

## Logical Framework Matrix for the PSDP Result Areas

	Intervention Logic	Objectively Verifiable Indicators	Source of Verification	Risk/Assumptions
Expected Results	<b>Result Area 1:</b> 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"> <li>At least 100 SMEs 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</li> <li>10 value chains are identified and strengthened</li> <li>Subcontracting/outsourcing activities from the public sector to the private sector</li> <li>Greater private sector involvement in environmental protection activities</li> </ul>	<ul style="list-style-type: none"> <li>Publications of standards of association</li> <li>Export statistics</li> <li>Annual reports of large firms</li> <li>Media reports</li> </ul>	The pace of implementing the PSDS continues to be slow.
	<b>Result Area 2:</b> Service delivery of targeted intermediary Organisations (IOs) and Business	<ul style="list-style-type: none"> <li>An apex private sector coordinating structure is in place and operational,</li> </ul>	<ul style="list-style-type: none"> <li>Published trade statistics/bulletins</li> <li>Reports by MTIs</li> </ul>	Intermediary organisations and private sector players do not have the will to implement

	Development Service Providers (BDSPs) is enhanced	<p>contributing to policy dialogue</p> <ul style="list-style-type: none"> <li>Increased number of private firms using TSI services increased</li> <li>Membership satisfaction surveys show that respondents are happy with the quality of service provided</li> </ul>	<p>and IOs</p> <ul style="list-style-type: none"> <li>Membership survey reports</li> </ul>	the programme.
	<b>Result Area 3:</b> Business environment for enterprises is improved (reduction of red tape and pilot on improved access to finance to financing by SMMEs)	<ul style="list-style-type: none"> <li>Procedures for registration of SMMEs are made faster and less cumbersome.</li> <li>Increased number of SMMEs registered for tax purposes.</li> <li>Financial products targeting SMMEs introduced.</li> <li>At least 30 SMMEs are accessing finance.</li> <li>Microfinance policy framework is established and is operational.</li> <li>Trade facilitation Advisory Group is operational and effective.</li> </ul>	<ul style="list-style-type: none"> <li>Reports by micro-finance and other finance institutions</li> <li>Reports by tax authorities</li> <li>Reports by MTIs and IOs</li> </ul>	Government does not have sufficient financial resources to progress the implementation of the PSDP.

<b>Overall Objective</b>	To contribute to economic growth, employment creation and diversification resulting in the reduction of poverty	<ul style="list-style-type: none"> <li>• Botswana maintains positive economic growth, with increased contribution from the private sector</li> </ul>	<ul style="list-style-type: none"> <li>• National economic statistics</li> <li>• Reports by UN, IMF, World Bank, OECD, AU</li> </ul>	
<b>Project Purpose</b>	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	<ul style="list-style-type: none"> <li>• Improved business environment in Botswana</li> <li>• Increased share of SMMEs in economic production, exports and employment</li> </ul>	<ul style="list-style-type: none"> <li>• Business surveys Botswana</li> <li>• Doing Business indicators WB (access to credit, trading across borders)</li> <li>• Central Bureau of Statistics indicators</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of political will to implement the programme</li> <li>• No major crises (such as drought, war) to counteract the effect of economic liberalisation</li> <li>• The global economy and Botswana avoid double dip recession</li> <li>• Support of the Programme from Government Ministries, Parastatals, Intermediary Organisations, CBOs, Development Partners and the private sector</li> </ul>

<b>Expected Results overall</b>		<ul style="list-style-type: none"> <li>• Increase of private sector led exports; increase in the number of customers supported by SMMEs; number of new business linkages created</li> <li>• Increased access by SMMEs to financing, range of financial products offered</li> <li>• Increased number of firms with quality and standards certification; number of trainings provided and attendance</li> <li>• Increased satisfaction by members of IOs/TSIs/BSDSs services</li> <li>• PSDS coordinating structure operational and faster pace of PSDS implementation</li> <li>• Reduction in red tape</li> </ul>		
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<b>Activities</b>	<b>Means</b>	<b>Budget</b>
<b>Result Area 1:</b> Capacity and Competitiveness of SMMEs and Community Based Organisations (CBOs) including value chains is strengthened, in a selected number of	Short-term experts  Workshops	

<p>sectors</p> <p>1. Conduct training workshops and provide on-sight mentoring and coaching to a select group of SMMEs to help build expertise on business subjects</p> <ul style="list-style-type: none"> <li>➤ Development of a selection criteria for beneficiaries;</li> <li>➤ Identification/selection of the beneficiaries for the programme;</li> <li>➤ Capacity building needs assessment of the identified beneficiaries;</li> <li>➤ Value chain analysis and development (training modules/materials);</li> <li>➤ Grouped seminars, individual trainings;</li> <li>➤ Clustering/enterprise network using sector approach;</li> <li>➤ Design of the Terms of Reference and recruitment of experts;</li> <li>➤ Identification of experts and development of database;</li> <li>➤ Conduct training workshops and conduct on site mentoring and coaching to a select group of SMMEs to build expertise in key business subjects</li> </ul>		
<p>2. Design and implement a quality improvement programme for SMMEs. Conduct annual sensitisation workshops for manufacturers and service providers on quality standards</p>	<p>Short-term experts</p> <p>Workshops</p>	

3. Design and implement an export-focused entrepreneurship development programme and in particular support women owned SMMEs to participate in international trade	Short-term experts Workshops Trade missions	
4. Organise platform to promote closer business linkages between SMMEs and large firms as well as the government and design a programme to nurture SMMEs.	Short-term experts Workshops	
5. Conduct awareness campaigns to promote environmental protection amongst SMMEs and CBOs	Short-term experts Workshops	
<b>Total Result Area 1</b>		<b>937 000</b>
<b>Result Area 2:</b> Service delivery of targeted intermediary Organisations (IOs) and Business Development Service Providers (BDSPs) is enhanced  1. Conduct a review of the mandates and capacity of private sector associations; design a programme to support the establishment of an apex body to coordinate the private sector	Short-term experts Workshops	
2. Establish web-based platform (Com4Dev) to promote networking and collaboration and to inform SMMEs on services that are offered by TSIs and	Short-term experts Workshops	

BDSPs		
3. Establish benchmarking learning platform centred on TSIs and BDSPs to inform management and allow information sharing and interaction	Short-term experts Workshops	
4. Conduct a study on the participation of women in the leadership of IOs and BDSPs and develop a capacity building programme to address the challenges that hinder the participation of women in governance structures.	Short-term experts Workshops	
5. Conduct training of IOs in policy research and analysis as well as in effective lobbying and advocacy	Short-term experts Workshops	
6. Support BOCCIM in the implementation of the PSDS	Short-term experts Workshops	
<b>Total Result Area 2</b>		<b>488 500</b>
<b>Result Area 3:</b> Business environment for enterprises is improved (reduction of red tape and pilot on improved access to finance to financing by SMMEs)  1. Review the registration tax compliance cost and procedures	Short-term experts Workshops	

2 .Develop and implement an innovative trade finance schemes for SMMEs to provide access to financial solutions, with particular attention to women and young entrepreneurs	Short-term experts Workshops	
3. Support the creation of a microfinance policy framework	Short-term experts Workshops	
4. Establish trade facilitation consultative group and provide capacity building services to its members	Short-term experts Workshops	
5. A review of the implementation of the Foreign Investment Advisory Service recommendations to establish areas that still need to be tackled to improve the investment environment	Short-term experts Workshops	
6. Conduct reviews of the labour laws to identify bottlenecks and recommend labour productivity improvement strategies	Short-term experts Workshops	
7. Conduct reviews of the import and export procedures	Short-term experts Workshops	
<b>Total Result Area 3</b>		<b>432 500</b>
ITC as implementing partner:  Activities:		195 000



*Capacity building (145,000)		
*Training workshops (25,000)		
*Missions (25,000)		
Communication/visibility		55 000
Contingencies		80 000
Contribution to BOCCIM as implementing partner for Monitoring and Evaluation of PSDS and PSDP		90 000
Support costs for the running of the project		22 000
<b>Grand Total</b>		<b>2 300 000</b>