Development of a Monitoring and Evaluation Framework and System of the Private Sector Development Programme (PSDP)

Stakeholders Sensitisation Workshop Report

particip

29th September 2014

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Acronyms and Abbreviations

CDE	Centre for the Development of Enterprise
BITC	Botswana Investment and Trade Centre
BOCCIM	Botswana Confederation of Commerce, Industry and Manpower
EDF	European Development Fund
EU	European Union
IOs	Intermediary Organisations
Logframe	Logical Framework
M&E	Monitoring and Evaluation
MTI	Ministry of Trade and Industry
NDP	National Development Plan
NSO	National Statistics Office
PSDP	Private Sector Development Programme
PSDS	Private Sector Development Strategy
SMMEs	Small, Medium and Micro Enterprises
SOUR	Statement of User Requirements

Section 1: Background

1.0   Introduction

A one-day Stakeholders' Sensitisation Workshop on the Development of a Monitoring and Evaluation Framework and System for the Private Sector Development Programme (PSDP) was held on the 23rd of September 2014 in the Botswana Investment and Trade Centre (BITC) Conference Hall in Gaborone. The workshop is part of an ongoing process to sensitise and conscientise the various stakeholders who would be using the proposed Monitoring and Evaluation System (M&E) web portal. The workshop was divided into thematic areas which are listed below:

- Overview of the M&E System and Web Portal
- PSDP M&E Framework and its Operation
- Design and Working of PSDP M&E Web Portal

(See Annex 1 for programme).

The workshop attracted participants from several government and parastatal organisations including representatives from the European Union (EU) Delegation, Centre for Development and Enterprise (CDE) and Particip GMBH. A total of 30 participants attended the workshop (see Annex 2 for list of participants). This report presents a summary of the proceedings and is divided into two three main sections: Section 1 covers the general background which includes the introduction and the welcoming and opening remarks, a summary of the presentations is at Section 2 of the report and concluding remarks are at Section 3.   The report also contains Annexes which include, the workshop programme and the attendance list.

1.2   Welcome Remarks-CDE Head of Regional Office-Sid Boubekeur

Brief welcome remarks were provided by Mr Sid Boubekeur from the CDE. He thanked the participants for taking the time to avail themselves for the workshop, as well as the Private Sector Development Programme (PSDP) partners, Particip team and other stakeholders. He also emphasized that the PSDP programme was designed through a process of extensive consultation, and that the sensitisation

workshop was a progression of the work that has already been undertaken on this project.

He also stated that the goal of the PSDP is to facilitate and enhance the development of the private sector in Botswana with particular emphasis on capacitating small, medium and micro enterprises (SMMEs). Lastly, he noted that the development of the Monitoring and Evaluation (M&E) System and Framework was a crucial phase in directly supporting SMMEs.

1.3 Opening Address by Chief Guest- Dr Omponye Coach Kereteletswe (E Government Coordinator Office of the President)

Following the welcoming remarks, Dr Omponye Coach Kereteletswe, the e-Government Coordinator in the Office of the President gave some opening remarks. He began his speech by thanking the organisers for the invitation and the hard work that had gone into organising the workshop. He then provided a brief overview of the PSDP and its relationship to the National Development Plan 10 (NDP).

Furthermore, Dr Kereteletswe revealed that the M&E system being developed was important because it would serve the critical function of evaluating, measuring and providing transparency for the objectives and goals contained within the PSDP. In light of this, he urged the participants to have insightful collaborations during the workshop. The participants were also assured that the government was fully behind all the processes for the PSDP, and expressed the hope that, at the end of the M&E system development process, steps would be taken to ensure overall M&E competency in Botswana was increased.

Section 2: Summary of Presentations

This section provides summaries of the various presentations including the ensuing discussions that followed.

2.1   Role of M&E in PSDP (M&E Coordinator and Director Membership BOCCIM)

Mr Sid Boubekeur introduced this presentation and started off by paying tribute to Mr Roger Nguessan, the outgoing PSDP Programme Coordinator who was sadly leaving due to personal reasons. He then went on to introduce the successor, Mr Thapelo Lippe who then proceeded to give a brief presentation on the PSDP.

Mr Lippe began by highlighting the programme partners. He noted that the PSDP was created in order to assist the Ministry of Trade and Industry (MTI) and Botswana Confederation of Commerce, Industry and Manpower (BOCCIM) to implement the Private Sector Development Strategy (PSDS). It was also revealed that support to the PSDP by the EU was part of the 10th European Development Fund (EDF) Non State Actors programme, with financial support amounting to EUR2.3 million.   MTI was the supervising agency and the CDE was the executing agency. In addition, CDE had contributed EUR 500,000 for the management of the programme.

It was revealed that BOCCIM would be responsible for M&E of the PSDP in the context of the PSDS. He further emphasised that the PSDP also targeted the entrepreneurial development of women through funding a major component of the programme to the tune of EUR 268,000. The overall objective and goals of the PSDP were outlined, as well as the three components that form the core of the Programme, and the selection of the interventions that are being implemented.

2.2   Overview of the M&E System and Web Portal by Particip GmBH, Team Leader

Mr Daniel Chiwandamira commenced his presentation by outlining the objectives and expected outputs of the M&E Framework and System development project. It was noted that the overall objective of this assignment is "to design and develop a Results and Performance Based Monitoring and Evaluation System for the PSDP." Several phases of the programme were briefly outlined to conscientise the participants on the timelines of the overall assignment. Furthermore he also outlined several of the risks that were envisaged in the project. Notably, high staff turnover due to the scope, size and nature of the project was perceived as a risk. The inability of the IT platforms of BOCCIM and other stakeholders unable to host new M&E system was also seen as another risk. He also gave a brief background to the M&E function. It was pointed out that BOCCIM is responsible for the internal monitoring of the overall PSDP programme which is a component of the PSDS.

The need for periodic evaluations which among others provide an opportunity to assess early signs of project success failure was emphasised as a key activity to ensure the success of the efforts being undertaken. Key assessment areas include assessing the adequacy of budget and its cost effectiveness, programme management capacity, expertise in accordance with adopted project implementation structure. To date there has been remarkable process with notable progress with the web portal currently being tested.

Questions and comments
Several queries were raised by the participants and these are briefly explained below

  i.   A query on how the team went about the creation of the M&E system was made and it was revealed that it was based on the approved PSDP Logframe document, as well as international best practices and the information needs of the stakeholders and partners.

  ii.   In response to a query on the level of access that stakeholders and the public would have to the web portal, it was noted that the portal had been designed

to give different levels of access for different groups, but this was still subject to change and finalisation.

iii.   A query on what steps are being taken to ensure continuity of the system was made and it was revealed that a backup server would be created. In addition, internships for the youth were being investigated as an avenue to increase the number of people with the skills necessary to operate the system.

iv.   In response to a query on the progress of linking the M&E system to the National Statistics Office (NSO), it was confirmed that coordination and interactions were currently taking place to explore this.

v.   In response to a query on where the M&E system would be hosted, it was clarified that BOCCIM would be responsible for its day to day management, with the MTI playing a supervisory role.

vi.   Lastly, a query was made on what steps were being taken to address the risks for the M&E system and it was noted that extensive capacity building would be taking place, with support provided by members of the Particip team based in Botswana.

2.3   Presentation of PSDP M&E Framework and its Operation by Particip GmBH Key Expert 1

The presentation began with a detailed discussion of the PSDP Logframe that has been made use of by the team. The Logframe included the objectively verifiable indicators and the related sources of verification under each of the three Result Areas that have been targeted under the PSDP. Reference was also made to a Detailed Activity Matrix with Targets and Ratings that was used in conjunction with the Logframe.

The sources of data for the PSDP Framework and System were also set out. It was noted that the sources of data are in line with the data sources detailed under Sources of Verification under each of the Result Areas. Following on from this, the

guidelines that are to be used in the collection of the two forms of data that will be used by the M&E Framework and System (qualitative and quantitative) were presented. Elements that were touched upon included the criteria that would be used for data collection, and the two sets of data that would be collected (baseline and endline). Next, the presentation looked at the need for external evaluations in the form of a Mid-term and Final Evaluation that would be carried out independently as a means of assessing progress made against the stated objectives, the Mid Term evaluation would assist management to realign the planned activities in case of below-par performance.

The roles and responsibilities for the implementation of the PSDP M&E Framework and System were then set out with particular reference to reporting responsibilities for the different aspects. It was also revealed that the main entities that would be involved in this would be BOCCIM and the CDE. The principles underlying the design and implementation of the web based M&E portal were highlighted and two important elements were made known. Firstly, the portal is necessary for the M&E functions to be made accurate and efficient. Secondly, the key feature of this portal was that BOCCIM's M&E team will be in full control of the design, implementation and most important of all content generation and day to day management of the web portal.

The transfer of skills and knowledge transfer were defined as consisting of transferring both the body of knowledge and the skills required. A detailed summary of the knowledge and skills requirements necessary for the different institutions involved was then provided.

Finally, a set of recommendations was provided for beneficiaries, partners and service providers related to their role in the internal monitoring of the M&E System and the web portal. The institutions and organisations responsible were revealed to be the Cooperating Partners, the Government of Botswana, Parastatals, Intermediary Organisations(IOs) and the PSDP Management Committee.

Questions and comments

This presentation generated a few queries that are briefly explained below:

i.   A query was made regarding who would be responsible for data input into the web portal. It was pointed that although BOCCIM would be mainly responsible, other partners with the requisite access levels could also make changes.

ii.   A query was also made on whether the project was currently on schedule. It was explained that good progress continues to be made as fast as can be expected and the project was on track.

2.4   Presentation of the Design and working of PSDP M&E Web Portal by Particip GmBH Key Expert 2.

The presentation began with a discussion of the benefits derived from using the web portal. These benefits were revealed to be the following:

- Ease, accuracy and consistency of automated monitoring and evaluation of results and impacts against pre-set targets and goals;
- Providing a basis for decision making amendments and improvements;
- Accountability of resource usage and deployment; and
- Documenting, providing feedback and disseminating lessons learnt.

The presentation then looked at the issue of content management access and security and the role that each individual would perform. These are as follows:

Chief Administrator- it was revealed that the Administrator would be responsible for critical aspects such as the approval of registration of all users by Web Content Manager as per policy; providing authorisation for any modification to formats or major content; and replying to requests of public and others if such questions are escalated to that level.

Web Content Manager- It was revealed that the Web Content Manager would be responsible for carrying out registration of all users except the public as per policy and submission for approval to the Chief Administrator; final registration after approval has been granted; generation and modification of content.

Web Content Officer- The main duties were to modify errors in entry; and replying to requests of the public and others. In addition the officer would be responsible for authorising public users as per policy; entering content as and when required; modifying content after authorisation has been received; and replying to requests of the public and others.

Access Levels-The access levels for different users were then set out. Senior official users were noted for having access to view all material and enter facts and figures if assigned to do so; Official Users were noted for having access to view permitted material and enter facts and figured if assigned to do so; and Public Users were revealed to only have access to view public accessible material and enter feedback and questions.

Following on from this, screenshots of the Web Portal design were presented to the participants and discussed one by one as a demonstration.

Questions and comments

i. In a response to a question on who would be responsible for determining the ratings given in accessing a particular indicator, it was revealed that ratings would be made automatically by the system in response to both the information used in the design of the system and the data that is captured.

ii. A query was made on what steps were taken to ensure that the data was accurate and not subjective, and it was clarified that data would be sourced from institutions such as the Bank of Botswana and NDP-10 document.

iii. In response to a query on whether the set of indicators presented were final or subject to change, it was clarified that they were based on the approved PSDP Logframe and thus could not be changed without first changing the Logframe.

iv. A query was made on the lifespan of the PSDP Web Portal and it was revealed that although it would only be supported for the duration of the PSDP, it was hoped that BOCCIM could further develop a similar system after the end which could be used to monitor the PSDS.

v.   A query on the relevance of placing expert CVs on the Web Portal was raised, and it was noted that the purpose of this was to create a database of experts for the CDE that could be made use of in future in a variety of areas.

vi. In response to a query on why restricted levels of access were implemented, it was revealed that it was necessary to restrict some sensitive areas from individuals not privy to such information beforehand. Also, such restrictions follow international best practices.

Other Issues

A participant also suggested the inclusion of a system that displays information on the various aspects of the Web Portal when a computer mouse is placed over that particular area. This was suggested as a means to assist first-time users and the general public in the use of the Portal.

Lastly, the team made a commitment to create and distribute a demo version of the Web Portal with dummy data to assist the participants in their engagement.

Section 3: Workshop Conclusion

The following is a summary of the Concluding remarks:

Concluding Remarks –Ms Peggy Serame (MTI) DPS, Economic Diversification Drive

Ms Serame started off her concluding remarks by lauding the MTI and the Government of Botswana on the progress that has been made. The importance of the M&E component being developed was also hailed as an important step in meeting developmental objectives. Furthermore, she noted the potential to create a pool of experts after that end of the project that could develop similar M&E frameworks in other sectors in light of the techniques and lessons learnt during this process.

She also remarked that there were still some areas that needed to be addressed, such as finalisation of the levels of access for the system, but she further expressed confidence that these would be finalised in time. Ms Serame also suggested that stakeholders should familarise themselves with the system under development. Finally, she also reaffirmed the commitment of the Government of Botswana to the success of the PSDP.

The workshop was then closed and participants were encouraged to stay behind in the afternoon for an on line and hands on demonstration of the web portal.

Annexes
Annex 1 – PSDP Sensitisation Workshop Programme

Development of a Monitoring and Evaluation Framework and System of the Private Sector Development Programme (PSDP)

One day Sensitisation Workshop for all Stakeholders
23rd September 2014
Venue: Exponential Building, BITC Conference Hall 7th Floor

Programme

0800-0830:   **Registration of Participants**

0830-0845:   **Welcome Remarks (CDE Head of Regional Office)**

0845-0900:   **Opening Address by Chief Guest (E Gov Coordinator OP)**

0900-0915:   **Introduction to PSDP (PSDP Programme Coordinator)**

0915-1000:   **Overview of the M&E System and Web Portal (Particip GmBH, Team Leader)**

1000-1030:   **Tea Break and Networking**

1030-1115: GmBH   **Presentation of PSDP M&E Framework and its Operation (Particip Team Leader & Key Expert 1)**

1115-1200:   **Discussions**

1200-1245: (Particip   **Presentation of the Design and working of PSDP M&E Web Portal GmBH Key Expert 2)**

1245-1300:   **Discussions**

1300-1430:   **Lunch Break and Networking**

1430-1630: Experts   **Parallel session on one to one discussions with Team Leader and**

1430-1630: Portal   **Parallel session on demonstration and hands on experience on Web**

Annex 2 – PSDP Sensitisation Workshop List of Participants

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