



Government of Botswana



European Union

PRIVATE SECTOR DEVELOPMENT PROGRAMME BOTSWANA

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

ANNEX TO THE INCEPTION REPORT

Updated Version

October 2013



ANNEX TO THE INCEPTION REPORT

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ANNEX 1: LOGICAL FRAMEWORK MATRIX FOR PSDP

	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. There is a marked improvement and real progress on the overall implementation of the PSDS. 	<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.

	Intervention logic	Objectively Verifiable Indicators	Source of Verification	Risks/Assumptions
Overall objective	To contribute to economic growth, employment creation and diversification resulting in the reduction of poverty.	<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, AU 	
Project purpose	To improve the business environment in Botswana and stimulate economic diversification in the private sector. Develop and increase the role of the SMMEs in the economy	<ul style="list-style-type: none"> Improved business environment in Botswana Increased share of SMMEs in economic production, exports and employment 	<ul style="list-style-type: none"> Business surveys Botswana Doing Business indicators WB (access to credit, trading across borders) Central Bureau of Statistics indicators 	<ul style="list-style-type: none"> Lack of political will to implement the programme. No major crises (such as drought, war) to counteract effects of economic liberalisation. The global economy and Botswana avoid double dip recession. Support of the programme from Government Ministries, Parastatals, Intermediary Organisations, Community Based Organisations, Development Partners and the private sector.

Expected Results overall		<ul style="list-style-type: none"> • Increase of private sector led exports in targeted sectors; increase of number of customers by supported SMMEs; number of new business linkages created • Increased access by SMMEs to financing, range of financial products offered. • Increased number of firms with quality and standards certification; number of trainings provided and attendance. • Increased satisfaction by members of IOs/TSIs/BSDSs services • PSDS coordinating structure operational and faster pace of PSDS implementation • Reduction in red tape 	<ul style="list-style-type: none"> • Annual performance reports by Government, Intermediary Organisations and the private sector. • Trade and investment statistics published by UNCTAD. • SADC and AU reports. 	
Expected Results	<p>Result Area 1:</p> <p>Capacity and competitiveness of SMMEs and Community Based Organisations (CBOs) including value chains is strengthened, in a selected number of sectors.</p>	<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 • Government reports • Media reports 	

	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 	
	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. • There is marked improvement and real progress on the overall implementation of the PSDS. 	<ul style="list-style-type: none"> • Reports by micro-finance and other financial institutions • Reports by tax authorities. • Reports by MTI and IOs 	
Activities		Means	Budget (Euro)	
	Result Area 1: Capacity and competitiveness of SMMEs and Community Based Organisations (CBOs) including value chains is strengthened.			

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

	2. Design and implement a quality improvement programme for SMMEs. Conduct annual sensitisation workshops for manufacturers and service providers on quality standards.	Short term experts Workshops		
	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 a platform to promote closer business linkages between SMMEs and large firms as well as with the government and design a programme to nurture the SMMEs.	Short term experts Workshops		
	5. Conduct awareness campaigns to promote environmental protection among SMMEs and CBOs	Short-term experts Workshops		
Total Result Area 1			937 000	

Activities		Means	Budget (Euro)	
	Result Area 2: Service delivery of targeted intermediary organisations and Business Development Service Providers is improved			
	1. Conduct a review of the mandates and capacity of private sector associations; design a programme to support the establishment of or strengthen an apex body to coordinate the private sector in Botswana.	Short term experts Workshops		
	2. Establish a web-based platform (Com4Dev) to promote networking and collaboration and to inform SMMEs on services that are offered by TSIs and BDSPs.	Short term experts Workshops		
	3. Establish benchmarking learning platform centered 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 challenges that hinder the involvement 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		
Total Result Area 2			488 500	

Activities		Means	Budget (Euro)	
	Result Area 3: Business environment (reduction of red tape and pilot on accessing finance) for enterprises is enhanced.			
	1. Review the registration and tax compliance costs and procedures.	Short term experts Workshops		
	2. Develop and implement an innovative trade finance scheme for SMMEs to provide access to finance solutions, with particular attention for women and young entrepreneurs.	Short term experts Workshops		
	3. Support the establishment of a micro finance 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 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		
Total Result Area 3			432 500	

ITC as implementing partner: -Activities: *capacity building (145,000) *Training workshops (25,000) *Missions (25,000)		195 000	
Communication/Visibility		55 000	
Contingencies		80 000	
Contribution to BOCCIM as implementing partner for Monitoring and Evaluation of the PSDS and PSDP.		90 000	
Support costs for the running of the project		22 000	
Grand Total		2 300 000	

ANNEX 2: WORK PLAN AND BUDGET FOR THE FIRST YEAR (RESULT AREAS)

April 2013 – March 2014

STRATEGIES	ACTIVITIES	PSDP IMPLEMENTATION MONTHS (APRIL 2013 – MARCH 2014)												MAN-MONTH/ BUDGET (Euro)	RESULTS EXPECTED	LEAD INSTITUTION
		April	May	June	July	August	September	October	November	December	January	February	March	51 000 €		
	a) Inception Phase													Coordinating Unit team (Based at BITC offices)	Establishment of the management committee for PSDP Stakeholders informed on the programme start- up, objectives and activities Work plan activities finalized	
	Set-up of the management committee															
	Stakeholder briefing meeting															
	b) Programme Mobilization and Implementation															
	Updating of work plan activities															
	*Design and set-up of PSDP web portal													Local expert 3man/months 11 000 €	PSDP web portal developed	BOCCIM
	Establish a web based performance monitoring and evaluation system for the PSDS and PSDP at MTI and the implementing institutions.													International expert 2 man/months 40 000 €	Web based performance monitoring and evaluation system established	MTI and BOCCIM
	c) Dissemination of results													Coordinating unit team		

STRATEGIES	ACTIVITIES	PSDP IMPLEMENTATION MONTHS (APRIL 2013 – MARCH 2014)												MAN-MONTH/ BUDGET (Euro)	RESULTS EXPECTED	LEAD INSTITUTION
1. Result Area 1 – Capacity and competitiveness of SMMEs and Community Based Organisations (CBOs) including value chains is strengthened, in a numbers of selected sectors.		April	May	June	July	August	September	October	November	December	January	February	March	276, 950 €		- BOCCIM Associated Institutions: - BITC - LEA - BEMA - CEDA - HATAB - BTO - BIH - BOBS - BNPC
	1.1. Build the capacity of SMMEs in the management of companies														Improved capacity in the management of companies	
	➤ Conduct training workshops and provide onsite mentoring and coaching to a select group of SMMEs to build expertise in key business subjects.															
	➤ Development of a selection criteria for beneficiaries;													Coordinating Unit		
	➤ Identification/selection of beneficiaries of the programme;													Coordinating unit		
	➤ Capacity building needs assessment of the identified beneficiaries;													Local expert 2 man/months 8 000 €		
	➤ Value chain analysis and development (training modules/materials;													International expert 1.5 man/months 30 000 €		
														Regional expert 4man/months		

1.2. Improve quality of products and services of Botswana private sector firms	Design and implement a quality improvement programme for SMMEs.															International expert 2 man/months 40 000 €	Improved quality standards in place	
	Conduct annual sensitization workshops for manufacturers and service providers on quality standards.															***To Start in Second year		
1.3. Support growth in diversified exports	Design and implement an export focused entrepreneurship development programme and in particular support women owned SMMEs to participate in international trade.															Regional expert 4 man/ months 48 000 €	Increased participation by women owned SMMEs in international trade	
	Conduct international trade missions to selected countries with special focus on supporting women owned SMMEs (5 missions, 20 companies)															***To Start in Second year		
1.4. Strengthen linkages between the SMMEs and the large firms as well as with the government	Organise a platform to promote closer business linkages between SMMEs and large firms as well as with the government															***To Start in Second year	Regular networking forums with large firms and government ministries established to provide training and support in the adherence to standards.	
	Design a programme to nurture SMMEs.															***To Start in Second year		

1.5.Promote environmental protection	Conduct awareness campaigns to promote environmental protection among SMMEs and CBOs.														***To Start in Second year	Increased involvement by the private sector in environmental protection activities especially in relation to the effects of climate change and the role of business as responsible global citizens.	
STRATEGIES	ACTIVITIES	PSDP IMPLEMENTATION MONTHS (APRIL 2013 – MARCH 2014)												MAN MONTH/BUDGET	RESULTS EXPECTED	LEAD INSTITUTION	
2. Result Area 2: Service delivery of targeted Intermediary Organisations (IOs) and Business Development Service Providers (BDSPs) is improved.		April	May	June	July	August	September	October	November	December	January	February	March	122, 125 €		- BOCCIM Associated Institutions: - BITC - LEA - BEMA - CEDA - HATAB - BTO	
2.1. Establish an apex body of all sector associations	Conduct a review of the mandates and capacity of private sector sectoral associations and design a programme to support the establishment of or strengthen an apex body to coordinate the private sector in Botswana.													Regional expert 1 man/month 12 000 € Local expert 4 man/month 14 000 €	Review completed and an apex body established or strengthened to coordinate the activities of the private sector. Capacity of the IOs improves		
2.2. Improved networking	*Establish a web-based platform to promote													Regional expert 1man/month	Website upgraded being used by the		

	networking and collaboration and to inform SMMEs on services that are offered by TSIs and BDSPs.														12 000 € Local expert 2 man/month 7 000 €	SMMEs, TSIs and BDSPs	
2.3. Performance benchmarking	- Establish benchmarking learning platform centred on set TSIs - BDSPs to inform management and allow information sharing and interaction.														International expert 1 man/month 20 000 €	Benchmarking platform is operational and there is improved performance by the TSIs and BDSPs	
2.4. Women participation in governance structures of IOs and BDSPs	- Conduct a study on the participation of women in the leadership of IOs and BDSPs - Develop a capacity building programme to address challenges that hinder the involvement of women in governance structures.														Regional expert 2 man month 24 000 € Local expert 4 man/months 14 000 €	Increased participation by women in governance structures	
2.5. Public-Private Sector Dialogue	Conduct training of IOs in policy research and analysis as well as in effective lobbying and advocacy														***To Start in Second year	Effective private sector participation in policy dialogue	

2.6. Implementation of the PSDS	Support BOCCIM in the implementation of the PSDS.															Coordinating Unit	Implementation of the PSDS is reviewed and updated and a clear road map is in place and is followed by BOCCIM. Regular reports are provided to the stakeholders highlighting progress and challenges encountered. Improved implementation and greater involvement as well as more awareness by the private sector of the PSDS	
				Junior expert 10man/months 12 000 €														
				Intern 12 man/months 7 125 €														

STRATEGIES	ACTIVITIES	PSDP IMPLEMENTATION MONTHS (APRIL 2013 – MARCH 2014)												MAN MONTH/ BUDGET	RESULTS EXPECTED	LEAD INSTITUTION
3. Result Area 3: Business environment for enterprises is improved. (reduction of red tape and pilot on improved access to financing by SMMEs)		April	May	June	July	August	September	October	November	December	January	February	March	129 750 €		<ul style="list-style-type: none"> - MTI Associated Institutions: - BOCCIM - BITC - CEDA - LEA - BEMA - HATAB - BTO - BOBS - BNPC
3.1. Stream line the procedures and review the cost of doing business	Review the registration procedures for companies as well as the tax compliance procedures and costs with Government;													Local expert 4man/months 14 000 € Junior expert 4 man/month 4 800 €	Streamlined procedures in formalisation of SMMEs. Increased number of SMMEs complying with tax issues	
	Set benchmarks for company registration, work permits, licences, building plans and utilities' hook up													Local expert 4 man/months 14 000 €	Benchmarks completed by end of year 1 and implemented thereon	
3.2. Support the establishment of a micro finance policy framework	Support the establishment of a policy framework for micro financing including the Micro Finance Act;													Local expert 4 man/months 14 000 €	Policy and Micro Finance act is in place. Micro finance firms are established and operating in line with the Act.	

3.3. Improved access to trade finance	Support the implementation of a Trade Finance Scheme for SMMEs especially women entrepreneurs													***To Start in Second year	SMMEs especially women owned are able to access trade finance resulting in increased exports.	
	Support the customisation and piloting of trade finance software with major banks in Botswana that are offering credit facilities and train SMMEs to access finance													***To Start in Second year	Software customized and is being used by the banks to provide increased lines of credit to SMMEs.	
3.4. Trade facilitation	Establish trade facilitation consultative group and provide capacity building services to its members.													Regional Expert 2 man/month 24000 € Local expert 4 man/month 14 000 €	Trade facilitation group is in place and capacity of the members improves	
	Conduct reviews of the import and export procedures															
3.5. Investment environment	Review of implementation of the Foreign Investment Advisory: service recommendations with a view to identify areas that still need to be tackled to improve the investment environment													Local expert 4 man/months 14 000 €	Investment environment improves	

3.6. Performance Monitoring	Establish a performance monitoring and evaluation system for the business environment in Botswana.															Regional Expert 1 man/month 12 000 €	Business environment improves	
	Strengthen the role of MTI in supporting the development of the private sector.															Local expert 2 man/month 7000 €		
3.7. Labour Productivity	Conduct reviews of the labour laws to identify bottlenecks and recommend labour productivity improvement strategies																	
3.1. Import and Export procedures	Conduct reviews of the import and export procedures																	

* Consultation with BOCCIM recommended for an Upgrade of existing website with activities dedicated to promoting PSDP, rather than design of a fully fleshed website. During the inception phase of the programme, the management will assess the possibility for the proposed amendments.

■ ■ ■ ■ ■ ■ ■ ■ Means follow- up of activity

ANNEX 3: PLANNING OF PROGRAMME ACTIVITIES (APRIL 2013 – MARCH 2016) – UPDATED

	Description of Activities				Year 1- April 2013- March 2014												Year 2- April 2014- March 2015												Year 3- April 2015- March 2016											
	Activities	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M
1	Result Area 1: Capacity and competitiveness of SMMEs and Community Based Organisations (CBOs) including value chains is strengthened, in a selected number of economic sectors																																							
1.1	Review of previous studies and proposals for selected value chains development (Beef, horticulture, and tourism)																																							
1.2	Elaboration of Roadmaps (Action plans) to capacitate actors in selected value chains (beef, horticulture and tourism by ITC) & (dairy, leather, piggery, marula and honey by other)																																							
1.3	Feasibility study for the development of Market Intelligence Information System (MIIS)																																							
1.4	Baseline information on SMMEs and IOs (audits and evaluation of PSDP final beneficiaries)																																							
1.5	Capacity building need assessment of PSDP beneficiaries including Ios and MTI																																							
2	Result Area 2: Service delivery of targeted Intermediary Organisations (IOs) and Business Development Service Providers (BDSPs) is enhanced																																							
2.1	Build the capacity and sensitization of SMMEs & CBOs (group trainings on quality and export, individual coaching and mentoring, on quality, standards and productivity, etc.)																																							
2.2	Promote environmental protection among SMMEs and CBOs through awareness campaigns (Linked to RA 1 - Activity 5)																																							
2.3	Improve networking of IOs and SMMEs (Linked to RA 2 - Activities 2 & 3)																																							
2.4	Establish BOCCIM as an apex body of all sector associations (Linked to RA 2 - Activity 1) and Support BOCCIM in the implementation of the PSDS (RA 2 - Activity 6)																																							
2.5	Conduct a study on the participation of women in the leadership of IOs and BDSPs and develop a capacity building programme to address challenges that hinder the involvement of women in governance structures (RA 2 - Activity 4) (Implemented by WED Programme)																																							
2.6	Conduct training of IOs in policy research and analysis as well as in effective lobbying and advocacy (Linked to RA 2 - Activity 5)																																							
3	Result Area 3: Business environment for enterprises is improved. (Reduction of red tape and pilot on improved access to financing by SMMEs)																																							
3.1	Assist MTI to enhance its capacity to manage the PSDS and EDD including capacity building of a Trade Consultative Group within MTI (Linked to RA 3 - Activity 4)																																							
3.2	Support the development of the micro finance policy framework (Linked to RA 3 - Activity 3)																																							
3.3	Develop and implement an innovative trade finance scheme for SMMEs to provide access to finance solutions for women entrepreneurs (Linked to RA 3 - Activity 2)																																							
3.4	Assist BITC to implement Export Development Programme (Linked to RA 2 - Improved service delivery of targeted IOs)																																							
3.5	Review the registration and tax compliance costs and procedures (Linked to RA 3-Activity 1)																																							
3.6	A review of implementation of the Foreign Investment Advisory Service recommendations will be done with a view to see areas that still need to be tackled to improve the investment environment (Linked to RA 3 - Activity 5)																																							
3.7	Review labour laws, identify bottlenecks, recommend labour productivity improvement strategies (Linked to RA 3 - Activity 6)																																							
3.8	Conduct review of the import & export procedures (Linked to RA 3 - Activity 7)																																							

ANNEX 4: DETAILED BUDGET PER COMPONENT

➤ Activities and Budget Related to Monitoring of the programme

Table 1: Budget for M&E

R.A. #	Master Plan & Activities (Programme Management)	Designation in approved Work plan	Contracting Arrangement	Budget (Euro) / 2013-2016					
				Start Date	End Date	Year 1	Year 2	Year 3	Total
	(Programme management: BOCCIM* as Implementing Partner for M&E)								
RA 2 RA 2 RA 3	➤ Monitoring and Evaluation Framework & System to support Private Sector Development Strategy (PSDS)	BOCCIM Budget M&E	Market consultation (simplified procedure)	Oct 13	Mar 14	50,000	20,000	20,000	90,000
	➤ Design and set-up of PSDP web portal (including maintenance)	Programme Mob & Implement.		Oct 13	Mar 14	11,000			11,000
	➤ Establish a web based performance monitoring and evaluation system for the PSDS and PSDP at MTI and the implementing institutions	Programme Mob & Implement.		Oct 13	Mar 14	20,000	20,000		40,000
	➤ Establish a performance monitoring and evaluation system for the business environment in Botswana	RA 3 Act. 3.6		Oct 13	Mar 14	19,000			19,000
	Sub/Total					100,000	40,000	20,000	160,000

Note: Baseline (audit of SMMEs) is covered under “Value chain analysis and development”.

Year 1: April 2013 – March 2014

Year 2: April 2014 – March 2015

Year 3: April 2015 – March 2016

➤ **Budget Related to Value Chain Analysis and Development and Audit of SMMEs, Market Intelligence Information System, Export Development Programme (Component 1)**

Table 2: Budget for Component 1: Value Chain Analysis and Development (including baseline); Market Intelligence Information System and Assistance on Export Development Programme

R.A. #	Master Plan & Activities (<u>Component 1</u>)	Designation in approved Work plan	Contracting Arrangemen t	Budget (Euro) / 2013-2016					
				Start Date	End Date	Year 1	Year 2	Year 3	Total
	Value Chain Analysis and Development and baseline								
RA 2 RA 2 RA 3	Value Chain Analysis and Development for 3 structured sectors and Market Intelligence Information System (Project proposal)		Grant contract with ITC (Structured value chains + Market Intelligence + Assistance to BITC)	Oct 13	Mar 14	150,000			150,000
					210,000			210,000	
					45,000			45,000	
	Assistance to BITC on Export Development Programme		Market consultation for Emerging Value chains			45,000			
	Sub/Total Component 1					405,000			405,000

(*) Structured Value Chains to be considered are the following: 1- Beef; 2-Horticulture; and 3-Tourism

(**) Emerging Value Chains to be considered are the following: 1- Leather; 2-Dairy; Goats; 4-Piggery; 5- Poultry; 6-Honey; 7-Marula.

It is assumed that ITC will agree on the budget as proposed above for value chain analysis and development /market intelligence / assistance to BITC on export development programme and will collaborate with local IOs (in particular LEA) or service providers to undertake the assignment with also include audit of 100 SMMEs as foreseen by the Contribution Agreement.

If no agreement is reached with ITC, PSDP will launch one Tender or Call for Proposals to hire a service provider to undertaken overall Component 1 activities, including value chain studies for structured value chains and emerging value chains.

➤ **Budget related to Capacity Building and Sensitization of SMMEs, CBOs, IOs, and BDSPs (Component II)**

Note: All the activities related to capacity building and Sensitization of SMMEs, CBOs and IOs are grouped under Component 2.

Total Budget: 1 145 500 euro.

Table 3: Budget for **Component 2**: Development and implementation of programmes to strengthen value chain actors including SMMEs, CBOs, and IOs

R.A. #	Master Plan & Activities (<u>Component 2</u>)	Designa tion in approve d Work plan	Contracti ng Arrange ment	Budget (Euro) / 2013-2016						
				Start Date	End Date	Year 1	Year 2	Year 3		Total
	Development and implementation of programmes to strengthen key players in the value chains (in particular SMMEs), clustering and enterprise networking in the selected sectors									
Act 2.1	Capacity building and sensitization of SMMEs & CBOs (group trainings on quality and export, individual coaching and mentoring, on quality, standards and productivity, etc.) (Linked to RA 1 - Activities 1, 2, 3, & 4) (*)		Inter-national restricted tender (Scenario1) Or Market consultation (Scenario 2)	Apr. 14	Dec. 15					
Act 2.2	Promote environmental protection among SMMEs and CBOs through awareness campaigns (Linked to RA 1 - Activity 5)			Apr. 14	Dec. 15					
Act 2.3	Improve networking of IOs and SMMEs (Linked to RA 2 - Activities 2 & 3)			Apr. 14	Dec. 15					
Act 2.4	Establish BOCCIM as an apex body of all sector associations (Linked to RA 2 - Activity 1) and Support BOCCIM in the implementation of the PSDS (RA 2 - Activity 6)(**)			Nov. 13	Dec. 15					
Act 2.5	Conduct a study on the participation of women in the leadership of IOs and BDSPs and develop a capacity building programme to address challenges that hinder the involvement of women in governance structures (Linked to RA 2 - Activity 4)			Oc. 13	Dec. 15	ACTIVITY TRANSFERRED TO WED PROGRAMME				
Act 2.6	Conduct training of IOs in policy research and analysis as well as in effective lobbying and advocacy (Linked to RA 2 - Activity 5)			Apr. 14	Dec. 15					
	Sub/Total					36,000	593,000	516,500		1,145,500

(*) Cooperation with TBT (Trade Barriers and Tariffs) Programme for capacity building of BOBS and SMMEs is envisaged under the framework of Component 2 activities, particularly with regard to quality enhancement. A request to TBT is under preparation by BOBS with the assistance of PSDP.

(**) This activity will be undertaken as priority action to strengthen the capacity of BOCCIM to plan the role of apex body for coordinating the private sector. PSDP is seeking partnership with Eurochambers through the Federation of Belgium Chambers of Commerce to assist BOCCIM. In order to reduce the delay for this critical activity, PSDP will use a Grant contract to hire the services of the Federation of Belgium Chambers of Commerce or other Chamber of Commerce affiliated to the Eurochambers.

➤ **Activities and Budget related to an Enabling Environment for Enterprise Development**

Note: All the activities related to capacity building and Sensitization of SMMEs, CBOs and IOs are grouped under Component 3.

Total Budget: 432 500 euro.

Table 4: Budget for Component 3: Identify bottlenecks to improve business environment

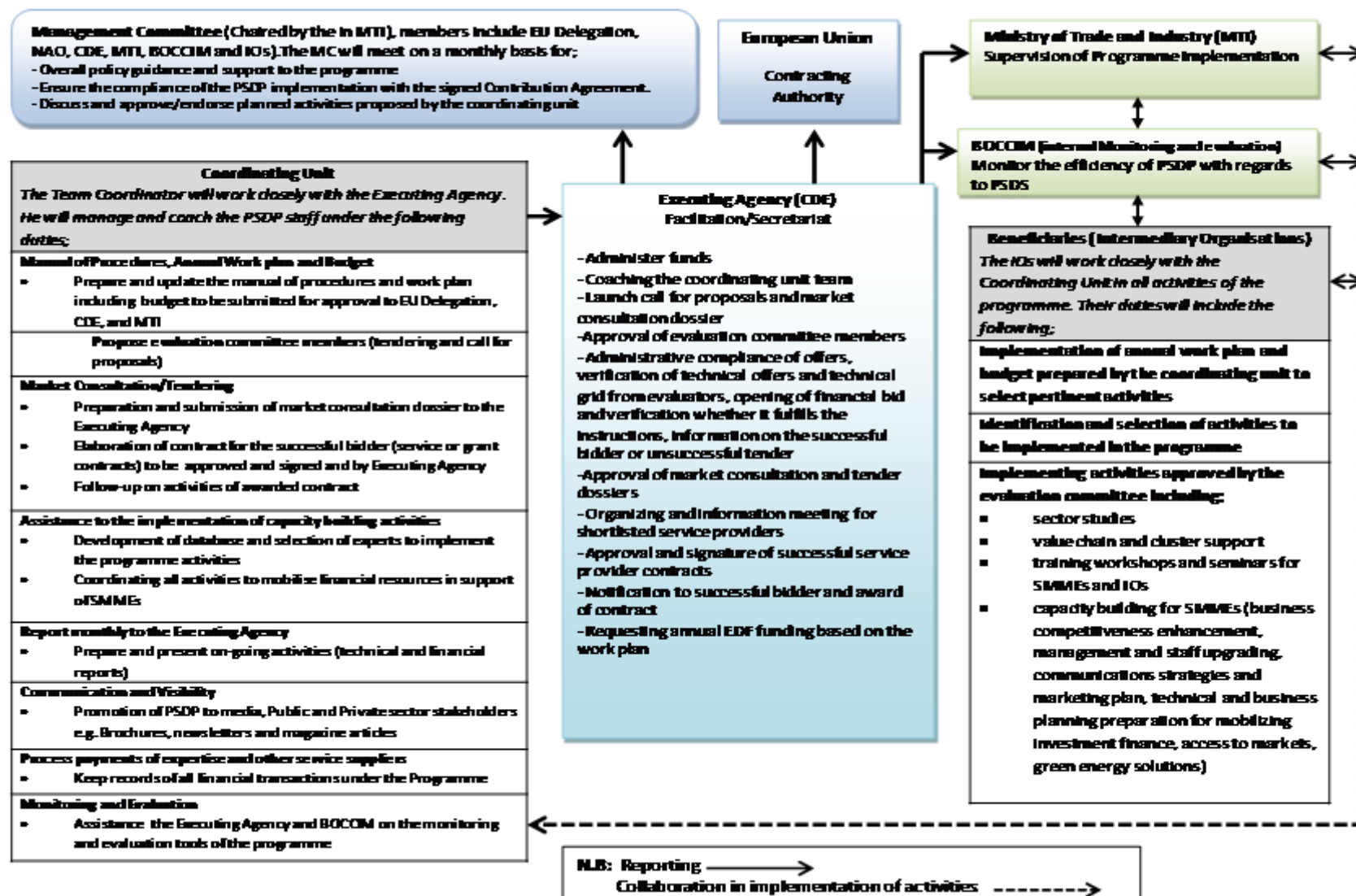
R.A.3 #	Master Plan & Activities (Component 3)	Designation in approved Work plan	Contracting Arrangement	Budget (Euro) / 2013-2016					
				Start Date	End Date	Year 1	Year 2	Year 3	Total
Act. 3.1	Assist MTI to enhance its capacity to manage the PSDS and EDD including capacity building of a Trade Consultative Group within MTI (Linked to RA 3 - Activity 4)(*)		Single offer (individual consultant) and Call for proposals	Nov. 13	Dec. 14				
Act. 3.2	Support the development of the micro finance policy framework (Linked to RA 3 - Activity 3)(**)			Nov. 13	Dec. 14				
Act. 3.3	Develop and implement an innovative trade finance scheme for SMMEs to provide access to finance solutions for women entrepreneurs (Linked to RA 3 - Activity 2)			Nov. 13	Dec. 14				
Act. 3.4	Review the registration and tax compliance costs and procedures (Linked to RA 3- Activity 1)			Jan. 14	Dec. 14				
Act. 3.5	A review of implementation of the Foreign Investment Advisory Service recommendations will be done with a view to see areas that still need to be tackled to improve the investment environment (Link RA3 Act. 5)			Jan. 14	Dec. 14				
Act. 3.6	Review labour laws, identify bottlenecks, recommend labour productivity improvement strategies (Link RA 3 – Act. 6)			Jan. 14	Dec. 14				
Act. 3.7	Conduct review of the import & export procedures (Linked to RA 3 - Activity 7)			Jan. 14	Dec. 14				
Act. 3.8	Complementary activities with EU/ACP programmes(***)	Cooperation with COLEACP & EDES; Cooperation with BizClim; and Export Helpdesk training workshop.							
	Sub/Total					176,500	150,000	106,000	432,500

(*) This activity will be undertaken as priority action to strengthen the capacity of MTI Trade Consultative Group. PSDP will hire an individual expert specialised in trade to undertake a review of the situation and design an action plan for capacity building of MTI in trade issues.

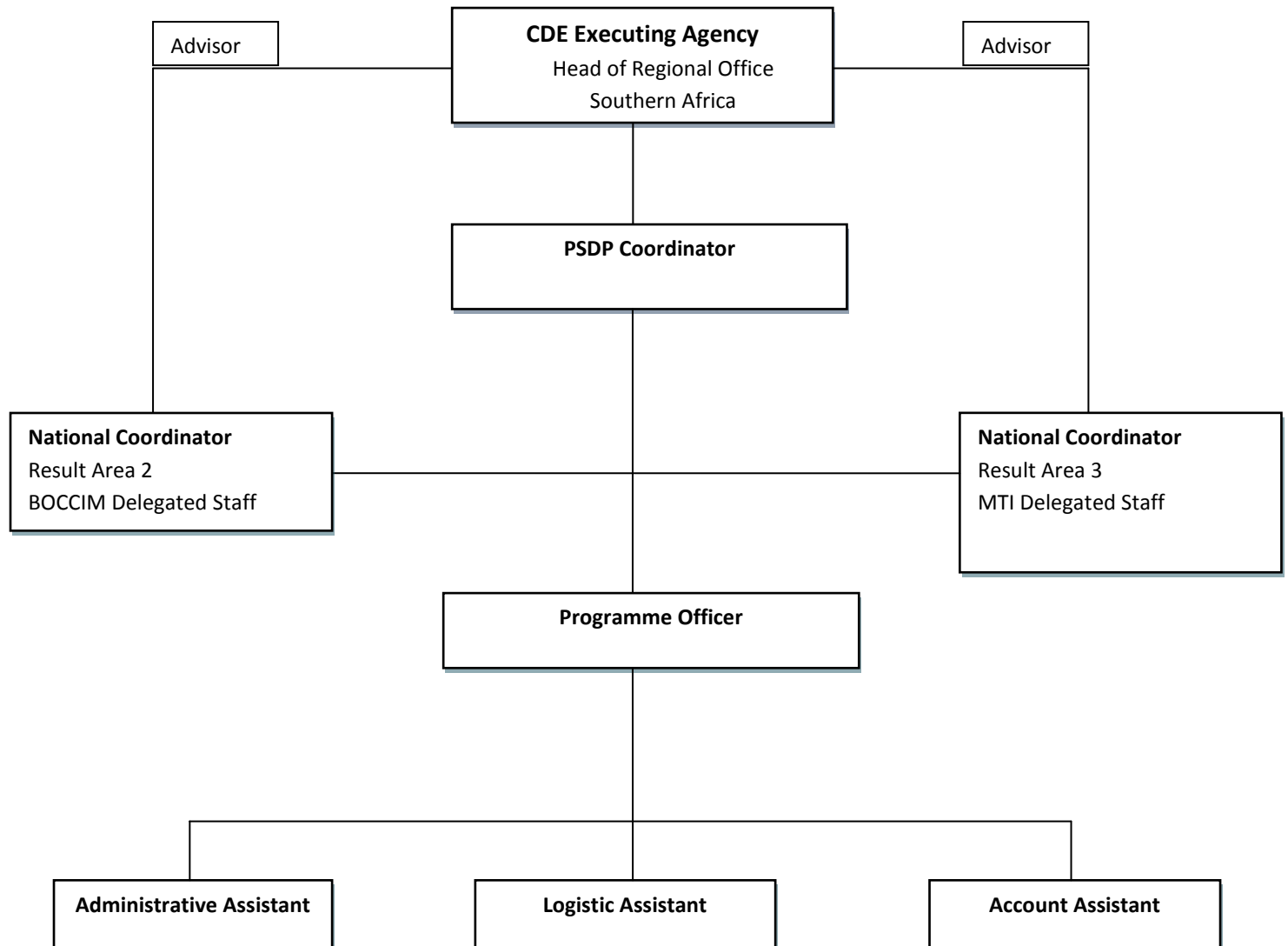
(**) This activity will be undertaken as priority action by an individual expert specialised in Finance. He will be tasked to review of the situation and design an action plan to set-up micro-finance scheme for SMMEs.

(***) The budget for cooperation with ACP/EU Instruments and programmes are for logistic (travel expenses and per diem). The Coordinating Unit assumed that each intervention will required at least 4 field-missions. The cost for each mission is estimated to amount EUR 5,000.

ANNEX 5: ORGANISATIONAL STRUCTURE OF PSDP



ANNEX 6: PSDP STRUCTURE INTEGRATING SECONDED STAFF



ANNEX 7: PROFILE OF SECONDED STAFF TO PSDP

1- JOB PROFILE FOR MTI SECONDED STAFF TO PSDP

1. Background

The Private Sector Development Programme (PSDP) is a flagship initiative of the Government of Botswana developed in the framework of the Private Sector Development Strategy (PSDS) to contribute to economic growth, employment creation and diversification resulting in the reduction of poverty. The programme is co-financed by the European Union (EU) under the 10th European Development Fund (EDF) and the Centre for the Development of Enterprise (CDE) through a Contribution Agreement signed in March 2013. The programme which was officially launched in May 2013 will run for a 3-year period.

The main partners to the programme are the Ministry of Trade and Industry (MTI) and Botswana Confederation of Commerce Industry and Manpower (BOCCIM). Other intermediary organisations involved in the programme are Botswana Investment and Trade centre (BITC), Local Enterprise Authority (LEA), Citizen Entrepreneurial Development Agency (CEDA), Botswana Exporters and Manufacturers Association (BEMA), Botswana Bureau of Standards (BOBS), Botswana National Productivity Center (BNPC), and Hospitality and Tourism Association of Botswana (HATAB).

Channel Corporate Foundation (France), contributed funding towards the support of women-led enterprises.

Annex III of the Contribution Agreement foresees that MTI will second staff to the programme team to assist in the implementation of the programme. In this regard CDE is seeking a qualified and experienced person to fill the position of second staff from MTI.

2. Objectives of PSDP and Results expected

The objective of the programme is to stimulate and sustain growth and diversification in private sector investment, trade and regional integration focusing on three main result areas;

Result areas 1

Capacity and competitiveness of SMMEs and Community Based Organisations (CBOs) including value chains is strengthened;

Result areas 2

Service delivery of targeted Intermediary Organisations (IOs) and Business Development Service Providers (BDSPs) is enhanced;

Result areas 3

Business environment (reduction of red tape and pilot on accessing finance) for enterprises is improved.

3. Duties and Responsibilities

Description of Responsibilities

The seconded staff will work in close collaboration with the PSDP Coordinator and MTI to ensure the implementation of Result Area 3 activities in order to support the creation of an enabling environment for enterprises in line with the PSDP objectives and the Economic Diversification Drive (EDD) Strategy.

He/she will focus in the following duties under Result Area 3;

- Follow-up activities of the PSDP in the framework of PSDS and EDD, ensuring that the EDD thematic areas are implemented in line with PSDP result areas;

- Strengthening and focusing the public-private policy dialogue on critical business environment reform; (e.g. starting a business, competition law, simplifying the red tape for investment, promoting the business formalisation, through simplified and affordable registration procedures and taxation schemes), trade agreements;
- Assistance to MTI to review implementation of the Foreign Investment Advisory service with a view to identify areas that still need to be tackled to improve the investment environment;
- Organising training seminars for relevant staff at the MTI on trade related issues, amelioration of the business environment, and on Economic Partnership Agreements (EPAs);
- Support to MTI for involving better financial institutions in supporting investments for SMEs;
- Encourage Private and Public Dialogue by organizing trainings for the trade facilitation consultative group;
- Support to the development of national strategy for the elimination of the Non-Tariff Barriers to Trade;
- Facilitate conducting of the reviews for the import and export procedures;
- Any other tasks which will be allocated by the programme coordinator.

Expected Deliverables

The key products to be delivered are as follows:

- Detailed assignment work plan (within a month of start of the assignment);
- Quarterly Activity Report;
- Yearly Activity Report

Working Arrangements

- The seconded staff will be given access to relevant information necessary for execution of the tasks under this position;
- The seconded staff will be provided by CDE Regional Office Southern Africa with a working station (i.e. laptop, internet, phone, scanner/printer, etc.) and will have access to reliable internet connection;
- Any necessary missions must be approved by the Head of CDE Regional Office Southern Africa;
- Location: CDE Regional Office Southern Africa, Gaborone, Botswana, Plot 54351, Central Business District;
- Duration: 2.5 years.

4. Profile

- The seconded staff must have at least degree in economics/business administration, or investment related fields;
- He/She must have at least 5 years experience and knowledge with public institutions in Botswana and their challenges (Private Sector Development Strategy, EDD, public reforms, company registration, work permits and licensing issues);
- Good knowledge on business environment and competitiveness issues linked to investment attraction and access to finance;
- He/She must have knowledge of challenges of the private sector organizations in Botswana;
- Experience on trade facilitation, will be an advantage;
- Knowledge of public institutions in Botswana and their challenges (PSDS, EDD, public reforms, company registration, work permits and licensing issues);
- Knowledge of financial institutions dealing with SMMEs is an advantage;
- Excellent written communication skills, with analytic capacity and ability to synthesize relevant collected data and findings for the preparation of quality analysis for Result Area 3 deliverables;
- Excellent interpersonal skills and result oriented collaboration with colleagues – especially for this case the PSDP Coordinating Unit and national/international level consultants;
- Experience in drafting reports for decision making;
- Good team player.

2- JOB PROFILE FOR BOCCIM SECONDED STAFF TO PSDP

1. Background

The Private Sector Development Programme (PSDP) is a flagship initiative of the Government of Botswana developed in the framework of the Private Sector Development Strategy (PSDS) to contribute to economic growth, employment creation and diversification resulting in the reduction of poverty. The programme is co-financed by the European Union (EU) under the 10th European Development Fund (EDF) and the Centre for the Development of Enterprise (CDE) through a Contribution Agreement signed in March 2013. The programme which was officially launched in May 2013 will run for a 3-year period.

The main partners to the programme are the Ministry of Trade and Industry (MTI) and Botswana Confederation of Commerce Industry and Manpower (BOCCIM). Other intermediary organisations involved in the programme are Botswana Investment and Trade centre (BITC), Local Enterprise Authority (LEA), Citizen Entrepreneurial Development Agency (CEDA), Botswana Exporters and Manufacturers Association (BEMA), Botswana Bureau of Standards (BOBS), Botswana National Productivity Center (BNPC), and Hospitality and Tourism Association of Botswana (HATAB).

Channel Corporate Foundation (France), contributed funding towards the support of women-led enterprises.

Annex III of the Contribution Agreement foresees that BOCCIM will second staff to the programme team to assist in the implementation of the programme. In this regard CDE is seeking a qualified and experienced person to fill the position of second staff from BOCCIM.

2. Objectives of PSDP and Results expected

The objective of the programme is to stimulate and sustain growth and diversification in private sector investment, trade and regional integration focusing on three main result areas;

Result areas 1

Capacity and competitiveness of SMMEs and Community Based Organisations (CBOs) including value chains is strengthened;

Result areas 2

Service delivery of targeted Intermediary Organisations (IOs) and Business Development Service Providers (BDSPs) is enhanced;

Result areas 3

Business environment (reduction of red tape and pilot on accessing finance) for enterprises is improved.

3. Duties and Responsibilities

Description of Responsibilities

The principal responsibility of the seconded staff is to work in close collaboration with the PSDP Coordinator on the following duties;

- Follow-up to the development and implementation of the PSDP monitoring and evaluation system in the framework of Private Sector Development Strategy (PSDS) and Economic Diversification Drive (EDD)
- Follow-up to the development of the BOCCIM market intelligence information system
- Establishment of BOCCIM as an apex body of all sector associations
- Support to the development of a comprehensive Communication and Visibility Plan for the PSDP

- Ensure that the activities and results of the programme are well covered and promoted to the general public and beneficiaries of the programme (SMEs, CBOs, IOs, financial institutions and service providers)
- Use of most appropriate communication channels (media, website, press conference, etc)
- Ensure good visibility of partners of the programme (EU, MTI, CDE, MFDP, and BOCCIM))
- a. Establishing relationships between Botswana and EU Intermediary Organisations specialised in trade and Private sector development
- b. Strengthening the role of BOCCIM in the Association of the SADC Chambers of Commerce (ASSCI) and SADC Private Sector Forum (SPSF)
- c. Support to the organizing of Public-Private Dialogue conferences e.g. BOCCIM National Business Conference
- d. Any other tasks which will be allocated by the programme coordinator

Expected Deliverables

The key products to be delivered are as follows:

- Detailed assignment work plan (within a month of start of the assignment);
- Quarterly Activity Report;
- Yearly Activity Report.

Working Arrangements

- The seconded staff will be given access to relevant information necessary for execution of the tasks under this position;
- The seconded staff will be provided by CDE Regional Office Southern Africa with a working station (i.e. laptop, internet, phone, scanner/printer, etc.) and will have access to reliable internet connection;
- Any necessary missions must be approved by the Head of CDE Regional Office Southern Africa;
- Location: CDE Regional Office Southern Africa, Gaborone, Botswana, Plot 54351, Central Business District;
- Duration: 2.5 years.

4. Profile

- The seconded staff must have at least degree in economics/business administration, or investment related fields;
- He/She must have at least 5 years expertise in private sector development including capacity towards the implementation of the Private Sector Development Strategy;
- Experience on research and economic policy analysis on internal and international trade, project management, sector coordination and SMME development;
- Good knowledge on business environment and competitiveness issues linked to investment attraction and access to finance;
- He/She must have knowledge of challenges of the private sector organizations in Botswana
- Good network of Intermediary Organisations and Public Institutions involved in Private sector development in Botswana will be an advantage.
- Knowledge of financial institutions dealing with SMMEs is an advantage
- Excellent written communication skills, with analytic capacity and ability to synthesize relevant; collected data and findings for the preparation of quality analysis for deliverables;
- Excellent interpersonal skills and result oriented collaboration with colleagues – especially for this case the PSDP Coordinating Unit and national/international level consultants;
- Experience in drafting reports for decision making;
- Good team player.

ANNEX 8: NETWORKING ACTIVITIES BY THE COORDINATING UNIT CARRIED OUT DURING THE INCEPTION PHASE

Networking Meetings with Stakeholders

The PSDP Coordinator and the Programme Assistant participated in various meetings with the view to promote the PSDP and get insight of stakeholder needs.

a) Meeting with PSDP Partners (BOCCIM, MTI, EU Delegation, MFDP): 4th -11th July 2013

The purpose of the meetings was to introduce the PSDP Coordinator, Mr. Roger N'Guessan who resumed work on the 3rd July 2013.

The meetings discussed the coordinator's experience in line with Private Sector Development in ACP countries including Southern Africa. Mr. Roger N'Guessan was briefed on each respective stakeholder role with regards to the PSDP implementation.

b) Workshop on market facilitation of the dairy and small stock sub-sectors: 8th July 2013

The workshop mobilized Public and Private sector stakeholders from the dairy sector and small stock sub-sectors. Presentations were made on challenges of small stock value chain, integrating dairy and small stock production with market facilitation, and opportunities for mobilizing resources for research and development in the sectors. The PSDP coordinator participated to breakaway groups on value chain clusters with the view to consolidate a report to be shared with the Public and Private Sector stakeholders in the dairy and small stock sub-sectors.

c) Meeting with the Ministry of Trade and Industry-Technical Assistance to Pottery Producers in Botswana

The purpose of the meeting was to discuss the funding of laboratory testing for locally available pottery/ceramic raw materials to determine their sustainability in the production of various pottery/ceramic products for internal consumption and import. The request was compiled for consideration pending value chain analysis which will determine all bottlenecks related to the crafts industry and tourism. The MTI further shared with the PSDP team a catalogue of pottery and ceramics studios of Botswana for easy reference.

d) Meeting with the Local enterprise Authority (LEA): 25th August 2013

The meeting was attended by CDE Head of Southern Africa Office, PSDP Coordinating Unit and LEA staff (Deputy CEO, Director for Capacity Development and Director for Public Relations). LEA's role in PSDP was explained and further relationship in the Women Entrepreneurship Development programme was explained. LEA would delegate a representative on part-time basis (Director for capacity development) to follow up on ongoing PSDP activities.

e) Meeting with Botswana Bureau of Standards (BOBS): 1st August 2013

The BOBS managing director expressed great interest in involvement of BOBS in PSDP in issues pertaining to quality assurance, standardization and certification as well as training services. BOBS delegated employees to attend the CDE training workshop on audit of SMMEs held from the 5th – 9th August 2013. Moreover, the BOBS Managing Director will form part of the Women Entrepreneurship Development programme panel of speakers at the training seminar planned for the 25th September 2013.

f) Meeting with Botswana Horticultural Association (BHA): 9th August 2013

The meeting was attended by the Chairperson for the Botswana Horticultural Association. He expressed the need to strengthen and develop the horticulture industry to full potential in Botswana. Key interventions highlighted during the meeting include assisting the association to establish a secretariat which will facilitate enabling environment, trade policy analysis and advocacy on behalf of the producers. The desired outcomes for the beneficiaries (SMMEs) include farmer development to access finance and markets for fresh produce; market linkages; quality assurance; cold chain management; and strengthening of import regulations.

g) Meeting with the Human Resource Advisory Council: 13th August 2013

The HRADC explored possible ways of collaboration under the PSDP. They shared with the PSDP team the HRM survey assessment guide which elaborates training for each of the sectors that have been identified as key to the future success of the Botswana economy. To date, the HRADC have conducted training in human resource management practices in the mining, tourism and agricultural sectors. The HRADC shared with the PSDP team the draft technical report for strategic HR development Plan for the tourism sector. As a result of the meeting, the PSDP Coordinating Unit will assess the HRM survey guide and establish areas which need collaboration.

h) Meeting with the Citizen Entrepreneurship Development Agency (CEDA): 14th August 2013

The CEDA Business Advisory services manager indicated that CEDA has a couple of ongoing programmes which needs capacity building. The programmes include;

- Programme to improve SMMEs access to finance,
- Training of SMMEs managers to keep record of their activities,
- Support Hospitality Industry and Hotels
- Support to vegetable production and poultry industry
- Study to design micro-finance products for micro-entrepreneurs (ongoing)

CEDA is also open to collaborate on the issue of building a consolidated database of SMMEs. Their own portfolio accounts at least 3.500 SMME clients of which only 80 have been trained. The CEDA representative will share some documents with PSDP particularly the Practical Guides prepared to support agro-production in Botswana.

i) Meeting with Botswana Manufactures and Exporters Association (BEMA): 14th August 2013

The PSDP team met with the BEMA board to inform them on PSDP start up and planned activities. BEMA outlined its issues of concern as financing for SMMEs and exporters, access to information, proper advisory services, communication and visibility as well capacity building of national experts. Moreover, BEMA would like a refined needs assessment of the organization.

j) Meeting with Hospitality and Tourism Association of Botswana: 16th August 2013

The HATAB CEO mentioned that the association has a catalogue of different issues to tackle impediments in the tourism sector. The catalogue is designed for the various Government ministries and provides recommendations on what needs to be done. This catalogue will be shared with the PSDP Coordinating Unit in order to have a consolidation of all problematic issues facing the tourism industry. Moreover, HATAB previously received assistance from CDE in the conducting of a study for building its capacity. In the framework of PSDP, the study needs to be implemented following its recommendations.

k) Meeting with MTI and PSDP Botswana: 18th September 2013

Objectives of the meeting

The meeting was aimed to inform MTI Officials about PSDP progress since the launching of the programme and to agree on a list of activities for 2013 that could empower MTI in his mandate including capacity building actions with EU/ACP. The meeting also discussed MTI's priority actions related to Result Area 3 as well as expected complementary actions. In addition the MTI Officials support to meet PSDP requirements (in terms of furniture including computers, running costs and seconded staff) was sought during the meeting.

With regard to Result Area 3, the meeting noted the following list of activities (see below) as per the Contribution Agreement remain valid. However, the trade facilitation consultative group is already in place and needs only capacity building of its members.

Activities (Result Area 3)	Validation
1. Review the registration and tax compliance costs and procedures	Yes
2. Develop and implement an innovative trade finance scheme for SMMEs to provide access to finance solutions for women entrepreneurs	Yes
3. Support the development of the micro finance policy framework	Yes
4. Establish trade facilitation consultative group and provide capacity building services to its members	No. Only capacity building is needed
5. A review of implementation of the Foreign Investment Advisory Service recommendations will be done with a view to see areas that still need to be tackled to improve the investment environment	Yes
6. Conduct reviews of the labour laws to identify bottlenecks and recommend labour productivity improvement strategies	Yes
7. Conduct reviews of the import and export procedures.	Yes

The following are PSDP requirements. The most important needs are the computers :

- > Office furniture
- > Computers for PSDP (Total: 6 desktops and 1 laptop):
- > Coordinating Unit team (4 desktops and 1 laptop for the Coordinator) ;
- > Delegated staff: 2 desktops.
- > Delegated staff :
 - TOR finalized;
 - Starting date to be confirmed by MTI and BOCCIM
- > PSDP running costs

I) Botswana Bureau of Standards (BOBS): 25th September, 2013

In opening the meeting, PSDP Coordinator went through the objectives of PSDP as regards the visit by ITC, and explained that the purpose of the meeting is for BOBS to explain to ITC on a one-on-one basis how they could benefit and assist the development of value chains by highlighting their strengths and challenges.

ITC representative then explained that through consultation with PSDP it was finally agreed that ITC will focus on three main sectors being Beef, Horticulture and Tourism as there naturally exists a link between these sectors.

BOBS pointed out that their mandate is to develop national standards by assisting industries and the general public on issues of Quality and Standards in various products and services. He said that BOBS deals in eight (8) main sectors or divisions:

- Agriculture and Foods
- Tourism and General Services
- Electrical
- Mechanical
- Building and Construction
- Environmental (Water, Air)
- Chemicals
- Textile and Clothing (including Leather)

and one cross-cutting division of Regulatory and Compliance.

Services

i. Product Certification

- For products through a Product Certification System
- For services through Quality Management System

ii. Training Services

- Management System Standards
- Quality Management System

- Environmental Standards
- Occupational Health and Safety
- Laboratory Management System (Testing Sector)

iii. Calibration and Verification

Challenges

Certification and Testing

- Lack of equipment to test some products, e.g. animal feeds.

m) Botswana National Productivity Centre (BNPC): 25th September, 2013

The opening of the meeting followed the same pattern where PSDP Coordinator gave the background of PSDP and ITC elaborated on what has been agreed between ITC and PSDP thus far.

BNPC marketing manager then gave a short presentation of BNPC and pointed out that the organization is divided into five (5) divisions:

- Consultancy and Training
- Productivity Awareness
- Enterprise Support
- Public Reforms
- Research

In the past BNPC used to conduct training by calling clients out to BNPC to attend. BNPC has since realized that this does not work, and now concentrate of client site specific training.

The other thing that BNPC has found in their studies is that there is a poor work ethic within the country particularly in the Tourism sector. However, BNPC has a strong affiliation with Hospitality and Tourism Association of Botswana (HATAB) and Botswana Tourism Organisation (BTO) to address issues of Environmental Management.

At this point ITC explained their role both in ACP and EU in issues of:

- Business and Trade Policy
- Export Development Strategy
- Strengthening of Institutions
- Enterprise Development

In conclusion, PSDP presented the way forward as:

- i. Road mapping for each value chain
- ii. Action Plan based on available studies
- iii. Assistance to implementation of Action Plan to capacitate champions along value chains.

n) Botswana College of Agriculture (BCA): 25th September, 2013

Dr. Tsopito of BCA gave a presentation of the Goat Value Chain study that was conducted by BCA. The recommendations of the study presented to the Ministry of Agriculture in the framework of poverty reduction.

The BCA explained to the meeting that the Horticulture sector is very broad as it includes fruits, vegetables, ornamentals and landscaping. They suggested that the PSDP should choose and focus on certain horticulture products such as vegetables that have a high demand and are easy to cultivate.

o) Botswana Horticulture Council (BHC): 25th September, 2013

Ms. Sibanda (Council Secretary) gave a presentation of BHC and reported that the Council started in 1999 as a community association. The main focus of the association is Policy Advocacy on issues affecting the horticulture sector. She pointed out that even though they have eight hundred (800) members, the majority of them are small and micro enterprises with one to ten hectors on average. The council has ten regional committees.

Challenges

Some of the challenges faced by the association are:

- Marketing (lack of buyers)
- Seasonal production
- Quality
- Input costs
- Lack of capacity.

Area of intervention: Farmer capacity development

p) Hospitality and Tourism Association of Botswana (HATAB): 25th September, 2013

HATAB is a voluntary organization, based on subscriptions, and it has 1932 members. The mandate of HATAB is advocacy and lobbying for its member. The sectors that are covered include;

- Camps
- Hotels
- Air charter
- Mobile safaris
- Lodges
- Guesthouses
- Bed & Breakfast

Challenges

- Women/wildlife balance
- Low local participation
- Poor service quality

Matrix Summarising Consultations with Intermediary Organisations and Sector Associations
during the Inception Phase

The following matrix is a summary of all the consultative meetings that have been held between the PSDP Coordinating unit and Intermediary Organisations (IOs) and sector associations.

#	Organisations	Mandate	Key elements for PSDP Action Plan based on broad consultation with IOs and sector associations (Result Areas)
1	Botswana Investment and Trade Centre (BITC)	To encourage, promote and facilitate the establishment of export-oriented enterprises and selected services.	Capacity development of BITC staff (Linked to Result Area 2) <ul style="list-style-type: none"> - Capacity of BITC Export Advisors in export development is strengthened; - Capacity of BITC staff on value chains with potential for export (namely Beef, Horticulture, Tourism and Agro added value products) is strengthened; - BITC networking in Southern Africa and the EU region is strengthened through best practices for attracting potential investors; - Enhanced service delivery of BITC on trade facilitation challenges for its clients; - Support to global expo is provided including disseminating information through the CDE network.
2	Citizen Enterprise Development Agency (CEDA)	To provide financial and technical support for business development with a view to the promotion of viable and sustainable citizen owned business enterprises.	Capacity development of CEDA staff (Linked to Result Area 2) <ul style="list-style-type: none"> - Capacity of CEDA Portfolio Managers is strengthened on trade finance software Support access to finance for SMMEs (Linked to Result Area 3) <ul style="list-style-type: none"> - An innovative trade finance scheme is developed and implemented with the participation of CEDA to provide access to finance solutions for SMMEs including women entrepreneurs - A micro finance policy framework is developed with the contribution of CEDA
3	Botswana Bureau of Standards (BOBS)	To develop national standards by assisting industries and the general public on issues of Quality and Standards in various products and services.	Capacity building on value chain development (Linked to Result Area 1) <ul style="list-style-type: none"> - Capacity of SMEs on issues of Quality and Standards is strengthened (BOBS to collaborate with PSDP on the design and implementation of quality improvement programme for SMMEs and to conduct sensitisation workshops for manufacturers and service providers on quality standards) - (*) BOBS is interested to participate in PSDP call for proposals or tender in relation with an international service provider. Prioritised capacity building needs for BOBS staff (Linked to Result Area 2) <ul style="list-style-type: none"> - Capacity building of BOBS staff is carried out in the framework of PSDP - Capacity building of other IOs and accredited consultants on issues of Quality and Standards is undertake with BOBS participation

4	Botswana National Productivity Centre (BNPC)	To enhance the level of productivity awareness as an advocacy function and to enable individuals and organisations through training and consulting to be productive and competitive.	Support capacity development of BNPC (Linked to Result Area 2) <ul style="list-style-type: none"> - Capacity building of BNPC staff is carried out in the framework of PSDP - Business Development Service providers are trained on issues of productivity with BNPC participation
5	Botswana College of Agriculture (BCA)	To offer University of Botswana higher diploma and degree programmes in agricultural sciences, while it is responsible on its own for short courses offered by its Centre for In-service and Continuing Education (CICE).	Capacity building on value chain development (Linked to Result Area 1) <ul style="list-style-type: none"> - Goat value chain development is undertaken with BCA as national partner - Support on horticulture research is provided by BCA - Capacity building of farmers on technical issues related to two value chains development is provided with BCA as national partner
6	Botswana Horticulture Council (BHC)	Policy Advocacy on issues affecting the horticulture sector	Capacity building on value chain development (Linked to Result Area 1) <ul style="list-style-type: none"> - BHC involved on capacity building of farmers on issues such as: <ul style="list-style-type: none"> o Marketing (lack of buyers) o Seasonal production o Quality o Input costs
7	Hospitality and Tourism Association of Botswana (HATAB)	To promote, encourage and police excellence in hospitality and tourism in Botswana.	Capacity building of sector association - Tourism sector (Linked to Result Area 2) <ul style="list-style-type: none"> - HATAB previously received assistance from CDE in the conducting of a study for building its capacity. In the framework of PSDP, the study needs to be implemented following its recommendations.
8	Botswana Manufactures and Exporters Association (BEMA)	Policy advocacy for Exporters and Manufacturers in Botswana.	Capacity building of BEMA - Manufacturing sector (Linked to Result Area 2) <ul style="list-style-type: none"> - BEMA staff to be involved in capacity building of their members in issues such as: <ul style="list-style-type: none"> o financing for SMMEs and exporters o access to information o proper advisory services and communication <p>Moreover, BEMA would like a refined needs assessment of the organisation.</p>
9	Local Enterprise Authority (LEA)	To be the centre of excellence for entrepreneurship and sustainable SMME development in Botswana.	Capacity building on value chain development (Linked to Result Area 1) <ul style="list-style-type: none"> - Capacity building of LEA staff is carried out in the framework of PSDP for value chain development (piggery, leather and dairy) - Support is provided to BEMA in capacity development of SMMEs and accredited consultants <p>(There is a need to align the PSDP Action Plan with the LEA interventions plan on value chain development)</p>

Consultations with Stakeholders during the Preparation Phase

a) Roads Department: 14 October 2013

Attendance

- Mr. Pius Mphathiwa, Acting Director: pmphathiwa@gov.bw, 3913511
- Mr. Jacob Sello, Deputy Director: jsello@gov.bw, 3913511/3900210
- Mr. Kenny K. Mmopa: kmmopa@gov.bw, 3913511
- Ms. Dinah Mokaloba: dndwapi@gov.bw, 3913511

Attendants from CDE

- Mr. Sid Boubekur, Head CDE Southern Africa Region
- Mr. Malaki Monyamane, PSDP Programme Assistant

Challenges faced by Roads Department

- The road department has a network of road SMEs (about 500), most of which are being outsourced
- Contractors/management lack financial knowledge (they end up more in debt at the end of the project than at the beginning)
- Many SMEs compete for small size contracts (usually 12 Months duration)
- The SMEs lack consistency in terms of growth
- Poor implementation plan and workmanship
- The SME managers are not qualified in respective field (civil engineering)

Discussion with CDE

- Roads department would like to receive from CDE the call for interest and application form for disseminating to Roads Associations and SMEs
- It was highlighted that the criteria specified in the PSDP call for interest will be eligible to the majority of the SMEs in the roads sector, thus there might be need to re-define the criteria specifically for the roads sector in order to get a few number of champions
- The turnover should also be requested in the form of a trend (the last three years), to see if a company is consistent
- The roads department will send to CDE a database of their SMEs
- CDE to send to roads department, a report on Public Works in Tanzania

b) Botswana Power Corporation (BPC): 29 October 2013

Attendance

Mr. Boubekur Sid, Head CDE SAF-RFO, sid.boubekur@cde.int, 3191230
Mr. Moleele Norman, BOCCIM Seconded Staff to PSDP, nmoleele@boccim.co.bw, 3191230
Mr. Malaki Monyamane, Programme Assistant-PSDP, 3191230
Mr. Jacob Raleru, CEO, BPC, raleruj@bpc.bw
Mr. Gaoleboge Mmola, mmolog@bpc.bw

Discussions

- BPC indicated that they outsource small contractors*
- There is a model needed for maintenance of electric network

- There is need for assessment of SMMEs in the power sector especially regarding
- Areas of intervention that need capacity building includes;
 - > Management of resources
 - > Procurement/reply to tender
- BPC will send a database of contractors and nominated consultants to PSDP (The action has been done)
- PSDP team will disseminate the call for expression of interest to BPC SMMEs

(*) Note on BPC Distribution Works Contractors Programme:

- Entry into this programme is through open public bidding/tendering process, which is repeated every two years as the contract is for a two year period. One must successfully bid to remain in the programme at every two year cycle stage. The graduation from DCCP into DSW is through this open public bidding process. Failure to graduate from DCCP to DSW within 4 years means a contractor drops from the programme.
- Works above 33kV and substations above 5MVA capacity are placed on open tender for national and international companies to bid.
- Distribution Works Programme is worth about P400m per annum. This value is dependent on economic activity and can be much higher than this estimate.

c) Meeting with BOCCIM ICT sector: 5 November 2013

Attendance

- Mr. Neo Nwako, Head of BOCCIM ICT sector, neo@outsourcet.co.bw, +267 3916104
- Mr. Anderson J. Kgomo, Head, COBIT, Anderson.Kgomoto@icl.bw
- Mr. Roger N'Guessan, PSDP coordinator
- Mr. Norman Moleele, BOCCIM Seconded staff to PSDP
- Mr. Malaki Monyamane, PSDP Programme Assistant

Discussion

- BOCCIM ICT sector is the umbrella body for ICT in Botswana
- COBIT is the association for the citizen owned ICT SMMEs
- BITS is the association for ICT professionals
- Outsource Botswana is the association for all call centers in Botswana (BPOs)
- BISPA is the association for service providers
- In the framework of PSDP, all the associations will need some capacity building in terms of upgrading to the latest Global technology
- The BOCCIM ICT Head and the Head of COBIT agreed to disseminate the PSDP call for expression of interest to the members

d) Botswana Water Utilities Corporation (with EU Delegation and Aquafin): 7 November 2013

Attendance

Mr. Boubekur Sid, Head CDE SAF-RFO, sid.boubekur@cde.int, 3191230
 Mr. Ditsabatho Teddy, WUC, Water Quality Manager, tditsabatho@wuc.bw, 71304884
 Mr. Epron Michel, Embassy of France, Deputy Head of Mission, Michel.epron@diplomatie.gouv.fr, 72301292

Mr. Hermann Spitz, Head of Operations, EU Delegation Botswana and SADC,
Hermann.Spitz@eeas.europa.eu
Mr. Lucas Maes, Aquafin, Process Technology, lucas.maes@aquafin.be, +32 (0)3 450 41 26
Mr. Gobuamang Mogomotsi, WUC, Engineer, gmogomotsi@wuc.bw, 71449026
Mr. Matlhare Tebogo, Programme Officer, EU delegation, Botswana and SADC,
Tebogo.matlhare@eeas.europa.eu
Mr. Monyamane Malaki, Programme Assistant, PSDP Botswana, nnyaladzi.monyamane@cde.int,
3191230
Mr. Selemogwe Joel, WUC, jselemogwe@wuc.bw, 71306338

Discussions

Aquafin (Belgium Consultants in Waste Water Treatment) made a presentation to elaborate its technical assistance being offered to the Water Utilities Corporation to efficiently manage Waste Water Treatment Plants. The 36 months programme started in June 2012 and it is an EU funded grant under the ACP-EU water facility.

CDE Intervention

- A partnership is foreseen to empower SMMEs in terms of maintenance of existing facilities. WUC mentioned that one area is north-south carrier pipeline which is being outsourced to SMMEs. Technical assistance will be needed to train the SMMEs on the maintenance of the network.
- A bilateral meeting between CDE and WUC will be arranged to discuss the collaboration in the framework of PSDP.

ANNEX 9: SELECTION CRITERIA AND MAPPING OF SMEs UNDER THE FRAMEWORK OF PSDP

I- Selection Criteria

1. Background

The Private Sector Development Programme (PSDP) is a government initiative developed in partnership with the Ministry of Trade and Industry (MTI), the European Union (EU) and the Centre for Development of Enterprise (CDE). The overall objective of the PSDP is to contribute to economic growth, employment creation and diversification resulting in the reduction of poverty.

2. Introduction

Key Result Area 1 of the PSDP is; “Capacity and competitiveness of SMMEs and Community Based Organisations (CBOs) including value chains is strengthened, in a selected number of sectors”. Accordingly, one of the objectively verifiable indicators for this result area reads as follows:

“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”¹.

This indicator implies that due to limited resources and funds, the PSDP will be open to a limited number (at least 100) of SMEs willing to partake in the programme. This brings about the need to introduce a vetting and selection criteria with which the PSDP will select beneficiaries.

It is worth noting that already thirty-five (35) beneficiaries have been selected to partake in the Women Entrepreneurship Development programme under the framework of PSDP.

3. SME Outlook in Botswana

Currently the PSDP office is mapping SMEs according to their size and sector in Botswana. To this end lists of SMMEs have been collected from Botswana Investment and Trade Centre (BITC), Botswana Exporters and Manufacturers Association (BEMA), CDE-Gaborone, Local Enterprise Authority (LEA), Economic Diversification Drive (EDD) and Ministry of Environment Wildlife and Tourism (MEWT). The database has a total of one thousand four hundred and thirty (1430) clients, within PSDP focus sectors, from which we had to select one hundred (100) clients.

¹ Logical Framework PSDP Botswana

4. SMME Definitions

CDE defines the categories for SME eligibility as follows:

SME Category	Turnover	Assets
Existing enterprise	€250 000 (±P2,500,000)	€80 000 (±P800,000)
New Enterprises	€250 000 (±P2,500,000) Projected annual sales	€80 000 (±P800,000) Planned Investment

Botswana business development agencies like Local Enterprise Authority (LEA) and Citizen Enterprise Development Agency classify SMMES according to the Trade Act (Cap. 43:02):

SME Category	Turnover	Employees
Medium Enterprises	P1,500,001 - P5,000,000	25 - 100
Small Enterprises	P100,001 – P1,500,000	Less than 25
Micro Enterprises	Up to P100,000	Less than 6

In comparing these classifications with South African counterparts we discovered that the Industrial Development Corporation (IDC), which is a financing arm of the Small Enterprise Development Agency (SEDA), classifies SMMES as follows:

SME Category	Employees
Medium Enterprises	51 to 200
Small Enterprises	up to 50
Micro Enterprises	up to 10

The Private Sector Development Program in Swaziland defined SMMES as:

	Turnover	Assets	Employees
Medium Enterprises	Up to E8,000,000*	E2,000,000 – E5,000,000	11 - 50
Small Enterprises	Up to E3,000,000	E50,001 – E2,000,000	4 to 10
Micro Enterprises	Up to E60,000	Up to E50,000	1 to 3

*E1 = R1 = P0.85

The European Investment Bank (EIB) which has set up its regional office in Pretoria, South Africa classifies SMMEs as:

SME Category	Employees
Medium Enterprises	50 and above
Small Enterprises	less than 50
Micro Enterprises	less than 10

Experience in dealing with SMMEs in Botswana, particularly at LEA and in close collaboration with CEDA, BEMA and BITC, has shown that 90% of SMMEs in Botswana fall within the Small category even by the local classification. In the remaining 10% about 7% fall within the Medium while 3% are Large. Moreover, these micro and small clients are still in the sector development stage and are not yet export ready.

5. Proposed Selection Criteria for PSDP

The PSDP has a limited budget of €2.3m, with which to develop ten (10) value chains/sectors. This implies that PSDP cannot assist an open number of clients in all sectors, and for this reason the programme had to employ some vetting and selection criterion.

After careful analysis of best practice SMME classifications and definitions, PSDP Coordinating Unit proposes the following as its definitions for SMMEs:

SME Category	Turnover	Assets	Employee
Medium Enterprises	P3,000,001 – P5,000,000	P1,500,001 – P3,000,000	25 to 100
Small Enterprises	P1,500,000 – P3,000,000	P500,000 – P1,500,000	15 to 24
Micro Enterprises	Up to P1,499,999	Up to P499,999	1 to 14

6. Rationale

The selection criteria are to a large extent benchmarked with other experiences and best practices. The minimum threshold for SMEs is set at P1.5m and an asset of P0.5m to access the local and regional market and possibly the international market.

II- Mapping of SMMEs

1. Methodology

Work on mapping potential PSDP SMMEs started 10th September, 2013, by collecting lists of SMEs from key Intermediary Organisations (IOs) like Botswana Investment and Trade Centre (BITC), Botswana Exporters and Manufacturers Association (BEMA), Local Enterprise Authority (LEA), the Ministry of Trade and Industry (MTI) – Economic Diversification Drive (EDD) unit, as well as a list of potential SMMEs that was compiled by Center for the Development of Enterprise (CDE).

Although the intention was to get lists from the Citizen Enterprise Development Agency (CEDA) and Botswana Chamber of Commerce Industry and Manpower (BOCCIM) as they are key IOs as well, to incorporate in the database, when analysis received lists it was discovered that there is significant overlap in portfolios between IOs. For this reason we used the compiled database as a guide of potential PSDP beneficiaries.

2. Results of Mapping

The database fields and parameters are designed in such detail that a comprehensive database of beneficiaries will be established once Profile Forms are received from applicants. However, when requesting for lists from IOs, data came in different formats. For example, only data from EDD came complete with details in all fields like Email, Address, Employment, etc., while all other lists came with varying levels of information. Most lists were consistent with Location, Contact Person, Sector and Subsector. The total number of clients in the initial list is 1430.

3. Mapping SMMEs against the PSDP Selection Criteria

Because most SMMEs were submitted without detailed parameters, we were not able to use all of them to determine the real potential for PSDP. Only clients with Employee numbers were analyzed to determine expected number on application per sector, and the result is one hundred and forty five SMEs. The following table illustrates the expected number of SMEs who meet the selection criteria by sector and location:

Table 1: Summary of the Mapping of SMEs in PSDP Priority Sectors

Location	Manufacturing & Agro Industry		Tourism	Construction and Public works	ICT	Grand Total
	Manufacturing	Agro Industry				
Gaborone	56	18	4	6	9	93
Francistown	11	1	3			15
Lobatse	7	3				10
Selebi Phikwe	5					5
Maun	3		1			4
Mochudi	2	2				4
Serowe	1			1		2
Tuli Block	1	1				2
Ramotswa	1	1				2
Molepolole	1	1				2
Kasane			2			2
Kang			1			1
Kanye	1					1
Mahalapye		1				1
Palapye	1					1
Sub Total	90	28	11	7	9	145
Grand Total	118		11	7	9	145

4. Results of the Call for Expression of Interest for the Selection of SMEs as per 8 November 2013

PSDP - SMME CALL OUT PROGRESS REPORT					
PROGRESS SUMMARY					
PSDP REQUIREMENTS	TARGET	RECEIVED	POTENTIAL	REQUIRED	RATIO (# of applications received vs Target)
SMEs	70	11	307	59	16%
MICRO ENTERPRISES	20	0	800	20	0%
CBOs	10	0	100	10	0%
WOMEN OWN ENTERPRISES	35	35	90	0	100%
TOTAL	135	46	1297	89	

ANNEX 10: REPORT OF THE INTERNATIONAL TRADE CENTRE MISSION

The International Trade Centre (ITC) pre-engagement mission to Botswana in the framework of the Private Sector Development Programme (PSDP)

1. Introduction

The Contribution Agreement of the Private Sector Development Programme (PSDP) signed between the European Union (EU) and the Centre for the Development of Enterprise (CDE) foresees collaboration with the International Trade Centre (ITC) Geneva for capacity building activities benefiting both Small, micro and medium sized enterprises (SMMEs) and private sector Intermediary Organisations (IOs).

The PSDP is a Euro 2.8 million Programme funded by the European Union with a contribution in kind from the Government of Botswana through the Ministry of Trade and Industry covering a three-year period. The EU contribution is Euro 2.3 million which is part of a Euro 8 million EU 10th EDF CSP/NIP2 Programme – Empowerment of Civil Society. The CDE's contribution is Euro 500,000 for the coordination of PSDP. The contribution of MTI is in the form of office space, including furniture, equipment and running costs of the programme.

In order to formalize the partnership with PSDP, a pre-engagement mission of the ITC took place during September 23-26, 2013 which included meetings with PSDP key stakeholders and practitioners, and a consultative workshop held during the first day of the mission at BITC Office, Exponential Building. The main objective of the mission was to define the areas for collaboration between CDE and the ITC in the framework of PSDP. The specific objectives of the mission were to: (i) define the scope of the work for value chains analysis and development (VCAD), discuss information available from stakeholders and main challenges, and agree on priority sectors to concentrate on for VCAD; (ii) discuss the complementary activities to be undertaken by the ITC in support to BITC (for the implementation of an "Export Development Programme") and BOCCIM for the definition of a conducive framework for Market Intelligence Information System.

The mission was led by Anton J. Said (Chief Export Strategy, ITC) and included Pablo Lo Moro, (Export Strategy, ITC), and Paul Baker (International Economics Ltd), ITC consultant.

The ITC mission worked closely with the CDE Regional Office and PSDP team as well as key stakeholders involved in the programme, including Botswana Confederation of Commerce, Industry and Manpower (BOCCM), Botswana Investment and Trade Centre (BITC), Citizen Entrepreneurial Development Agency (CEDA), Botswana Manufactures and Exporters Association (BEMA), Botswana Bureau of Standards (BOBS), Botswana National Productivity Centre (BNPC), Hospitality and Tourism Association of Botswana (HATAB), Botswana College of Agriculture (BCA), Botswana Horticulture Council (BHC), Botswana Tourism Organisation (BTO), and Botswana Innovation Hub (BIH).

2. Stakeholder Consultations

The mission acknowledged the comprehensive private sector development programme and work done on sectors / value chains development by national institutions including the Ministry of

² Country Strategy Paper / National Indicative Programme

Agriculture (MoA), the Botswana College of Agriculture (BCA) and the Local Enterprise Authority (LEA) such as meat (beef, goat, sheep and pork), dairy, horticulture, tourism, and leather.

After consultations with stakeholders and preliminary review of sector strategies as well as sectors / value chains analysis reports, the CDE and ITC agreed that ITC team will have a role to play in the course of the programme, particularly in the following areas:

- **Value chain analysis and Development** - Value chains to be considered are the following: (1) Beef, (2) Horticulture, and (3) Tourism.

Emerging sectors to be considered for further value chain development at a later stage under a separate agreement to be discussed by the Parties are the following: (1) Honey, (2) Marula, (3) Leather, (4) Piggery, (5) Dairy and (6) Goat.

- **Market Intelligence** - Access to trade intelligence and awareness of the opportunities and threats associated with international trade are key factors in assisting developing countries and economies in transition to benefit from exports. The market intelligence exercise should be linked to the selected value chains as above.
- **Support to the implementation of BITC Export Development Programme (EDP)** – The request by BITC aims to train Export Management Development Advisors. However additional discussions should take place to refine the scope of the technical assistance to be provided by the ITC in the framework of PSDP.

3. Key findings of the ITC mission

Value chain analysis and Development

In general there is broad stakeholder³ support for value chain development in Botswana.

More specifically ITC is to present a detailed proposal seeking to produce value chain development roadmap (Action Plan) for each of the 3 selected products (Beef, Horticulture⁴ and Tourism) on the basis of its methodology which features in-depth stakeholder consultation.

The ITC proposal is expected to include the following outputs:

- i. Desk review of existing documentation (sectors / value chain analyses and Policy & strategy documents) (Output 1)
- ii. Broad stakeholder consultation following the ITC value chain development methodology (Output 2)
- iii. Three roadmaps for the development of beef, horticulture and tourism Value Chains in the framework of PSDP (Output 3)
- iv. Support to the implementation management process (Output 4)

³ Bilateral meetings took place with the following organisations: BOCCIM, BITC, BEMA, HATAB, BOBS, BNPC, CEDA, BCA, and BHC.

⁴ In order for ITC technical assistance to be focused, a limited number of horticulture products will be selected.

ITC work will assist PSDP team to formulate terms of reference for capacity building intervention for SMMEs and Intermediary Organisations (IOs) and to launch the tenders / call for proposals for the recruitment of service providers.

The results of the consultation (Output 2) will be used as the basis for the formulation of detailed terms of reference for capacity building intervention for SMMEs and Intermediary Organisations (IOs) as per the PSDP Contribution Agreement and update work plan.

Subject to PSDP and ITC formal approval this working relationship is expected to be governed by a Partnership Agreement between both parties based on the EU/UN practices.

Market Intelligence Information System in the framework of selected sectors / value chains

The ITC mission confirmed the need for the development of a state of the art trade information system within the country trade support network particularly at BOCCIM. The ITC is also to prepare a proposal for supporting the development of such a network in Botswana.

This proposal could consist of:

- i. Preparatory step which would focus on producing a framework (or blueprint) for the trade information network, and
- ii. Implementation step during which this framework would be put in place in Botswana in the context of PSDP.

The ITC support should focus on the job training (OJT) of IOs particularly BOCCIM.

ITC support to the implementation of BITC Export Development Program (EDP)

CDE has received a request from BITC related to “Support for capacity building” in the framework of its “Export Development Programme (EDP)”. The objective of this initiative is to empower export development staff at BITC and affiliated IO’s to provide export management development training and advice to SMMEs and large companies in Botswana. In addition, this training will allow participants to join ITC’s Certified Trade Advisers Programme (CTAP) network of international advisors and benefit from a continuous and synergetic online support.

During the consultation process, BITC made a strong case for the inception of ITC’s “Certified Trade Advisers Program (CTAP)”. The ITC mission confirmed this particular program is well adapted to the needs of the private sector. However, CDE would like this intervention to be designed and implemented in such a way to expand BITC networking with ACP – EU professional associations.

4. Conclusion and way forward

The ITC mission will be briefing its headquarters on the above findings. It is expected that formal project development, quality assessment and approval process would be initiated soon.

The timings foreseen by the parties are the following:

- Partnership Agreement preparation: 15 October 2013
- ITC approval (PCC): 15 November 2013
- Subject to approval of all Parties, ITC will aim to begin its technical work in December 2013 or January 2014.

ANNEX 11: SUMMARY OF THE TORs FOR THE MANAGEMENT COMMITTEE

Component I: Programme management		
Assignment title: Monitoring and Evaluation Framework & System to support Private Sector Development Strategy		
Beneficiaries: <ul style="list-style-type: none"> Ministry of Trade and Industry (MTI) Botswana Confederation of Commerce, Industry and Manpower (BOCCIM) 		
Procurement Procedure: Tender		
Duration : 3 months	Expected start date : October 2013	Planned completion : December 2013
Background: The Private Sector Development Programme (PSDP) is seeking a service provider to design the Monitoring and Evaluation (M&E) Framework and System for the programme. The proposed M&E framework and system will be expected to identify information needs in relation to the result areas of the overall Private Sector Development Strategy. Each result area (goal, purpose, outcome, output and activity) has performance questions that need to be answered.		
Overall Objective of the Consultancy: The overall objective of the assignment is to design and develop a Results Based Monitoring and Evaluation System for the Private Sector Development Programme that will be used by BOCCIM to monitor and evaluate implementation of all activities falling within the PSDS Result areas.		
Specific Objectives: <ul style="list-style-type: none"> To design and develop a Results Based Monitoring and Evaluation Framework and System which will be feasible to monitor the PSDS activities along the intervention logic To establish a web based performance monitoring and evaluation system To establish a performance monitoring and evaluation system for the business environment in Botswana To design and set-up of PSDP web portal To build the capacities of the BOCCIM, MTI, IO's on the developed M&E system. 		
Expected Results: <ul style="list-style-type: none"> Build on and support the PSDS and its partners to develop and improve their own monitoring and evaluation capacity. Track achievement, outcomes and disseminate information on results. Assess effectiveness of PSDS's partners' knowledge management strategy and the programme/project's impact on lessons learnt. Develop lessons, research and recommendations which will contribute to knowledge about successful programmes/projects A web-portal for PSDP is designed and contribute to the visibility of the programme A web based performance monitoring and evaluation system is set up at MTI and BOCCIM A performance monitoring and evaluation system for the business environment in Botswana is designed 		
Reporting: <ol style="list-style-type: none"> Inception report Progress reports Final report with all the relevant attachments (M&E framework and system and respective annexes (survey instruments, qualitative data collection guidelines, templates; Indicative training work plan; Training materials and modules, etc.) 		
Profile (Professional experience): <ul style="list-style-type: none"> At least a Masters Degree (or equivalent) in engineering, economics, business management, administration, statistics or related social science discipline. Minimum 7 years of experience in the M&E domain. Experience and knowledge in project management, grant (from donor or grantees side), private sector development. 		
Budget: A global price Contract will be issued for a total budget of €160,000		

Component I: Programme management Assignment title: Value Chain Analysis and Development for 3 selected sectors (beef, horticulture and tourism) and Market Intelligence Information System		
Beneficiaries: <ul style="list-style-type: none"> Ministry of Trade and Industry (MTI) Botswana Confederation of Commerce, Industry and Manpower (BOCCIM) 		
Procurement Procedure: Call for Proposal		
Duration : 5 months	Expected start date : December 2013	Planned completion : April 2014
Background: The CDE seeks to recruit a service provider specialized in monitoring and evaluation (M&E) of Small and Medium Enterprises (SMEs) to carry out an extensive and comprehensive audit in order to provide insights on key baseline information (size, assets, turnover, number of employees, market share, export volume, ...).		
Overall Objective of the Consultancy: <ul style="list-style-type: none"> To undertake a detailed review of existing literature on value chain for selected sectors, conduct audits of SMMEs involved in these value chains and provide detailed analysis of the overall market opportunities and make recommendations on areas of improvements. Develop a proposal for market intelligence information system 		
Specific Objectives: <ul style="list-style-type: none"> Assess and validate the proposed sectors to be supported through value chains development interventions Prioritize sectors whose productive chains could be supported by the programme Analyse what are the economic costs along each of the value chain Determine where is the most value added to the value chains Determine who are the most important actors within the value chains Define what is the institutional framework of the value chains Determine where are the bottlenecks in the value chains Determine where is there market potential for growth Assess what is the size of the sectors/chains Identify the potential for upgrading the value chains What possible synergies exist? Propose concrete interventions for Enhancing Value Chain Productivity Make concrete recommendations for a functional business model to strengthen the value chains. Preparatory step which would focus on producing a framework (or blueprint) for the trade information network, and Implementation step during which this framework would be put in place in Botswana in the context of PSDP. 		
Expected Results: <ul style="list-style-type: none"> Characterization of the key actors in each of the value chain Identification of problems in accessing current and potential markets Definition of solutions to remove the bottlenecks Defining capacity building priority actions Preparation of plans of concrete actions for the development of the target sectors Identifying those responsible for implementing action plans and detailing the resources needed Audit of 100 SMMEs identified from priority sectors of PSDP is completed Major players of the selected value chains are identified and an action plan to capacitate them is developed Project Proposal for Market Intelligence Information System developed 		
Reporting: <ol style="list-style-type: none"> Inception report on Value Chain and Baseline Studies Intermediary report Final report 		
Profile (Professional experience): <ul style="list-style-type: none"> At least 5 years in private sector development support (SME's and Intermediary organisations). Experience in having conducted audit / evaluation of SMEs and IOs. 		
Budget: €150,000		

Note: All the activities pertaining to M&E and Baseline are merged into a single study to increase the budget.

Component I: Programme management		
Assignment title: Communication and Visibility Strategy		
Beneficiaries: <ul style="list-style-type: none"> • Botswana Confederation of Commerce, Industry and Manpower (BOCCIM), • SMMEs, CBOs and IOs(Professional associations and Financial Institutions), • Media Houses and General Public 		
Procurement Procedure: Tender		
Duration : 3 months	Expected start date : October 2013	Planned completion : December 2013
Background: The Contribution Agreement states thus “In line with European Commission Visibility Guidelines, acknowledgement of the EU contribution to the project will be made in MFDP, MTI, CDE and any other organisations' reports and publications as well as in any workshop or forum associated with this project.”		
Overall Objective of the Consultancy: Guarantee that all beneficiaries, stakeholders and partners are sufficiently informed through all the relevant channels and all feedback given is attended to.		
Specific Objective: Information to beneficiaries on progress of PSDP (completed and on-going activities). Communication tools includes Seminars/workshops organized by PSDP coordinating unit <ul style="list-style-type: none"> • Newspapers -published programme results and event press releases • Radio announcements • Press Conferences • Leaflets, brochures and newsletters • Display panels • Photographs • Audiovisual productions • Internet – email, websites, online brochures/newsletters • PSDP database - SME’s, intermediary organizations, partners and stakeholders. 		
Expected Results: <ul style="list-style-type: none"> • PSDP partners/stakeholders and beneficiaries well informed on on-going and completed activities. 		
Reporting: <ul style="list-style-type: none"> • Technical Reports (Inception reports, progress reports, Final Reports) • Activity reports (seminars and workshops) 		
Profile (Professional experience): <ul style="list-style-type: none"> • Firms with minimum five (5) years experience in communication activities • Knowledge and network of main Public and Private sector organisations in Botswana is required • Experience in organizing events and press conferences • Knowledge of interactive digital media production processes and software, such as desktop publishing (DTP), computer graphics (Photoshop) and web pages an advantage • Availability of the most efficient technical in house equipment is mandatory. 		
Budget: €55 000 for three years		

Note: The total budget for Communication is EUR 55,000. Due the launch of PSDP in the framework of EU Day and the Opening Ceremony in May 2013, the remaining budget is EUR 41,511 which is low compared to the expectation of the programme in term of communication and visibility. If needed the Coordinating Unit will request a budget revision in order to meet the expectation.

ANNEX 12: ASSISTANCE TO BITC – CONCEPT NOTE

Title: Support of the Private Sector Development Programme (PSDP) to Botswana Investment and Trade Centre (BITC)

Background

BITC, an organization that came into being through the merger of Botswana Export Development and Investment Agency (BEDIA) and International Financial Services Centre (IFSC), is an autonomous private sector led organisation mandated by an Act of parliament (2012) to encourage, promote and facilitate the establishment of export-oriented enterprises and selected services. The organization is also entrusted with the task of identifying market outlets for locally manufactured products and construct factory building for setting up of manufacturing enterprises.

In implementing the PSDP, the CDE see BITC as a major stakeholder and Intermediary Organization (IO) that should not only benefit from PSDP interventions as per key Result Area 2, but should also assist in capacitating SMEs as per key Result Area 1 of the PSDP.

For this reason CDE under the framework of PSDP has agreed to facilitate capacity building of BITC staff by

Beneficiaries:

Direct

- Botswana Investment and Trade Centre (BITC)

Indirect

- Botswana Exporters Manufacturers Association (BEMA)
- Local Enterprise Authority (LEA)
- Citizen Entrepreneurial Development Agency (CEDA)
- Botswana Bureau of Standards (BOBS)
- Botswana National Productivity Centre (BNPC)
- Export Credit Insurance and Guarantee Botswana
- Hospitality and Tourism Association of Botswana (HATAB)
- Selebi-Phikwe Economic Diversification Unit (SPEDU)

Duration : 9 months

Start-up : December 2013

Planned completion : August 2014

Partners and /or funding sources:

- PSDP Botswana (85%)
- BITC (15%)
- International Trade Centre (ITC) (Technical assistance for capacity building of BITC and other beneficiaries)

Overall Objective:

To facilitate capacity building to BITC staff by developing their expertise in export development in order to take advantage of the CDE EU/ACP network in addressing challenges associated with export development

Specific Objectives:

- To train certified export Advisors and Investment Officers
- To capacitate BITC on value chains with potential for export
- To enhance the capacity of BITC on Trade facilitation challenges

Expected Results:

- **Result 1:** Capacity of BITC Export Advisors and Investment Officers in export development is strengthened;
- **Result 2:** Capacity of BITC staff on value chains with potential for export is improved in Beef, Horticulture, Tourism and Agro added value products;
- **Result 3:** BITC networking in Southern Africa and the EU region is strengthened with best practices for attracting potential investors in ACP and EU;
- **Result 4:** Service delivery of BITC on trade facilitation challenges for its clients is enhanced;
- **Result 5:** Support to global expo is provided by disseminating information through the CDE network.

Reporting:

- d) Inception report
- e) Training modules
- f) Capacity building reports
- g) Evaluation of training reports

Budget:

Total budget is: **€100,000**

Indicators of Success:

- Number of BITC staff trained
- Number of benchmarking missions undertaken by BITC
- Membership satisfaction surveys show that respondents are happy with the quality of service provided by BITC and other intermediary organisations involved.
- The level of uptake and participation of European companies at Global Expo is improved

ANNEX 13: PSDP COMMUNICATION AND VISIBILITY STRATEGY⁵

1. Context

The Financing Agreement (F.A) between the European Commission and the Republic of Botswana states that all communication and visibility actions will be in compliance with the Communication and Visibility manual for European Union External Actions.

The Contribution Agreement (C.A.) for the Private Sector Development Programme further complements that “In line with European Commission Visibility Guidelines, acknowledgement of the EU contribution to the project will be made in MFD, MTI, CDE and any other organisations' reports and publications as well as in any workshop or forum associated with this project.”

The Communication and Visibility Strategy of the PSDP is therefore developed by the Coordinating Unit of the PSDP to comply with the requirements of both the F.A and the C.A.

2. Objectives

The PSDP Communication and Visibility Strategy aims to define overall communication objectives and give guidance for the preparation of an Action Plan by a service provider that will serve to make the programme better known by its potential beneficiaries and disseminate information to target groups.

These objectives are as follows:

- a) Information on technical assistance and training available to Small, Micro and Medium-size Enterprises (SMMEs) and Community Based Organisations (CBOs) in line with PSDP concrete intervention linked to Result Area 1, in particular on value chain development;
- b) Information on progress of the Programme including ongoing tenders and call for proposals (linked to Result Area 2);
- c) Information on technical assistance and training available to Intermediary Organisations (IOs) and Business Development Service Providers (BDSPs) ((linked to Result Area 2)
- d) Information on the enabling business environment activities for the benefit of SMMEs including information to SMMEs on means for access to finance; barriers removed to ease doing business in Botswana, etc.
- e) Information to beneficiaries, service providers, media houses on post activities undertaken by the programme

⁵ Based on the Communication and Visibility Manual for European Union External Actions 2010

3. Target Groups

The Communication and Visibility Strategy of the PSDP has three (3) priority target groups :

Target Group	Representatives	Specific Objective	Means
Beneficiaries	SMMEs, CBOs and IOs(including sector associations and Financial Institutions)	Information to beneficiaries on technical assistance and training available to SMMEs, CBOs and IOs Information to SMMEs on means for access to finance; barriers removed to ease doing business in Botswana,	❖ Training seminars and workshops ❖ Information workshops ❖ Production of brochures ❖ Press releases ❖ Press conferences
Service Providers	Consulting firms, individual consultants, IOs, universities, technical centres	Information to service providers on PSDP tenders/call for proposals	❖ Launch of tenders in newspapers and websites ❖ Launch of call for proposals in newspapers and websites
Media Houses and General Public	Newspapers, Radio/TV Stations, Magazines	Information to media houses and general public on completed, on-going and upcoming initiatives of PSDP	❖ Press conferences; ❖ Radio/TV interviews; ❖ Press visits, ❖ Press Tours of projects

4. Communication Tools

The Communication and Visibility Strategy encourages the selected service provider to develop a realistic Action Plan that should utilize the best value for money tools to reach target groups.

Below are some tools to be considered by the service provider in preparation of PSDP Communication and Visibility Plan:

- ❖ Seminars/workshops organized by PSDP coordinating unit
- ❖ Leaflets, brochures and newsletters
- ❖ Internet – email, websites, online brochures/newsletters
- ❖ Newspapers -published programme results and event press releases
- ❖ Press Conferences
- ❖ Radio announcements
- ❖ Display panels
- ❖ Photographs
- ❖ Audiovisual productions

5. Indicators of Achievement

A list of indicators will be designed to be included in the Communication and Visibility Plan. The means to be used in defining the list of indicators include;

- Technical Reports (Inception reports, progress reports, Final Reports)
- Activity reports (seminars and workshops)
- Baseline Reports
- Mid-Term reviews of PSDP.

6. Resources

6.1. Human Resources

Internal

- BOCCIM is proposed to be the focal point for communication and distribution of the programme information in collaboration with the PSDP Coordinating Unit
- BOCCIM could be a one-stop shop for disseminating information to beneficiaries e.g. Applications forms, brochures
- A communications service provider will be recruited and could assist BOCCIM to carry out communication activities of the programme
- Call for the expression of interest was published in MTI website and Sunday Standard newspaper (21 July 2013).

External

- The selected service provider will be chosen through a framework contract and will be a local firm based in Botswana.
- The company will manage the communication and visibility activities for the PSDP on an ad-hoc basis or upon request from the PSDP Coordinating Unit and BOCCIM.
- The company will promote the activities of the programme among the beneficiaries, as well as public and private stakeholders in Botswana.

Responsibilities of the Service Provider

- Development of a comprehensive Communication and Visibility Plan for the PSDP
- Implementation of the Communication and Visibility Plan for the PSDP
- Ensure that the activities and results of the programme are well covered and promoted to the general public and beneficiaries of the programme (SMEs, CBOs, IOs, financial institutions and service providers) .
- Use of most appropriate communication channels (media, website, press conference, etc).
- Ensure good visibility of partners of the programme (EU, MTI, CDE, MFDP,BOCCIM)).

Profile of the Service Provider:

- Firms/companies with minimum five (5) years experience in public relations
- Knowledge of communication strategies and publication procedures
- Knowledge and network of main Public and Private sector organisations in Botswana is required
- Experience in organizing events and press conferences

- Coordination and management skills
- Knowledge of interactive digital media production processes and software, such as desktop publishing (DTP), computer graphics (Photoshop) and web pages an advantage
- Availability of the most efficient technical in house equipment is mandatory.

6.2. Financial Resources

- A total budget of 39 000 Euro will be allocated for the implementation of the Communication and Visibility Plan of the programme for a period of two years.
- PSDP Coordinating Unit will manage the communication budget on ad' hoc basis, paying the services provided when need arises.

1st Year Budget (Committed)	2nd Year Budget (Proposed)	3rd Year Budget (Proposed)
16 000 Euro	20 000 Euro	19 000 Euro

- Market consultation to recruit the Human Resources for the Communication Service Provider is underway. Seven (7) potential applicants have been selected on a short-list.

7. Annex

7.1. Communication Activities Completed: April 2013- August 2013

Activity	Information on Activity	Tasks
Europe Day	<p>The objective was to promote the private sector through exhibition of SMMEs products and materials from Botswana Intermediary Organisations. The EU day was hosted by the EU Delegation to Botswana and SADC on the 16th May 2013.</p> <p>The event mobilized 350 participants from EU Embassies and representation in Botswana, Government of Botswana ministries, Botswana Intermediary Organisations, Diplomatic corps, financial organizations, and exhibiting SMME's involved in Argo Processing, leather & textile, arts & crafts, manufacturing and tourism to showcase their products.</p>	<ul style="list-style-type: none"> Logistics and Equipment Hire Outdoor Hotel Catering
PSDP Official Launch ceremony	<p>In preparing for the launch event, a PSDP task force was set up. The task force was made up of representatives from (Ministry of Trade and Industry, Ministry of Finance and Development Planning, European Union Delegation, Centre for the Development of Enterprise, Botswana Confederation of Commerce Industry & Manpower). It discussed and prepared all logistic aspects for the launch including agenda, press release, and speeches for the key speakers and invitation of participants.</p> <p>The PSDP was officially launched on the 23rd May 2013, in Gaborone, Botswana. The official launch brought together 100 participants from the Ministry of Trade and Industry, Ministry of Finance and Development Planning, Ministry of Foreign Affairs and International Cooperation, EU Delegation to Botswana and SADC, CDE management, Public/Private sector stakeholders from Botswana, Financial Institutions, and Regional Developmental institutions. The event was covered by the media (Sunday Standard, Botswana Guardian, Botswana Gazette, GabzFM).</p>	<ul style="list-style-type: none"> Conference room hire and catering Graphic Design (Banner and Brochure) Press Release on event Press conference

7.2. General Communication Strategy (Communication and Visibility Manual for European Union External Actions 2010)

Objectives

- Define the overall communication objectives
- Define the target groups according to the Contribution Agreement
- Define the specific objectives for each target group based on PSDP results (related to the action's objectives and the phases of the project cycle)

Communication activities

- The strategy will define the main activities to be undertaken
- Communication tools chosen according to best value for money
- Include details of advantages of particular tools (media, advertising, events, etc.) in the local context

Indicators of achievement

- Completion of the communication objectives (the Communication Strategy will define indicators of achievement to allow measurement of progress)
- Provisions for feedback (when applicable)

Resources

- Human Resources (both internal and external)
- Financial resources (already known but will be adapted to the proposal by service providers)

ANNEX 14: CONCEPT NOTE ON BUSINESS CENTRE FOR ASSISTANCE TO MICRO-ENTERPRISES AND CBOs ON ACCOUNTING AND TENDERING

ACCOUNTING SYSTEMS FOR MICRO ENTERPRISES AND COMMUNITY BASED ORGANISATIONS⁶

There were around 1,500 Small, Micro and Medium-size Enterprises (SMMEs) registered in PSDP database; the majority of which were micro enterprises. It is recognised that an SMME-friendly business environment (e.g. in the Trade Act of Botswana), is crucial for growth and jobs. In some priority sectors targeted by the PSDP, such as manufacturing (furniture-making), agro-industries, tourism, constructions and public works, they account for more than 70% of all jobs.

It is also commonly accepted that appropriate accounting information is important for a successful management of a business whether it is small or micro and also for SMMEs to benefit from existing financial products for expansion. At the national level there is no obligation for an accounting system applicable to micro enterprises and Community-Based Organisations (CBOs), as those enterprises and organisations are not sometimes listed or are not limited liability companies. Because of the importance of appropriate accounting information for owners and managers of micro enterprises to access finance, it was considered important by CDE, the Executing Agency of PSDP, to have a pilot project to support this specific group of PSDP beneficiaries in order to facilitate their access to micro-finance products.

The objective of this pilot project is to come forward with views on how to improve the accounting systems of micro enterprises and CBOs so that they can provide the owners and managers as well as other stakeholders with appropriate financial information. This can be achieved through the replication of CDE Business Place Model already in place in the area of accounting systems for micro enterprises in West Africa Francophone Countries such as Côte d'Ivoire and Burkina Faso.

On the basis of a review of best practices in this area, a service provider will be tasked to develop a model taking into consideration good practices for the accounting systems which may be considered appropriate for micro enterprises and CBOs in Botswana according to their particular sector of interventions and needs under the framework of PSDP.

Not all of these practices will assist all businesses, but micro enterprises and CBOs that operate on a simpler business model may find only some of them useful, so that selection will have to be made on a case by case basis:

- Keeping the most important financial records such as the sales day book, purchases day book, cash receipt book, cheque payments book, petty cash book, general journal, nominal ledger, debtors' ledger and creditors' ledger and a payroll system. This improves the accuracy and reliability of the accounting transactions which further provide the input to the financial statements for micro enterprises and CBOs;
- Doing double-entry bookkeeping, because it offers a much better control of the transactions being recorded properly;

⁶Source: http://ec.europa.eu/enterprise/policies/sme/files/craft/accounting/doc/accounting_systems_report_en.pdf

- Using simplified formats for financial statements i.e. the balance sheet and the income statement presenting only the main headings;
- Preparing projected cash flow statements on a regular basis;
- Applying accrual basis accounting, because such an accounting method provides a more accurate and complete picture of the enterprise's financial position, performance and changes in its financial position than cash basis accounting;
- Applying the matching principle, because of the importance that revenues are matched with expenses to provide a truthful view of the enterprise's financial performance;
- Applying the true and fair view principle, because it is very important to ensure that accounting information is presented accurately and consistently;

The accounting systems for micro enterprises and CBOS will be developed in the framework of the Programme taking into consideration the systems that already exist in Botswana. The final product should fulfil such functions as providing essential financial information to financing institutions as well as to business owners and managers in order for them to be able to manage their businesses in a competitive environment and to make informed decisions to prevent business failure and to expand the business.

ANNEX 15: MISSION REPORTS - PARTICIPATION TO THE INTERNATIONAL DAIRY CONFERENCE AND EXHIBITION IN ZIMBABWE SUPPORTED BY PSDP

PARTICIPATION REPORT 1



By: Litah Malejane

Marketing Director

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The 9th African Dairy Conference organized by Eastern and Southern Africa Dairy Association (ESADA) offered unrivaled opportunity for the players in the entire dairy value chain to showcase their technologies, solutions, knowledge and product services to the delegates attending the event.

This year 2013, 460 delegates from all over the world attended the conference which was held in Zimbabwe Harare under the theme (Enhancing Africa's Food Security, 'the milky way'. It presented a highly credible and well planned opportunity for the delegates to come together with the common vision seeking to dramatically expand their opportunities globally.

More than 35 companies coming from Africa and beyond were exhibiting their products.

Amongst them were the following:

- Tetra Pack: A Swedish Company based in Eastern Africa (A complete supplier of machinery and equipment services to the dairy sector)
- Dairibord Holdings: Zimbabwe (manufacture and marketer of milk and milk products)

- Parmalet: Zambia (Dairy processor of UHT milk, yoghurt, cheese, butter and fruit beverages)
- LaTo Milk: Uganda (processing 30 000 liters of milk every day to produce butter oil and instant powdered milk.
- Kefalos: Zimbabwe (manufactures of cheese and yoghurt)
- CHR Hansen: Dubai, United Arab Emirates; global bioscience company that develops natural ingredients to the food like yoghurt cultures.
- Mueller: Netherlands worldwide specialist for cooling, heating and heat transfer for milk
- Nikos Hranengineering Ltd: Bulgaria (they design and produce high quality stainless steel machines for dairy processors).

Business opportunities for Botswana SMMEs:

Kenya, Zambia, and Colombia have developed a program called the school milk .

In Kenya the school milk is funded by the International Fund for Agricultural Development (IFAD) and implemented by the Small holder Dairy Commercial Program (SDCP)

The school milk is packaged in aseptic carton package which ensures that the children gets milk with the integrity of milk contained.



School kids in Kenya enjoying (The School Milk)

As a Dairy processor, one of the major factors is the packaging material. I have learned that having a fully processing plant that covers both manufacturing and packaging cuts the production costs of the company and therefore helps make competitive prices for the market



Automated Yoghurt plant

Specific activities' which could be supported jointly by PSDP and potential Partners:

I learned that, Farmers, Processors, and dairy related agribusiness in Zimbabwe, Zambia and Kenya have formed an Association to contribute towards sustainable social and economic growth of the dairy sector. Membership of the association is available to individuals associations, partnerships, companies, corporations, cooperative societies and others, however constituted with an interest in the achievement of association's objectives

Their main objective is to conduct and develop the dairy industry by, assisting members of association with extension support services, advice, consultancy and research essential for improved and sustainable dairy production, processing and marketing.

Emerging Practices and technologies, solutions and investment ideas in the dairy sector:

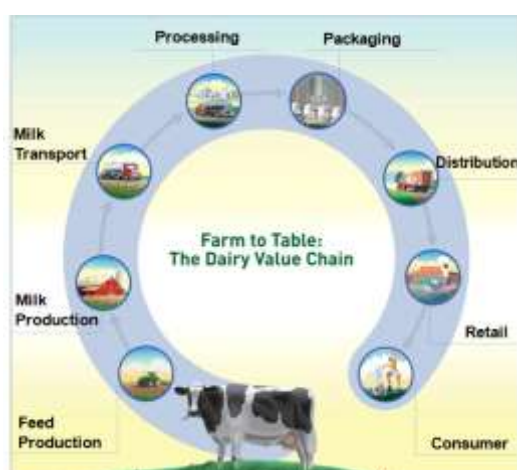
Farmers in Zimbabwe and Zambia have a system whereby they collect their milk to one center, they call it Milk Collection Center. On arrival milk is tested for water and other bacteria. If the milk meets the right criteria then it will be stored in one cooling tank. The milk will then be transported in a cooling truck to the processors.

Through this network, the processor is guaranteed good quality raw milk, because it is tested before being accepted.

If milk does not meet the right parameters, it will be rejected.

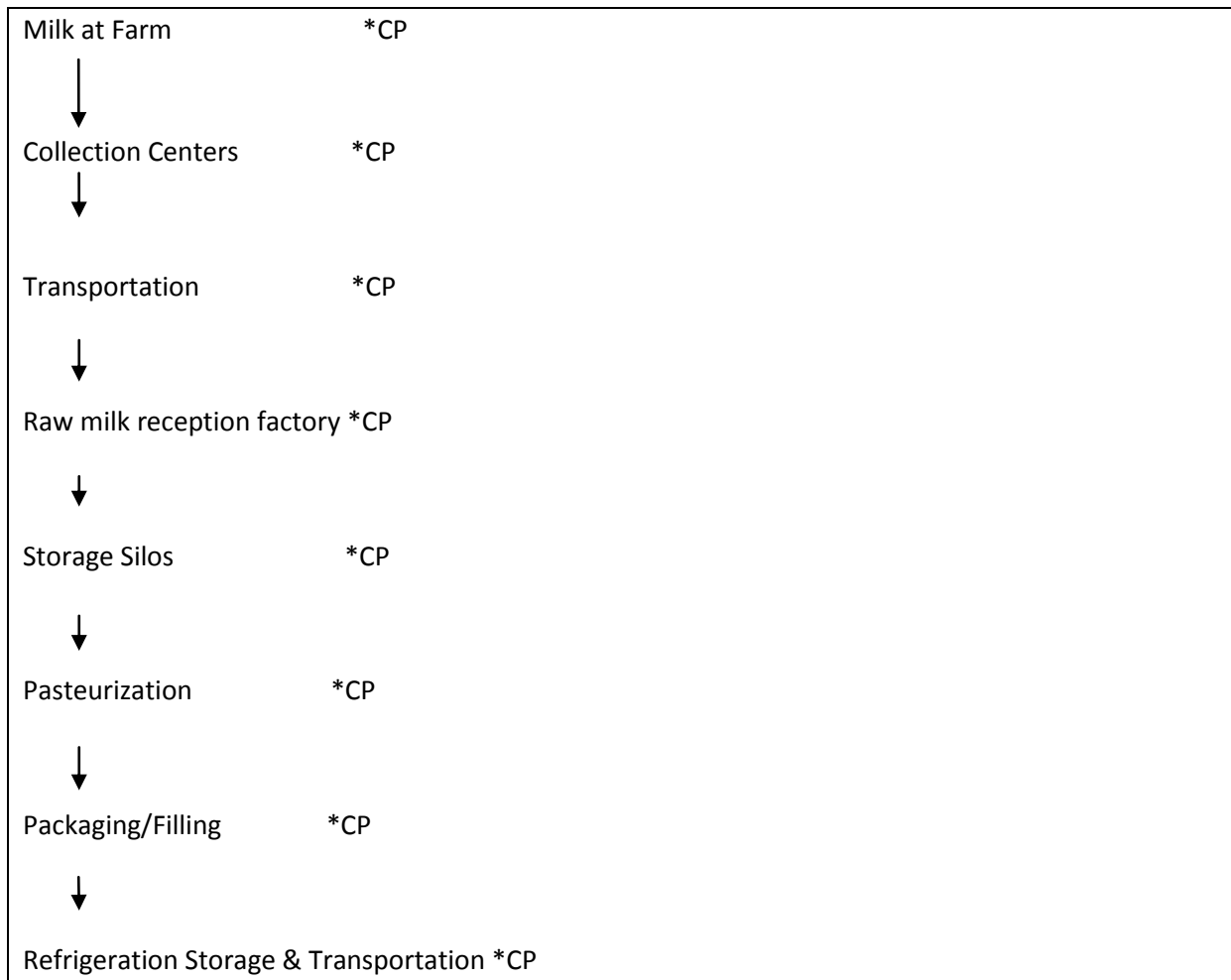
Upon rejection, a probe is conducted on the farm from which the milk came, to help address quality constrains.

In Bangladesh the dairy industry is seen as a powerful instrument for rural prosperity. This makes them the largest milk producer in the world. Milk Vita in Bangladesh which deals with 300 000 liters of milk daily have successfully developed a cooperative milk marketing model beyond existing traditional and informal marketing system.



The critical issues surrounding a sustainable dairy sector

HACCP system is used as an example in order to discuss quality and safety in the dairy chain. It enables the identification of a number of points along the dairy chain that



*CP = Critical Points

Internal Quality Management Audits may be done to ensure both Product Safety and Quality Assurance.

Other Dairy Industry e.g Finance and insurance services:

The Dairy Association of Zambia has partnered with the Zambia National Commercial Bank in providing its members with loans. With these loans members can acquire dairy cows, equipment's and any other materials to run their businesses. A special interest rate is offered to the members of the association.

Also, the International Fund for Agricultural Development (IFAD) has funded Small Holder Dairy Commercial Program (SDCP) in Kenya to start the school milk

Recommendations/suggestions

- Botswana needs to participate more at this forum to learn from and share with other countries in order to improve their dairy sector.
- Countries that have participated in this forum for years have seen great benefits for their countries as well as their people.
- Propose to relevant department (PSDP) to jointly support the dairy sector in order to see the true impact and possibilities of the ESADA conference.

The 10th African Dairy Conference and Exhibition will be held in Nairobi Kenya on the 24th – 26th September 2014

PARTICIPATION REPORT 2



Prepared by:

Litah Malejane
White Angels (Pty) Ltd

Experience and field trips

Activities Organised during our mission and what I learned from them:

- During our break times, we visited the companies that were displaying their products and services on stalls.
I tasted yoghurt from Kefalos and Dendory, it tasted good and the packaging was great. I realised that the products and samples being displayed were of very high standard. The processors were well trained and also practiced HACCP.
- We then visited the Processing factory Kefalos. We took a tour around the factory, and it was very interesting. Coming from a small manufacturing plant, everything I saw was new to me. The most interesting thing was how they practice HACCP, right from the entrance of the factory.
- Lastly we visited Marirangwe, the Milk Collection Centre. In this place all the local farmers are urged to bring together their milk to the centre. It enables them to come together and market their milk together.
 - They get support from Donors like Land o' Lakes, because it's easier to support people together than individual.
 - Cooperatives helps farmers to get services they want on daily basis, like feeds, boots, cans etc.
 - They get trained for quality and hygiene of milk handling and many more.

On my day to day routine, the only aspect I may apply is to practice more hygiene with what we already have because currently we are a very small company. All our processing is done manually.



Pouring milk into the cooling tank

Milk in pasteuriser

Filling 175ml yoghurt cups

Sealing 175ml yoghurt cups



Shrink wrapping yoghurt cups

The Conference

Topics covered during the conference

Driving Competitiveness & Sustainability in African Dairy

By: Kelly Boucher
Tetra Pak
East Africa

Milk remains one of the world's most important and dynamic agricultural products, so it is imperative to work together as farmers, milk collecting centres and processors by:

- Shortening marketing channels between farmer and processor
- Implementing Quality Based Payment Systems
- Register, tag and collect data on all cows
- Enforcement of legislation on loose milk
- Mechanised farming for farmers with 5 cows and above to increase quantities
- Low interest loans for agriculture
- Training, hygiene handling practices
- Management efficiency at milk collection centres and proper record keeping

The competitive edge for an industry is Quality-
Quality equals sustainability-
Sustainability equals profits.

Bringing out the best in yoghurt

By: Lars Bredmose
CHR Hansen

Yoghurt is considered to be a healthy food providing a good source of protein, vitamin, and minerals.

The main ingredient of yoghurt is production of milk

- i. processing of milk by pasteurisation
- ii. acidification by starter culture
- iii. adding starter culture: (probiotic culture, fruits, flavours, thickeners may also be used).

Benefits of reducing post-acidification

- milder flavour satisfies consumer's needs
- product shelf- life is extended
- lower acidity increases stability of probiotic strain
- unexpected benefit strains actually increases texture as well

Standards and their application to milk production and processing

By: Sara Mirtimore
Vice President
Land O' Lakes

- The Global Food Safety Initiative is a collaboration between some of the world's leading experts in food safety management in the supply chain
- Codex HACCP and Hygiene principles are the foundation
- Once Certified, acceptance everywhere is a goal
- Developing markets programme launched to help operations who have less resources

Objectives

- Enhance Food Safety and ensure consumer protection
- Strengthen consumer confidence
- Bench mark requirements of food safety management schemes
- improve cost efficiency throughout the supply chain

The ground breaking new interventions within the dairy sector:

The major steps to grow the Dairy Sector

1. Support the Small Scale Farmers
2. Establish Milk Collection Centres
3. Encourage Small Scale Farmers to deliver milk to Milk Collection Centres
4. Train Staff at Milk Collection Centre of milk hygiene
5. Link Milk Collection Centres with Dairy Processors

My company may benefit from the above collaboration because:

- Shortage of milk will be eliminated
- Milk coming from the MCC will be hygienically checked
- It will be convenient to receive milk from one major point.

The Dairy Support service that I encountered was Land O' Lakes

Land O' Lakes was founded in 1921 as a Dairy Marketing Cooperative

They have almost 3000 Dairy members who produce around 5 billion litres of milk each year around the world.

Land O lakes has also increasingly sought out growth opportunities outside United States and includes among its operation in East Africa

Networking:

Institutions I met with:

- Sk Chemtrade Tel: 021 551 0681 mark@skchemtrade.co.za
- Alpes Industries +33 4 50 03 .05 65 ais@alpes-is-.com
- CHR Hansen +971 4 4 55 0300 aemkh@chr-hansen.com
- IFCN +49-431-5606254 adami,asaah@ifcndairy.org
- Toxiconsol +263 773 472 697 toxiconaafrica@gmail.com
- Packo Inox nv +32 50 25 06 16 steven.gunst@packo.com
- Nikos +359 58 600 100 info@nikosltd.com
- Intellectual ventures +1 425 247 2150 mshukla@intven.com

The companies that are the same line of business as White Angels:

Pearl Dairy +256 756 343 892 shankar.roy@pearldairy.com

Fresha 020-2130885/6 smwangl@fresha.co.za

Kenya Cooperative Creameries +254 20 3980000 kipkirui.langat@newkcc.co.ke

Kershelmar 04 486412 tricia.collette.pike@gmail.com

Kefalos +263 4 306755 bc@kefalos.co.bw

Future collaborations:

I have sent a few emails to the companies that manufacture starter cultures and flavours to find out how we can do business together.

Also I have sent email to plant and packaging manufactures to find out more about their machinery and how we could improve our manual machinery to fully operational machines and packaging.

Lastly I have sent emails to the countries that are already having cooperatives to learn more from them, how they started to set up their cooperatives.

Way Forward:

- Establishment of the dairy task force and holding initial meetings
- Members should include Farmers, Processors, Service providers, Governmental Organization engaged in the dairy industry.
- The Task Force must develop a work plan and action plan.
- Milk Collecting Centres has to be put in place
- The need to develop a National Dairy Cow breed like in United Kingdom and South Africa

ANNEX 16: PRESS RELEASES ON WORKSHOPS CONDUCTED BY PSDP



Capacity building workshop on procurement Gaborone, 11th June 2013 - Lansmore Hotel

The Private Sector Development Programme (PSDP) is an initiative developed in partnership with the Ministry of Trade and Industry, European Union and the Centre for Development of Enterprise (CDE) in response to the Botswana Confederation of Commerce, Industry and Manpower (BOCCIM) initiated Private Sector Development Strategy (PSDS). The programme is currently in its preparatory phase and is anticipated to launch the first activities of supporting SMME's and Intermediary Organizations (IO's) in November 2013. In the mean time, the programme took the initiative to capacitate its partners (Ministry of Trade and Industry, BOCCIM, BITC, WIBA, LEA, BEMA HATAB) and the PSDP support staff, on key issues related to the management of the programme.

To this end, Mr. Jordi Rotllan, CDE Procurement Officer, introduced to the participants at the workshop the processes that encourage competitive procurement with equal treatment for bidders, ensuring that the



Mr. Normal Moleele, Director of Membership Services to BOCCIM highlighted that "such training is rare and profound. It paves a better road to working with the PSDP which gives Botswana an opportunity to be a reference for managing donor funded programmes."

same manual of procedures will be applied by all organizations involved with the PSDP.

In its opening remarks, Sid Boubekur, Head of CDE Southern African Region stated that "the training on procurement is the first set of a series in capacity building the programme will undertake to edify its partners. Other training workshops will

focus on the auditing for SME's and IO's as well as the monitoring and evaluation of projects."

The President of WIBA, Mrs. Tummi Mbaakanyi, highlighted that the procurement knowledge is fundamental and empowering 'especially for women as they do not feel knowledgeable enough to apply for bids.'

For more information contact cdesaf@cde.int

MTI, BOCCIM, BITC, WIBA, LEA, BEMA, HATAB- Participants to the workshop organized by CDE in the framework of PSDP.



Press Release

Private Sector Development Programme: Tools for SME audit

In order to properly activate and ensure the successful implementation of the Private Sector Development Programme (PSDP) for both Small and Medium Size Enterprises (SMEs) and intermediary organizations (IOs), a training of trainer's workshop on SME Audit/diagnosis was held from the 5- 9 August, 2013 in Gaborone. The analytical audit tool is an apparatus used in strategic management, marketing, production, operation, environmental management, and organizational structure. It is designed to build the capacity of IOs and service providers to carry out an enterprise diagnosis in order to identify SME capacity building needs.

To this end, facilitators (Mr. Vincent Akue and Mr. Nicolas Hontohogbe) from Techno Serve Ivory Coast trained 14 participants on analytical audit using Botswana based companies as case studies. Participants included representatives from the Ministry of Trade and Industry (MTI), Botswana Confederation of Commerce Industry and Manpower (BOCCIM), Botswana Investment & Trade Center (BITC), Women In Business Association (WIBA), Local Enterprise Authority (LEA), Botswana Manufacturers And Exporters Association (BEMA), Hospitality And Tourism Association of Botswana (HATAB), Botswana National Productivity Center (BNPC), the Botswana Institute for Development Policy Analysis (BIDPA), Public Enterprise Evaluation and Privatization Agency (PEEPA), Botswana Innovation Hub (BIH) and the University of Botswana (UB).

The programme offered a win-win situation for both the participants and companies as both parties were enlightened on their strengths and weakness regarding diagnostic processes and business management respectively. *"This is a fantastic tool which we will customize for Botswana's exporters. What is really great is that it is flexible and can be applied to all sectors of the market. It offers fundamental ground for all segments of the private sector."* – Mr. Obert Yuyi, Export Manager- BITC

"It has been an intensive week that pushed us to the limit. As intermediary organizations, we are now all a team and should all make use of the knowledge we have gained. Local consultants should be used from now on." – Mr. Norman Moleele, Director of Membership Services- BOCCIM

In his remarks, Mr. Akue noted that *"Botswana companies have a great vision and ideas but seem not to have a road map to their success. Although there is much potential for growth, companies need to obtain financial management on time in order to compare their specific targets and results on a monthly, quarterly and annual basis."*

In her closing remarks, Ms. Rotafina Donco, CDE Operations officer, highlighted that the audit tool introduces a new methodology and technology for business service providers. She continued to say that this is an exciting time for capacity building in Botswana within the framework of PSDP as the next training session will be focused on project Monitoring and Evaluation and will be a great benefit to intermediary organizations in the country.

For more information contact cdesaf@cde.int

In picture: 14 workshop participants, Techno- Serve Ivory Coast Facilitators and CDE officials.



ANNEX 17: GLOBAL EXPO BOTSWANA BROCHURE



BOTSWANA

BOTSWANA INVESTMENT
& TRADE CENTRE

With the support of the Private Sector Development Programme (PSPD), which is a Botswana government initiative developed in partnership with the Ministry of Trade and Industry, European Union and the Centre for Development of Enterprise (CDE)

Global Expo - 20 to 23 November 2013, Gaborone

"Global Expo" - A platform for developing partnerships in Botswana

1. A business landscape favourable for economic diversification...



- ➔ Huge reserves of precious and industrial ores (Botswana is the world's second biggest producer of diamonds). These resources have enabled the country to finance infrastructures – essential for an economy to function properly.
- ➔ The government is aware of the geopolitics requirements of an integrated and globalized economy; the economic diversification has been recognized necessary.
- ➔ The business environment continues to be favourable for the economic diversification.

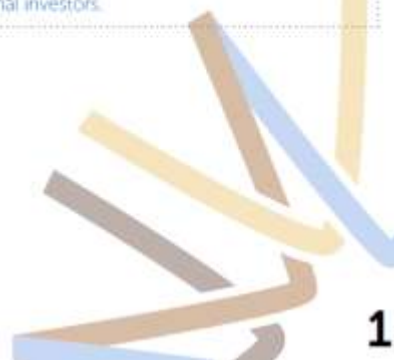
Below is a list of Botswana's achievements continentally and globally:

- Literacy rate of more than 85%, with English as the country's official language;
- Participative and multipartite democracy since independence in 1966;
- Good index in the international organisations' rankings.

- United Nations Economic Commission for Africa (UNECA) ranks Botswana as the first African country for its economic development policies;
- Botswana is recognised as a transparent country for conducting business;
- World Bank, with its Ease of doing business index, ranks Botswana among the countries with the best environment for investment in Africa. Botswana performed well against developed countries such as France under the categories 'Registering property', 'Getting credit', and 'Paying taxes'. In the same index, Botswana obtained a mark of 6.0 out of 10 for its capacity to protect investment.

➔ The regulatory business environment is favourable for the private sector:

- Botswana's Pula is one of the strongest currencies in Africa, thus increasing Botswana's purchasing power in trading with other countries;
- No regulation on outside trading/exports;
- Duty free importation of machines for production;
- One of the lowest tax rate regimes with a ceiling of 15% for the manufacturing sector, 15% for the financial services, and 22% for all other sectors;
- Several Double Taxation agreements;
- The country protects the private companies from nationalisation;
- Sound industrial relations and non-militant unions;
- Fostering policies for joint-ventures between local and external investors.



1

2. with market expansion...

- The country is strategically located in the heart of Southern Africa, and this has numerous opportunities:

- Partnership agreement between the European Union and the ACP countries: Botswana's products benefit from an easy access to the European market;
- Agreement between Botswana and the USA with the African Growth and Opportunity Act (AGOA), the access to the American market is simplified;
- Agreement with the Mercosur that facilitates relationships with the Latin America's markets.
- Preferential access to the markets of the 13 member countries of SACU and SADC, which are Free Trade zones;
- Botswana can thus be used as a launch pad into numerous markets in Southern Africa thanks to several bilateral trade agreements, such as the ones with Malawi and Zimbabwe;

- The country has efficient private organisations such as:

- **Botswana Investment and Trade Centre (BITC):** A parastatal established through an act of parliament in 2011. The mandate of BITC is to promote Investment and Trade in Botswana.
- **Botswana Confederation of Commerce, Industry and Manpower (BOCCIM):** Business Association of Employers representing employers in all sectors of the Botswana economy in an advocacy capacity.
- **Citizen Entrepreneurial Development Agency (CEDA):** Provides financial and technical support for business development with a view to the promotion of viable and sustainable citizen owned business enterprises



With its exceptional resources, the Botswana's subsoil enabled the country to develop rapidly and funded its current economic diversification.



The construction sector witnesses an annual growth of 15% in Botswana.

- **Local Enterprise Authority (LEA):** A one-stop shop Authority that provides development and support services to the local industry needs of SMEs.
- **Hospitality and Tourism Association of Botswana (HATAB):** Aims promote, encourage and police excellence in hospitality and tourism in Botswana.
- **Botswana Manufactures and Exporters Association (BEMA):** Its vision is to be a dynamic catalyst for the competitiveness and growth of Botswana's manufacturing and export sectors.
- **Botswana National Productivity Centre (BNPC):** Aims to enhance the level of productivity awareness as an advocacy function and to enable individuals and organisations through training and consulting to be productive and competitive.
- **Botswana Bureau of Standards (BOBS):** Formulates Botswana standards and co-ordinating quality assurance activities in Botswana with mission to improve the quality of products for SMEs.
- **Botswana Tourism Organisation (BTO):** Aims to market tourist products, grade and classify tourist accommodation as well as to promote investment in the tourism sector.
- **Botswana Innovation Hub (BIH):** Mandated to support new ventures and existing companies as well as attract companies, universities, research institutions and advanced training institutes to establish in the BIH.

The Centre for the Development of Enterprise is an African, Caribbean and Pacific (ACP)/European Union (EU) joint institution created in the framework of the Cotonou Agreement. The CDE Regional Head Office for Southern Africa is based in Gaborone, Botswana and covers Angola, Botswana, Lesotho, Malawi, Mozambique, Namibia, Swaziland, Zambia and Zimbabwe.

CDE is executing the Private Sector Development Programme (PSDP) for Botswana. The PSDP aims to improve the competitiveness of enterprises and attract investors in key sectors, manufacturing including agro-industries, tourism, ICT and Public Works. The key partners to the programme are the Ministry of Trade and Industry (MTI), BOCCIM, BITC, BEMA, LEA, CEDA, BOBS, BNPC, HATAB, BTO and BIH.

*The Centre for the Development of Enterprise is an African, Caribbean and Pacific (ACP)/European Union (EU) joint institution created in the framework of the Cotonou Agreement. The CDE Regional Head Office for Southern Africa is based in Gaborone, Botswana and covers Angola, Botswana, Lesotho, Malawi, Mozambique, Namibia, Swaziland, Zambia and Zimbabwe.



The tourism sector in Botswana gathers both huge potential and competitiveness.

Global Expo Botswana, a platform to seize these partnership opportunities

The economic, political and social stability of Botswana offers more doors for Foreign Direct Investment including partnerships. The question is how do potential partners/investors tap the lucrative markets that exist in Botswana? The answer is found at Global Expo Botswana, a premier business to business (b2b) and multi-sectoral exhibition hosted and managed every year in November by Botswana Investment and Trade Centre as mandated by the Ministry of Trade and Industry of the Republic of Botswana.

On average, the Global Expo mobilizes between 200 and 6000 number of exhibitors and visitors yearly. The exhibitors are on the following sectors: Agro-industries, textiles and garments, information technology, tourism, power and renewable energy, manufacturing, construction, automobiles, electrical goods, engineering, chemicals and cosmetics, machinery, consultancy services, leather products, and mining. The expected visitors are from the following profile: International buyers, importers, government procurement agencies, agents, wholesale and traders and retailers.

A complementary support of BITC and CDE is assured to facilitate meetings with the private and public sectors and with the local and international financial institutions.

The enterprises interested in a partnership with Botswana's companies can benefit from a support by the Private Sector Development Programme (PSDP)², developed by the CDE in partnership with BITC.

For more information on the Global Expo Botswana contact:

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²PSDP is an initiative from Botswana government in partnership with Ministry of Trade and Industry (MTI), European Union (EU) and the Centre for the Development of Entrepreneurship (CDE). The PSDP is expected to capacitate Small Micro and Medium-Sized Enterprises (SMMEs) and Community Based Organization (CBOs) by strengthening their value chains, improving access to finance and the ease of doing business as well as enhancing women's entrepreneurship.

3. and sectors with potential growth...

- The Government of Botswana has embarked on the initiative to promote the growth of a vibrant and globally competitive private sector. The Economic Diversification Drive is a Government of Botswana's initiative aimed at investment in different sectors apart from mining-which is the generator of Botswana's economy. Sectors considered under EDD include agribusiness, tourism, industry, textile, ICT, energy, construction, financial services.
- According to the Bank of Botswana annual report, the construction and financial service sectors are the ones which witnessed strongest growth in 2012 (more than 15 and 10% respectively).
- In June 2013, the Bank of Botswana decided to reduce the Bank Rate by half a percent to 8.5% from 9.0%, lowest since 1990. In the same period, Inflation fell to 5.8%, the lowest rate since 2009. The Bank has reached its target medium term inflation rate of 3%-6%.
- The World Economic Forum ranks Botswana 7th for the competitiveness of its tourism sector.
- GNI per capita of around \$16 105 which is high by African standards and attests to purchasing power being prevalent in the economy despite small population base of around 2million people.

Botswana statistics at a Glance

Key variables (2012)

Surface area	581 726 km ²
Population	2 098 018 hab
GDP	17 330 000 000 USD
Currency	Pula (BWP): 1.0 USD = 8.5 BWP
Inflation rate	7.5% (2013: 5.8%)
Interest rate	9.5%
Exports	BWP 45 500 000 000
Imports	BWP 61 300 000 000

ANNEX 18: MINUTES OF MANAGEMENT COMMITTEE MEETINGS

PRIVATE SECTOR DEVELOPMENT PROGRAMME (PSDP), BOTSWANA

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

PSDP Management Committee Meeting

Draft Minutes

Date	24 June 2013		
Time	08:30 hrs-10:30 hrs		
Venue	MTI Conference Room		
Attendees	PSDP Management Committee Members		
Chairperson	MTI – Director, EDD		
Secretariat	CDE		
List of Attendees (Alphabetic Order)			
Name	Organisation	Position	E-mail
Mr. Belpaire Rigo	EU delegation, Botswana and SADC	Head of Operations	Rigo.BELPAIRE@eeas.europa.eu
Mr. Boubekur Sid	Centre for the Development of Enterprise	Head CDE, Southern Africa Regional Office	Sid.boubekur@cde.int
Ms. Donco Rotafina	Centre for the Development of Enterprise	Operations Officer	Rotafina.donco@cde.int
Mr. Kgangmotse Kgangmotse	Ministry of Finance and Development Planning (MFDP)-NAO	Chief Economist	kkgangmotse@gov.bw
Ms. Machailo-Ellis Maria	BOCCIM	CEO	mellis@boccim.co.bw
Mr. Mannathoko Bame	Ministry of Finance and Development Planning-NAO	Senior Planning Officer	bmannathoko@gov.bw
Mr. Matlhare Tebogo	EU delegation, Botswana and SADC	Programme Officer	Tebogo.MATLHARE@eeas.europa.eu
Mr. Mmolawa Gideon	Ministry of Trade and Industry (MTI)	Chief Commercial Officer	gmmolawa@gov.bw
Ms. Monare Pauline	Ministry of Trade and Industry	Director-EDD	pumonare@gov.bw
Mr. Monyamane Nnyaladzi Malaki	Centre for the Development of Enterprise-PSDP	Programme Assistant	nnyaladzi.monyamane@cde.int
Mr. Ndoze Moletelo	Ministry of Trade and Industry	Planning Officer	mndoze@gov.bw
Ms. Rigler Vivien	EU delegation, Botswana and SADC	Programme Officer	Vivien.RIGLER@eeas.europa.eu

ITEM	DESCRIPTION	ACTION BY
1.0	Opening Remarks	
1.1	The chairperson welcomed all to the first Management Committee (MC) meeting for the Private Sector Development Programme, Botswana. The meeting was meant to clarify roles of the management committee and also get an update of programme activities. The MC members were allowed to introduce themselves and also share their expectations from the PSDP.	Chairperson

2.0	Members Expectations on PSDP Botswana	
3.1	MFDP Expectations <ul style="list-style-type: none"> - Participation of the private sector very important for aid effectiveness - PSDP is expected to create employment and lead to self sufficiency - We should learn as we move on to enable benchmarking for future programming 	Management Committee
3.2	EU Delegation Expectations <ul style="list-style-type: none"> - Market access for SMMEs, showcase of their products in bigger markets - Transfer of knowledge for sustainability of the programme - Contribution Agreement has open activities which will be detailed to cater for programme implementation 	
3.3	BOCCIM's expectations <ul style="list-style-type: none"> - BOCCIM through PSDP reach a coordinated private sector - Role of Monitoring and Evaluation comes out clearly 	
3.4	MTI's expectations <ul style="list-style-type: none"> - Enhancement of the doing business environment for enterprises - Improvement in the rankings on National Competitiveness - Plenty of market access to be tapped, small businesses need clear direction on how to access markets 	
3.5	CDE Expectations <ul style="list-style-type: none"> - Provision of efficient backstopping to the Coordinating unit team - Coordination of activities - Access past and ongoing initiatives to provide added value to the programme - Sustainability of the programme leading to its replication in Botswana and the Southern African region 	
3.0	Role of the Management Committee	Secretariat
3.1	A summary presentation was opened by the PSDP Programme Assistant and completed by the CDE Operations Officer.	
3.2	The Programme Assistant introduced the background of the management committee with respect to the signed Financing Agreement and Contribution Agreement. He mentioned that the management committee will meet on a monthly basis and will include representatives from the NAO, EU, CDE and BOCCIM	
3.3	On the role of management committee the CDE Operations Officer summarised that the MC will ; <ul style="list-style-type: none"> ➤ Ensure the compliance of the PSDP implementation with the signed Contribution Agreement. ➤ Discuss and approve updated work plan and budget revision proposed by the coordinating unit. ➤ Review, update and recommend changes to the PSDP annual work plan where necessary. ➤ Discuss and make recommendations on issues that PSDP considers to be of major strategic significance of its work including the annual work plan. ➤ Discuss and make recommendations on issues which there have been a strong division of opinion. ➤ Regularly review and where necessary recommend actions to increase the effectiveness of the PSDP ➤ Discuss and make recommendations on any matter involving an alteration in the mandate, terms of reference, membership or structure of the PSDP. ➤ Facilitate the completion of the reviews and audits and other control. ➤ Provide solutions on issues/challenges faced during the implementation of the programme 	
4.0	Discussions	MC

4.1	<p>The EU Delegations requested that a paragraph from the Contribution Agreement should be added on the background of the management committee. The paragraph reads as follows;</p> <p><i>“The Committee will give overall policy guidance for the implementation of the contribution agreement and approve the annual work plans. As the specified activities in the contribution agreement are divers and cannot yet be worked out on the level of their specific embedment into the Botswana context and how added value will be transmitted from each activity to Botswana organisations, the Management Committee will approve ex-ante the proposed approach for the implementation and embedment of each of the activities, on the basis of proposals from the programme coordination team “</i></p>	
4.2	<p>In addition to the roles presented, the EU Delegation added that the management Committee will discuss and approve/endorse planned activities proposed by the coordinating unit.</p>	
4.3	<p>On the membership of the committee, the participants agreed that the MC shall consist of no fewer than 5 and no more than 15 designated institutions. It shall consist of 3 representatives from each member (NAO, MTI, EU, CDE and BOCCIM).</p>	
4.4	<p>The MFDP advised that decision of the Management Committee will be guided by the Financing Agreement, Contribution Agreement and Manual of Procedures. In specific cases, when consensus is not reached, the Chairperson will require a vote.</p>	
4.5	<p>The decision of the management committee will be on consensus basis. In specific cases, when consensus is not reached, the Chairman will require a vote. Decisions will be aligned to the majority.</p> <p>The Executing Agency shall not vote.</p>	
4.6	<p>A quorum is constituted by 60% of the number of individuals composing the Management Committee but it is desirable that all members should be present during the meetings. BOCCIM should always be available.</p>	
4.7		
6.0	Approved work plan (2013-2016)	Coordinating Unit
6.1	<p>The presentation was made by the PSDP Programme Officer. He highlighted a snapshot of first year programme activities completed and to be completed. He mentioned that capacity building actions for beneficiaries are foreseen from March 2014.</p>	
6.2	<p>Activities completed (April 2013- June 2013)</p> <ul style="list-style-type: none"> • Coordinating Unit team set-up • PSDP manual of procedures under finalisation, submitted to CDE HQ and EU Delegation for comments and approval • PSDP promotion in the framework of EU day : 16th May 2013 • PSDP official launch ceremony : 23rd May 2013 • Monitoring and Evaluation Framework system TOR (including baseline surveys for SMMEs): to be discussed and finalized with BOCCIM before end of June 2013 • Communication and Visibility Plan TOR : to be discussed and finalised with EU Delegation, MTI and BOCCIM before end of June 2013 	
6.3	<p>Programme Activities to be done (July 2013- September 2013)</p> <ul style="list-style-type: none"> • Updating of annual work plan of activities • Elaboration of master plan of activities including costing, duration of intervention and profile of experts • Stakeholder/partners briefing meeting (presentation of the activities of the programme, work plan and manual of procedures) 	

	<ul style="list-style-type: none"> • SMMEs mapping in collaborations with IOs (product,sector, location and size) • Launch of tender dossier for the development of a monitoring and evaluation framework system • Launch of tender dossier for communication and visibility of the programme • Preparation of TOR for the PSDP web portal • Compilation of database of service providers, Intermediary Organisations (Professional Associations, Investment Promotion Agencies, Chambers of Commerce) from Botswana, SADC and EU 	
6.4	<p>Programme Activities Foreseen (October 2013 – December 2013)</p> <ul style="list-style-type: none"> • Selection of service providers for implementation of monitoring and evaluation framework system • Selection of service providers for the implementation of communication and visibility plan • Preparation of TOR for tender dossier/call for proposal for capacity building of beneficiaries 	
7.0	Discussions	MC
7.1	BOCCIM raised a concern in fast tracking of programme activities, stating that March is quite a long waiting period before the beneficiaries get assistance. It was recommended that some activities could be done by December 2013. E.g. value chains analysis and audit of SMMEs with the view to select 100 beneficiaries.	
7.2	Market Intelligence platform to be added to activities. This platform will be in partnership with trade organizations e.g. CBI and ITC. It will preferable be under the management of BITC/BEMA	
7.3	The TORs for the Establishment of Monitoring and Evaluation framework system for the PSDS and Baseline studies were proposed to be discussed and finalized between CDE BOCCIM. The presentation will be made by BOCCIM on the 2 nd July 2013.	
7.4	Communication strategy to be designed for presentation to management committee on the 2 nd July 2013	
7.5	MTI to update CDE on progress of all programmes completed and on-going related to private sector development. e.g. The Enterprise Development Programme, Michael Porter Study	
7.6	<p>The MTI, BOCCIM and CDE will go on a mission to Brussels from the 8th -12th July 2013 to present the Private Sector Development Programme – Botswana and discuss the complementary and synergies for supporting SMMEs in the selected sectors, Intermediary Organisations on trade related issues and Ministry of Trade and Industry on business environment amelioration.</p> <p>The following organizations will be met;</p> <ul style="list-style-type: none"> • EU ACP helpdesk. • The Directorate General for Trade (DG Trade) • Technical centre for Agricultural and Rural Cooperation ACP-EU (CTA). • The ACP business Climate (BIZClim), • Comite de liason Europe – Afrique- Caraibes- Pacifique (COLEACP). • TRADECOM. 	
12	Programme Logistics	CDE, MTI and MFDP
12.1	CDE highlighted that from 1 st April 2013, they provided furniture and equipment on temporary basis to the coordinating unit team. CDE also financed running costs such as car fuel and office stationery. The CDE Head for the Southern Africa regional office informed that a solution needs to be found at least for the first year, in relation to the investments and running costs in order to implement the programme in the best conditions.	

12.2	The MFDP and MTI indicated that they will meet in order to discuss the investment and running costs challenge and will inform the MC on the 2 nd July 2013.	
13	Discussions	
13.1		
13.2	<p>The MTI suggested that the organisational structure of PSDP be elaborated (showing the relationship between the PSDP partners, and CDE-Coordinating relationship)</p> <p>Evaluation committee members for the PSDP were recommended to be selected by MTI and BOCCIM on a case by case</p>	
15	Closing Remarks	
15.1	The Chairperson expressed gratitude to the members of the MC for their attendance and good spirit of discussion. She summarized key action points as shown in the below table.	
16	<p>Date of next meeting</p> <p>Tentative Dates: 2nd July 2013</p> <p>Venue: BITC Offices</p>	

Item	Summary of Action Points	Action By	Target Completion Date
1	TORs for the Establishment of Monitoring and Evaluation framework system for the PSDS and Baseline studies	<i>BOCCIM and CDE</i>	<i>01.07.13</i>
2	Communication strategy	<i>MTI and BOCCIM</i>	<i>01.07.13</i>
3	TOR for the seconded staff to PSDP to be developed and to be presented on the 2 nd July 2013	MTI, CDE and BOCCIM	<i>01.07.13</i>
4	Organisational Structure for PSDP	<i>CDE</i>	<i>01.07.13</i>
5	MTI to update CDE on progress of all programmes completed and on-going related to private sector development	<i>MTI</i>	<i>19.07.13</i>

PRIVATE SECTOR DEVELOPMENT PROGRAMME (PSDP), BOTSWANA

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

PSDP Management Committee Meeting

Draft Minutes

Date	2 July 2013		
Time	08:30 hrs		
Venue	BITC Conference Room		
Attendees	PSDP Management Committee Members		
Chairperson	MTI – Director, EDD		
Secretariat	CDE		
List of Attendees (Alphabetic Order)			
Name	Organisation	Position	E-mail
Mr. Belpaire Rigo	EU delegation, Botswana and SADC	Head of Operations	Rigo.BELPAIRE@eeas.europa.eu
Mr. Boubekur Sid	Centre for the Development of Enterprise	Head CDE, Southern Africa Regional Office	Sid.boubekur@cde.int
Ms. Donco Rotafina	Centre for the Development of Enterprise	Operations Officer	Rotafina.donco@cde.int
Ms. Kgabi Sehume	Ministry of Trade and Industry	Chief Economist	skgabi@gov.bw
Mr. Kgangmotse Kgangmotse	Ministry of Finance and Development Planning (MFDP)-NAO	Chief Economist	kkgangmotse@gov.bw
Ms. Machailo-Ellis Maria	BOCCIM	CEO	mellis@boccim.co.bw
Mr. Mannathoko Bame	Ministry of Finance and Development Planning-NAO	Senior Planning Officer	bmannathoko@gov.bw
Mr. Matlhare Tebogo	EU delegation, Botswana and SADC	Programme Officer	Tebogo.matlhare@eeas.europa.eu
Mr. Mmolawa Gideon	Ministry of Trade and Industry (MTI)	Chief Commercial Officer	gmmolawa@gov.bw
Mr. Moleele Norman	BOCCIM	Director, Membership Services	nmoleele@boccim.co.bw
Ms. Monare Pauline	Ministry of Trade and Industry	Director-EDD	pumonare@gov.bw
Mr. Monyamane Nnyaladzi Malaki	Centre for the Development of Enterprise-PSDP	Programme Assistant	nnyaladzi.monyamane@cde.int
Mr. Ndoze Moletelo	Ministry of Trade and Industry	Planning Officer	mndoze@gov.bw

ITEM	DESCRIPTION	ACTION BY
1.0	Adoption of the Agenda The chairperson introduced the agenda for the meeting. Protocol wise, it was advised that for official documents Botswana coat of arms should be placed on the right of the EU flag. The rest of the logos should be at the bottom of the page. Members of the management committee were allowed to introduce themselves.	Chairperson
2.0 2.1	Opening Remarks The chairperson highlighted that the meeting is a retreat culminating from the management committee meeting held on the 24 June 2013. This meeting will cover issues that were not adequately discussed. The meeting items include; <ul style="list-style-type: none"> - Organisational Structure for PSDP - Monitoring and Evaluation system for PSDP - Communication and Visibility strategy for PSDP - TOR for seconded staff to PSDP 	Chairperson
3.0 3.1 3.2	Correction, adoption and matters arising from the minutes of the previous meetings (24 June 2013– Action Sheet The minutes for the previous meeting were not discussed. MFDP mentioned that they had comments on the TOR for the management committee. The TORs were however not discussed as they did not make the item list for the current meeting. It was indicated that the TOR will be discussed in the next meeting. The chairperson relayed a message on the fast tracking of implementation of activities. It is essential that the detailed work plan of activities be updated covering some key activities to be done before December 2013.	Management Committee
4.0 4.1 4.2	Organisational Structure of PSDP The presentation was made by the PSDP Programme Assistant. Partners role (EU Delegation, MTI, CDE, BOCCIM, Coordinating Unit, Beneficiaries) in implementation of the PSDP were clarified. MFDP's role covered within the management committee Role of CDE and PSDP team in the implementation of PSDP <ul style="list-style-type: none"> - CDE will provide value addition on operational and financial aspects of the programme - CDE staff are on permanent contract while PSDP staff is service contracts - All PSDP staff (Programme Assistant, Accounts Assistant, Administrative Assistant, Seconded staff MTI, Seconded staff BOCCIM) will be managed by the PSDP team coordinator. The team coordinator will report to the Head of the CDE SAF-RFO - PSDP Administrative Assistant will be responsible for all procurement procedures of the programme under the supervision of the CDE SAF-RFO Projects Officer - PSDP Accounts Assistant will work under the supervision of the CDE SAF-RFO financial controller - CDE will monitor the PSDP as is usual with other projects in its portfolio for the Southern Africa 	Coordinating Unit
5.0 5.1	Discussions The management committee did not raise any need for clarifications for the organizational structure. Some members from MTI joined the meeting during the discussion, once more the chairperson requested for a brief summary of the roles which was clarified.	
6.0 6.1	Presentation of the Monitoring and Evaluation Framework System The presentation was made by the BOCCIM Director for Membership Services. He highlighted that BOCCIM will be in charge of the Monitoring and Evaluation (M & E)of the programme and further	BOCCIM

	<p>insisted that it is crucial to develop a sustainable M & E system that is able to carry on after the programme. He also mentioned that the recruitment of local service providers for sustainability (handholding) is underway.</p>																
6.2	<p>The same company that will establish the M&E system will train BOCCIM on the usage of the M&E system. Moreover, the same company that will do the baseline survey will conduct mid-term reviews to assess the programme in terms of its relevance, efficiency, effectiveness.</p>																
6.3	<p>M&E Activities will be undertaken in three phases:</p> <p>➤ Phase I: Development of M&E framework</p> <ul style="list-style-type: none"> • SMART indicators (review all documents PSDS, EDD, PSDP other relevant document linked to the strategy) • Development of M&E master plan (what to be done, when to be done, how to be done-means and resources and by whom) • Technical assistance plan located at BOCCIM (detailed guidelines for qualitative and quantitative approach for data collection baseline, monitoring, evaluation and endline phases, survey instruments). <p>➤ Phase II: Training</p> <ul style="list-style-type: none"> • Development of Indicative training programme • Development of relevant training materials/modules • Training of BOCCIM staff and other stakeholders on the M&E framework <p>➤ Phase III: Follow-up</p> <ul style="list-style-type: none"> • Constant technical assistance to BOCCIM as it monitors and implements the M&E master plan 																
6.4	<p>Budget split for the M&E system as follows:</p> <ul style="list-style-type: none"> - Phase 1 <ul style="list-style-type: none"> • €50 000: Establishment of M & E framework system including training • €40 000: Conducting of baseline studies - Phase 2 <ul style="list-style-type: none"> • The following M&E activities were approved under the operation's work-plan (Year one) <table border="1"> <thead> <tr> <th>Result</th><th>Activity</th><th>Budget</th></tr> </thead> <tbody> <tr> <td>Inception</td><td>Establish a web based performance monitoring and evaluation system for the PSDS</td><td>€40,000</td></tr> <tr> <td>2.6</td><td>Support BOCCIM in the implementation of the PSDS</td><td>€19,125</td></tr> <tr> <td>3.6</td><td>Establish a performance monitoring and evaluation system for the business environment in Botswana</td><td>€19,000</td></tr> <tr> <td></td><td>Total</td><td>€ 78,125</td></tr> </tbody> </table> <ul style="list-style-type: none"> • €60 000: Mid-term reviews (from Operations budget of the approved first year workplan) • € 18,125: balance from € 78,125 will be for the web-based software (if needed). 	Result	Activity	Budget	Inception	Establish a web based performance monitoring and evaluation system for the PSDS	€40,000	2.6	Support BOCCIM in the implementation of the PSDS	€19,125	3.6	Establish a performance monitoring and evaluation system for the business environment in Botswana	€19,000		Total	€ 78,125	
Result	Activity	Budget															
Inception	Establish a web based performance monitoring and evaluation system for the PSDS	€40,000															
2.6	Support BOCCIM in the implementation of the PSDS	€19,125															
3.6	Establish a performance monitoring and evaluation system for the business environment in Botswana	€19,000															
	Total	€ 78,125															

	Total (phase 1 and phase 2): € 168,125	
6.5	He highlighted that a long list of consulting firms to be invited to tender (submit their technical and financial proposals) had already been established through a call for expression of interest (EOI).	
6.6	As per the procurement procedures, a minimum of five and a maximum of eight consultants are required for a restricted market consultation (tender). At the closure of EOI, eight consulting firms had expressed their interest to partake in the tender.	
7.0	Discussions	MC
7.1	The M&E TOR were received and adopted. The CDE Operations officer further noted that the launching of the tender will be done on the 5 July 2013 to ensure that the selection of the expert was finalized by end of August 2013. The training on M&E will also include other PSDP partner Intermediary Organizations (IOs)	
7.2		
8.0	Communication and Visibility Strategy	CDE
8.1	A presentation was made by the CDE Operations officer on the communication strategy for the PSDP. She summarized that the objectives of the strategy are as follows; <ul style="list-style-type: none"> - Informing about important actions, events new developments and deadlines - Supplying information on PSDP activities to beneficiaries of the programme and to the Management Committee - Promoting the PSDP as a reliable partner to Intermediary organizations 	
8.2	The communication strategy would serve to ensure that the activities and results of the programme are well promoted to the private and public beneficiaries of the programme (SMEs, IOs and financial institutions).	
8.3	The target group for the strategy will include Intermediary Organisations, SMMEs, Local banking institutions, potential donors, and members of the general public.	
8.4	The means to be used for promoting the programme comprise newspapers, websites, informative campaigns, and stakeholders' mobilization.	
9.0	Discussions	CU
9.1	The EU Delegation observed the following; <ul style="list-style-type: none"> - One focal point for visibility and distribution of information on the programme to be proposed - Target group, means of coverage and costs should be elaborated - Methodology on running the communication strategy to be detailed 	
10.0	Rules for secondment of staff to PSDP	MC
10.1	The rules for the secondment of staff were presented by the PSDP Programme Assistant. He highlighted that the draft rules are based on EU, CDE and Government of Botswana best practices	

	for secondment of staff to other organizations. The rules will be applied to other seconded staff proposed by other organizations to the programme. A summary of key points from the presentation are below;	
10.2	The MTI seconded staff will assist in the implementation of PSDP and Economic Diversification Drive (EDD). More specifically, he/she will follow-up on trade related issues and activities aimed at improving the business environment for enterprises, as per the annual workplan.	
10.3	The BOCCIM seconded staff will assist with the monitoring and evaluation of the PSDP, as per the annual workplan.	
10.4	On the selection criteria, HR departments for the respective delegating organisation/ministry will endorse the TOR for the delegation of staff to PSDP while the seconded staff's organization/ministry will delegate suitable staff for secondment to PSDP	
10.5	The duration of services of the seconded expert shall be for a period of 36 months (effective 1 st April 2013). Quarterly assessments /performance contracts will be undertaken .	
10.6	The seconded staff's employer shall thus undertake to continue to pay his/her salary, to maintain his/her administrative status (permanent official or contract staff member) throughout the period of secondment and to inform the PSDP team coordinator of any change in the seconded staff's situation in this regard.	
10.7	The seconded staff will continue to be paid their substantive salary by their Ministry/Organisation and they will be eligible for increments in their salary scale.	
10.8	The seconded staff shall perform his tasks and adjust his conduct only with the interest of the PSDP team.	
11	Discussions-Management committee	CU
11.1	The seconded staff's organization/ministry will delegate suitable staff for secondment	
11.2	MTI and BOCCIM will send draft TORs for seconded staff to respective HR departments to check for compliance	
11.3	Probation period of 6 months to be removed, rather quarterly assessments /performance contracts will be done	
11.4	Addition of lunch hour to the working condition	
11.5	Leave days will be applied in the framework of the employment act	
11.6	BOCCIM's request on co-funding of the seconded staff not eligible under programme budget, other means of solving the issue on-going.	
11.7	Since the seconded staff will be based in CDE premises the entry and departure time of CDE will be adhered to.	
12	Programme Logistics	MTI and MFDP
12.1	The MFDP and MTI indicated that they met to discuss the programme running and investments costs. There are still exploring solutions to the issue among them utilization of the used furniture from the 9 EDF NSA programme.	
12.2	MFDP confirmed that they have arranged insurance for the car that will be allocated to the PSDP.	
12.3	MTI requested CDE to send a summary of the programme needs, so that informed decisions will be taken based on the requirements.	

13	Discussions-Management Committee	
13.1		
13.2	<p>CDE to send to MFDP and MTI: a) letter on investments and running costs , b) CDE budget for the coordinating team.</p> <p>MTI was advised to prepare a request to P.S. on supporting the investment costs and running costs of the programme</p>	
15	Closing Remarks	
15.1	The Chairperson thanked members of the MC for their attendance and good spirit of discussion. She summarized key action points as shown in the below table.	
16	Date of next meeting	
	Tentative Dates: 24 th July 2013	
	Venue: MTI Offices	

Item	Summary of Action Points	Action By	Target Completion Date
1	TOR for the communication strategy to be developed	<i>CU</i>	<i>20.07.13</i>
2	MTI and BOCCIM were tasked with submitting the TOR to MTI-HR to check for compliance and also obtain the allowance rate provided to seconded staff to other organizations.	<i>MTI and BOCCIM</i>	<i>23.07.13</i>
3	CDE to send the investments and running costs of PSDP, and the CDE budget support to the Coordinating Unit	<i>CDE</i>	<i>23.07.13</i>
4	CDE to prepare a letter to the EU Delegation for requesting additional allowance for the seconded staff (between 3%-15%)	<i>CDE</i>	<i>19.07.13</i>

PRIVATE SECTOR DEVELOPMENT PROGRAMME (PSDP), BOTSWANA

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

PSDP Management Committee Meeting

Draft Minutes

Date	24 th July 2013		
Time	0830 hrs-11:30hrs		
Venue	MTI 2 nd Floor Conference Room		
Attendees	PSDP Management Committee Members		
Chairperson	MTI – Director, EDD		
Secretariat	CDE		
List of Attendants(Alphabetic Order)			
Name	Organisation	Position	E-mail
Mr. Boubekur Sid	CDE	Head of Regional Office-Southern Africa	Sid.boubekur@cde.int
Ms. Bursi Alessia	EU delegation, Botswana and SADC	Head of Finance and Contract	alessia.bursi@eeas.europa.eu
Mr.KgangmotseKgangmotse	MFDP-NAO	Chief Economist	kkgangmotse@gov.bw
Mr. Mannathoko Bame	MFDP-NAO	Senior Planning Officer-Development Cooperation	bmannathoko@gov.bw
Mr. Matlhare Tebogo	EU delegation, Botswana and SADC	Programme Officer	Tebogo.matlhare@eeas.europa.eu
Mr. Mmolawa Gideon	MTI	Chief Commercial Officer	gmmolawa@gov.bw
Mr. Moleele Norman	BOCCIM	Director, Membership Services	nmoleele@bccim.co.bw
Ms. Monare Pauline	MTI	Director-EDD	pumonare@gov.bw
Mr. Monyamane Nnyaladzi Malaki	CDE-PSDP	Programme Assistant	Nnyaladzi.monyamane@cde.int
Mr. Ndoze Moletelo	MTI	Planning Officer	mndoze@gov.bw
Mr. N’Guessan Roger	CDE-PSDP	Programme Coordinator	Roger.Nguessan@cde.int
Ms. Ordeig Sole Silvia	EU delegation, Botswana and SADC	Financial Control	Silvia. ordeig-sole@eeas.europa.eu
Ms. Pedersen Harriet	EU delegation, Botswana and SADC	Minister-Counsellor	Harriet.pedersen@eeas.europa.eu
Ms. Tiroesele Obusitswe	MTI-EDD	Chief Commercial Officer	otiroesele@gov.bw

Apology

Mr. Rigo Belpaire, Head of Operations, EU Delegation Botswana and SADC, represented by Ms. Harriet Pedersen

Ms. Vivien Rigler, Programme Officer, EU Delegation Botswana and SADC: on leave

Absent

Ms. Maria Machailo-Ellis, CEO, BOCCIM

ITEM	DESCRIPTION	ACTION BY
1.0	Adoption of the Agenda The Chairperson welcomed Management Committee Members to the meeting and introduced the agenda for the meeting, which was adopted without any amendments. Members of the Management Committee were allowed to introduce themselves.	Chairperson
2.0	Opening Remarks	Chairperson
2.1	The Chairperson expressed concern that minutes of the previous meeting do not capture adequately the proceedings of the meetings. The meeting agreed that the minutes be re-done in line with a format of minutes previously used during the EDF9 Project and be re-circulated to the members for contribution, following MFDP advise.	
3.0	Correction, adoption and matters arising from the minutes of the previous meetings (24th June 2013, 2nd July 2013) – Action Sheet	Management Committee (MC)
3.1	The minutes of the last meetings to be adapted into the recommended format of minutes and circulated to Management Committee (MC) for comments and corrections. They will then be submitted for approval during the next MC meeting.	
4.0	Matters Arising This item was skipped pending the transfer of previous minutes to the new format	Coordinating Unit (CU)
5.0	Mission Report – Collaboration between PSDP and ACP-EU instruments and programmes	CU
5.1	A brief presentation of joint MTI-BOCCIM-CDE mission report was done by the Chief Commercial Officer in MTI. The mission undertaken is in line with the recommendation of PSDP as outlined in the contribution agreement which states thus, “The project will seek complementarities and synergies with other EU support programmes as CTA, Bizclim, COLEACP and TBT.” The mission team had the opportunity to meet with ACP-EU instruments and programmes including Bizclim (Business environment), COLEACP, DG Trade, EU Help Desk, Technical Barriers to Trade and Belgium Chamber of Commerce.	
5.2	The Head of CDE for Southern Africa Office further complemented that the main outcome of the mission is related to partnerships in the form of financing opportunities offered by ACP-EU instruments and PSDP. The partner organizations could bring an added value to specific activities of the programme. In this case, they would mobilize qualified experts while PSDP could fund the travel and per diem of the experts, and vice-versa. A partnership agreement could define the role and responsibility between PSDP and the above mentioned organizations.	
6.0	PSDP Work Plan of Activities	CU
6.1	PSDP coordinator made a presentation on the work plan of the project. This is an introductory presentation showing the implementation approach adopted by the team. This approach is based on the definition of three pillars for the PRSP: ✓ Pillar 1: Value chain development (meat, dairy, horticulture, value-added agro products, leather, tourism, ICT).	

	<ul style="list-style-type: none"> ✓ Pillar 2: Enabling environment for enterprise development ✓ Pillar 3: Capacity building of programme beneficiaries. 	
6.2	The programme has been designed with less chronology of events (activities are diverse and not inter-related), this makes it difficult to implement. To this end, the Coordinating Unit proposes to articulate activities under the above three pillars.	
6.3	The work plan suggests organizing project implementation around a group of activities which are consistent with the proposed structure above. Currently nine groups of activities (named Lots) are foreseen in the work plan but it is recommended to decrease the number in order to facilitate the implementation process.	
6.4	For value chain development, the Coordinating Unit seeks to establish a partnership agreement with ITC, an international organization based in Geneva which has already been identified in the Contribution Agreement to play a critical role in the implementation of number of PSDP activities. ITC will provide assistance to a service provider to be selected through appropriate procedure by the Programme to undertake the activities related to value chain.	
6.5	ITC as a strategic partner of PSDP will bring its resources for undertaking a series of studies: value chain analysis based on existing works (study on value chains by MTI; study on value chains by LEA, outcome of Michael Porter on Botswana's national competitiveness, etc.), feasibility study on market intelligence information system for Botswana, etc.	
6.6	PSDP Coordinating Unit has two options to undertake this value chain analysis as follows: 1. Through tendering process, and 2. Through Partnership. The Coordinating Unit proposed to use a partnership agreement to speed up the process.	
6.7	Terms of reference will be prepared and discussion with ITC will be organized by the end of August 2013 to define the scope of work as well as to agree on the perimeter of the collaboration. ITC could guide PSDP in the selection of sectors/areas to be included a part the one recommended by in the programme	
6.8	ITC mission to Botswana is foreseen end of August 2013, where they will meet with stakeholders. A partnership agreement is foreseen to be signed in October 2013.	
7.0	Discussions	MC
7.1	<p>EU delegation observations:</p> <ul style="list-style-type: none"> ✓ Sharing PPT presentations a week before MC meeting for meaningful discussions. ✓ The MC is expecting to see a 3-year work plan with new activities included ✓ The importance of linking activities to results was highlighted as well as the need to develop good indicators and baselines at the start of the programme. ✓ The need to ensure complementarity with other ongoing private sector development programmes was raised, but even more importantly, the need to ensure complementarity with the ongoing processes at MTI as these can receive support from the project. 	

<p>7.2</p> <p>7.3</p> <p>7.4</p>	<p>MTI observations-there is need for:</p> <ul style="list-style-type: none"> ✓ A comprehensive work plan for the 3 years with a roadmap ✓ An implementation plan for the roadmap ✓ Synergy with other programmes on the same topic of private sector development: Photography of the situation should be done to see how to cooperate with existing programs and to avoid duplication. On-going initiatives include: World Bank, EU, SADC, Anglo-American, USAID, etc. ✓ Work plan: The Coordinating Unit is requested to provide a 3-year comprehensive work plan to allow comparison with other initiatives ✓ Three pillars of the implementation strategy: MTI agrees on the list of value chains recommended by the Coordinating Unit. ✓ There is an existing strategy on value chain for leather that will bring together a significant number of industries. ✓ There is also a potential to be exploited with e-marketing programme linked to craft and tourism. Need to work in collaboration with other donors to benefit from synergy. ✓ MTI agreed to arrange a meeting with PSDP in the near future to start discussions on the various aspects of complementarity. <p>MFDP and BOCCIM Observations</p> <ul style="list-style-type: none"> ✓ The inception report will be critical to get a clear reaction of the MC on the work plan and the implementation approach. <p>CDE Observations</p> <ul style="list-style-type: none"> ✓ PSDP has a Logframe which contains indicators to measure progress. This Logframe will be updated. ✓ The word “Lot” could be revised to “Packages” related to the group of activities for which tenders or call for proposals will be prepared. ✓ Requests to have separate meetings with MTI to discuss various topics on, among other things; How to start with Result Area 3 taking into consideration the needs of MTI, synergy between PSDP and other programmes, brainstorming on value chains development. ✓ Proposed new activities in the annual work plan of activities includes; <ul style="list-style-type: none"> - Needs analysis for a market intelligence system; -Export help Desk for trade and exports activities; -Certified accounting centre ✓ Implementation roadmap foresees the completion of inception phase end of August 2013, Value Chain analysis, assessment of the business environment and preparation of capacity building actions from September to February 2014, and the first capacity building actions to start in March 2014. 	
<p>8.0</p>	<p>PSDP Manual of Procedures</p>	<p>CU</p>

8.1	A summary presentation of the manual of procedures was made by PSDP Programme Assistant. The presentation highlighted key points extracted from the draft manual of procedures which was discussed with CDE HQ and EU Delegation, Botswana.	
8.2		
8.3	The manual of procedures will provide practical guidelines and sets out procedures for the management, implementation, and monitoring of the activities to be implemented by the coordinating unit.	
8.5	The approved manual of procedures will be used by the coordinating unit, management committee, beneficiaries, and partners of the programme.	
8.6		
8.7	As foreseen by the contribution agreement, complementarities and synergies with other ACP-EU support programmes/instruments will be implemented using a partnership agreement in line with the manual.	
8.8	All tenders, market consultations and calls for proposals will be launched by the PSDP Coordinating Unit under CDE - Executing Agency (EA). All bids will be received by the Executing Agency	
8.9	In the framework of decentralization the CDE Procurement Officer trained the PSDP Administrative Assistant to play the role of Procurement Officer. The CDE Southern Africa Regional Field Office (CDE SAF-RFO) will play the role of Financial Controller under the CDE HQ Financial Controller The manual of procedures further outlines two methodologies for implementing the programme namely; Tendering and Call for Proposals. The main steps of the process for tendering and call for proposals were presented during the meeting. Moreover, the evaluation process for the two methods was illustrated and discussed.	
9.0	Discussions -Comments from Management committee	MC
9.1	The grant contract for call for proposals requires co-financing. Generally the minimum amount required from the beneficiary is 5% while the contribution from the EU is between 50% and 95%.	
9.2	The cost (normally actual gross salaries including social security charges and other remuneration-related costs) of seconded staff assigned to an action for which a grant has been received, can be considered eligible, provided that they comply with the eligibility rules	

	reflected in the corresponding guidelines of the CfP	
9.3	Eligibility criteria should be added to the manual. Applicants for grant contracts should demonstrate relevant experience and the capacity to undertake the required activities	
9.4	The guidelines for each CfP would decide whether, besides the primary applicant, the one that submits the proposal, there would be partners, co-applicants, affiliates, etc.	
9.5	Evaluation committee members are 3 for tenders below €200 000 and 5 for tenders above €200 000). The management committee also recommended observers. The number of observers is still to be defined.	
9.6	After discussion, it is proposed that the Coordinating Unit will provide the MC with a list of calls for proposals and tenders to be launched with a summary presentation of each tender/call for proposal.	
10	Communication and Visibility Strategy	CU
10.1	The communication strategy was presented by the PSDP Programme Assistant. The objectives of the communication strategy are three fold in focus: <ul style="list-style-type: none"> - Information on progress of PSDP to partners/stakeholders and beneficiaries - Information to service providers on PSDP tenders/call for proposals - Information to media houses on completed, on-going and upcoming initiatives of the PSDP 	
10.2		
10.3	The partners/stakeholders will be reached through management committee meetings, reports (monthly, quarterly, annually)	
10.4	The beneficiaries (SMMEs, CBOs, IOs, Financial Institutions) will be reached through electronic media, print media e.g. PSDP Portal, TV, radio, brochures, press release, newspaper articles	
10.5		
10.6	The service providers (consulting firms, individuals, universities and technical centres) will be reached through the launch of tenders and call for proposals	
10.7	BOCCIM is proposed to be the focal point for communication and distribution of the programme information in collaboration with the PSDP Coordinating Unit	

10.8	<p>A communications service provider will be recruited to assist BOCCIM to carry out communication activities of the programme.</p> <p>The channels for communications which will be used include; seminars/workshops organized by PSDP coordinating unit; newspapers -published programme results and event press releases; radio announcements; press conferences; leaflets, brochures and newsletters; display panels; audiovisual productions ; internet – email, websites, online brochures/newsletters; PSDP database - SME's, intermediary organizations, partners and stakeholders .</p> <p>Call for the expression of interest for the communications service provider are published in MTI website and Sunday Standard newspaper (21st July 2013).</p>	
11	<p>Discussions</p> <p>The EU noted that also this document was circulated at the start of the meeting, and as such, it was not possible to have an initiated discussion on its contents nor to make decisions. The EU delegation requested that the communication strategy be aligned with the contribution agreement.</p>	CU and EU
12	<p>Programme Logistics</p> <p>12.1 MFDP reported that the vehicle for the Programme will be handed over to MTI after the meeting. The committee members were asked to see the vehicle after the meeting. (Peugeot 407).</p> <p>12.2 MFDP confirmed that the rules on usage of the car are documented. In addition, MFDP will continue to cover the insurance of the car; fuel and maintenance will be covered only during this financial year 2013/14. MTI is required to budget for the running costs of the vehicle for the next financial years until the end of the Programme.</p> <p>12.3 It was further indicated that CDE will have to directly pay for the running costs of the vehicle and submit an invoice to MTI quarterly which will be forwarded to MFDP for reimbursement.</p> <p>12.4 With regards to the investments costs, MTI confirmed to have received the quotation from CDE (about P180 000) and started a process to secure the amount. The deadline for feedback is 30th July 2013.</p>	MTI
13	<p>Discussions</p> <p>13.1 In respect of furniture and computer/informatics equipment, MFDP and MTI would look at the available assets to see what could be used. Furthermore MTI would also look at the issue of the other running costs. A consolidated government view on this would be shared on the Tuesday following the MC meeting.</p>	MC
14	<p>AOB-TOR Seconded Staff to PSDP</p> <p>14.1 The TOR for the seconded staff to PSDP was discussed prior to the closing remarks. On the 2nd July 2013 MTI was tasked with submitting the TOR to MTI-HR to check for compliance and</p>	MC

	also obtain the allowance rate provided to seconded staff to other organizations.		
14.2	Gideon stated that the TOR were in line with DPSM general orders and were adapted by the MTI-HR department		
14.3	On the issue of allowance, a seconded staff will be given allowance which is equivalent to the difference in allowance on the new post held compared with their previous post from the organization they were seconded from. E.g. If an employee earns P10 000 at MTI, and is seconded to a senior position at Bank of Botswana which is worth P15 000, the Bank of Botswana will pay the difference (P5000). Moreover, any change in the remuneration rate of the same positions in either of the institutions during the period of secondment will be effected.		
15	Closing Remarks	Chairperson	
15.1	The Chairperson thanked members of the MC for their attendance and good spirit of discussion. She summarized key action points as shown in the next page.		
16	Date of next meeting Tentative Dates: 28 th August 2013 Venue: BITC Offices, 7 th Floor, CBD		
Item	Summary of Action Points	Action By	Target Completion Date
1	Circulate the mission report to the MC members for information.	CU	24.08.13
2	Preparation of an Inception report by the new Coordinator to be submitted to the management committee 1 week prior to the next meeting. This document will show the broad picture and include a 3-year work plan as well as a roadmap.	CU	28.08.13
3	The proposed comments on the manual of procedures were adapted, the manual has been sent to the EU Delegation for their final comments.	CU	14.08.13
4	Three meetings between MTI and PSDP C.U (Meeting on complementarities between PSDP and other similar donor programmes e.g. REIS, Value Chain analysis done in Botswana, Result Area 3: Business environment for SMMEs is improved.	MTI	02.09.13
5		CDE and EU	14.08.13
6	Modify communication and visibility strategy in line with the contribution agreement	MTI	02.08.13
7		MC	26.08.13

8	<p>Running costs for the PSDP</p> <p>TOR Seconded expert to be finalized before the next meeting</p> <p>TOR management committee to be finalized before the next meeting</p>	MC	26.08.13
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PRIVATE SECTOR DEVELOPMENT PROGRAMME (PSDP), BOTSWANA

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

PSDP Management Committee Meeting

Draft Minutes

Date	28 th August 2013		
Time	08:30 hrs-11:30hrs		
Venue	BITC Conference Room, 7 th Floor		
Attendees	PSDP Management Committee Members		
Chairperson	MTI – Director, EDD		
Secretariat	CDE		
List of Attendants(Alphabetic Order)			
Name	Organisation	Position	E-mail
Mr. Belpaire Rigo	EU Delegation Botswana and SADC	Head of Operations	rigo.belpaire@eeas.europa.eu
Mr. Boubekur Sid	CDE	Head of Regional Office-Southern Africa	Sid.boubekur@cde.int
Mr.KgangmotseKgangmotse	MFDP-NAO	Chief Economist	kkgangmotse@gov.bw
Mr. Mannathoko Bame	MFDP-NAO	Senior Planning Officer-Development Cooperation	bmannathoko@gov.bw
Ms. Maria Machailo-Ellis	BOCCIM	CEO	mellis@boccim.co.bw
Mr. Matlhare Tebogo	EU delegation, Botswana and SADC	Programme Officer	Tebogo.matlhare@eeas.europa.eu
Mr. Mmolawa Gideon	MTI	Chief Commercial Officer	gmmolawa@gov.bw
Mr. Moleele Norman	BOCCIM	Director, Membership Services	nmoleele@boccim.co.bw
Ms. Monare Pauline	MTI	Director-EDD	pumonare@gov.bw
Mr. Monyamane Nnyaladzi Malaki	CDE-PSDP(Coordinating Unit)	Programme Assistant	Nnyaladzi.monyamane@cde.int
Mr. Ndoze Moletelo	MTI	Planning Officer	mndoze@gov.bw
Mr. N’Guessan Roger	CDE-PSDP(Coordinating Unit)	Programme Coordinator	Roger.Nguessan@cde.int
Ms. Rigler Vivien	EU delegation, Botswana and SADC	Programme Officer	Vivien.RIGLER@eeas.europa.eu
Ms. Tiroesele Obusitswe	MTI-EDD	Chief Commercial Officer	otiroesele@gov.bw

Apology

Mr. Mmolawa Gideon-Chief Economist,

Mr. Moleele Norman-Director, Membership Services, BOCCIM

ITEM	DESCRIPTION	ACTION BY
1.0	Adoption of the Agenda The agenda was adopted by the Management Committee (MC) as proposed.	Chairperson
2.0	Opening Remarks	Chairperson
2.1	The Chairperson acknowledged the presence of the MC members.	
2.2	She indicated that all requested documents were sent to the MC for reading before the meeting date. She however encouraged the coordinating unit to submit all presentations a week before in order to allow for meaningful discussions. Moreover, the chairperson encouraged BOCCIM to adopt the habit of commenting on the draft minutes whenever they are distributed, this will ensure that all members views are incorporated in the minutes.	
2.3	Two apologies were received, from MTI and BOCCIM as seen on the first page.	
3.0	Correction and matters arising from the minutes of the previous meetings	Management Committee (MC)
3.1	All the minutes were adopted subject to correction by the coordinating unit. The corrections are noted below;	
3.2	Minutes from the 24th June 2013 meeting	
3.3	The chairperson highlighted that there should be page numbers on the minutes and moreover attention should be given to the utilization of capital and small letters.	
3.3	Article 4.5 of the minutes to be complemented with the sentence, “The committee cannot deviate from the binding documents i.e. Financing Agreement and Contribution Agreement. “	
3.4	Article 7.5 of the minutes: MTI was reminded to share with the MC the Michael Porter study on Botswana’s competitiveness analysis	
3.5	Article 7.6: The mission to Brussels made by MTI, BOCCIM and CDE were not part of the meeting discussion, therefore it was advised not to include it.	
3.6	To date, All summary action items were done except item 5: MTI is to update CDE on progress of all programmes completed and on-going which are related to private sector development.	
3.7	Minutes from the 2nd July 2013 retreat	
3.8	The MFDP advised that there should be consistency in names of represented organizations. The same organization represented on the attendants list should be reflected on the action item.	
3.9	BOCCIM CEO to be registered under <i>Apology</i> , and not <i>Absent</i>	

4.0	Adoption of Minutes	MC
4.1	There were no matters arising from the minutes of the 24 July 2013. The minutes were adopted; the EU Delegation voted for the minutes and was seconded by MFDP.	
5.0	Inception Report	Coordinating Unit (CU)
5.1	The presentation was made by the PSDP team coordinator. He highlighted that the inception report is the result of the assessment of the PSDP Contribution Agreement and key strategy documents related to private sector development of Botswana.	
5.2	The main objective is to clarify and update some activities and budget foreseen during the formulation phase which took place in 2010 and propose a roadmap for implementation of PSDP activities in order to reach the expected results.	
5.3	Based on stakeholder consultations effective April 2013, the PSDP will focus on 4 areas: programme set-up, mobilization of partners and resources; framework studies for value chain development and baseline (Inception phase: April 13 – September 13); and M & E (Preparation phase: October 13 – March 14); Capacity building of SMMEs, IOs, and BSDPs (Intervention phase: April 14-December 15); Evaluation and (Closure: January – March 16).	
5.4	The programme is organized around three components the first one being value chain development in selected sectors (analysis of 6 groups of value chain, baseline information on SMMEs and IOs, development of market intelligence information system, capacity needs assessment of beneficiaries)	
5.2	The second component involves capacity building in 3 result areas covering SMMEs, CBOs, IOs (group training on quality and exports, improved networking of SMMEs and IOs, establishment of an apex body for all private sector associations,...)	
5.3	Component 3 includes the enhancing of the enabling environment for enterprises. This includes among other activities assisting MTI with technical expertise to enhance its capacity to manage PSDS, assist BITC to implement export development programme, Review the registration and tax compliance costs and procedure, Develop and implement an innovative trade finance scheme for SMMEs to provide access to finance solutions for women entrepreneur,	
5.4	In addition component 3 will support the development of the micro finance policy framework, Establish trade facilitation consultative group and provide capacity building services to its members, A review of implementation of the Foreign Investment Advisory Service recommendations will be done with a view to see areas that still need to be tackled to improve the investment environment, Conduct reviews of the labour laws to identify bottlenecks and recommend labour productivity improvement strategies.	
5.5	The inception phase (April 13-September 13) will also foresee requests for funding for joint actions with partners such as Bizclim, COLEACP/EDES, DG Trade Export Helpdesk,	

	CTA and TBT programme																																									
5.6	Indicators of PSDP success include among others; At least 100 SMME’s, including women companies trained on management, and operation (including on quality, standards and certification); 10 value chains are identified and strengthened; Subcontracting/outsourcing activities from the public to the private sector increased; Procedures for registration of SMMEs are made faster and less cumbersome; Increased number of SMMEs registered for tax purposes; An apex private sector coordinating structure is in place and is operational and contributing to policy dialogue; At least 30 SMME’s are accessing finance																																									
5.7	<p>The budget per group of activities is as follows;</p> <table><tr><th>Components</th><th>Year 1</th><th>Year 2</th><th>Year 3</th><th>Sub-Total</th></tr><tr><td>M&E</td><td>€ 100,000.00</td><td>€ 40,000.00</td><td>€ 20,000.00</td><td>€ 160,000.00</td></tr><tr><td>Value chain</td><td>€ 195,000.00</td><td>-</td><td>-</td><td>€ 195,000.00</td></tr><tr><td>Capacity Build</td><td>€ 26,000.00</td><td>€ 593,000.00</td><td>€725,000.00</td><td>€ 1,344,000.00</td></tr><tr><td>Enabling Environment</td><td>€ 188,000.00</td><td>€ 150,000.00</td><td>€ 106,000.00</td><td>€444,000.00</td></tr><tr><td>Support costs</td><td>€ 53,000.00</td><td>€ 65,000.00</td><td>€ 39,000.00</td><td>€157,000.00</td></tr><tr><td>Total</td><td>€ 562,000.00</td><td>€ 848,000.00</td><td>€ 890,000.00</td><td>€2,300,000.00</td></tr><tr><td>Ratio</td><td>24%</td><td>37%</td><td>39%</td><td>100%</td></tr></table> <p>An important part of the programme budget is allocated to capacity building of SMMEs and IOs (58%). This is followed by enabling environment (19%), value chain development (8%), M & E (7%), and support costs (7%).</p>	Components	Year 1	Year 2	Year 3	Sub-Total	M&E	€ 100,000.00	€ 40,000.00	€ 20,000.00	€ 160,000.00	Value chain	€ 195,000.00	-	-	€ 195,000.00	Capacity Build	€ 26,000.00	€ 593,000.00	€725,000.00	€ 1,344,000.00	Enabling Environment	€ 188,000.00	€ 150,000.00	€ 106,000.00	€444,000.00	Support costs	€ 53,000.00	€ 65,000.00	€ 39,000.00	€157,000.00	Total	€ 562,000.00	€ 848,000.00	€ 890,000.00	€2,300,000.00	Ratio	24%	37%	39%	100%	
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6.0	Discussions	MC																																								
6.1	<p>EU Delegation comments</p> <ul style="list-style-type: none">• Would like to know activities in the preparation phase for Component III?• Exit strategy will not only work at the end of the programme. It should be available for each kind of activity conducted in the programme implementation.• PSDP should be considered in the frame of PSDS. Example: For M&E, BOCCIM should be involved for embedment of PSDP into the framework of PSDS.• The programme should create an enabling environment for access to finance to reach a larger number of SMMEs rather than the target of at least 30 SMMEs• The delegation advised that preparation for the management committee meetings should be an on-going process which takes place throughout the month• The Coordinating Unit was recommended to adopt few indicators of programme success																																									

<p>6.2</p> <p>6.3</p> <p>6.4</p>	<p>MFDP comments</p> <ul style="list-style-type: none"> • Commended the PSDP team for the budget allocated to capacity building of beneficiaries. In addition, MFDP indicated that the roadmap for the implementation of the programme is now visible. • Page 9: Correction of EU Delegation which was written as EU commission • Needed clarity on roles of MFDP in the programme. • Raised a concern on the indicators of success for PSDP. Stated that some of the indicators are not relevant for the programme. E.g. review of procedures for registration of SMMEs. <p>BOCCIM comments</p> <ul style="list-style-type: none"> • Congratulated the CU for the good job done in preparing the inception report. • The inception report is very bulky, thus BOCCIM propose to have an executive summary which could easily be shared with other stakeholders • For M&E framework study, BOCCIM confirmed involvement in the preparation of the TORs and launching of tender • The BOCCIM CEO mentioned that despite that the budget for M&E has been increased to 160,000 EUR; it remains low as it does not take into consideration the running costs of BOCCIM to supervise the M&E activities as the total budget is given to the Services provider. • Subcontracting/outsourcing activities from the public to the private sector increased as indicated in the indicators of success, should come out clearly in the Inception Report • Capacity building of BOCCIM. The organisation needs to be capacitated in order to implement PSDP to create an enabling environment for SMMEs. PSDP is the tool to do the capacity building action. Capacity building is also important for all IOs to be able to assist SMMEs. • The structuring of the budget in the Inception Report doesn't take into account the need of BOCCIM as an Apex body. This activity could be moved back for early implementation as compared to the proposed (April 2014) • The timing of activities still concerns BOCCIM especially capacity building of IOs <p>CDE Comments</p> <ul style="list-style-type: none"> • Value chain analysis will be the first major activity of the programme and needs to start in the best condition. Thus there is a need for the CU to obtain all studies done in Botswana under value chains analyses. • The meeting with MTI to map and check complementarities between PSDP and other programmes is also urgent for programme implementation. 	
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6.5	MTI comments <ul style="list-style-type: none"> • PSDP should adopt measurable indicators • Indicators should be defined per component • Comments from MC should be sent in one week to allow finalization of the Inception Report. Deadline is 6th September 2013. • The Inception Report with amendments should be finalized in 2 weeks and sent to the MC for approval. This could be done without having a special meeting. • CDE tools for diagnostic of 4 SMMEs in manufacturing, agro-industries, tourism and leather works showed great progress. The tools are seen as vital and to be adopted under EDD. 	
7.0	Communication and Visibility Strategy	CU
7.1	The presentation was made by the PSDP Programme Assistant. He stated that the refined strategy follows a recommendation which took place on the meeting of 24 July 2013, to align the strategy with the contribution agreement. Moreover, the CU met with the EU Delegation on the 23 August 2013 to further discuss the strategy.	
7.2	The communication strategy follows the framework for the Communication and Visibility Manual for European Union External Actions 2010.	
7.3	The objectives of the communication strategy were referenced to that of the Financing Agreement and the Contribution Agreement	
7.5	The target groups for the communication strategy are Partners (MTI, NAO, EU Delegation, BOCCIM, ITC and CDE), beneficiaries (SMMEs/CBOs and IOs), service providers, media houses and general public.	
7.6	Each target group was aligned to its specific objectives and related communication activities/tools.	
7.7	The communication and visibility Strategy will encourage the service providers to develop a realistic plan that should utilize the best value for money tools. The tools will cover: seminars/workshops; leaflets, brochures and newsletter; internet; newspapers; press conferences; radio announcements; display panels; photographs; audiovisual productions	
7.8	A list of indicators will be designed under the Communication and Visibility Strategy to be included in the Communication Plan	
7.9	Major communication activities between April 13-August 13 include EU day and PSDP official launch.	
7.8	BOCCIM is proposed to be the focal centre for the communication and visibility strategy and could be a one-stop shop for disseminating information to beneficiaries e.g. Applications forms, brochures. A communication service provider will be recruited and could assist BOCCIM to carry out communication activities of the programme.	

<p>7.9</p> <p>7.10</p> <p>7.11</p>	<p>A budget of 55 000 Euro has been allocated for the communication and Visibility of the programme for a period of three years. Market consultation to recruit the Human Resources for the Communication Service Provider is underway. Five (5) potential applicants have been received. It is proposed that the remaining budget 41,511 Euro be allocated to the selected Service Provider for a period of 2.5 years.</p> <table border="1" data-bbox="212 405 1266 802"> <tr> <th data-bbox="212 405 626 478">1st Year Budget (Committed)</th><th data-bbox="626 405 959 478">2nd Year Budget (Proposed)</th><th data-bbox="959 405 1266 478">3rd Year Budget (Proposed)</th></tr> <tr> <td data-bbox="212 478 626 764"> 16 000 Euro Utilized Budget (April – August 2013) EU Day-7, 551 Euro PSDP Launch- 4,526 Euro Newspaper Adverts-1,412 Euro Total: 13,489 Euro Remaining: 2,511 Euro </td><td data-bbox="626 478 959 764">20 000 Euro</td><td data-bbox="959 478 1266 764">19 000 Euro</td></tr> <tr> <td colspan="3" data-bbox="212 764 1266 802">Total Communication and Visibility Budget Remaining: 41, 511 Euro</td></tr> </table> <p>Sample backgrounds for promotional materials were displayed. The MC advised the CU to update the samples with the latest logos being used in minutes.</p> <p>The Programme Assistant informed the management committee that regarding the remaining 1st year budget of 2,511 Euro, a budget transfer may be requested from the 2nd year to the 1st year.</p>	1 st Year Budget (Committed)	2 nd Year Budget (Proposed)	3 rd Year Budget (Proposed)	16 000 Euro Utilized Budget (April – August 2013) EU Day-7, 551 Euro PSDP Launch- 4,526 Euro Newspaper Adverts-1,412 Euro Total: 13,489 Euro Remaining: 2,511 Euro	20 000 Euro	19 000 Euro	Total Communication and Visibility Budget Remaining: 41, 511 Euro			
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<p>8.0</p> <p>8.1</p> <p>8.2</p>	<p>Discussions</p> <p>BOCCIM comments</p> <ul style="list-style-type: none"> BOCCIM noted that since the remainder budget is 41,511 Euro, they are interested in knowing how the logistics will be covered including running costs. Are in agreement with the EU Delegation not to include partners/stakeholders as target group for the communication strategy, the objectives of the strategy should focus on SMMEs. <p>EU Delegation Comments</p> <ul style="list-style-type: none"> The communication objectives should concentrate on the results of the programme The target groups are: SMMEs and IOs (beneficiaries), services providers and media houses / general public. Recommendation: PSDP CU should manage the budget on ad’ hoc basis, paying the services provided when need arises. 	<p>MC</p>									

8.3	CDE Comments <ul style="list-style-type: none"> The communication actions will use framework contracting, which is more flexible. It will be implemented by the CU and BOCCIM on ad' hoc basis. Order of services could come from the CU or BOCCIM 	
8.4	MFDP Comments <ul style="list-style-type: none"> The order of logos used by the Programme on official document and for communication purpose should be updated 	
8.5	<ul style="list-style-type: none"> PSDP should consult an official body (Protocol on arrangement of logos). CDE-PSDP Comments <ul style="list-style-type: none"> Noted that they face challenges in publishing programme press releases in that the newspaper charges them. This has started to impact on the communication budget negatively. Under normal circumstances a press release is usually published for free. 	
8.6	Comments from the management committee <ul style="list-style-type: none"> All members of the MC were keen to assist in distributing the press releases to newspapers for publishing MTI mentioned that they could assist in publishing press releases for free in the Botswana Daily newspaper which is a government paper. BOCCIM mentioned that newspapers publish press releases at their own interest and sometimes the timing of submission is very crucial The MC advised that the CU needs to establish a relationship 	
9.0	TOR Management Committee	CU
9.1	The PSDP Programme Assistant presented the terms of reference for the management committee. The TOR was first presented on the 24 June 2013 and several amendments were proposed. The below comments were added to the updated TOR for the management committee.	
9.2	The Committee will give overall policy guidance for the implementation of the contribution agreement and approve the annual work plans. As the specified activities in the contribution agreement are divers and cannot yet be worked out on the level of their specific embedment into the Botswana context and how added value will be transmitted from each activity to Botswana organisations, the Management Committee will approve ex-ante the proposed approach for the implementation and embedment of each of the activities, on the basis of proposals from the programme coordination team	
9.3	To this end, the PSDP Coordinating Unit will provide a summary of proposed actions for discussion and complement with the MC.	

9.4	The role of the management committee is to ensure the compliance of the PSDP implementation with the signed Contribution Agreement and Financing Agreement	
9.5	The secretary will share the power point presentations a week before MC meeting for meaningful discussions.	
9.6	The Management Committee shall consist of no fewer than 5 and no more than 15 designated institutions	
9.7	The decision of the management committee will be on consensus basis. In specific cases, when consensus is not reached, the Chairman will require a vote. Decisions will be aligned to the majority.	
9.8	Observers are entitled to speak but may not vote	
9.9	A quorum is constituted by 60% of the number of individuals composing the Management Committee but it is desirable that all members should be present during the meetings. BOCCIM should always be available.	
10.0	Discussions	CU
10.1	MFDP wanted to know who will be the observers during voting in MC meetings. MTI responded that officials from their ministry will be the observers.	
10.2	The EU Delegation advised that a sentence needs to be added to mention that; “The committee cannot deviate from the binding documents i.e. Financing Agreement and Contribution Agreement. “	
10.3	EU Delegation further reminded that the CU will not provide reports for external and internal monitoring on the programme.	
11.0	TOR for secondment of Staff to PSDP	MTI
11.1	The TOR for the secondment of staff to PSDP was summarized by the PSDP Programme Assistant. He highlighted that the TOR were amended and submitted to MTI HR department which adopted them. The rules are in line with Government of Botswana, EU, CDE best practices for secondment of staff to other organizations.	
11.2	As for the selection criteria, HR departments for the respective delegating organisation/ministry will endorse the TOR for the delegation of staff to PSDP. The seconded staff’s organization/ministry will delegate suitable staff for secondment to PSDP	
11.3	In addition to their basic salary, the seconded staff will be eligible for any allowance or privilege which may be provided by the organization to which they are seconded. The allowance will be equivalent to the difference in salary on the new post held compared with their previous post from the organization they were seconded from. Moreover, any	

	change in the remuneration rate of the same positions in either of the institutions during the period of secondment will be effected.	
11.4	No duplication of allowances or leave entitlements will be permitted.	
11.5	The additional allowance will be provided by CDE and limited to maximum 15% of the seconded staff's salary (to be discussed).	
11.6	The seconded staff shall perform his tasks and adjust his conduct only with the interest of the PSDP team.	
11.7	The regular working week of the Employee consists of 40 hours and the daily working hours shall be 8 hours from Monday to Friday. The normal working hours will be 07:30 hours to 13:45 hours with 1:30 hour unpaid lunch hour to be taken at the convenience of the employer between the hours of 12:30 and 14:00 each day	
12	Discussion	MC
12.1	The MC recommended that the CU should also consult with the BOCCIM Private sector regulations on secondment of staff to other organizations.	
12.2	Job descriptions for the seconded staff need to be drafted. The MFDP advised that MTI and BOCCIM take the lead in preparing the job descriptions as they are the key partners.	
12.3	The start-up date for services should be updated, as 1 st April 2013 has long passed.	
12.4	MTI remarked that it is essential for their ministry and BOCCIM to delegate the staff to the programme as it is a condition in the contribution agreement.	
13	Programme Logistics	MTI
13.1	MTI mentioned that the Chief Commercial Officer who was supposed to brief on the programme investments and running costs is not present for updating the MC on the progress.	
13.2	MTI stated that the PSDP car has been delivered in mid August to the CU together with documentation on its usage.	
13.3	CDE highlighted that the most challenging aspect regarding the investments is the need for new computers. He pointed out that the computers in use have a minimum of 5 years and have started to slow down and delay the preparations. Therefore it is more urgent to start with providing new computers for the CU team.	
13.4	CDE further acknowledged the offices provided by BITC under the auspices of MTI. To this note he advised that a letter of acknowledgement be addressed to BITC for providing good offices to PSDP team. The letter is to be signed by MTI and CDE.	

14	Closing Remarks	MC
14.1	The Chairperson congratulated the CU for the comprehensive inception report. She reminded the MC that comments on the inception report are expected by the 6 th September 2013. The chairperson concluded that there should not be any room for failure to be accommodated in the programme implementation.	
14.2	The CDE Head of the regional office for Southern Africa further commended the CU for the clear roadmap that was laid in the inception report.	
14.3	The Head of Operations for the EU Delegation Botswana and SADC announced his end of mandate in Botswana effective 30 th August 2013. He took the opportunity to thank the MC for the collaborative teamwork for ensuring successful implementation of the PSDP.	
15	Date of Next Meeting Tentative Dates: 11 th October 2013 Venue: BITC Offices, 7 th Floor, CBD	CU and MTI

Item	Summary of Action Points	Action By	Target Completion Date
1	Sending comments on inception report	MC	06/09/13
2	Correcting management committee minutes of 24 June 2013 and 2 nd July 2013	CU	06/09/13
3	Finalizing TOR for seconded staff regarding private sector regulations	CU and BOCCIM	06/09/13
4	Submitting the Updated PSDP Manual of Procedures	EU Delegation	06/09/13
5	Acknowledgement letter to BITC	CDE and MTI	10/09/13
6	Discussion of M&E TOR	CU and BOCCIM	20/09/13
7	Finalizing the Communication Strategy	CU and EU Delegation	20/09/13
8	Drafting job profiles for seconded staff to PSDP	CU, MTI and BOCCIM	20/09/13
9	Submission of presentations for the next MC meeting	CU	26/09/13
10	Finalizing the inception report	CU	16/09/13

PRIVATE SECTOR DEVELOPMENT PROGRAMME (PSDP), BOTSWANA

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

PSDP Management Committee Meeting

Draft Minutes

Date	11 th October 2013		
Time	08:30 hrs-11:30hrs		
Venue	BITC Conference Room, 7 th Floor		
Attendees	PSDP Management Committee Members		
Chairperson	MTI – Director, EDD		
Secretariat	CDE		
List of Attendants(Alphabetic Order)			
Name	Organisation	Position	E-mail
Mr. Boubekur Sid	CDE	Head of Regional Office-Southern Africa	Sid.boubekur@cde.int
Ms. Machailo-Ellis Maria	BOCCIM	CEO	mellis@boccim.cobw
Mr. Matlhare Tebogo	EU delegation, Botswana and SADC	Programme Officer	Tebogo.matlhare@eeas.europa.eu
Mr. Mmolawa Gideon	MTI	Chief Commercial officer	gmmolawa@gov.bw
Mr. Moleele Norman	BOCCIM	Director-Membership Services	nmoleele@boccim.co.bw
Ms. Monare Pauline	MTI	Director-EDD	pumonare@gov.bw
Mr. Monyamane Nnyaladzi Malaki	CDE-PSDP(Coordinating Unit)	Programme Assistant	Nnyaladzi.monyamane@cde.int
Mr. Ndoze Moletelo	MTI	Planning Officer	mndoze@gov.bw
Mr. N’Guessan Roger	CDE-PSDP(Coordinating Unit)	Programme Coordinator	Roger.Nguessan@cde.int
Ms. Rigler Vivien	EU delegation, Botswana and SADC	Programme Officer	
Mr. Hermann Spitz	Head of Operations	EU Delegation Botswana and SADC	Hermann.Spitz@eeas.europa.eu
Ms. Tiroesele Obusitswe	MTI-EDD	Chief Commercial Officer	otiroesele@gov.bw

Apology

Mr. Kgangmotse Kgangmotse-Chief Economist, NAO-MFDP

Mr. Mannathoko Bame, Senior Planning Officer-Development Cooperation

Ms. Rigler Vivien, Programme Officer-EU Delegation

1.0	Adoption of the Agenda The agenda was adopted by the Management Committee (MC) as proposed.	Chairperson
2.0	Opening Remarks	Chairperson
2.1	The Chairperson welcomed all to the meeting. She noted special welcome to the new Head of Operations to the EU Delegation Botswana and SADC, Mr. Hermann Spitz.	
2.2	The chairperson acknowledged that the Coordinating Unit managed to send all necessary documents to the MC in time, especially the revised inception report.	
2.3	On the MTI's position, she mentioned that comments on the inception report were delayed due to long decision making process at the ministry. However, she promised that the comments will be delivered by the 16 th October 2013.	
2.4	Apologies were received, from NAO-MFDP and EU Delegation as seen on the first page.	
3.0	Correction, and matters arising from the minutes of the previous meeting: 28 August 2013	Management Committee (MC)
3.1	The item 4.0. should be named Adoption of Minutes	
3.2	The MC agreed that the Minutes should capture a summary of the agreements from the discussions and not detailed discussions per item. An exception will be where an issue is relevant to a particular organization and needs to be followed.	
3.3	By the 11 th October 2013, only EU Delegation Comments were received. Deadline for the comments was extended to the 16 th October 2013	
3.4	Three additional items were pending without action from previous minutes; <ul style="list-style-type: none"> - The final comments on the manual of Procedures. Deadline to be extended to the 18th October 2013. - Acknowledgement letter to BITC. Deadline to be extended to the 18th October 2013. - Preparation of job profiles for seconded staff. Deadline to be extended to 16th October 2013 	
4.0	Adoption of Minutes	MC
4.1	The Minutes from the meetings of 28 August 2013 were adopted; the EU Delegation voted for the minutes and was seconded by MFDP.	
5.0	Inception Report (to be complemented by Roger)	Coordinating Unit (CU)
5.1	The presentation was made by the PSDP team coordinator. The EU Delegation comments received by the CU were addressed through the revised Inception Report sent to the MC members. The list of activities as well as the budget and the work plan were also updated based on recent consultations with stakeholders during ITC mission to Botswana for assistance to PSDP on value chain analysis (VCA). The CU report proposed	

5.2	<p>to the MC to have 2 separate interventions for value chain analysis; 1) ITC will focus on 3 structured value chains namely Beef, Horticulture and Tourism. Another service provider will be requested to work on emerging value chains in close collaboration with national organisations involved in VCA. The following is the list of emerging value chains: Dairy, Goats, Leather, Piggery, Poultry, Honey and Marula, SMMEs in 3 sectors will benefit from capacity building without VCA studies. These are: ICT, Public Works/Construction. Consultations are undergoing with sector associations and public agencies involved.</p> <p>Value Chains Development</p> <ul style="list-style-type: none"> - The CU noted that they received sufficient documentation on local value chain studies particularly on beef, and horticulture. For the tourism sector a comprehensive strategy document exists that should be used to prepare an Action Plan. - Some VCA studies were undertaken by LEA which provided good information. More work needs to be done on recommendations and action plan to capacitate value chain actors. - Meetings were organized with ITC-Geneva from 23rd to 26th September 2013 which led to identification of 3 structured value chains. The criteria being used to select the sectors was; critical number of SMMEs, number of players in the sector, and capacity to access markets and finance - ITC agreed to support PSDP to develop value chains in Beef, Horticulture and Tourism. - Remaining value chains to be developed (emerging value chains) are; Dairy, Leather, Piggery, Goat, Piggery, Marula, and Honey. Implementing partners for the named value chains to be identified. 	
6.0	<p>Discussions</p> <p>6.1 The link between Private Sector Development Strategy (PSDS), Economic Diversification Drive (EDD) and Private Sector Development Programme (PSDP)</p> <ul style="list-style-type: none"> - Relationship between PSDS, EDD and PSDP needs to be addressed. A section has to be added to the Inception Report to indicate similarities between the 3 documents. - An ad-hoc meeting was suggested on the 16th October 2013. The CU will prepare the matrix to elaborate the similarities of the 3 initiatives. MTI will send to CU a table indicating relationship between enterprise development programmes on-going. <p>6.2 Value Chains Development</p> <ul style="list-style-type: none"> - Leather sector recommended as one potential area, because of Government's commitment to develop the sector - Poultry should be added to the value chains because of its local market and consumption - The value chains to be implemented can be summarized as below; ✓ Beef, Horticulture and Tourism to be implemented with assistance by ITC. 	MC

6.3	<ul style="list-style-type: none"> ✓ Emerging value chains will include Dairy, Leather, Piggery, Goat, Marula, Honey and Poultry to be implemented with service providers - Capacity building of local service providers by international experts was highly recommended by the MC. This should be done through partnership during tenders or calls for proposal. The MC recommended 30 to 50 % of local involvement. <p>MC Retreat Meeting-16 October 2013</p> <ul style="list-style-type: none"> - Presentation of updated inception report including received comments from MC members - Presentation of the Matrix related to the link between PSDS, EDD and PSDP 	
7.0	<p>Communication and Visibility Strategy</p> <p>7.1 The presentation was made by the PSDP Programme Assistant. He stated that the presentation will focus on key issues raised by the MC on the meeting of 28th August 2013.</p> <p>7.2 Objectives of the Communication and Visibility Strategy</p> <ul style="list-style-type: none"> - Information on technical assistance and training available to Small, Micro and Medium-size Enterprises (SMMEs) and Community Based Organisations (CBOs) in line with PSDP concrete intervention, in particular on value chain development (linked to Result Area 1); - Information on technical assistance and training available to Intermediary Organisations (IOs) and Business Development Service Providers (BDSPs) (linked to Result Area 2) - Information on progress of the Programme including ongoing tenders and call for proposals (linked to Result Area 1 and 2); - Information on the enabling business environment activities for the benefit of SMMEs including information to SMMEs on means for access to finance; barriers removed to ease doing business in Botswana, etc. (linked to Result Area 3) <p>7.3 The target Groups for the communication and visibility strategy will include;</p> <ul style="list-style-type: none"> - Beneficiaries(SMMEs, CBOs and IOs(including sector associations and Financial Institutions)) - Service providers (Consulting firms, individual consultants, IOs, universities, technical centres) - Media houses and general public (Newspapers, Radio/TV Stations, Magazines) <p>7.4 BOCCIM is proposed to be the focal point for communication and distribution of the programme information in collaboration with the PSDP Coordinating Unit</p> <p>7.5 A total budget of 39 000 Euro will be allocated for the implementation of the Communication and Visibility Plan of the programme for a period of two years starting January 2014.</p>	CU

7.6	PSDP Coordinating Unit will manage the communication budget on ad' hoc basis, paying the services provided when need arises.	
8.0	Discussions	MC
8.1		
8.2	The objective of the strategy should also cover information to the beneficiaries, service providers, media houses on post activities undertaken by the programme	
8.3	BOCCIM confirmed that the PR department is well aware of the foreseen role of BOCCIM in the strategy	
	The Communication and Visibility Strategy for PSDP Botswana was approved subject to the above line, on coverage of post activities undertaken by the programme	
9.0	TOR Management Committee	CU
9.1	The PSDP Programme Assistant presented the terms of reference for the management committee. He noted that the TOR were amended as follows;	
9.2	The decision of the MC will be on consensus basis. In specific cases, when consensus is not reached, the Chairman will require a vote. Decisions cannot deviate from the binding documents i.e. Financing Agreement and Contribution Agreement.	
9.3		
9.4	Observers are entitled to speak but may not vote. The Observers will be officials from the Ministry of Trade and Industry.	
9.5	The Committee will review and adapt its TOR on an annual basis or when need arises	
	Information MC regarding PSDP Progress	
	<ul style="list-style-type: none"> - PSDP progress report to the MC one week before its meeting - All final reports of the service providers - These reports will allow the MC to provide recommendations for improving the implementation of the programme if necessary 	

10.0	Discussions	CU
10.1	The Terms of Reference for the PSDP Management Committee were approved	
11.0	TOR for secondment of Staff to PSDP	MTI
11.1	The rules for the secondment of staff to PSDP were presented by the PSDP Programme Assistant. These follow a recommendation by the MC to check that the rules are compliant with private sector regulations.	
11.2	BOCCIM did affirm that the rules are compliant with private sector regulations and following amendments were made to the rules; <ul style="list-style-type: none"> - The place of secondment is at the PSDP Coordinating Unit offices based in Gaborone, Plot 54351, Central Business District. - The regular working week of the Employee consists of 40 hours and the daily working hours shall be 8 hours from Monday to Friday. The normal working hours will be 07:30 hours to 16:45 hours with 1:30 hour unpaid lunch hour to be taken at the convenience of the employer between the hours of 12:30 and 14:00 each day - Travel expenses for programme missions shall be reimbursed in accordance with the relevant rules and conditions in force at the PSDP. 	
11.3	The rules will be reviewed and adapted by the MC on an annual basis or when need arises	
12	Discussion	
12.1	The rules were adopted subject to finalization of provision of additional allowance to delegated staff. -CDE to write a letter to EU Delegation to request for a solution concerning support to delegated staff to PSDP.	
13	Programme Logistics	MTI
13.1	MTI mentioned that there is no feedback yet regarding coverage of programme investment costs during the current financial year. They noted that the investment costs are considered in the next financial year beginning April 2014.	
14	Discussions	
14.1	PSDP CU mentioned that the challenge at the moment is to acquire new computers for enhancing the performance. A total of 6 computers are needed with 3 being very crucial for operations tasks.	
14.2	MTI to give feedback on how much can currently be put on logistics in order to buy computers.	

14	Closing Remarks	MC
14.1	The Chairperson closed the meeting with thanking the MC for continued collaboration in overseeing the implementation of PSDP. She highlighted that during a meeting organized between MTI executives and CDE, it was emphasized that communication and visibility of the programme should be done properly. The nation has to understand clearly the programme partners and its implementation.	
14.2	She furthermore extended thanks to the MC for open discussions which leads to good conclusions.	
14.3	Moreover, she congratulated CDE on the successful launching of the Women Entrepreneurship Development programme which is also a component of PSDP. She mentioned that the mobilization of key speakers from Botswana, Ghana, Kenya and South Africa to participate at the “Women, the face of Botswana’s business landscape” seminar and official launch held on the 25 and 26 September respectively, was very instrumental to the start-up of the programme. The seminar	
15	Date of Next Meeting Tentative Dates: 12 th November 2013 Venue: BITC Offices, 7 th Floor, CBD	CU and MTI

Item	Summary of Action Points	Action By	Target Completion Date
1	Sending comments on inception report	MC	16/10/13
2	Sending table indicating relationship between enterprise development programmes	MTI	15/10/13
3	Final comments on the PSDP manual of Procedures	EU Delegation	18/10/13
4	Acknowledgement letter to BITC 18 th October 2013.	CDE	18/10/13
5	Preparation of job profiles for seconded staff extended to 16 th October 2013	CDE, MTI and BOCCIM	15/10/13
6	Feedback on amount to be put on logistics in order to buy PSDP computers.	MTI	11/11/13

PRIVATE SECTOR DEVELOPMENT PROGRAMME (PSDP), BOTSWANA

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

PSDP Management Committee Retreat Meeting

Draft Minutes

Date	16 th October 2013		
Time	14:30 hrs-16:30hrs		
Venue	BITC Conference Room, 7 th Floor		
Attendees	PSDP Management Committee Members		
Chairperson	MTI – Director, EDD		
Secretariat	CDE		
List of Attendants(Alphabetic Order)			
Name	Organisation	Position	E-mail
Mr. Boubekur Sid	CDE	Head of Regional Office- Southern Africa	Sid.boubekur@cde.int
Mr. Mannathoko Bame	MFDP-NAO	Senior Planning Officer- Development Cooperation	bmannathoko@gov.bw
Mr. Matlhare Tebogo	EU delegation, Botswana and SADC	Programme Officer	Tebogo.matlhare@eeas.europa.eu
Mr. Mmolawa Gideon	MTI	Chief Commercial officer	gmmolawa@gov.bw
Ms. Mogampane Tshegofatso	MTI-EDD	Assistant Industrial Officer Intern	tmogampane@gov.bw
Mr. Mosimanewapitso Molefe	MTI-EDD	Assistant Industrial Officer Intern	mmosimanewapitso@gov.bw
Mr. Moleele Norman	BOCCIM	Director-Membership Services	nmoleele@boccim.co.bw
Ms. Monare Pauline	MTI	Director-EDD	pumonare@gov.bw
Mr. Monyamane Nnyaladzi Malaki	CDE-PSDP(Coordinating Unit)	Programme Assistant	Nnyaladzi.monyamane@cde.int
Mr. Ndoze Moletelo	MTI	Planning Officer	mndoze@gov.bw
Mr. N’Guessan Roger	CDE-PSDP(Coordinating Unit)	Programme Coordinator	Roger.Nguessan@cde.int
Ms. Rigler Vivien	EU delegation, Botswana and SADC	Programme Officer	Vivien.RIGLER@eeas.europa.eu
Ms. Tiroesele Obusitswe	MTI-EDD	Chief Commercial Officer	otiroesele@gov.bw

Apology

Mr. Hermann Spitz, Head of Operations, EU Delegation Botswana and SADC

Ms. Machailo-Ellis Maria, CEO, BOCCIM

Mr. Kgangmotse Kgangmotse-Chief Economist, NAO-MFDP

1.0	Adoption of the Agenda The agenda was adopted by the Management Committee (MC) as proposed.	Chairperson
2.0	Opening Remarks	Chairperson
2.1	The Chairperson welcomed all to the meeting. She noted that the retreat meeting was planned mainly to discuss the revised inception report. In addition to the agenda were the following items; <ul style="list-style-type: none"> - Relationship Matrix between Private Sector Development Strategy (PSDS), Economic Diversification Drive (EDD) and Private Sector Development Programme (PSDP) - Profiles for Seconded Staff to PSDP 	
2.2	Apologies were received, from EU Delegation, NAO-MFDP and BOCCIM as seen on the first page.	
3.0	Inception Report (to be updated by Roger)	Coordinating Unit (CU)
3.1	The PSDP Coordinator mentioned that the updating of inception report is a continuous process. He added that comments were received from the EU Delegation, Ministry of Trade and Industry (MTI) and Ministry of Finance and Development Planning (MFDP-NAO).	
6.0	Discussions	MC
6.1	Comments made by individual members of the management committee were not discussed in detail. The Coordinating Unit (CU) was advised to incorporate them in the report. Furthermore, a meeting was scheduled between EU Delegation and CU to discuss major comments and take them into consideration for update the report.	
6.2	Capacity building budget for SMMEs and IOs has been restructured to take into account the need to conducting value chains analysis for selected products/sectors. The MC agreed that the programme should be selective in order to capacitate a few SMMEs that will make a difference in terms of giving maximum results and impact.	
6.3	Independent monitoring and evaluation of the programme was suggested. EU Delegation was recommended to confirm if there are mid-term reviews of the programme to be done to ensure a proper external monitoring and evaluation of the programme.	
6.4	BOCCIM confirmed that they do not have major comments on the inception report and considers their input during its preparation as sufficient.	
6.5	The inception report is to be finalised by the end of October 2013 and be distributed to MC first week of November 2013. The approval of the inception report by MC is foreseen in mid-November 2013.	
7.0	Relationship Matrix between PSDS, EDD and PSDP	CU

7.1	The PSDP Coordinator presented the relationship between the PSDS, EDD and PSDP highlighting similarities in objectives, priority activities, expected results and indicators.	
8.0	Discussions	MC
8.1	Relationship between PSDS and PSDP <ul style="list-style-type: none"> - The MC noted that PSDP is a sub-component and in the framework of PSDS. Therefore, PSDP achievements should also be noted as PSDS achievements. - PSDP activities should be aligned in order to be coherent with the PSDS - Finally it was agreed that preparation of PSDP activities should be such that they can be extended within the framework of the PSDS 	
8.2	Relationship between PSDP and EDD Strategy <ul style="list-style-type: none"> - MTI noted that PSDP is a component of what EDD is trying to achieve. EDD has 16 focal areas of the economy, which includes PSDP target areas. In addition, review of import and export procedures was an activity identified to be directly linked between the Strategy and the programme. 	
8.3	The CU was encouraged to review priority areas for the 3 initiatives and link them together. A summary paragraph for the relationships will then be added to the inception report.	
9.0	Profiles for Seconded Staff to PSDP	CU
9.1	The PSDP Programme Assistant presented the profiles for the seconded staff to PSDP from MTI and BOCCIM respectively.	
9.2	The MTI seconded staff will work in close collaboration with PSDP team. The major role is to assist in the implementation of PSDP and Economic Diversification Drive (EDD) Strategy. He/she will assist in the following duties under result area 3; <ul style="list-style-type: none"> ➤ Follow-up activities of the PSDP and EDD, ensuring that the EDD thematic areas are implemented in line with PSDP result areas; ➤ Strengthening and focusing the public-private policy dialogue on critical business environment reform (e.g. starting a business, competition law, simplifying the red tape for investment, promoting the business formalisation, through simplified and affordable registration procedures and taxation schemes), trade agreements; ➤ Assistance to MTI to review implementation of the Foreign Investment Advisory service with a view to identify areas that still need to be tackled to improve the investment environment; ➤ Assistance to the training of relevant staff at the MTI on trade related issues; ➤ Organization of training workshops on ameliorating the business environment, and on Economic Partnership Agreements (EPAs); ➤ Assistance to MTI for involving better financial institutions in supporting 	

	<p>investments for SMEs;</p> <ul style="list-style-type: none"> ➤ Assistance to training of trade facilitation consultative group in order to encourage Private and Public Dialogue. ➤ Assistance for the development of national strategy for the elimination of the Non-Tariff Barriers to Trade ➤ Assistance to the conduct of the reviews for the import and export procedures ➤ Any other tasks which will be allocated by the programme coordinator 	
9.3	<p>The BOCCIM seconded staff will work in close collaboration with PSDP team. The major role is defined as follows;</p> <ul style="list-style-type: none"> ➤ Assistance to the implementation of the PSDP monitoring and evaluation system in the framework of Private Sector Development Strategy (PSDS) and Economic Diversification Drive (EDD) ➤ Assistance in the implementation of PSDP web portal based on the work to be done by a service provider ➤ Assistance to the development of the BOCCIM market intelligence system ➤ Assistance to the establishment of BOCCIM as an apex body of all sector associations ➤ Assistance to the development of a comprehensive Communication and Visibility Plan for the PSDP <ul style="list-style-type: none"> - Ensure that the activities and results of the programme are well covered and promoted to the general public and beneficiaries of the programme (SMEs, CBOs, IOs, financial institutions and service providers). - Use of most appropriate communication channels (media, website, press conference, etc) - Ensure good visibility of partners of the programme (EU, MTI, CDE, MFDP, and BOCCIM). ➤ Any other tasks which will be allocated by the programme coordinator 	
10.0	Discussions	CU
10.1	The MC indicated that the programme is looking for a high caliber person who will not be trained but add value to its implementation, therefore the expert will not be limited to assisting but take the lead in most of his/her tasks.	
10.2	The position of the seconded staff in terms of CDE organizational structure should also be defined.	
10.3	CU will amend the profiles, which will be sent to the respective HR departments for endorsement.	
14	Closing Remarks	MC
14.1	The EU Delegation acknowledged receipt of the letter regarding allowances for the seconded staff to PSDP and will respond soon.	
14.2	Chairperson appreciated the commitment displayed by the management committee	

15	Date of Next Meeting Tentative Dates: 14 th November 2013 Venue: BITC Offices, 7 th Floor, CBD	CU and MTI
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Item	Summary of Action Points	Action By	Target Completion Date
1	Meeting between EU Delegation and CU to update the report.	CU	18/10/13
2	PSDP structure including Delegated Staff	CU and CDE	25/10/13
3	Final comments on the PSDP manual of Procedures	EU Delegation	18/10/13
4	Sending of updated job profiles for seconded staff	CU	30/10/13