decided to venture out and start a poultry business of his own. With the many years of experience in the Ministry of Agriculture and a further 10 years running his own business with no financial assistance he approached CEDA for financial assistance to grow his business. After several knocks he has managed to dust himself off and try again. Here is his story:

Tell us where it all started and what drove you to wanting to set up your own poultry farm?

I have always had a passion for all types of farming. Seeing that our Government had a huge dependence on Agriculture I felt that it was important for me to play my part and ply my skills into Agribusiness.

Before starting my poultry business I worked at the Ministry of Agriculture as a Poultry Farming Advisor for over 17 years. In those 17 years I saw a great deal of potential in the poultry farming sector. Botswana focused a lot of their efforts in cattle and small stock farming. I realised there was a gap and a lot of potential in the Poultry Farming Sector.



I also took advantage of the fact that I was dealing directly with the industry through my working in the Ministry of Agriculture.

I was 6 years away from retirement, with the daunting fact that I had not set up anything to financially support my family and keep me busy, I decided to set up a business in something I was passionate about and also had a good background on

When you approached CEDA for funding how did they help you in setting up the business?

I started my poultry farm as a small-scale business in 1990 through the Financial Assistance Programme (FAP) that was set up by the Botswana Government. Through my experience I was able to run my small business but it never really realised its full potential due to lack of financial growth. My business was only

really able to supply locals in Mochudi and surrounding areas and the money I was making was not sufficient enough to try and push into other markets. I have to admit that my management skills were not up to scratch and had a lot of flaws hence the lack of growth. After running my business for almost 20 years I decided to take a leap of faith and started looking at ways in which I could grow my business. I approached the Local Enterprise Authority (LEA) for Business Advisory Services and training particularly looking into how I can grow my business into a large scale business operation. After receiving the training I felt ready to seek financial assistance and approached several financing institutions both in the public and private sector. I was turned down by several of these institutions citing reasons that my business was too small and would be smothered by the bigger players. Being turned down so many times was a real knock in my confidence

even though I knew what I was doing.

In 2010 when I felt more confident I approached CEDA for financing. With the help and advice I got from LEA I walked into the CEDA offices in Mochudi to enquire about taking my business to new heights. I put together an extensive business plan that outlined how far I had come and what I wanted to do to further grow my business.

As the poultry industry had grown, CEDA Officers really took their time to investigate if my business was sustainable. At the time there were already larger players in the market. They wanted to know how I would survive against my larger competitors. From these questions I realised that I needed to solidify my management plan and prove to CEDA that I had the technical know-how backed with over 27 years of experience working in the poultry business. My application for funding took over 6 months. In those 6 months I lost a lot of potential business as I had no money to deliver on those projects. After my loan was approved I saw exponential growth in my business.

I would like to consider myself very lucky when it comes to my relationship with CEDA. I consider CEDA a partner rather than a financier in my business. There have been several challenges in my business over the years. The relationship based on transparency has helped me grow strength to strength in this business. The Portfolio Executives that have handled my account in the past and up until now have played a significant role in the success of my business. I have been able to keep up with my re-payments simply because I have always informed them of how my business

operations are progressing.

I have been able to service two loans through. There have however been times when my business met challenges and I was facing closure, but through the help of CEDA Executives I was able to turn it all around and succeed.

What Challenges do you face on a daily basis?

Besides the market forever mushrooming with even smaller players, the poultry sector is in serious need of skilled labour. Not many Botswana are trained in the business of poultry farming. Our neighbouring countries such as South Africa and Zimbabwe have more skilled

labourers in poultry farming meaning that they take these jobs from Botswana that could equally be competent. The Botswana College of Agriculture needs to invest more into the training of poultry farming as there is huge potential in this market.

The egg production market is highly competitive; it gets even tougher when you have to compete with producers that come from outside of Botswana. Because Botswana is a small country with an even smaller market, one needs to understand the market it works in. By trying too hard to keep up with your larger competitors, you end up setting yourself up to fail, it's always best to compete in a market that is within your reach. Botswana need to



Chindi Poultry

find a niche in all aspects of business.

What magnitude has your business grown into and what challenges do you face with staff?

When I initially started I had only 2 employees and that was my wife and I. Through her support I was able to be play many roles on my farm. I was tasked with both the Operations and Management side of the farm. As the years passed my staff complement grew and to date I employ over 20 full-time employees. These employees range from bookkeepers, slaughterers, feeders, packers, cleaners and delivery. My employees are loyal but I have unfortunately had incidents where they have been dismissed due to stock theft. Theft is always a problem. When you are working with so many chicks and chickens it is not easy to always keep track of your stock which opens up an opportunity for theft.

I have also been fortunate to have support from my children. They are actively involved in the business and want nothing more than to see me succeed. They have a full scope of the challenges we face in the market and are always advising me on ways to overcome them.

How do I maintain relationships with clients?

Through the help of my family I have been able to grow a strong client base. I have been able to secure contracts with general dealers, butcheries, schools and other local authorities. It is important to maintain rapport with clients if you want to get repeat business. I am regularly

visiting both my clients and suppliers to ensure that all is well. I need to visit my clients on a regular basis to ensure that they are receiving the best quality from my business. By physically being on the farm I am able to conduct quality control and ensure that only the best leaves my farm. Quality control is the only way to maintain your reputation with your clients. If your quality drops or becomes questionable you are likely to start losing clients and fast.

What are your other passions besides poultry farming?

My wife and I have a keen interest in bee keeping and honey production. Along the way we have also tried our hand at cattle breeding through artificial insemination and dairy farming. One of my dreams is to go into dairy farming on a large scale. I believe that if I understand and apply myself everything else will fall into place. Agriculture as a whole is in my blood, what matters most is finding something you are passionate about and ensuring you see it through.

After running a successful business for so long, what can you advise young aspiring entrepreneurs?

One key message I would like to impress upon for those aspiring to start their own business is "Build a business that is built on a foundation of respect and a positive reputation". When you have respect for your business, those working for you, suppliers and clients you are definitely going to succeed. Everybody wants to work with someone who has mutual respect for each other. Building respect and reputation takes time and young entrepreneurs need to

understand that. Young entrepreneurs need to realise that if they think business success is achieved overnight they are sadly mistaken and stand a good chance in failing in little or no time. Entrepreneurs must never underestimate the value of training. Even if you are passionate about something, you cannot assume to know everything and thus it is important to seek business advisory services from local authorities such as LEA and CEDA. People need to understand that these institutions will help anybody who is serious about business. Batswana need to take advantage of the help the Government is offering in empowering them.



NOW AVAILABLE

CEDA is pleased to inform its valued customers that for ease of instalments payments, **Point Of Sale Machines** for debit card payments have been installed in all Client Service Centres.

www.ceda.co.bw

Building a strong brand for your small business

Branding should be one of the corner stones in your strategy to attain business success. Whether your business is large or small scale, retail or business to business you need to have a strong brand in order to survive. Having an effective brand strategy gives your company a competitive advantage in a volatile market that is swamped with competing brands.

For a company to successfully brand itself it must fully understand what their business stands for. It must understand its market and more importantly who its competitors are. A brand can simply be defined as a promise to your customers. By developing a brand you are giving your customers something they can associate with and gives them certain expectations from the products and services you provide. Most importantly a brand differentiates you from your competitors and if you are branded correctly you can be a market leader as opposed to a simple market player.

Your brand should be derived from who you are, who you aspire to be and lastly how you want your target audience and potential customers to perceive you. You need to really ask yourself "Where do I want my business to go and more importantly where do I want to take my business?" What is also important is for businesses to understand is that it takes time to build success particularly through your brand. Your brand needs to be easily identified and highly regarded.

Below are 10 ways to ensure that your brand stands the test of time:

1. Start by defining your brand.

Small businesses regularly find themselves competing in a market

that is already swamped with players that are far bigger than them. In order to survive in your respective industry it is important to ensure that you pinpoint exactly where your customers are and how to appeal to their needs both emotionally and rationally. Your brand personality should immediately connect with clients and this will enable you to differentiate yourself from your competition.

2. When building your brand, think and treat it as if it is a person.

People often get confused when you refer to a brand as having a personality. What you need to understand is that brands need to have a personality that people can associate with. A personality determines how we as people behave in different situations, how we dress and often what we say when we are in different situations. When you have a brand it is critical to have a brand personality that your customers can associate with and can resonate with.

3. Consider the key things that are driving your business.

Just like a person, a brand needs to have something that drives it and has purpose. Brands need to have idols or heroes they look up. These driving forces will help your brand establish its emotive brand positioning and inform the identity and character for you integrated marketing communications.

4. Continue to build long-term and sustainable relationships with your customers

Your customers want to associate themselves with brands that are consistent and reliable. Customers as always are spoilt for choice; if brands

do not meet their expectations they will just move on to the next offer. Ensure that you do not dress up your product offering for it to be something that it is not which will result in being a massive disappointment. Always be clear on who your company is and stay true to the values that push your business on a daily basis.

5. Speak to your customers with a consistent tone of voice

Businesses need to set a consistent tone of voice which appeals to its customers. Consistency in the tone of voice will help reinforce the businesses character and will help in providing clarity so that customers know who they are dealing with.

6. Avoid repeating the same messages in the same way.

Businesses must realise that their customers are not stupid. There is no need to keep repeating your key messages over and over again. Your business needs to find different ways in communicating the various messages to its customers.

7. Don't try imitate the look and feel of bigger brands

Customers can smell a cheap imitation from far away. Due to their ability to chop and change brands and service providers it is important to ensure that you have a brand that is distinctive and more importantly unique. By being authentic customers will be inclined to believe in your brand and support you simply because they believe in you. More often than not customers will want to support brands that stand for something new and vibrant

8. Be a Market Leader not simply a Player. Be Bold, Daring and Innovative

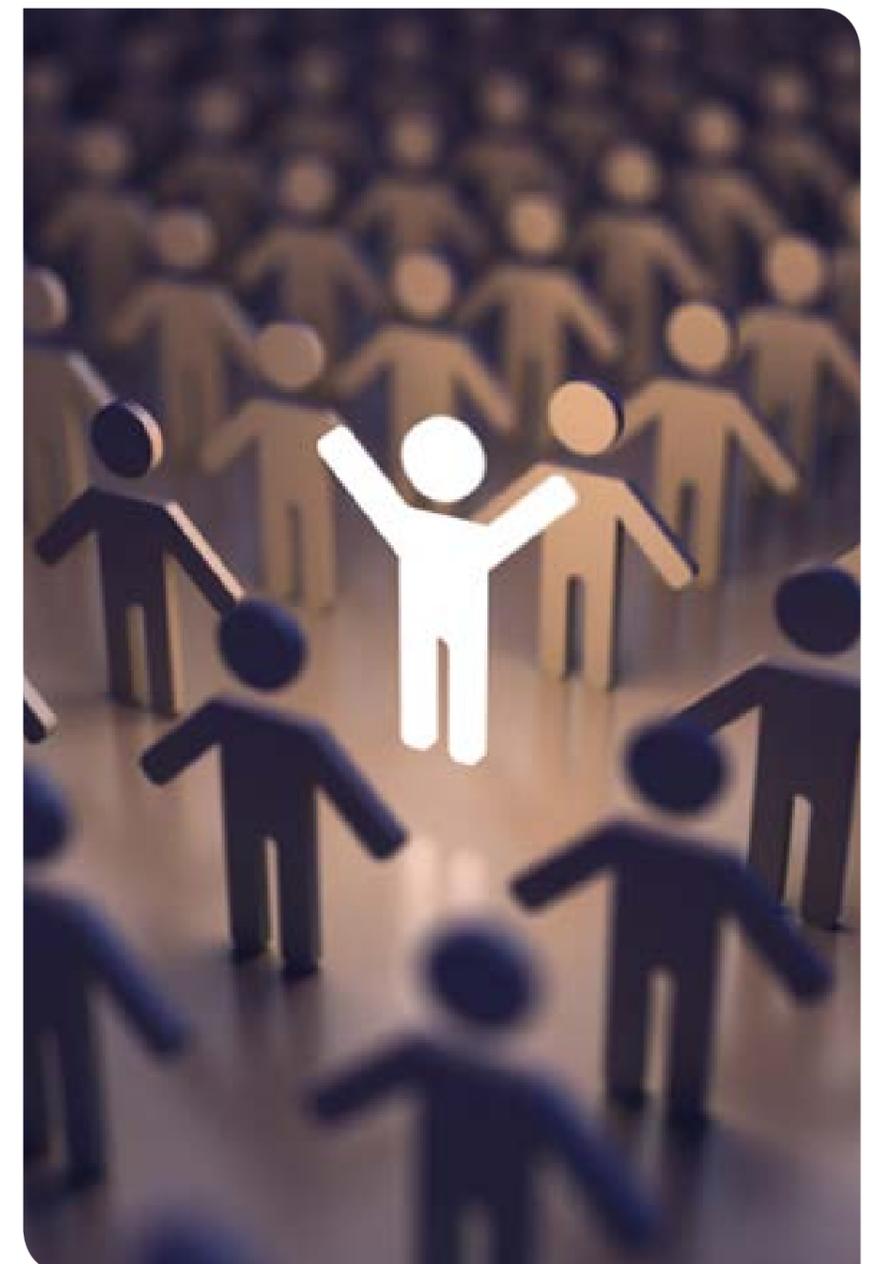
Big brands are often faced with the challenge of trying to stay relevant in their market. Big brands are often bombarded with large layers of bureaucracy, preventing them from being able to be flexible enough to reach out to their customers. With your business you have the opportunity to be daring and innovative in order to set the pace.

9. Always consider your brand values whenever communicating with customers

Your brand values and pride must always stay intact even in the toughest of market conditions. Avoid trying to dilute your brand positioning with indiscriminate discounting. Always aim to offer more as opposed to slashing of prices. Brand promotions are an opportunity to reinforce your brands mission.

10. The old way of promoting your logo on everything won't cut it

Branding in itself is fluid and constantly evolving, your brand needs to keep up with these changes and constantly reinvent itself with the market. Businesses need to respect their customers intelligence by not giving everything away at one go. Allow some intrigue with your brand.



MOLEPOLOLE HORTICULTURE

2nd Issue

Molepolole Horticulture

When Chaka Keoagile felt that he could do more with his business acumen, he decided to focus his attention to horticultural farming. He previously ran a transportation business and took that business to great heights. After several attempts at seeking funding from other institutions he approached CEDA for assistance and as they say the rest is history.

Where did it all start and what motivated you to start-up your own business?

Before I went into full-scale horticultural farming, I made a living in transportation by running a small kombi business. Although I was getting by through running kombi's I felt that my true passion was into horticulture and farming. Growing up I would always go to the farm during school holidays and help my family with the ploughing and planting of crops. With going to the farm every holiday I would constantly learn the business of horticulture.



Other motivations behind starting my horticultural business were the fact that I felt Botswana as a country relies heavily on our neighbouring countries to provide vegetables. It was important for me to start something of my own and play my part in Botswana's efforts to make food production sustainable.

How did you come to learn of CEDA and how did you ask for assistance to start your project?

Ever since I wanted to start my own business I always knew there was CEDA. I knew that they were available to offer financial assistance in various types of sectors. Although I knew how to grow vegetables I did not have the required financial acumen and needed proper training. Before approaching CEDA I received business advisory services from LEA, I registered my business with the Registrar of Companies and obtained the title deed for my farm through the Molepolole Sub-Land Board and through this I received monitoring and mentoring. The monitoring and mentoring guided me in fully understanding how to keep my business successful and ensuring I pay my repayments on time.

The application process to receive funding from CEDA took a period of 3 months. At first it was rejected due to numerous errors I had made in my business plan. I subsequently appealed and was told exactly what the problems were. In my initial application I had requested money for de-bushing, a vehicle, to build my own store room and fencing. All this added up to a substantial amount and was too high a loan amount. I was advised to look at cutting down on

the costs and requirements to start my business. This motivated me to finance some of things I had requested on my own. I de-bushed the field with casuals and decided to get transportation after starting up the business.

After re working my business plan I re-submitted it to the Portfolio Executives handling my proposal. From the Appeal to approval it took exactly 3 weeks. Although the entire process took time I felt it was worthwhile as it gave me a great deal of exposure into the business requirements so that in future should I request for further financing I will know exactly what to do without going through too much stress.

What Challenges does your business face on a day to day basis?

Right from the onset the business of horticulture has proven to be difficult. There are so many factors that come into play when farming. The challenges I face are as follows; harsh weather conditions such as heat and the drought the whole country is going through. Even with shade netting to protect my vegetables from direct sunlight the heat affects the quality of my stock. The lack of rain also puts strain on my borehole, more rain would help Botswana as a whole. Pests are constantly affecting the quality of my stock and pesticides do not come cheap. With pests you also run the risk of losing a whole lot of crops due to them being spoilt and not for consumption.

Quality of labour is also a challenge, there are not enough horticulturalists in the country and this is concerning as we are left with no option but to source

people from South Africa and Zimbabwe. With more qualified people on the farm I am convinced we would produce better quality products.

What does the current market look like? Are there any challenges you face?

The Horticultural Market in Botswana is not formally established, so without a formal market we find ourselves working in a market that does not have rules and regulations. With rules and regulations set by the Government we would have price controls and those buying stock from us would not have so much control over us. More Associations need to be set up, through associations we would be able to stand as a united front and register ourselves and have licenced farmers. Nowadays you are finding people buying stock from South Africa and trading it off as locally produced products.

What are your other passions besides Horticultural Farming?



To be honest with you, I am a fully-fledged farmer and that is all I really want to do. Apart from this Horticultural farm, I have a keen interest in breeding Cattle and Small Stock. Right now I currently have about 14 beasts but am really keen on growing this stock and also buying some more thoroughbred quality beasts. Cattle farming is just as difficult as they need to constantly be attended to, with cattle you need vaccinations, cattle feed and a regular and reliable supply of water.

What advice can you give aspiring entrepreneurs particularly those with an interest?

It always saddens me to see young horticultural farmers start their business only for them to fail in less than 3 years. The reason for failure is not due to lack of passion, it is primarily due to entering into this business for all the wrong reasons. Young farmers have a tendency to think that business success comes overnight. They tend to think that the profits come easily with little or no work.

The business of horticulture needs people who are resilient and won't be phased by any setbacks. Setbacks will always be there, the true test of a farmer is having the right mind-set to know how to overcome those setbacks. Young and aspiring entrepreneurs need to also understand that for their business to grow they need to plough back some of their personal funds into their business to ensure that it stays afloat.

Market Research is pivotal as you need to know who your competition is, how do you manage costs and lastly who do you supply to. Lastly, you need to have passion and with passion you need to ensure you channel it into important matters concerning your business. Benchmarking is equally important, I have been able to build networks with large scale South African farmers in Limpopo and Mpumalanga. It is important to build inroads with them in order for us to understand how their farming systems work and adopt them to your farm



CEDA COMPLAINTS PROCESS

At CEDA we value each and every customer, and we will assist you in the best possible way with pride and respect. We pledge to provide a warm, friendly, efficient and courteous service when interacting with you.

We also pledge to provide you with consistent information on our products and services at all times. We value your feedback, if any member of our staff has impressed you in any way, please let us know so that we can continue to enhance your service experience.

If we have not delivered to your expectations please bring it to our attention at the earliest opportunity and we will do our best to rectify the situation as quickly as possible.

The following is the channel that should be used to register complaints.

Step 1

Customer Advisor

The Customer Advisor will register your complaint and will offer a solution to your complaint.

Step 2

Client Service Centre Manager

If the Customer Advisor is not able to resolve the complaint, it will be escalated to the Client Service Centre Manager (CSCM), within the Client Service Centre. The CSCM will review the complaint and attempt to resolve it to your satisfaction.

Step 3

Regional Manager (South/North)

The Regional Manager in your area will assist you if the CSCM is not able to resolve the complaint.

Step 4

Head of Client Relations

If the Regional Manager is not able to resolve the complaint, it will be referred to the Head of Client Relations.

Step 5

Chief Operations Officer

The Chief Operations Officer will handle further escalated complaints should they be not resolved.

Step 6

Chief Executive Officer

If all the above channels have been exhausted, the complaint will be escalated to the Chief Executive Officer.

For further enquiries, contact the Client Relations Department at CEDA HOUSE Prime Plaza, Plot 54358, Corner PG Matante Road and Khama Crescent Extension, CBD, Gaborone.

Telephone Number : 3170895

Fax Number : 3913841

UNDERSTANDING THE CEDA APPEALS PROCESS

2nd Issue

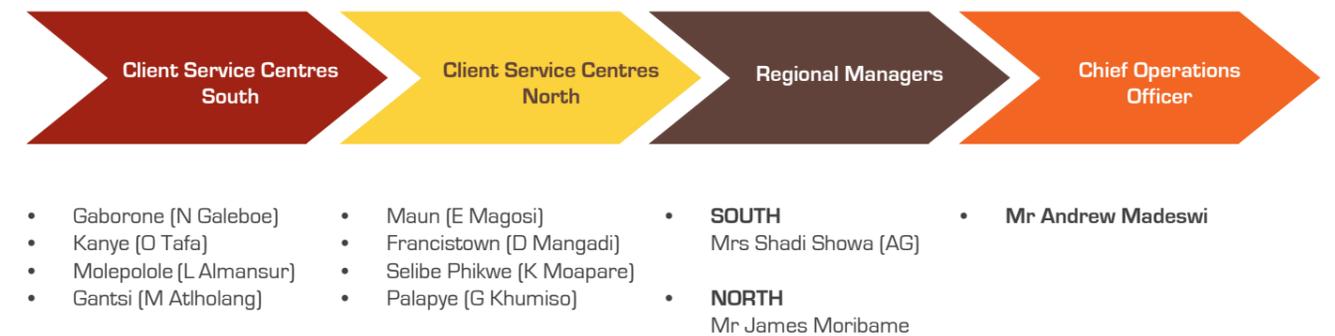
Understanding The CEDA Appeals Process

In the past publication, it has been noted that customers need to have an understanding of the CEDA process in order to appreciate the avenues available to them, particularly in convincing the Agency to fund their projects. The Appeals process forms part of the available options which ideally

should be considered as a last resort. The following is to reinforce the process an application is generally subjected to.

The first point of call for an application is at the Client Service Centres under the stewardship of Client Service Centre Managers in the two [2] regions; (South;

Gaborone, Kanye, Molepolole, and Gantsi. North; Palapye, Selibe Phikwe, Francistown and Maun). The regions are under the care of Regional Managers who report to the CEDA Chief Operations Officer. The below diagram is attached for ease of understanding the process.



The above information is critical to appreciate because the Appeals process should always be a last consideration after exhausting the above noted channels (complaints process) with an application;



In line with CEDA's core value of being customer focused, the above noted process is inclusive and further brings out the accountability aspect of our values through the chain of command. Often times, an appeal is registered

without engaging these structures where in most instances the matter is likely to be resolved before reaching the office of the Chief Executive Officer. It is encouraged to seek escalation options where not clear and our office should

at all material times be in a position to guide and facilitate in this process. In the end, the intention is to find an amicable solution to the presented application.

THE DANGERS OF BEING 'GOOD' IN BUSINESS

2nd Issue

The Dangers of being 'good' in Business

99% of entrepreneurs do not know what it takes to be successful. They only do enough to get by... to be "good."

Entrepreneurs must be strategic in their thinking and actions. They must think in terms of advantages, results, or benefits – not only thinking about how they can get rich.

Entrepreneurial riches come in direct proportion to how you can enrich the lives of your clients, customers and patients.

Here are three things entrepreneurs can do be better than "good."

1. Know Your Customers (Every One of Them!)

That is right – know every one of your customers. Associate with them from all walks of life, shape, size and colour. Ensure you do not leave anyone out.

Every waking moment, even so, when sleeping think, dream about your customers and ask yourself:

"What can I do to provide my customers with a greater benefit and advantage to help them get closer to the ultimate result they are after?"

And the most strategic entrepreneurs would spring out of bed and ask themselves:

"What can I do today to provide my

customers with a greater benefit and advantage to help them get closer to the ultimate result they are after?"

You need to constant be on the look out to find what works for your customers in order to get a competitive advantage.

2. Don't Just Know Your Customers ... Understand Them!

The basis behind most marketing strategies and ideas falls on the premise of "understanding customers", thus the application of your knowing them.

There are 3 phrases to this concept: Awareness, Consideration, and Purchase.



Awareness phase is when you are alerting your prospect about your product or service – pulling out all the stops in enticing them into taking a chance on you and becoming your customer; thus customers need to be aware of your product and/or service or the customer first becomes aware of a need that they want to fulfil.

Consideration is when a customer starts weighing out options to fulfil their need. Once they become a customer, they have made their choice and they are now involved with you ... thus the promise of being retained.

By being retained, they are repeat customers; they are now demonstrating loyalty, thus confirming the decision of staying.

Each phase represents a different level of the buying cycle, and requires a different degree of communication, marketing, and follow-up. Let us look at these two scenarios;

1. Imagine that you wandered in to a clothing store while walking around the neighbourhood. You do not have a particular idea of anything you want to buy. You are approached by an over eager salesperson who is convinced they can get you to buy something. You are annoyed by too being given too much attention, and feel that they are ruining the peaceful browsing experience that you hoped to have.
2. Now imagine that you have gone into the same store. However In

this situation, you have an urgent need to purchase a black sweater, and do not have much time to waste. You want a salesperson to help you immediately, so you do not waste any of your precious time looking for the item. However you cannot seem to get the attention of any of the salespeople. You are highly irritated by the lack of attention.

The Difference

The difference between these two examples is where you are in the buying cycle. In the first situation, you are early in the Awareness stage, and in the second example, you are right at the end of the purchase cycle.



Depending on where you are in your buying cycle, your expectations for how the sales people in the shop should treat you are different. If you are early in the cycle, you want to be largely left alone to browse around and get educated. If you are later in the cycle, you want highly responsive help to complete the purchase. Every phase requires a different approach; otherwise your customers will be frustrated by an approach that is irrelevant to them. Avoid painting your customers with the same brush.

Notwithstanding the above-mentioned most entrepreneurs spend most of their time in the Awareness phase, trying to get new customers while letting their existing customers slip out the back door. So what do you do....?

3. Learn to Keep The Customers...

Now, the purchase has occurred; then what next? There is nothing exciting about plain vanilla.

As Seth Godin writes in his book We're All Weird:

"Normal is not the sort of place you'd drive out of your way to visit for dinner."

Your customers want to be entertained and feel assured that they are getting the latest, greatest, best, most cutting-edge, current, up-to-date, most innovative solution on the block.

They flock to what is new and exciting.

It does not matter whether you have a bookstore, a law firm, or you are a technology magnate – strive to find ways to engage, excite, educate, and energize your customers.

You have to make a conscious and deliberate decision to revolt against mediocrity...

You do not want to build a "good" business – you want to create a financial fortress, a legacy and a business that is not only widely profitable – but a business you can be proud of...

You can make it happen.

It does not mean you have to be some sort of a miracle worker either, it just

means you have to know what your customers want and give it to them, how, when and where they want it.

It is only that hard and that easy, the long and short of it. 'Being good is not good enough anymore'.

BUSINESS DIRECTORY

2nd Issue

SERVICES

VISION HOUSE (PTY) LTD

P O BOX 4039, SEROWE
CELL: 71784240
Optometry

RWEDGEMASTERS (PTY) LTD

P O BOX 10503, PALAPYE
CELL: 72352706
Dentistry

KGWASWE PRIMARY SCHOOL

P BAG 75, PALAPYE
TEL: 4922180
School

PHAMOTSU (PTY) LTD

P O BOX 362 SELEBI PHIKWE
CELL: 72715046 **TEL:** 4920909
Medical Laboratory

SEDUDA LODGE

P O BOX 1690 MAHALAPYE
CELL: 71612035 **TEL:** 4730100
Hospitality

BUSINESS CONSORTIUM

P O BOX 2812 MAHALAPYE
CELL: 71310268 **TEL:** 4710360
Filling Station

JOHANNES PETRUS BEKKER

P O BOX 246, GHANZI
CELL: 72108911
Truck transport

PNT ARTS & DESIGNERS (PTY) LTD

P O BOX 1205 JWANENG
TEL: 5882211 **CELL:** 71762886
pnarts@yahoo.com
Printing Services

SHADEWAYS INVESTMENTS (PTY) LTD

P O BOX 1 HUKUNTSI
CELL: 73655500 **CELL:** 72155501

LOBATSE VET AND CHEMICAL SUPPLIES (PTY) LTD

P O Box 206 Metsimotlhabe
TEL: 5334108
Animal Services-Retail

LEOMAGEE (PTY) LTD

P O BOX 71 JWANENG
CELL: 71485230
vmagetse@gmail.com
Medical Ultra Sound Practice

GOLDEN HORIZON (PTY) LTD

P O BOX 81178 GABORONE
CELL: 73115555
jacqui@jlc corp.co.bw
Motor Vac Auto Spares Shop

KGOSITAO ENGINEERING (PTY) LTD

P O BOX 11172, KANYE
TEL: 5443398 **CELL:** 72297273
Engine Reconditioning

BEE MAZH INVESTMENT (PTY) LTD

P O BOX 62 MOSETSE
TEL: 2977175 **CELL:** 71637570
Salt packaging & Distribution

LUSHATHO INVESTMENTS (PTY) LTD

P O BOX 952 FRANCISTOWN
TEL: 2418772 **CELL:** 71498844
carlos@destinycarrentals.co.bw
Car Rental Business

TOKAI HOLDINGS (PTY) LTD

P O BOX 491 FRANCISTOWN
TEL: 2413648 **CELL:** 75543008
lillrams@yahoo.com
Optical Services

PASHO (PTY) LTD T/A STURPAT HOLY DAY CARE CENTER

P.O. BOX 2079 FRANCISTOWN
CELL: 71850549/71470593
patgobagoba@gmail.com
Pre-school

BAKWENA LODGE & CAMPING (PTY) LTD

P O BOX 744 KASANE
TEL: 6252549 **CELL:** 74054815
admyoung@gmail.com
Lodge and campsite

MOPHATO PRIVATE SCHOOL (PTY) LTD

P.O. BOX 605 FRANCISTOWN
TEL: 2402268/2414886/
CELL: 71323729/71301715
sesuping@botsnet.bw

W KHANDA EXPRESS (PTY) LTD

P O BOX 20138 FRANCISTOWN
TEL: 2415471 **CELL:** 71704499
Transportation

TREE TOP INVESTMENTS (PTY) LTD

P O BOX 11236 FRANCISTOWN
TEL: 2977272 **CELL:** 71621955
S_Jelee@yahoo.com
Filling Station

LAWA HOLDINGS (PTY) LTD

P O BOX 10883 FRANCISTOWN
TEL: 2414542 **CELL:** 7185975
Public Transport

BOITEKO FUEL TANK SERVICE (PTY) LTD

TEL: 3105870 **CELL:** 71357835
sanboy kaote <boitekofuel@yahoo.com>
Filling Station

BLINKING CLEAN (PTY) LTD

CELL: 72102778/ 74375234
phenyomoloi@yahoo.co.uk
Dry Clean

HEMAMO INVESTMENT -AIRPORT JUNCTION

TEL: 3973833/3959360
CELL: 71310222
Restaurant - Wimpy

EARLY BIRD DAY CARE CENTRE (PTY) LTD

71847142/ 3924544
Pre-school

INDICATIVE CHOICE (PTY) LTD T/A HOTEL LABAMA

PRIVATE BAG 0099 GABORONE
TEL: 3924214 **CELL:** 72105396
bmalapa@hotellabama.com
Hotel

BRAHA INVESTMENTS T/A IMPALA BOREHOLE DRILLING

CELL: 72674598
Email: raffickablay@yahoo.com
Borehole Drilling

SEARTEC (PTY) LTD

P O BOX 20823 GABORONE
TEL: 3133600 **CELL:** 72255088
drtau2001@gmail.com

EVER DRY CLEANERS

P O BOX 558, MAUN
TEL: 6865036 **CELL:** 71298109
Dry Clean Chemicals

AMAZING BAR & BUTCHERY

P O BOX 273, MAUN
CELL: 72501963
Butchery & Bar

LETSAPA TOUR TRANSPORT (PTY) LTD

BOX 20655, MAUN
TEL: 6863605 **CELL:** 71733538
letstourtransport@botsnet.bw
Tour Operator

DELTA GUESTHOUSE (PTY) LTD

P O BOX 682, MAUN
CELL: 71603569
Guest House

BEST PHILOS (PTY) LTD

P O BOX 350136, MAUN
TEL: 6860548 **CELL:** 71215825
Guest House

XARO LODGE

PRIVATE BAG 151 MAUN
TEL: 6875035 **CELL:** 72122970
Guest House

RIVERNEST BOUTIQUE COTTAGES

P O BOX 1910, MAUN
TEL: 6840400 **CELL:** 71492623
rивer nestmaun@gmail.com
Self catering-apartments

RESIDENCE-INN GUESTHOUSE

P O BOX 1881, MAUN
TEL: 6865811 **CELL:** 73001393
Guest House

OKAVANGO ROADSIDE GUESTHOUSE

P O BOX 100022 MAUN
TEL: 6840402 **CELL:** 71489263
okavangoroadside@gmail.com
Guest House

BUSINESS DIRECTORY

2nd Issue

PROPERTY & MANUFACTURING

JUS POSH INVESTMENTS (PTY) LTD

P O BOX 684 ABG, GABORONE, SEBELE
tseloma@gmail.com
CELL: 71611874

NKWE LODGE T/A BATS CONCRETE PRODUCTS (PTY) LTD

P O BOX 2828, SEROWE
CELL: 71728238

RAMOKOROGA (PTY) LTD

P O BOX 26796, GABORONE
CELL: 71375634

BATHO BOTLHE (PTY) LTD

P O BOX 004, PITSANE
TEL: 5407211 CELL: 71301422

FASTZONE ENTERPRISES (PTY) LTD

P O BOX 661, TSABONG
TEL: 6540490 CELL: 71357855

ZEENAT INVESTMENT (PTY) LTD

P O BOX 786, LOBATSE
TEL: 5330110 CELL: 71783311

IDAH KNITTERS (PTY) LTD

P O BOX 339, FRANCISTOWN
CELL: 2414656 TEL: 71302666
Email: ftknitters@yahoo.com
textile business

CHOBE PURE (PTY) LTD

P O BOX 800, KASANE
CELL: 71232305
Lamontm3@gmail.com
Water manufacturing & bottling

LCP INVESTMENTS (PTY) LTD

P O BOX 2001, FRANCISTOWN
TEL: 2418992 CELL: 71485077
onmainv@brobemail.bw

SANTA CRUZ (PTY) LTD

P O BOX HA 134 HAK
TEL: 6841079 CELL: 73140786
pretoriusingrid@yahoo.com
Paint Mixing

AGRIBUSINESS

CHAPLE (PTY) LTD

P O BOX 30576 SEROWE
71437452
Poultry

THAMA FARMS

P O BOX 1421 MAHALAPYE
71807677
Beef cattle production

MOGALE INVESTMENTS

P O BOX 512 MAHALAPYE
CELL: 71656547/ 73136451
mogalegarm@gmail.com
Horticulture

GOLD RAY INVESTMENTS(PTY) LTD

P O BOX 195, GHANZI
CELL: 71211132
Beef cattle production

NAKSHATRA (PTY) LTD

P O BOX 576, GHANZI
TEL: 6596394 CELL: 71313773
Beef cattle production

SUNNY VENTURES (PTY) LTD

P O BOX M287, KANYE
TEL: 5440435 CELL: 72962877
Beef cattle production

MMALORE DAIRY FARM (PTY) LTD

P.O. BOX 200, MMATHETHE
CELL: 74422376/73646439
Dry Land Farming

BAITSEANAPE INVESTMENTS (PTY) LTD

P O BOX 438, JWANENG
TEL: 5882440
CELL: 71311247/5330926
Beef cattle production

TSHOLOLAMETSI INVESTMENTS (PTY) LTD

P O BOX 30941, TLOKWENG
TEL: 3689106 CELL: 72236898
Beef cattle production

BOYABATHO HOLDINGS (PTY) LTD

P O BOX 144, TSABONG
CELL: 72160438
zayachimbombi@yahoo.com
Beef cattle production

RATOCCS GARDENS

P O BOX 390, SELEBI PHIKWE
CELL: 71453795
Horticulture

MABINA FARMING (PTY) LTD

P O BOX 16 PANDAMATENGA
CELL: 71311924/ 72311191
wimpie.j.vos@gmail.com
Dry land farming

SOTS INVESTMENT (PTY) LTD

P O BOX 354 PANDAMATENGA
CELL: 71663426
tshenyosolomon@yahoo.com

SESAME FARMS

P O BOX 974, MAUN
CELL: 71813049
Horticulture

CEDA NETWORK

Head Office

CEDA House
Prime Plaza, Plot 54358,
Corner PG Matante Road and
Khama Crescent Extension,
Central Business District,
Private Bag 00504
Gaborone

Phone: +267 317 0895
Fax: +267 319 0001
info@ceda.co.bw

Francistown

Plot 694 Blue Jacket Street
P O Box 1845
Francistown

Phone: +267 241 2775
Fax: +267 241 6045

Ghanzi

Plot 672 (Opposite Bus Rank
Next to Delta Pharmacy)
P O Box 77
Ghanzi

Phone: +267 659 7331
Fax: +267 659 7595

Kanye

Plot 1264
Maswabi Complex
Sebonego Ward Kanye
Private Bag 16 Kanye

Phone: +267 544 0324
Fax: +267 544 1109

Maun

Plot 730 Tshoko Road
Mall Extension
P/Bag 393
Maun

Phone: +267 686 4169
Fax: +267 686 4858

Molepolole

Plot 470 Main Road
Borakalalo Ward Molepolole
P O Box 3271 Molepolole

Phone: +267 592 0000
Fax: +267 591 5318

Selebi Phikwe

Plot 6575
Khama Road
Private Bag 190
Selebi Phikwe

Phone: +267 262 2377
Fax: +267 262 2374

Palapye

Plot 446
Bashi Gampone Complex
Shop NO. 5 6 & 7 Old Mall
Private Bag 24
Palapye

Phone: +267 492 0279
Fax: +267 492 0235

