



Government of Botswana



European Union

Private Sector Development Programme

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

**Presentation to the Management Committee
by the Particip M&E Team
Revised PSDP Log frame
Gaborone, Botswana, August 2014**



Objective of this meeting

- **Sign off on the revised logical framework**
 - **We worked with the original frameworks in the Contribution Agreement and subsequent frameworks as developed within the PSDP Inception Report**
 - **Closely examined the Result Areas and their Indicators**
 - **Understand that some indicators have been signed off on, some remained challenged to the MC in February 2014**

Presentation of PSDP Results Areas Indicators 8th August 2014

List of Indicators Linked to PSDP Results

vi. Logical Framework Matrix for the Result Areas

	Intervention logic	Objectively Verifiable Indicators	Source of Verification	Risks/Assumptions
Expected Results	Result Area 1: Capacity and competitiveness of SMMEs and Community Based Organisations (CBOs) including value chains is strengthened, in a selected number of sectors.	<ul style="list-style-type: none"> At least 100 SME's from the private sector, including women companies trained on management, operation (including on quality, standards and certification) in order to be more competitive in the local, regional and International market. Ten value chains are identified and strengthened. Subcontracting/outsourcing activities from the public to the private sector increased. Greater private sector involvement in environmental protection activities 	<ul style="list-style-type: none"> Publications of standards association Export statistics Annual reports of large firms Media reports 	The pace of implementing the PSDS continues to be slow.
	Result Area 2: Service delivery of targeted Intermediary Organisations (IOs) and Business Development Service Providers (BDSPs) is enhanced.	<ul style="list-style-type: none"> An apex private sector coordinating structure is in place and is operational and contributing to policy dialogue Number of private firms using TSI services increased Membership satisfaction surveys show that respondents are happy with the quality of service provided. 	<ul style="list-style-type: none"> Published trade statistics/bulletins Reports by MTI and IOs Membership survey reports 	Intermediary organisations and private sector players do not have the will to implement program.
	Result Area 3: Business environment for enterprises is improved. (reduction of red tape and pilot on improved access to financing by SMMEs)	<ul style="list-style-type: none"> Procedures for registration of SMMEs are made faster and less cumbersome. Increased number of SMMEs registered for tax purposes. Financial products targeting SMMEs introduced. At least 30 SMME's are accessing finance. Micro finance policy framework is established and is operational. Trade facilitation Advisory Group is operational and effective. 	<ul style="list-style-type: none"> Reports by micro-finance and other financial institutions Reports by tax authorities. Reports by MTI and IOs 	Government does not have sufficient financial and human resources to progress the implementation of PSDP.

Definition of an Indicator

Definition 1:

According to the OECD, an indicator is: ***“A quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect changes connected to an intervention, or to help assess the performance of a development actor”.***

Source: DAC Glossary of Key Terms in Evaluation, May 2002

Definition 2:

The European Commission (EC) describes indicators as: ***“A description of the project’s objectives in terms of quantity, quality, target group(s), time and place”.***

Source: Manual Project Cycle Management, March 2001

Characteristics of an Indicator

An effective M&E plan should include a baseline (data, methodology, etc.), SMART indicators and data analysis systems, and evaluation studies at specific times to assess results and adequate funding for M&E activities.

(S) Specific: Outcomes must use change language, describing a specific future condition

(M) Measurable: Results, whether quantitative or qualitative, must have measurable indicators

(A) Achievable: Results must be within the capacity of the partners to achieve

(R) Relevant: Results must make a contribution to selected priorities of the national development framework

(T) Time- bound: Results are never open-ended. There should be an expected date of accomplishment

Updated Indicators for PSDP

Version discussed during 13 February 2014 Meeting and updated by Particip for finalisation

Indicators Approved by the Management Committee are shown in **Green**, areas to discussed further and not closed in **Orange**, Particip M&E experts recommendations in **Dark Blue**

Updated Indicators / RA - 1

	Intervention Logic	Objectively Verifiable Indicators	Sources of Verification
Expected Results	Result Area 1: Capacity and competitiveness of SMME's and Community Based Organisations (CBO's) including value chains in strengthening in a selected number of sectors	<ul style="list-style-type: none"> Ind. 1.1: At least 70 SME's are strengthened on management, operations (including on quality, standards and certification) in order to be more competitive in the local, regional and international market through grouped assistance (Training workshops) and individual coaching 	<ul style="list-style-type: none"> PSDP Monitoring and evaluation (M&E) Reports SME 's Audit reports Capacity building workshop reports BOBS's SME quality improvement report Export Statistics (Micro -economic level)
		<ul style="list-style-type: none"> Ind.1.2: At least 30 micro-enterprises and community based organisations (CBO's) are trained on management, marketing, quality standards and accounting through grouped assistance 	
		<ul style="list-style-type: none"> Ind.1.3: Eight (8) Value Chains and Eight (8) sub sectors are identified and strengthened through support to SMME's and IO's 	<ul style="list-style-type: none"> PSDP M&E Reports SME 's Audit reports Capacity building workshop reports Export Statistics (Micro -economic level)
		<ul style="list-style-type: none"> Ind.1.4: Subcontracting outsourcing activities from the public to the private sector increased by 15% by the completion of the programme. 	<ul style="list-style-type: none"> PSDP M&E Reports Public procurement and asset disposal Board (PPADB) and Parastatals Reports
		<ul style="list-style-type: none"> Ind.1.5: Greater Private Sector involvement in environmental protection activities Ind.1.5: 70 SMMEs and CBOs participated in networking and environmental awareness raising events. 	<ul style="list-style-type: none"> PSDP M&E Reports Awareness campaign Reports SME's Environmental management plans
		<ul style="list-style-type: none"> Ins. 1.6: At Least 10 SME's have implemented an environmental management plan (EMP) 	

Updated Indicators / RA - 2

	Intervention logic	Objectively Verifiable Indicators	Sources of Verification
Expected Results	Result Area 2: Service delivery of targeted Intermediary Organisations (Ios) and Business Development Service Providers (BDSPs) is enhanced	<ul style="list-style-type: none"> Ind.2.1: BOCCIM is restructured, and established as apex body representing the entire private sector in Botswana, contributing to policy dialogue and membership has increased by 10% 	<ul style="list-style-type: none"> PSDP M&E Reports BOCCIM new Constitution BOCCIM Strategy Plan 2014-2016 BOCCIM Annual Reports BOCCIM membership satisfaction survey report
		<ul style="list-style-type: none"> Ind. 2.2: An interactive web based platform is established within TSIs and BDSPs to assist SMMEs to be aware of the type of services that are being offered by each TSI and BDSP IND.2.3: Number of private firms using TSIs and BDSPs services increased by 10% 	<ul style="list-style-type: none"> PSDP M&E Reports TSIs and BDSPs annual reports Global Expo statistics Web based platform users' annual statistics
		<ul style="list-style-type: none"> Ind.2.4: At least 70% of SMMEs and CBOs benefiting from PSDP intervention are satisfied with the quality of service provided by Ios and BDSPs 	<ul style="list-style-type: none"> PSDP M&E Reports SME Satisfaction Survey Reports

Updated Indicators / RA - 3

	Intervention Logic	Objectively Verifiable Indicators	Source of Verification
Expected Results	Result Area 3: Business Environment for enterprises is improved. (Reduction of red tape and pilot on improved access to finance by SMMEs)	Ind.3.1: Procedures for registration of SMMEs are made faster and less cumbersome Ind.3.1(a) Procedures to launch of operations are made faster and less cumbersome	•PSDP M&E reports •ROCIP annual reports
		Ind.3.2: Number of SMME's registered for tax purposes increased by 20%	•PSDP M&E Reports •BURS Annual Reports
		Ind.3.3 At least 1 new financial product (post loan support mechanism) targeting SMMEs are introduced by commercial banks and other financial institutions supporting SMME financing	•PSDP M&E reports •Banks/financial institutions annual reports •SMMEs audit reports •System feedback
		Ind.3.4 SMME's under PSDP are assisted as need be to prepare their business plans for submission to commercial banks and other financial institutions Ind.3.5: At least 30 SMMEs assisted are accessing finance	•PSDP M&E Reports •Banks/financial institutions annual reports •SMMEs audit reports •System feedback
		Ind.3.6: Micro finance policy framework is established and is operation Ind. 3.7 A micro finance Act is drafted and submitted to government	PSDP M&E Reports MTI Annual Reports
		Ind.3.8: Members of the Trade Facilitation and Advisory Group (TFAG) and National Committee on Trade Policy and Negotiations (NCTPN) are trained on MTI Trade Capacity Building Strategy	•PSDP M&E Reports •Training workshop reports •MTI annual reports

Revised Log frame

- The revised log frame was presented within the Inception Report
- It reflects the original frameworks as in the contribution agreement and subsequent revisions by CDE
- It further reflects the team of experts input into transforming the indicators into SMART indicators as requested

Revised Log frame

- Base content has not changed
- Increased indicators in order to allow for ease of measurability
- Confusion between components / result areas and where numbering has changed will be presented in Interim Report for ease of reference
- Log frame maintains wording used as in Contribution Agreement

Intervention Logic	Objectively Verifiable Indicators	SOURCE OF VERIFICATION	RISKS AND ASSUMPTIONS
<p>OVERALL OBJECTIVE</p> <p>To contribute to economic growth, employment creation and diversification resulting in the reduction of poverty</p>	<ul style="list-style-type: none"> · Botswana maintains positive economic growth, with increased contribution from the private sector. 	<ul style="list-style-type: none"> · National economic statistics · Reports by UN, IMF, World Bank, OECD and AU 	
<p>PROJECT PURPOSE To improve the business environment in Botswana and stimulate economic diversification in the private sector. Develop and increase the role of SMMEs in the economy.</p>	<ul style="list-style-type: none"> · Ease of doing business in Botswana improved · Increased number of SMMEs in economic production, exports and employment · Increased contribution by the private sector to the GDP 	<ul style="list-style-type: none"> · Doing Business indicators WB (access to credit, trading across borders) · Botswana Business surveys · Central Bureau of Statistics indicators 	<ul style="list-style-type: none"> · Lack of political will · No major crises to counteract the effect of economic liberalisation · The global economy and Botswana avoids double dip recession · Continued support from the Government of Botswana · Continued participation by the IOs in the PSDP

Intervention Logic	Objectively Verifiable Indicators	SOURCE OF VERIFICATION	RISKS AND ASSUMPTIONS
<p>Result Area 1:</p> <p>Capacity and Competitiveness of SMME's and Community Based Organisation (CBOs) including value chains is strengthened, in a selected number of sectors)</p>	<ul style="list-style-type: none"> At least 100 SMMEs from the private sector, including women companies, trained in management, operation (including on quality, standards and certification), in order to be more competitive in the local, regional and international market. Eight value chains and eight sub-sectors are identified and strengthened. One Market Intelligence Information System (MIIS) A baseline audit of 100 SMMEs is compiled. One comprehensive need assessment of 100 SMMEs in Botswana completed. Subcontracting/outsourcing activities from the public to the private sector increased Greater participation in environmental protection activities. 	<ul style="list-style-type: none"> Review Study Export statistics Annual reports of large firms Media reports Market Intelligence Study report Baseline audit report on SMMEs Capacity building needs assessment report of 100 Botswana SMMEs Networking and events and workshop reports Study and capacity building reports Workshops, networking and awareness events' 	<ul style="list-style-type: none"> Value chains selected are in line with Botswana's NDP Capacity to successfully develop the road maps for the eight value chains Availability of relevant data Challenges in identifying and engaging the SMMEs Staff turnover in the targeted SMMEs and CBOs Continued interest of CBOs and SMMEs

<p>Result Area 2:</p> <p>Service delivery of targeted Intermediary Organisations (IOs) and Business Development Service Providers (BDSP) is enhanced</p>	<ul style="list-style-type: none"> · BOCCIM is restructured, and established as apex body representing the entire private sector, contributing to policy dialogue and membership has increased by 50%. · One study on participation of women produced and capacity building programme developed. · 20 IO's trained in policy research and analysis. · Membership satisfaction surveys show that respondents are happy with the quality of service provided. · Number of private firms using Trade Support Institutions (TSI) services increased 	<ul style="list-style-type: none"> · BOCCIM restructuring report · Study and capacity building reports on women in leadership · Workshops and capacity building events' reports · Membership satisfaction survey reports · Annual reports from TSIs 	<ul style="list-style-type: none"> · BOCCIM shows willingness to restructure and expand · Key private sector bodies are willing to work together · Willingness on the part of women to participate in the leadership development programme · Staff turnover in the targeted IOs.
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<p>Result Area 3: Business environment for enterprises is improved (reduction of red tape and pilot on improved access to finance by SMMEs)</p>	<ul style="list-style-type: none"> · Procedures for registration of SMMEs are made faster and less cumbersome · Increased number of SMMEs registered for tax purposes. · Financial products targeting SMME's is introduced · At least 30 SMME's are accessing finance · A Micro finance policy framework is established and is operational · Import and Export Procedures are reduced · One policy position on productivity improvement adopted · Labour laws revised · Members of the Trade Facilitation Advisory Group are trained based on MTI's Trade Capacity Building Strategy 	<ul style="list-style-type: none"> · Capacity building workshop reports · Micro finance policy framework · Reports by micro-finance and other finance institutions · Reports by tax authorities · World Bank Ease of Doing Business Reports 	<ul style="list-style-type: none"> · Willingness and availability of MTI staff to participate · Trade Facilitation Advisory Group is operational and effective · Willingness and availability of banking sector to participate · Willingness of SMMEs to register for taxes
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Snapshot of Detailed Log frame

-to show you how the M&E system is being built

- The detailed log frame adds various activities planned under the PSDP and follows the flow of the revised log frame**
- It introduces baselines and targets**
- It also provides space for scoring**
- These sheets will be transcribed for the M&E system**

Result Area !: Capacity and Competitiveness of SMME's and Community Based Organisation (CBOs)
including value chains is strengthened, in a selected number of sectors

	ACTIVITIES	OBJECTIVE Y VERIFIABLE INDICATORS	BASELIN E	TARGET	OUTPUT/ SOURCE S OF VERIFICA TION	STATU S	Score	RATING CODE	RATIN G	Reporting Responsibili ty and Method
1.1	Review of previous studies and proposal for selected value chains development	Eight value chains and eight sub-sectors are identified	Previous studies and proposals	Eight value chains and eight sub-sector identified that show potential to be strengthened	Review study Export statistics Annual reports of large firms Media reports					BOCCIM Staff – direct system update
1.2	Emerging Value Chains Analysis and Development Action Plan	Eight value chains and eight sub-sectors are strengthened by March 2016 through group assistance and individual coaching	No action plan	Eight value chains and eight sub-sectors have an action plan implemented	Analysis and Development Study					BOCCIM Staff – direct system update
1.3	Opportunity study for the development of honey and morula products	Action plan strategy on how Honey and Morula production can be increased	No action plan	Honey and Morula producers have strategy on how to increase production and sales	Action plan on increased production and sales for the Honey and Marula producers					BOCCIM Staff – direct system update

M&E Master Plan

-Core content of Interim Report and heart of M&E System

- The M&E Master plan further drills down on the indicators and how they will be measured**
- It develops the measuring tools and scoring**
- It develops the measuring frequencies and identifies responsibilities**
- It further highlights areas that need to be addressed in Mid Term Evaluation and Final Evaluations**

Indicator 1.1	EIGHT VALUE CHAINS ARE IDENTIFIED AND EIGHT SUB-SECTORS ARE IDENTIFIED										
Definition	CDE starts its PSDP intervention by identifying eight value chains and eight sub-sectors within which its interventions will be focused.										
Purpose	This work gives the grounding on which the rest of the PSDP activities will be based.										
Baseline	Previous studies and proposal										
Target	Eight value chains and eight sub-sectors identified that show potential to be strengthened in a published study										
Timeframe	Within the first quarter of operation										
Scoring:											
HS:	8 value chains and 8 sub-sectors identified	S:	7 value chains 7 sub-sectors identified	MS:	4-6 value chains and 4-6 sub-sectors identified	MU:	3 value chains and 3 sub-sectors identified	U:	2 value chains and two sub-sectors identified	HU:	No value chain identified
Data Collection	This will be an internal check on whether the correct, ie a value chain that shows promise for development, and correct amount of value chains have been identified for further study and evaluation.										
Tool	Internal CDE checks and balances in the form of the weekly PSDP progress reports as well as the MC meeting minutes										
Frequency	First quarter only										
Responsible	BOCCIM staff										
Reporting	The quantitative data will be uploaded onto the M&E system										
Quality Control	MC will check whether the eight value chains identified are indeed those that could respond most effectively to PSDP activities. This issue will further be evaluated within the Mid Term Evaluation.										

Indicator 1.2	EIGHT VALUE CHAINS AND EIGHT SUB-SECTORS ARE STRENGTHENED										
Definition	The eight value chains identified in indicator 1.1 are further examined and analysed in order to develop an action plan on how they can be strengthened.										
Purpose	These studies will guide CDE on the PSDP interventions necessary within each identified value chain.										
Baseline	No action plan exists										
Target	Eight value chains and eight sub-sector actions plans are implemented										
Timeframe	By March 2016										
Scoring:											
HS	8 value chains and 8 sub-sector action plans implemented	S	7 value chains and 7 sub-sector action plans implemented	MS	4-6 value chains and 4-6 sub-sector action plans implemented	MU	3 value chains and 3 sub-sector action plans implemented	U	2 value chains and 2 sub-sector action plans implemented	HU	No action plans
Data Collection	This will be an internal check on whether the action plans have been developed and are being implement										
Tool	Internal CDE checks and balances in the form of the weekly PSDP progress reports as well as the MC meeting minutes										
Frequency	Quarterly										
Responsible	BOCCIM staff										
Reporting	The quantitative data will be uploaded onto the M&E system										
Quality Control	MC will check whether the eight value chains action plans are appropriate to PSDP activities. This issue will further be evaluated within the Mid Term Evaluation.										

Indicator 2.3	20 IO'S TRAINED IN POLICY RESEARCH AND ANALYSIS AS WELL AS IN EFFECTIVE LOBBYING AND ADVOCACY										
Definition	A central function of an IO is to influence policy direction within government based on its member's needs. CDE will train IO's in how to prepare for an advocacy and lobbying campaign through policy research and analysis.										
Purpose	IO's should be able to influence government policy favourably for its members and the Botswana economy.										
Baseline	No IOs trained on PSDP capacity building programme										
Target	20 IOs trained on PSDP capacity building policy research and analysis										
Timeframe	By March 2016										
Scoring:											
HS	20 IOs trained	S	15 IO's trained	MS	8 IOs trained	MU	5 IO's trained	U	3 IOs trained	HU	No IOs trained
Data Collection	CDE will keep a record of the number of IOs trained. The quality of the training will be evaluated via the post-event questionnaires and during the mid term evaluation										
Tool	Internal mechanisms and post-event questionnaires										
Frequency	After every event and quarterly for progress of event organisation										
Responsible	BOCCIM staff										
Reporting	The Quantitative data will be uploaded to the M&E System										
Quality Control	Post-event questionnaires and mid term evaluation										

Indicator 3.3	MICRO FINANCE POLICY FRAMEWORK ESTABLISHED AND IS OPERATIONAL										
Definition	SMME’s struggle to gain access to finance in Botswana. Often, without this financing, SMME’s close down. The PSDP will assist in establishing a micro financing policy framework, which will allow for greater flexibility and innovation in financing tools.										
Purpose	To ensure active participation of SMMEs in the Botswana economy by increasing access to finance										
Baseline	No policy framework										
Target	Micro financing policy framework in place and operational and at least 30 SMME’s access new finance due to this framework										
Timeline	By March 2016										
Scoring:											
HS	30 SMME’s access finance	S	16-29 SMMEs access financing	MS	15 SMMEs access financing	MU	11-14 SMMEs access financing	U	0-10 SMMEs access financing	HU	No new SMME financing
Data Collection	CDE will monitor whether a micro financing framework is established and will continuously monitor how many SMME’s access finance as a result of this framework.										
Tool	Internal CDE check and SME financing tracker										
Frequency	Quarterly										
Responsible	BOCCIM										
Reporting	The Quantitative data will be uploaded to the M&E System										

Introduction to the Web Portal Follows