



**Monitoring and Evaluation Framework and System of the Private Sector Development Programme (PSDP) in the framework of the Private Sector Development Strategy (PSDS)
Botswana**

For the period: Ending Fourth Quarter 2016

PSDP M&E Team

November 2016



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PREAMBLE

This report has been generated from the Monitoring and Evaluation Framework and System that was designed by Particip. It has taken into account the request from the Management Committee to give a High Level Report and to show periodic progression. This report is part of a Quarterly Monitoring report as required by the Contribution Agreement and it is for the reporting period leading up to Quarter Four 2016.

1. INTRODUCTION

The Monitoring & Evaluation Framework and System was designed as a practical tool for reviewing performance, and ensuring project objectives are met and achieved. The framework involves a systematic collection and analysis of information on activities executed, to enable performance improvement of projects.

The main function of the Monitoring and Evaluation unit is to:

- Assess results and impacts of the programme;
- Provide constant feedback on the extent to which PSDP is achieving its goals, and disseminate lessons learnt;
- Provide information on the progress made in the implementation of the PSDP within the agreed time frame;
- Provide a basis for decision making on necessary amendments and improvement; and
- To foster accountability on the use of resources.

2. METHODOLOGY

Data is collected from the PSDP Management Unit to enable the Business Botswana Monitoring and Evaluation team to input it in the M&E System where it is analyzed and scored accordingly. Various documents amongst which are progress reports, minutes of meetings, weekly reports and other documents, as well as oral interviews, have been used as a source of the required data to facilitate the production of the monitoring report. Regular data collection has enabled the M&E unit to update its system (web portal), which ensures that there is certainty on trends, directions and results, hence minimizing the possibility of estimations and assumptions, in tracking what has happened during intervals. The M&E system has allowed the unit to be able to disseminate lessons learnt and to measure outcomes of the PSDP project, hence enabling the PSDP unit to keep projects done in the stipulated time frame. This has facilitated the improvement of activities that have been lagging behind, and highlighted activities which are doing well to act as the basis of improvement.

3 SUMMARY REPORT

Overall Summary (Period up to November 2016)

Monitoring and Evaluation Report (Summary) : 9th November 2016					
Result Area / Component	Rating	Rating Code	Remarks on Significant Achievements		
RESULT AREA 1: CAPACITY AND COMPETITIVENESS OF SMME'S AND COMMUNITY BASED ORGANISATION (CBOS) INCLUDING VALUE CHAINS IS STRENGTHENED	3.1	S	Result Area 1 shows significant improvement from the last reporting period, having gone from 2.7 (Moderately Satisfactory) to 3.1 (Satisfactory). The main reason for this improved rating is due to the fact that a number of activities that had been delayed, have now been committed and are being rolled out. These include: A1.2.3 (Assistance to the Botswana National Beef Producers Union) , which has commenced and is now on-going. With respect to some activities under indicator 1.5 (Business Plan Preparation (Quality Control); Human Resource Management, Including Productivity enhancement systems; and the Upgrading service of companies in the Hospitality industry) , the activity files have been committed and some work has started on these interventions. There were some extensions required, such as under A1.5.3 (Individual training and Coaching to improve market access by SMMEs) due to the fact that gains made from the group workshops needed to be consolidated with the most relevant beneficiaries; and A1.5.2 (Provisions of finance and management coaching by Local Experts SMMEs and CBOs - North) also needed an extension because were not as available during September as they are at the moment. There are two areas of concern that attracted a rating of Moderately Unsatisfactory, those being the raw material supply chain studies and monitoring in Agro which have still not been committed and are well behind schedule.		
RESULT AREA 2: SERVICE DELIVERY OF TARGETED INTERMEDIARY ORGANISATIONS (IOs) AND BUSINESS DEVELOPMENT SERVICE PROVIDERS (BDSPs) IS ENHANCED	3.4	S	The rating for this result area has increased from a rating of 3.2 to 3.4 and it remains Satisfactory. The highlights are as follows: In terms of the indicator relating to the Recruitment of an International Expert to work with BB to Develop the MIS (A2.3.1), the tender was launched and only two local consultants out of 10 have shown an interest in carrying out the intervention. The tender committee favoured E-Tourism, however, clarification is required on the suitability of expertise for carrying out a component of the activity. With respect to A2.4.1 (Develop and pilot courses in accordance with the National Qualification Framework prescribed by BQA) the activity is still on-going and is expected to end February 2017. These activities were part of the expected extension to the programme. There has been little traction with getting MoUs to be signed with IOs which may affect the sustainability of certain activities relating to the capacity building of SMMEs.		
RESULT AREA 3: INFORMATION DISSEMINATION AND AWARENESS FOR TRADE AGREEMENTS ENHANCED	3.2	S	This Result Area remains Satisfactory. Workshops have been held in Francistown (09/05/2016) with over 40 participants and in Maun (17/05/16) with over 50 participants. The training in Gaborone was held on (24/05/16) with 74 registered participants. The reports for these have been completed. An Action Plan has been developed for BB, MITI, EU and the Private Sector. More EPA awareness workshops have been recommended in other parts of the country. A leaflet was produced which incorporates recommendations from the EPA workshops. It has however been difficult to ascertain the reaction of the participants to the workshops carried out, in the absence of a workshop evaluation report. The CU suggest formulating a retrospective questionnaire that can be administered to a sample of the attendees.		
COMPONENT FOUR: PROGRAMME MANAGEMENT AND VISIBILITY	3.5	S	The service provider's (Dialogue Group) contract expired on 30th of June. Extension was made to end of August. At this point a Forth news letter and value chain brochure have been produced. While most of the videos have been completed, it has been difficult securing time to interview representatives of MITI. This is responsible for the downgrade from a rating of 4 to 3.5. The PSDP Coordination Unit has noted that a meeting has been scheduled with the PS of MITI for 23rd November 2016. The M&E system established and running smoothly, however, given the extension of the programme to 2017, a permanent solution will be required, as it relates to dedicated personnel to this aspect of the programme.		
4< HS <=5	3< S <=4	2< MS <=3	1< MU <=2	0< U <=1	HU =0

Budget and expenditure (Period leading up to November 2016)

From a total amount of **€ 1,128,389.13** received for programme funding, by the end of August 2016, the programme had committed **€ 647,202**. This figure also includes the operational costs of running the programme, as well as the activities within the result areas. This is shown in the table below as follows:

Funds Received	1,128,389
Total committed: End of August 2016	647,202
% of Total Commitments: End of August 2016	57%

By the end of August 2016, the specific Result Area budget was as follows:

	Total Budget (€)	Committed Amount (€)	Actual Expenditure (€)	Committed Amount as % of total
Result Area 1	553 606.00	296 877.97	123 698.18	53.6%
Result Area 2	249 910.69	132 481.03	45 224.93	53%
Result Area 3	10 000.00	10 000.00	10 000.00	100%

Component 4	21 500.00	-	-	-
Total	835 016.69	439 359.00	178 923.11	52.6 %

By November 2016, the budget had made a few improvements. To begin with, the programme had now committed **€ 733,695**, which includes the operational costs, as well as the project activities. The table below summaries this overall development and provides a projection for the budget situation by December 2016:

Funds Received	1,128,389.13
Total committed: November 2016	733,695
% of Total Commitments: November 2016	65%
% of Total Payments: November 2016	43%
Projections end of End of December 2016	
Total Commitments	887,245
% of Commitments	79%

The different Result Areas had also illustrated further movements in terms of commitments and actual expenditures for Quarter 4. The table below captures this information:

	Total Budget (€)	Committed Amount (€)	Actual Expenditure (€)	Committed Amount as % of total	Actual Expenditure as % of total
Result Area 1	553 606.00	355 371.64	149 919.99	64.2%	27%
Result Area 2	249 910.69	154 081.03	68 224.93	62%	27.3%
Result Area 3	10 000.00	10 000.00	10 000.00	100%	100%
Component 4	21 500.00	11 900.00	0	55%	0%
Total	835 016.69	534 352.67	228 144.92	64%	27.3%

Justifications for exceptional performance or non-performance

Additional Justification For Result Areas Graded Highly Satisfactory or Highly Unsatisfactory			
S. No	Name of Result Areas Awarded HS or HU	Rating	Justification for extreme Score
1	A1.8.1 A workshop to be conducted on Environmental awareness.	5	This activity was given a score of highly satisfactory because the activity made achievements well over the outputs that were initially set. Instead of just the one workshop, three environmental awareness workshops were held which has led to a greater target population spread.

Overall Alerts, Observations and Lessons Learnt and Way forward

Name of Result Area	Rating	Alerts / Lessons Learnt and suggestions for way forward
All		Generally there has been an increase in the rate at which the activities have been rolled out. Many of the activities that were worrisome in preceding quarters are now starting to gain some traction. It anticipated that – with the passing of the budgeted review and the mitigation strategies employed by the Coordinating Unit to off-set the unavailability of certain evaluation committee members – delays will no longer affect the commencement and progress of projects.
All		Updated work plans should be developed which show how the rolling out of activities which are lagging behind will be expedited.

4. Performance of each Log Frame Indicator Progressive Quarter Wise

Performance of each Log Frame Indicator Progressive Quarter Wise (Summary) 9th November 2016								
Result Area One :Capacity and Competitiveness of SMME's and Community Based Organisation (CBOs) including value chains is strengthened, in a selected number of sectors)								
Log Frame Indicator Number	Description of the Log frame Indicator	Progressive Rating codes						Remarks
		Feb 2016	Q1 2016	Q2 2016	June 2016	Q3 2016	Q4 2016	
Ind 1.1	Seven (7) Value Chains with respective action plans in seven (7) sub sectors are validated and realization of opportunities identified with lead organizations by October 2016	S	S	S	S	S	S	Activities in this indicator have been completed.
Ind 1.2	Capacity of beef farmers associations in two (2) regions is strengthened in order to be more competitive in the local, regional and international market by October 2016.	NA	MS	MS	S	S	S	In this indicator, the activity relating to the Upgrading Capacity of Beef farmers Associations, has been completed. The Benchmarking mission to UK has also been completed and the report from the consultant, as well as the report from two farmers have been submitted. One report from the individual farmers is still pending. With respect to the assistance to the Botswana National Beef Producers Union, work has begun in relation to this activity and an inception report as well as a progress report have been submitted to the Coordinating Unit.
Ind 1.3	Capacity of at least one (1) honey and morula association is strengthened and at least four (4) beekeeping experts are trained by June 2016.	S	S	S	S	S	S	The activity under this indicator has been completed and the final payment has been completed. The file is now closed.
Ind 1.4	Two (2) raw material supply chain study are carried out with respective action plans for honey and morula CBOs and SMMEs are developed and validated by October 2016.	NA	NA*	NA*	MS	MU	MU	The indicator has one activity which is still delayed. The submissions from the expert have been received by the Coordinating Unit and the activity is on the eve of commitment. The delay in rolling out this activity was due to the fact that the CU needed time to find the right expert for the intervention.
Ind 1.5	At least 70 SMMEs are strengthened on management, operations in order to be more competitive in the local, regional and international market through grouped assistance (training workshops) and individual coaching by October 2016.	NA	NA*	MU	MS	MS	MS	There are a number of activities under this indicator. With some activities, (Business Plan Preparation (Quality Control); Human Resource Management, Including Productivity enhancement systems; and the Upgrading service of companies in the Hospitality industry), the activity files have been committed and some work has started on this interventions. There were some extensions required, such as under A1.5.3 (Individual training and Coaching to improve market access by SMMEs) due to the fact that gains made from the group workshops needed to be consolidated with the most relevant beneficiaries; and A1.5.2 (Provisions of finance and management coaching by Local Experts SMMEs and CBOs - North) also needed an extension because were not as available during September as they are at the moment. Site visits to SMMEs have been conducted in the North and in Ghanzi.
Ind 1.6	At least four (4) SMMEs are assisted in quality standards and certification is obtained by August 2016.	NA	NA*	NA*	MS	MS	MS	There are two activities in this indicator. One activity has already commenced: Training and mentoring of SMMEs on Standards and Certification Processes (A1.6.1) The activity is on-going. Six out of the eight companies are now in the application phase to BoBs. Two are still being followed up for corrective measures before applying to BoBs. The Facilitation of SMMEs to acquire BoBs Certification - the Companies are at a stage where they are going ahead with application.

Ind 1.7	Thirty (30) micro-enterprises and Community Based Organizations (CBO's) are trained on management, marketing, quality standards and accounting through grouped assistance and mentoring by October 2016.	NA	MS	MS	S	S	S	There are two activities in this indicator. The group training in business plans has been completed and the final payment made. The Mentoring of micro enterprises in Finance and Accounting has also begun and is now an on-going activity until the end of the contract (30th November). This intervention targeted 24 beneficiaries.
Ind 1.8	Forty (40) SMMEs and CBOs have participated in environmental awareness activities by September 2015.	NA	NA	NA	MS	HS	HS	The workshops were completed. The Gaborone ones were on the 10th and 11th of August, while the Francistown one was on the 16th. The final report has been submitted, including a media article. The final payment is being processed. This was an extraordinary activity as it went over and beyond its initial target of one workshop. Instead, three workshops were held which drew 56 participants.
Ind 1.9	Five (5) interns are placed at enterprises by March 2016.	MS	MS	MS	NA*	NA*	NA*	There is one activity under this indicator. PSDP received a letter from the internship department stating that they do not offer interns for private companies anymore.
Result Area Two: Service delivery of targeted Intermediary Organisations (IOs) and Business Development Service Providers (BDSPs) is enhanced.								
Log Frame Indicator Number	Description of the Log frame Indicator	Progressive Rating codes						Remarks
		Feb 2016	Q1 2016	Q2 2016	June 2016	Q3 2016	Q4 2016	
Ind 2.1	BB is restructured and established as an apex body representing the entire private sector in Botswana; and contributing to policy dialogue; and, membership has increased by 5%.	MS	MS	S	S	S	S	International experts were procured and they worked with the local expert and an Interim report has been produced. In terms of the local expert, the final report has been submitted. The international experts have also submitted their final outputs.
Ind 2.2	BB is fully capacitated on Web based M&E system by Dec 2015.	S	S	S	S	S	S	M&E system has been established and is running smoothly at BB. Aspect of permanency will have to be resolved
Ind 2.3	A web based market intelligence information system/platform for improving information dissemination and networking is developed for use by SMMEs – October 2016.	NA	MS	MS	MU	MU	MS	There is one activity under this indicator. The tender was launched on 7th October and the deadline for responses is 7th November.

Ind 2.4	Curriculum on export development promotion is developed for BITC by June 2016.	NA	NA	NA	MS	MS	MS	The activity under this indicator has begun. An inception report has been submitted and is now under review by CU and BITC. The experts are working on developing the training modules. The activity is expected to end February 2017. This activity was part of the budget revision.
Ind 2.5	BITC and clients with export potential are trained on export to regional and international markets by August 2016.	NA	NA	U	NA*	NA*	NA*	There has been a clarification on this activity. It forms part of a number of objectives that BITC seeks to achieve through the PSDP programme, however, it is not an activity that required a budget from the PSDP side.
Ind 2.6	At least one (1) MoU with IO is signed by October 2016.	NA	MU	MS	MS	MS	MS	Stakeholder meeting with IOs to take place on 25/05/2016. A stakeholder meeting was held in which: Tokafala, Bank ABC and BNPC had shown immediate interest. There has however been little traction with getting MoUs to be signed with IOs which may affect the sustainability of certain activities relating to the capacity building of SMMEs.
Ind 2.7	Local capacity of at least one (1) community trust to manage a heritage site by October 2016.	S	S	S	S	S	S	The sole activity in this indicator has been completed and the file closed.
Ind 2.8	At least one (1) new cultural tourism product is developed by June 2016.	MS	S	S	S	S	S	The sole activity in this indicator has been completed and the file closed.
Result Area Three: Information Dissemination and Awareness For Trade Agreements Enhanced								
Log Frame Indicator Number	Description of the Log frame Indicator	Progressive Rating codes						Remarks
		Feb 2016	Q1 2016	Q2 2016	June 2016	Q3 2016	Q4 2016	
Ind 3.1	At least ten (10) NSA is trained in implementation of trade agreement by June 2016	NA	MS	S	S	S	S	Three workshops have taken place in Gaborone, Francistown and Maun. The activity has been completed and the final reports submitted. A leaflet is now available which hosts recommendations from the workshops.
Ind 3.2	Two (2) workshops are conducted on international trade opportunities by June 2016	NA	MS	S	S	S	S	Three workshops have taken place in Gaborone, Francistown and Maun. The activity has been completed and the final reports submitted. A leaflet is now available which hosts recommendations from the workshops.
Component Four: Management and Communications								
Log Frame Indicator Number	Description of the Log frame Indicator	Progressive Rating codes						Remarks
		Feb 2016	Q1 2016	Q2 2016	June 2016	Q3 2016	Q4 2016	
NA	Performance Management and Communications	HS	HS	MS	S	S	S	The service provider's (Dialogue Group) contract is expiring on 30th of June. Extension was made to end of August. At this point a Forth news letter and value chain brochure have been produced. While most of the videos have been completed, it has been difficult securing time to interview representatives of MITI. The M&E system established and running smoothly, however, given the extension of the programme to 2017, a permanent solution will be required, as it relates to dedicated personnel to this aspect of the programme.

Key to Grading abbreviations

NOTA	Not Applicable								NA	Not Due to Start
HS	4 < HS ≤ 5	S		3 < S ≤ 4	MS	2 < MS ≤ 3	MU	1 < ≤ 2	MU	
U	0 < U ≤ 1	HU		HU = 0						

5. Result Area One

Result Area Activity Monitoring Report (Summary) : 9th November 2016										
RESULT AREA 1:								Sub-Activity Score	Score	Rating Code
Capacity and competitiveness of SMMEs and Community Based Organisations (CBOs) including value chains is strengthened.								3.1	S	
Log Frame Indicator Number	Score	Rating Code	Description of Indicator	Contributing Activity Number	Description of Activity	Remarks on Significant Achievements		Score	Rating Code	
IND 1.1	3.5	S	Seven (7) Value Chains with respective action plans in seven (7) sub sectors are validated and realization of opportunities identified with lead organizations by October 2016	A 1.1	Value Chains Analysis and Development					
				A 1.1.1	Structured value chains analysis and preparation of capacity building Action plans (BWP 1310/01)	Tourism value chain has been finalised with the Report completed. Technical guides have been developed and are completed, although this goes beyond the deliverables of the contract.		3.5	S	
				A1.1.2	Emerging value chains analysis and preparation of capacity building Action plans (BWP1314/01)	This activity has been completed and payment is complete. Technical guides have been developed and are completed, although this goes beyond the deliverables of the contract.		3.5	S	
IND 1.2	3.4	S	Capacity of beef farmers associations in two (2) regions is strengthened in order to be more competitive in the local, regional and international market by October 2016.	A 1.2	Capacity Building of Beef Farmers Associations					
				A 1.2.1	Upgrading Capacity of Beef farmers Associations	The regions in question are Ghazi and Ngami land. The Farmers association invited an Irish association (ICSA) to capacitate them under an activity financed by PSDP. The assistance was geared at making the local associations run their operations more effectively. These associations are in operation and lobbying for their members. The activity has been completed and payment has been completed and the file is now closed.	.	4	S	
				A1.2.2	A select number of commercial beef farmers will be taken on a benchmarking mission to UK	The Benchmarking mission to UK has also been completed and the report from the consultant has been submitted and the report has been approved. The final payment is being processed.. Two out of three farmer reports have been received. One farmer is still being followed up on.	.	3.2	S	
				A1.2.3	Assistance to the Botswana National Beef Producers Union	The activity has been committed and the inception report by the expert has been received by the Coordinating Unit on 8th November. The consultant is currently undertaking a situational analysis. The activity is on-going.	.	2.9	MS	
IND 1.3	4	S	Capacity of at least one (1) honey and morula association is strengthened and at least four (4) beekeeping experts are trained by June 2016.	A1.3	Wild / Natural Product Capacity Building					
				A1.3.1	Assistance to Associations and experts to enable them to become more structured	The activity was carried over from CDE. The consultant (Phyto Trade) has forwarded the final report and copies of the business plan have been worked on with the beekeeping associations, as well as draft article for news letter. The Honey technical guides have been finalised with the beekeeping expert. Final payment is still pending.		4	S	

IND 1.4	1.9	MU	Two (2) raw material supply chain study are carried out with respective action plans for honey and morula CBOs and SMMEs are developed and validated by October 2016.	A1.4	Raw Material Supply Chain Studies				
				A1.4.1	Development of action plans for honey and morula CBOs and SMMEs	The submissions from the expert have been received by the Coordinating Unit and the activity is on the eve of commitment. The delay in rolling out this activity was due to the fact that the Coordinating Unit needed time to find the right expert for the intervention.	.	1.9	MU
IND 1.5	2.6	MS	At least 70 SMMEs are strengthened on management, operations in order to be more competitive in the local, regional and international market through grouped assistance (training workshops) and individual coaching by October 2016.	A 1.5	Strengthening of SMMEs on Management Operations				
				A1.5.1	Business Plan Preparation (Quality Control)	The tender was awarded on 24th June. The intervention commenced on the 14th of July and is now on-going. The consultant has commenced discussions with four financial institutions (BancABC, FNB, AfricaFunders, and CEDA). Interim report is expected on the 15th of November.	.	2.5	MS
				A1.5.2	Provisions of finance and management coaching by Local Experts SMMEs and CBOs - North	The activity is on-going and was initially expected to end in September 2016. There was a request for a contract extension by the consultant which is now due to end on the 30th November. This was due to the fact that the beneficiaries were not as available during September as they are at the moment.	.	3	MS
				A1.5.3	Individual training and Coaching to improve market access by SMMEs	The contract has been extended to 15th December in order to consolidate gains made from the group workshops, with the most relevant beneficiaries.	.	2.1	MS
				A1.5.4	Mentoring in Agro to support SMMEs	The tender for this activity has been re-launched and the deadline is 5th December. The implementation will be dependent on the budget revision.	.	1.9	MU
				A1.5.5	Individual coaching and mentoring of SMMEs and CBOs in Tourism sector	The tender was launched in October and the deadline for responses is 10th November.	.	2.1	MS
				A1.5.6	Site visits to SMMEs to evaluate progress made	CU has completed site visits in the northern region of Botswana and all the reports have been handed over to the M&E team. Site visits are currently taking place in the South.	.	3.5	S
				A1.5.7	Human Resource Management, including Productivity enhancement systems	The activity file has been committed. There has been some work that has commenced on the mobilisation of the beneficiaries. It is expected that the final report and draft material will be received by 11th November.	.	2.9	MS
				A1.5.8	Upgrading service of companies in the Hospitality industry	The activity was finally committed on 15th September and contract was signed and 27th September. The CU held an inception meeting with the service provider (IDM) on 18th October. First inception meeting with the beneficiaries was 7th November.	.	2.5	MS

IND 1.6	3	MS	At least four (4) SMMEs are assisted in quality standards and certification is obtained by August 2016	A 1.6		Capacity Building of SMME's for Quality Standards and Certification							
				A1.6.1	Training and mentoring of SMMEs on Standards and Certification Processes	The activity is on-going. Six out of the 8 companies are now in the application phase to BoBs. Two are still being followed up for corrective measures before applying to BoBs.					3	MS	
				A1.6.2	Facilitation of SMMEs to acquire BoBs Certification	Companies are at a stage where they are going ahead with application, however this is still dependent on the budget review.					NA	NA	
IND 1.7	3.5	S	Thirty (30) micro-enterprises and Community Based Organizations (CBO's) are trained on management, marketing, quality standards and accounting through grouped assistance and mentoring by October 2016.	A.1.7		Capacity Building of SMME's and CBO's for upgrading their Competiveness							
				A.1.7.1	Strengthening of SMME's and CBOs through the development of competent Human Resources and facilitating access to markets through information and communication.	Group training in Business Plan	The training has been completed and the Experts report is still pending. He is expected to undertake quite a bit of follow up with the beneficiaries in completing the process. The training consisted of beneficiaries from the south (11/04/16-15/04/16) and beneficiaries from the north (04/04/16-08/04/16). The final report has been approved and the final payment has been made.			3.8	3.5	S	
					Mentoring of micro enterprises in Finance and Accounting	The activity is on-going. Workshop were carried out from 4th to 8th July. The activity is now at a stage where the experts are carrying out individual training. The mentoring is on-going until the end of the contract (30th November). This intervention targeted 24 beneficiaries.			3.1				
IND 1.8	5	HS	Forty (40) SMMEs and CBOs have participated in environmental awareness activities by September 2015.	A.1.8		Participation of SMMEs in Environmental Awareness							
				A1.8.1	A workshop to be conducted on Environmental awareness.	The workshops were completed. The Francistown one was on the 16th of August and the Gaborone one was on the 10th and 11th of August. The final report submitted, including media article. The final payment is being processed. This was an extraordinary activity as it went over and beyond its initial target of one workshop. instead, three workshops were held which drew 56 participants. The article that has been written by the expert has been forwarded to BB PR Unit.					5	HS	
IND 1.9	NA	NA	Five (5) interns are placed at enterprises by March 2016.	A1.9		Placement of Interns							
				A1.9.1	Collaborate with the National Internship Department on the provision of Interns to PSDP Beneficiaries	Government has made an announcement that all interns are to be taken from the private to the public sector. There has been official contact between the CU and Internship office. A letter was sent on the 10th of May and the Head of the Internship Department expressed that a response would be given in 7 days. The letter received from internship department states that they do not offer interns for private companies.					NA	NA	
HS	4< HS <=5	S	3< S <=4	MS	2< M S<=3	MU	1< MU <=2	U	0< U <=1	HU	HU =0	NA	Not Due to Start

Justification for Activities Graded Highly Satisfactory or Highly Unsatisfactory In Result Area One

Justification For Activities Graded Highly Satisfactory or Highly Unsatisfactory			
S. No	Name of Activity Awarded HS or HU	Rating	Justification for Extreme Score
1	A1.8.1 A workshop to be conducted on Environmental awareness.	5	This activity was given a score of highly satisfactory because the activity made achievements well over the outputs that were initially set. Instead of just the one workshop, three environmental awareness workshops were held which has led to a greater target population spread.

Alerts / Observations and lessons learnt and way forward for Result Area One

S. No	Name of Activity	Rating	Alert / Lessons Learnt and Suggestions for way forward
1	A1.4.1 Development of action plans for honey and morula CBOs and SMMEs	1.9	This activity was initially expected to have been launched in July. At this stage, the submissions from the expert have been received by the Coordinating Unit and the activity is on the eve of commitment. The delay in rolling out this activity was due to the fact that the Coordinating Unit needed time to find the right expert for the intervention.
2	A1.5.2 Provisions of finance and management coaching by Local Experts SMMEs and CBOs - North	3	There is an alert to the extent that there was a request for a contract extension by the consultant which is now due to end on the 30th November (Having initially been scheduled for the end of September). This was due to the fact that the beneficiaries were not as available during September as they are at the moment. The activity retains a score of Moderately Satisfactory.

3	A1.5.4 Mentoring in Agro to support SMMEs	1.9	This activity has been delayed for quite some time and forms part of those activities that are currently under the budget review. The activity was launched recently with the anticipation that the aforementioned budget would be approved. The activity will attain an upgrade score upon the commencement of work by the selected experts.
4	A 1.5.6 Site visits to SMMEs to evaluate progress made	3.5	Site visits were completed in the North and the reports were delivered to the M&E Unit. Site visits in the South are still on-going, however the timetable within which these must be completed is becoming thinner and thinner. It is hoped that these visits will gain traction so that this activity can retain a satisfactory rating.
5	A1.5.8 Upgrading service of companies in the Hospitality industry	2.5	After a long wait and struggle, this activity has finally commenced. The activity was finally committed on 15th September and contract was signed and 27th September. The CU held an inception meeting with the service provider (IDM) on 18th October. First inception meeting with the beneficiaries was 7th November. As such a rating of Moderately Satisfactory is now appropriate in this regard.
6	A1.6.2 Facilitation of SMMEs to acquire BoBs Certification	NA	The budget for this activity is still to be determined because it will be a contributory budget in which the SMMEs pay half. As well, this is contingent on the completion of Activity A 1.6.1 so as to determine which four SMMEs will be eligible for BoBs Certification.
7	A1.9.1 Five (5) interns are placed at enterprises by March 2016.	NA	PSDP received the letter from internship department stating that they do not offer interns for private companies which has finalised the matter and this activity can no longer be completed.
8	Crosscutting		Work plan needed to be updated in light of extensions and budget reviews.

6. Result Area Two

Result Area Activity Monitoring Report (Summary) : 9th November 2016										
RESULT AREA 2:								Sub-Activity Score	Score	Rating Code
Service delivery of targeted Intermediary Organisations (IOs) and Business Development Service Providers (BDSPs) is enhanced.									3.4	S
Log Frame Indicator Number	Score	Rating Code	Description of Indicator	Contributing Activity Number	Description of Activity	Remarks on Significant Achievements		Score	Rating Code	
IND 2.1	3.75	S	BB is restructured and established as an apex body representing the entire private sector in Botswana; and contributing to policy dialogue; and, membership has increased by 5%.	A 2.1	Restructuring of BB					
				A 2.1.1	Engagement of International Experts and local consultants who will collaborate on developing BB as an Apex body structure	Contract has been signed by expert and the inception report submitted to BB Secretariat for adoption. The mission dates were from 3rd to 6th May 2016. There were two experts procured with experience of chambers of commerce having worked at Paris Chambers and Belgium Chambers. The experts work on a subscription model for BB and also met with BB Staff and Associations. The final report has been submitted and is awaiting approval.		3.5	S	
				A2.1.2	Local Expert engaged to work with BB in the implementation of a new governance structure.	This activity is linked to the above one. An international expert worked with a local one, but activities are separated because it is a separate contract. The inception report and interim reports have been submitted. The local expert has also held meetings with associations (HATAB, Chambers of Commerce and other associations for BB). Expert has updated the BB Constitution for comments such that it can be registered. The final report has been completed and has been approved.		4	S	
IND 2.2	4	S	BB is fully capacitated on Web based M&E system by Dec 2015	A2.2	Capacity Building of BB					
				A2.2.1	Internal Monitoring and Evaluation of PSDP	M&E system has been established and is running smoothly at BB. The Particip final report has been submitted and approved.		4	S	
IND 2.3	2.3	MS	A web based market intelligence information system/platform for improving information dissemination and networking is developed for use by SMMEs – October 2016.	A2.3	Establishment of Web-based Market Intelligence System					
				A2.3.1	Recruitment of an International Expert to work with BB to Develop the MIS	The tender was launched on 7th October and the deadline for responses is 7th November.		2.3	MS	
IND 2.4	3	MS	Curriculum on export development promotion is developed for BITC by June 2016.	A2.4	Export Development Curriculum					
				A2.4.1	Develop and pilot courses in accordance with the National Qualification Framework prescribed by BQA.	Inception report received and under review by CU and BITC. The experts are working on developing the training modules. The activity is expected to end February 2017. This activity was part of the budget revision.		3	MS	

IND 2.5	NA	NA	BITC and clients with export potential are trained on export to regional and international markets by August 2016.	A2.5	Support to BITC on Export Markets								
				A2.5.1	Adapt existing tools or develop new tools for improving service delivery of BITC to its clients (due diligence and audits of SMEs, Botswana export products and services, etc.)	There has been a clarification on this activity. It forms part of a number of objectives that BITC seeks to achieve through the PSDP programme, however, it is not an activity that required a budget front the PSDP side.				NA	NA		
IND 2.6	3	MS	At least one (1) MoU with IO is signed by October 2016.	A2.6	MoU signed with IOs								
				A2.6.1	Engage different IOs on how they can partner with PSDP to Assist SMMEs	Stakeholder meeting was held on 25th May 2016 which involved a discussion of the MoU which should culminate in those interested parties signing. The meeting showed good progress with Tokafala, BancABC and BNPC showing immediate interest. Intended to sign in September. MoUs meant to adopt beneficiaries after the closure of the programme. This is when the MoUs will kick in. IOs such as BNPC are awaiting these MoUs so as to be able to continue providing support, particularly for the WED Beneficiaries.				3	MS		
IND 2.7	3.5	S	Local capacity of at least one (1) community trust to manage a heritage site by October 2016.	A2.7	Capacity Building of community Trusts								
				A2.7.1	Capacity building and skills development for the Tsodilo Community Trust Members	The following courses were examined from 25th to 29th of January 2016: Bookkeeping & Accounting; HR; Employee Relations; FO; Safari Guide; F&B Service; F&B Production; Computer Skills / Excel; Customer Service / Guest Relations. Small Business Management has been completed and graded already as this initiative was carried out on site in Tsodilo during November 2016. What is left is the final report and an article to be produced in 15 February. A total of 11 people undertook the exam, who were doing two to three courses at a time. Second draft of the final report received and approved. Final payment finalised and file closed.				3.5	S		
IND 2.8	3.5	S	At least one (1) new cultural tourism product is developed by June 2016.	A 2.8	Development of New Cultural Tourism Products								
				A2.8.1	Branding and Marketing of the Tsodilo World Heritage Site	Final reports been submitted, reviewed and has been approved. Final payment has been completed and file has been closed.				3.5	S		
HS	4< HS <=5	S	3< S <=4	MS	2< M S<=3	MU	1< MU <=2	U	0< U <=1	HU	HU=0	NA	Not Due to Start

Justification for Activities Graded Highly Satisfactory or Highly Unsatisfactory In Result Area Two

No activities were graded Highly Satisfactory or Highly Unsatisfactory

Alerts / Observations and lessons learnt and way forward for Result Area Two

S. No	Name of Activity	Rating	Alert / Lessons Learnt and Suggestions for way forward
1	A2.1.1 Engagement of International Experts and local consultants who will collaborate on developing BB as an Apex body structure	3.5	Two international experts with experience of chambers of commerce having worked at Paris Chambers and Belgium Chambers were procured and worked with the local expert. The activity in earnest was completed and the International Experts had submitted their final outputs. It is however noted that BB has taken a long time to approve these outputs which has prevented the current rating from receiving an upgrade. It is hoped that this aspect will be addressed in the next reporting phase to prevent the activity from receiving a lower score.
2	A2.3.1 Recruitment of an International Expert to work with BB to Develop the MIS	2.3	It has been quite difficult to launch this activity which ought to have commenced a while ago. There has been some progress made in that the activity was re-launched on 7th October 2016. As such it attracts the lower scale of Moderately Satisfactory. It is however noted that of the 10 service providers invited to tender, only two local companies have made submissions. An alert is therefore issued to the effect that there may be the possibility of this activity not taking off at all following the evaluation committee.
3	A2.6.1 Engage different IOs on how they can partner with PSDP to Assist SMMEs	3	The initial stakeholder meeting which was held in May showed tremendous promise with Tokafala, BancABC and BNPC showing immediate interest. The progress has since lost momentum and it is hoped that the process will be expedited so as to provide for lasting SMME support beyond the end of the programme.
4	A2.5.1 Adapt existing tools or develop new tools for improving service delivery of BITC to its clients (due diligence and audits of SMEs, Botswana export products and services, etc.)	NA	There has been a clarification on this activity. It forms part of a number of objectives that BITC seeks to achieve through the PSDP programme, however, it is not an activity that required a budget from the PSDP side. This however does raise concerns about the processes leading up to the development of the logframe.

7. Result Area Three and Component 4

Result Area Three

Result Area Activity Monitoring Report (Summary) : 9th November 2016														
RESULT AREA 3:												Sub-Activity Score	Score	Rating Code
Information dissemination and awareness for trade agreements enhanced													3.2	S
Log Frame Indicator Number	Score	Rating Code	Description of Indicator	Contributing Activity Number	Description of Activity	Remarks on Significant Achievements		Score	Rating Code					
IND 3.1	3.2	S	At least ten (10) NSA is trained in implementation of trade agreement by June 2016	A3.1	Training of NSAs in implementation of Trade Agreements									
				A3.1.1	Capacity building of NSAs on trade issues including the implementation of Economic Partnership Agreement	Following a meeting with MTI Trade Department and EU Delegation, three workshops on International Trade opportunities were planned. The Emphasis was on the upcoming signing of the EPA in June. Workshops have been held in Francistown (09/05/2016) with over 40 participants and in Maun (17/05/16) with over 50 participants. The training in Gaborone was held on (24/05/16) with 74 registered participants. The reports for these have been completed and the activity is now closed. A leaflet was produced which incorporates recommendations from the EPA workshops.		3.2	S					
IND 3.2	3.2	S	Two (2) workshops are conducted on international trade opportunities by June 2016	A3.2	Workshops on International Trade Opportunities									
				A.3.2.1	Capacity building of NSAs on the implementation of Economic Partnership Agreement	Following a meeting with MTI Trade Department and EU Delegation, three workshops on International Trade opportunities were planned. The Emphasis was on the upcoming signing of the EPA in June. Workshops have been held in Francistown (09/05/2016) with over 40 participants and in Maun (17/05/16) with over 50 participants. The training in Gaborone was held on (24/05/16) with 74 registered participants. The reports for these have been completed and the activity is now closed. A leaflet was produced which incorporates recommendations from the EPA workshops.		3.2	S					
HS	4< HS <=5	S	3< S <=4	MS	< M S<=	MU	1< MU <=2	U	0< U <=1	HU	HU =0	NA	Not Due to Start	

Component 4

Component 4													Score	Rating Code
Common Activities Management and Communications													3.5	S
Log Frame Indicator Number	Score	Rating Code	Description of Indicator	Contributing Activity Number	Description of Activity	Remarks on Significant Achievements	Score	Rating Code						
NA	NA	NA	NA	A 4.1	Recruitment of a service provider to develop the Monitoring and evaluation System	Activity A 4.1 Completed. Service Provider has established M&E system and Framework. Payment being processed. M&E Progress Reporting shifted to Result Area 2 A 2.2.1	5	HS						
				A 4.2	Design and Implementation of a PSDP Communication and Visibility Plan	The service provider's (Dialogue Group) contract expired on 30th of June. Extension was made to end of August. At this point a Forth news letter and value chain brochure have been produced. While most of the videos have been completed, it has been difficult securing time to interview representatives of MITL This is responsible for the downgrade from a rating of 4 to 3.5 The M&E system established and running smoothly, however, given the extension of the programme to 2017, a permanent solution will be required, as it relates to dedicated personnel to this aspect of the programme.	2	MU						
HS	4< HS <=5	S	3< S <=4	MS	2< MS <=3	MU	1< MU <=2	U	0< U <=1	HU	HU =0	NA	Not Applicable	

Justification for Activities graded highly satisfactory or Highly Unsatisfactory in Result Area three and Component Four

Result Area Three

No activities were graded Highly Satisfactory or Highly Unsatisfactory

Component 4

1	A 4.1 Recruitment of a service provider to develop the Monitoring and evaluation System.	5	The task has been successfully completed and it is going according to plan.
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Alerts / Observations and lessons learnt and way forward for Result Area Three and Component Four

Result Area Three

S. No	Name of Activity	Rating	Alert / Lessons Learnt and Suggestions for way forward
1	A3.1.1 Capacity building of NSAs on trade issues including the implementation of Economic Partnership Agreement	3.2	The Emphasis of these workshops was on the upcoming signing of the EPA in June. Workshops have been held in Francistown (09/05/2016) with over 40 participants and in Maun (17/05/16) with over 50 participants. The training in Gaborone was held on (24/05/16) with 74 registered participants. The activity was completed according to schedule, and initially awarded a higher-end rating of Satisfactory. However, it has been difficult to properly evaluate the reception of the workshop by stakeholders in the absence of a workshop evaluation report. This has affected the scoring of the activity in a moderately negative fashion. It should however be noted that the PSDP Coordinating Unit has sought to mitigate the situation by planning to distribute retrospective evaluation forms. Taking all of this into account, the scoring remains satisfactory at 3.2.

Component Four

S. No	Name of Activity	Rating	Alert / Observations, Lessons Learnt and Suggestions for way forward
1	A 4.1 Recruitment of a service provider to develop the Monitoring and evaluation System.	5	The task has been successfully completed and it is going according to plan. A succession plan will be required in order to ensure that there is dedicated personnel attending to the M&E system.
2	A 4.2 Communications plan implementation agency in place.	2	Multiple extensions and difficulties with securing the final interview have led to the downgrade of this component.

8. Results of Assessment of completed activities

Evaluations resumed towards the end of April 2016. This exercise involved two different approaches. On the one level, evaluations were carried out simultaneously with field visits that were meant to inform the identification of actions to support a new phase for the PSDP Programme (PSDP II). The stakeholders consulted include the following:

- Development Cooperation Partners (ILO, EU, USAID and GIZ)
- Government Departments (MITI, MFDP-NAO, MoESD, NSO of the Office of the President, Department of Tourism)
- Government Agencies (BTO, BNPC, LEA, CEDA, BMC)
- Private Sector IOs (such as BB Management, Board and Sector Associations)
- BB PSDP Coordination Unit
- Academia/Research Institutions (Botho University & BIDPA)
- Others (Tokafala, InnoLead, BancABC, Barclays, BECI, Frankfurt School of Finance and Management, SPEDU Consultant)
- SMMEs (16 PSDP beneficiaries,) + Corporates (12: Agro, retail, ICT, Tourism & Financial services). Shared findings with Frankfurt School.

The second approach of the Evaluation Exercise involved the Coordination Unit who undertook site visits in the Northern regions of Botswana to see SMME operations space in Maun, Francistown and Kasane. These reports were submitted to the M&E team and a preliminary assessment was presented to the Management Committee in September. Site visits are current on-going in the South and it is hoped that these will be concluded before the end of November.

Data and information gathered from the abovementioned processes will culminate in a consolidated evaluation report which is expected before the end of the reporting period (end of Quarter 4).

9. OVERALL LESSONS LEARNT and RECOMMENDATIONS

- *Weekly Reporting Template to be aligned to M&E Reporting. This has been done to about 95% accuracy, with a member of the M&E team sitting in the Monday morning meetings.*
- *The web-portal is still sparsely utilized by all stakeholders involved, even though it has been updated now on a regular basis.*

- ***Updated work plans should be developed which mirror the approved budget and extensions for relate activities***
- ***The process of obtaining signatures for MoUs from Intermediary Organisations should be expedited so as to set in motion processes that can lead to sustainable engagement with SMMEs after the closure of the programme.***
- ***Dedicated personnel should be sourced to continue operating and generating reports from the M&E system, which is essential for the smooth and transparent implementation of the programme.***

10. APPROVALS REQUIRED

- Classification of documents on the Web Portal ***Policy approved but the actual classification and Security grading documents is an on-going process.***
- Uploading of latest M&E report to the Web portal.

11. CONCLUSION

This report covered the period leading up to November 2016. The overall summary of the different Result Areas shows that Result Area One has improved to satisfactory, with many concerning activities from previous reporting phases starting to gain traction. Result Area Two maintains a Satisfactory rating, as too does Result Area Three. It is expected that the initial set back under Result Area Three of having no workshop evaluation reports to gauge the perspectives of participants, will be mitigated by dispensing retrospective evaluation forms that will aid in the evaluation process. A glimpse at the budget also suggests that the programme is now picking up pace with 65% of the overall budget having been committed by November 2016. It is expected that by December 2016 that the budget would have reached a 79% committal rate. The remaining time in the reporting period will be used to evaluate completed activities under the Grant Contract which will culminate in a report to be submitted to the Management Committee.