



**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 leading up to 23rd January 2017

PSDP M&E Team

January 2017



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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 23rd January 2017.

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 23rd January 2017)

Monitoring and Evaluation Report (Summary) : 23rd January 2017			
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	3.8	S	Result Area 1 shows significant progress from the last reporting period, having gone from 3.1 to 3.7 and it remains satisfactory. The main reason for this improved rating is due to the fact that a number of activities are completed and closed, especially under indicator 1.5. These include the following: A1.5.1 (Business Plan Preparation (Quality Control)) the activity is completed and closed. This activity was rated highly satisfactory because the target for this intervention was four enterprises, however, there were 7 companies which submitted their business plans. In terms of A1.5.3 (Individual training and Coaching to improve market access by SMMEs) the activity is completed and one-on-one mentoring to 17 of 24 companies has been completed and all deliverables have been received and approved. In terms of A1.5.2 (Provisions of finance and management coaching by Local Experts SMMEs and CBOs - North) the activity is completed and a final report has been received and approved. With respect to Ind 1.6 relating to Assistance in quality Certification: the activity is completed final report is submitted, 4 companies have submitted applications to BOBS with approved quality manuals. These are currently awaiting an audit date from BOBS. In terms of A1.7.1 Mentoring of micro enterprises in Finance and Accounting has also been completed and the file is closed. With Human Resource Management, Including Productivity enhancement systems; Workshops were held in December 2016 and this intervention was successful (with 5 modules being covered). The final payment has also been processed. Finally, with the A1.5.8 Upgrading service of companies in the Hospitality industry, the Inception report was received, comments sent to IDM and the 2nd draft is expected on the 30 January 2017.
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 remains 3.4 which is 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 contract was signed in December 2017 with E- Tourism. Data collection with stakeholders has started and updated work plan to be submitted by E-Tourism. A meeting was held on 18/01/2017 and a project initiation report was submitted. With respect to A2.4.1 Support for development of exporter training curriculum for BITC the activity is still on-going. A contract extension note is to be prepared for the remaining trainings and the next trainings are scheduled for 2nd week of February. These will be in Planning to export and Training of Trainers on exporters curriculum. The activity is expected to be finished towards the end February 2017. In terms of the capacity building intervention for BB, the organisation is expected to submit a roadmap for the implementation of the apex body model. Also in this Result Area, a meeting is expected to be held with BNPC and Tokafala to sign MoUs. Other IOs will be followed up to retain their support.
RESULT AREA 3: INFORMATION DISSEMINATION AND AWARENESS FOR TRADE AGREEMENTS ENHANCED	3.6	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. Final report with an action plan was submitted and evaluation of activity is completed. 150 participants from NSAs and government participated in all the 3 workshops. 300 hard copies of the leaflet delivered.
COMPONENT FOUR: PROGRAMME MANAGEMENT AND VISIBILITY	4	S	In terms of the Communication and Visibility component of the programme, the service provider's (Dialogue Group) have submitted the final outputs which include: Communication and Visibility plan, newsletters, brochures, leaflet, published articles, radio interview, the PSDP Logo, and PSDP Video interviews of SMMEs.
<div> <div>4 < HS <= 5</div> <div>3 < S <= 4</div> <div>2 < MS <= 3</div> <div>1 < MU <= 2</div> <div>0 < U <= 1</div> <div>HU = 0</div> </div>			

Budget and expenditure (Period leading up to 23rd January 2017)

From a total amount of € 1,128,389.13 received for programme funding, by the end of November 2016, the programme had committed € 733,695. 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	1,128,389.13
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%

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

	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%

In the period leading up to 23rd January 2017, the budget had shown some improvement. 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: January 2017	846,795
% of Total Commitments: January 2017	75%
% of Total Payments: January 2017	45%

Projections End of March 2017	
Total Commitments	997,475
% of Total Commitments	88%

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	234 697.46	64.2%	42.4%
Result Area 2	249 910.69	224 081.03	121 496.10	89.7%	48.6%
Result Area 3	10 000.00	10 000.00	10 000.00	100%	100%
Component 4	21 500.00	14 900.00	0	69.3%	0%

Total	835 016.69	604 352.67	366 193.56	72.4 %	43.9%
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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	A1.5.1 Business Plan Preparation (Quality Control)	5	The target for this intervention was four enterprises, however, in the final analysis, there were 7 companies who submitted their business plans.
2	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 especially under indicator 5 (Capacity Development of SMMEs on Management Operations). There are now only three activities that are on-going from the initial work plan. There have been some new activities which have been approved for implementation. It is anticipated that with 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 these activities.
All		Updated work plans have been developed which chart the activities towards the end of the programme.

4. Performance of each Log Frame Indicator Progressive Quarter Wise

Performance of each Log Frame Indicator Progressive (Summary) 23rd January 2017								
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
		Q4 2016	Jan 2017	Q2 2017	June 2017	Q3 2017	Q4 2017	
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	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.	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	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.	MU	MS	The indicator has one activity which shows progress. The contract has been signed with the consultant and an inception report has been received by the CU. This activity is on-going.
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.	MS	S	There are a number of activities under this indicator. Most of these activities have been completed. Mentoring in Agro to support SMMEs; Individual coaching and mentoring of SMMEs and CBOs in Tourism sector; mentoring of SMMEs and CBOs in Tourism sector and Upgrading service of companies in the Hospitality industry are on-going. In terms of Human Resource Management, Including Productivity enhancement systems the file has been committed. The workshop ran successfully with 5 modules covered. The Final payment is being processed.
Ind 1.6	At least four (4) SMMEs are assisted in quality standards and certification is obtained by August 2016.	MS	S	There are two activities in this indicator. The Training and mentoring of SMMEs on Standards and Certification Processes (A1.6.1) has been completed and 4 companies have submitted their applications to BOBS with approved quality manuals. They are waiting for audit dates from BOBS. This informs the activity entitled Facilitation of SMMEs to acquire BoBs Certification , in that the Companies are at a stage where they are proceeding with applications.

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.	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 been completed and the final report was received and approved. The final payment is under preparation).
Ind 1.8	Forty (40) SMMEs and CBOs have participated in environmental awareness activities by September 2015.	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.	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
		Q4 2016	Jan 2017	Q2 2017	June 2017	Q3 2017	Q4 2017	
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%.	S	S	Both activities under this indicator have been completed. BB has approved the outputs, and is expected to submit the roadmap for implementation of the apex body model.
Ind 2.2	BB is fully capacitated on Web based M&E system by Dec 2015.	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.	MS	MS	There is one activity under this indicator. This activity is being carried out by E-Tourism and a project initiation report has been submitted. The activity is on-going.
Ind 2.4	Curriculum on export development promotion is developed for BITC by June 2016.	MS	MS	The activity under this indicator is on-going. A Contract extension note is to be prepared for those trainings that are outstanding. The activity is expected to end February 2017.

Ind 2.5	BITC and clients with export potential are trained on export to regional and international markets by August 2016.	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 front the PSDP side.
Ind 2.6	At least one (1) MoU with IO is signed by October 2016.	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	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.	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
		Q4 2016	Jan 2017	Q2 2017	June 2017	Q3 2017	Q4 2017	
Ind 3.1	At least ten (10) NSA is trained in implementation of trade agreement by June 2016	S	S	Final report with an action plan has been submitted and evaluation of activity is completed. 150 participants from NSAs and government participated in all 3 workshops . 300 hard copies of leaflet delivered. The file has been paid and closed.
Ind 3.2	Two (2) workshops are conducted on international trade opportunities by June 2016	S	S	Final report with an action plan has been submitted and evaluation of activity is completed. 150 participants from NSAs and government participated in all 3 workshops . 300 hard copies of leaflet delivered. The file has been paid and closed.
Component Four: Management and Communications								
Log Frame Indicator Number	Description of the Log frame Indicator	Progressive Rating codes						Remarks
		Jan 2017	Jan 2017	Q2 2017	June 2017	Q3 2017	Q4 2017	
NA	Performance Management and Communications	S	S	In terms of the Communication and Visibility component of the programme, the service provider's (Dialogue Group) have submitted the final outputs which include: Communication and Visibility plan, newsletters, brochures, leaflet, published articles, radio interview, the PSDP Logo, and PSDP Video interviews of SMMEs.

Key to Grading abbreviations

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

5. Result Area One

Result Area Activity Monitoring Report (Summary) : 23rd January 2017										
RESULT AREA 1:								Sub-Activity Score	Score	Rating Code
Capacity and competitiveness of SMMEs and Community Based Organisations (CBOs) including value chains is strengthened.								3.8	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	3.6	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 approved. Two out of three farmer reports have been received. A letter was sent to the remaining farmer, informing him that he will not receive the outstanding payment as he has failed to submit his report.	.	3.2	S	
				A1.2.3	Assistance to the Botswana National Beef Producers Union	Situational analysis report and Draft strategy have been received by Coordinating Unit. The contract was extended to March 2017.The activity is on-going.	.	3.5	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. Results: One Association strengthened and trained 13 out of 16 members of the association.		4	S	

IND 1.4	2.9	MS	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 contract has been signed with consultant. The activity will include a workshop as well as technical guides. Inception report has been received and approved. One mission has also taken place in various locations including Serowe, Kasane Area and has had a series of meetings with the Ministry of Agriculture in Gaborone. This activity is on-going.	.	2.9	MS
IND 1.5	3.2	S	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.	A1.5	Strengthening of SMMEs on Management Operations				
				A1.5.1	Business Plan Preparation (Quality Control)	The activity is completed and closed. Final report has been submitted (29/11/16). 5 enterprises submitted their business plans and follow ups will be discussed with the financial institutions. (Gracious Grounds, Royal Spots, Mocks Apiaries, Web Logic and Levi's Investments). In addition to the five, there was an additional two to be finalised after the end of the contract (Mahaladi Farm Solutions and Serowe Beekeepers Association). Meetings to be scheduled in early February 2017. File has been paid and closed.	.	5	HS
				A1.5.2	Provisions of finance and management coaching by Local Experts SMMEs and CBOs - North	The activity is completed and closed (Contract was extended to 30th of November 2016). Final report is received and approved. File has been closed.	.	3.5	S
				A1.5.3	Individual training and Coaching to improve market access by SMMEs	This activity is completed and closed. One on one mentoring to 17 of 24 are completed, final deliverables received and approved .File has been paid and closed.	.	3.2	S
				A1.5.4	Mentoring in Agro to support SMMEs	The tender for this activity was held 18/01/2017. The tender has been awarded, and the activity is expected to commence towards the end of January.	.	2.9	MS
				A1.5.5	Individual coaching and mentoring of SMMEs and CBOs in Tourism sector	The activity is on-going . The contract has been signed with IDI. Desk work is under way. First mission to take place end of February to undertake five week mentoring.	.	2.5	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, although these have been suspended for a while now.	.	2.5	MS
				A1.5.7	Human Resource Management, Including Productivity enhancement systems	The contract has been signed. the workshop ran successfully and is completed. 5 modules were covered and Final payment completed.	.	3.5	S
				A1.5.8	Upgrading service of companies in the Hospitality industry	The activity is now on-going. The contract was signed on 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. Inception report was received, comments sent to IDM and the 2nd draft is expected on the 30 January 2017.	.	3	MS

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IND 1.6	4	S	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 completed, Final report received by the CU. 4 companies have submitted their applications to BOBS with approved quality manuals (Web Logic, Lithoflex, SDM Holdings and ICT Dynamics). They are waiting for audit date from BOBS.				4	S		
				A1.6.2	Facilitation of SMMEs to acquire BoBs Certification	Companies are at a stage where they are going ahead with the application process. Request sent to BOBS seeking a meeting over cost sharing.				NA	NA		
IND 1.7	3.9	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	3.9	S		
						Mentoring of micro enterprises in Finance and Accounting	The activity is completed. Final report received and approved and final payment completed.		4				
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 on 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

S. No	Name of Activity Awarded HS or HU	Rating	Justification for Extreme Score
1	A1.5.1 Business Plan Preparation (Quality Control)	5	The target for this intervention was four enterprises, however, in the final analysis, there were 7 companies who submitted their business plans.
2	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	2.9	There has been some improvement in this activity as it has finally commenced and is now on-going. The rating will increase from moderately unsatisfactory to moderately satisfactory.
2	A1.5.2 Provisions of finance and management coaching by Local Experts SMMEs and CBOs - North	3.5	There has been progress in this activity, the activity is completed and closed. Final report is received and approved. The rating will upgrade to satisfactory.
3	A1.5.4 Mentoring in Agro to support SMMEs	2.9	Progress has been made with this activity in that the tender has been awarded, and the activity is expected to commence towards the end of January.

4	A 1.5.6 Site visits to SMMEs to evaluate progress made	2.5	Site visits were completed in the North and the reports were delivered to the M&E Unit. Site visits in the South had stalled for two months and are likely to resume soon. Meanwhile, the activity experienced a downgrade.
5	A1.5.8 Upgrading service of companies in the Hospitality industry	3	The CU held an inception meeting with the service provider (IDM) on 18th October. First inception meeting with the beneficiaries was 7th November. Inception report was received, comments sent to IDM and an alert is issued to the effect that the 2nd draft is expected on the 30 January 2017. As such a rating of Moderately Satisfactory remains appropriate.
6	A1.6.2 Facilitation of SMMEs to acquire BoBs Certification	NA	Companies are at a stage where they are going ahead with the application process. Request sent to BOBS seeking a meeting over cost sharing.
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.

6. Result Area Two

Result Area Activity Monitoring Report (Summary) : 23rd January 2017										
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	For this activity, there were two experts procured with experience of chambers of commerce having worked at Paris Chambers and Belgium Chambers. The experts worked on a subscription model for BB and also met with BB Staff and Associations. The final report has been submitted and BB approved the outputs. File has been closed.		3.5	S	
				A2.1.2	Local Expert engaged to work with BB in the implementation of a new governance structure.	The project is completed. Final outputs approved by BB. BB has to submit the roadmap for implementation of apex body model. The file has been closed.		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	2.8	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 contract was signed in December 2016 with E-Tourism. Data collection with stakeholders has started .Updated work plan to be submitted by E- Tourism. A meeting was held between the CU and E-Tourism on the 18/01/17. E-Tourism also submitted a project initiation report on 18/01/17		2.8	MS	
IND 2.4	2.9	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.	. The next training are scheduled for the 2nd week of February 2017, (which are Planning to export for selected companies and Training of Trainers on the exporters curriculum).		2.9	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	IOs such as BNPC are awaiting these MoUs so as to be able to continue providing support, particularly for the WED Beneficiaries. Meeting will be held with BNPC and Tokafala to sign MoUs.				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

Justification For Activities Graded Highly Satisfactory or Highly Unsatisfactory			
S. No	Name of Activity Awarded HS or HU	Rating	Justification for Extreme Score
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 which were approved by BB. BB is now required to develop and finalise their strategy so as to implement recommendations from the consultants.
2	A2.3.1 Recruitment of an International Expert to work with BB to Develop the MIS	2.8	There has been some great progress in the activity ,the contract signed in December 2016 with E-Tourism. Data collection with stakeholders has started . The activity remains moderately satisfactory.
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. An alert is however issued to the effect that the programme intends to sign MoUs with Tokafala and BNPC very soon.
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) : 23rd January 2017														
RESULT AREA 3:												Sub-Activity Score	Score	Rating Code
Information dissemination and awareness for trade agreements enhanced													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 3.1	4	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. 300 hard copies of leaflet were delivered.		4	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. 300 hard copies of leaflet were delivered.		4	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 Activity Monitoring Report Implementation Phase(Summary) : 26th January 2017													
Component 4												Score	Rating Code
Common Activities Management and Communications												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					
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. All the videos have now been completed. The M&E system established and running smoothly.	3.5	S					
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	4	A leaflet was produced which incorporates recommendations from the EPA workshops. 300 hard copies of leaflet were delivered. More workshops are to be expected in this result area.
2	A3.2.1 Capacity building of NSAs on the implementation of Economic Partnership Agreement	4	A leaflet was produced which incorporates recommendations from the EPA workshops. 300 hard copies of leaflet were delivered. More workshops are to be expected in this result area.

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. The M&E of the programme is now tracked under Result Area 2.
2	A 4.2 Communications plan implementation agency in place.	3.5	All the deliverables of this component have now been submitted and the activity is completed.

8. Results of Assessment of completed activities

Some evaluations interviews 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) in April 2016. This was due to the fact that the programme had hitherto not had a budget specifically for the on-going monitoring and evaluation component of the programme. 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).

A presentation of the findings for this will be made to the MC during the 26th January session and it constitutes an on-going process that will be finalised in a separate report. With the introduction of a budget for evaluations, it is expected that missions will soon commence with competent personnel that is armed with the appropriate instruments for the collection of data to determine the impact of the programme.

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 all members 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. The communication and visibility component of the programme should leverage this resource as part of PSDP's outreach strategy.*

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 January 2017. The overall summary of the different Result Areas shows that Result Area One has made improvements and retains a satisfactory rating, with only three activities that are now on-going. Result Area Two maintains a Satisfactory rating, as too does Result Area Three. A glimpse at the budget also suggests that the programme is now picking up pace with 75% of the overall budget having been committed by January 2017. It is expected that by March 2017, the budget would have reached an 88% committal rate. A preliminary evaluation report will be presented to the MC during the sitting of 26th January 2017, as part of an on-going process.