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

Botswana

Interim Report

For the period: 06/2014 – 07/2014

Prepared by:

participp

July 2014

TABLE OF CONTENTS

List of Abbreviations and Acronyms **3**

Definitions **4**

1. Introduction **6**

2. Steps Taken Since Inception Report **6**

3. PSDP Master Plan **6**

4. PSDP Technical Assistance Plan **6**

5. Next Steps **7**

Annexes ..... Error! Bookmark not defined.

Annex 1 PSDP Logical Framework Matrix **8**

Annex 2 PSDP Master Plan **13**

Annex 3 PSDP Technical Assistance Plan **74**

List of Abbreviations and Acronyms

ACP	African, Caribbean and Pacific
BDSPs	Business Development Services Providers
BEMA	Botswana Exporters and Manufactures Association
BIDPA	Botswana Institute of Development Policy and Analysis
BIH	Botswana Innovation Hub
BITC	Botswana Investment and Trade Centre
BNPC	Botswana National Productivity Centre
BOBS	Botswana Bureau of Standards
BOCCIM	Botswana Confederation of Commerce, Industry and Manpower
BOCONGO	Botswana Council of Non-Government Organisations
BOTA	Botswana Training Authority
BTO	Botswana Tourism Organisation
CDE	Centre for the Development of Enterprise
CEDA	Citizen Entrepreneurial Development Agency
CU	Coordinating Unit
EA	Executing Agency
EC	European Commission
EDD	Economic Diversification Drive
EDF	European Development Fund
EU	European Union
HATAB	Hospitality and Tourism Association of Botswana
IO	Intermediary Organisation
ITC	International Trade Centre
LEA	Local Enterprise Authority
M&E **MC**	Monitoring and Evaluation Management Committee
MFDP	Ministry of Finance and Development Planning
MTI	Ministry of Trade and Industry
NSA	Non State Actors
PSDP	Private Sector Development Programme
PSDS **PPPs**	Private Sector Development Strategy Public Private Sector Partnerships
RFO	Regional Field Office
SADC	South African Development Community
SMMEs	Small, Micro and Medium Enterprises
SOUR	Statement of User Requirement
TSIs	Trade Support Instructions

TBT	Trade Barrier and Tariffs Programme

Definitions

Term	Definition
Activities	Actions taken or work performed through which inputs are mobilised to produce outputs.
Capacity	The ability of people, organisations, and society as a whole to manage their affairs successfully (OECD-DAC).
Capacity Building	The process by which people, organisations and society as a whole create, strengthen and maintain their capacity over time (OECD-DAC).
Effectiveness	A measure of the extent to which an activity attains its objectives.
Efficiency	Efficiency measures the outputs -- qualitative and quantitative -- in relation to the inputs.
Immediate outcome	A change that is directly attributable to the outputs of an organisation, policy, programme or initiative. In terms of time frame and level, these are short-term results and are usually at the level of an increase in awareness/skills of… or access to… among beneficiaries.
Impact	The positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended. This involves the main impacts and effects resulting from the activity on the local social, economic, environmental and other development indicators. (OECD-DAC).
Inputs	The financial, human, material and information resources used to produce outputs through activities and accomplish outcomes.
Intermediate Outcome	A change that is expected to logically occur once one or more immediate outcomes have been achieved. In terms of time frame and level, these are medium term outcomes, which are usually achieved by the end of a project/programme and are usually at the change of behaviour/practice level among beneficiaries.
Outputs	Direct products or services stemming from the activities of an organisation, policy, programme or initiative.
Project	Private Sector Development Programme, Botswana Monitoring and Evaluation Framework and System.
Programme	Private Sector Development Programme
Result	A describable or measurable change in state that is derived from a cause and effect relationship. Results are the same as Outcomes and further qualified as immediate, intermediate or ultimate.
Results-based management	Results-based management (RBM) is a life-cycle approach to management that integrates strategy, people, resources, processes, and measurements to improve decision making, transparency, and accountability. The approach focuses on achieving outcomes,

	implementing performance measurement, learning, and adapting, as well as reporting performance. RBM is: •defining realistic expected results based on appropriate analysis; •clearly identifying programme beneficiaries and designing programmes to meet their needs; •monitoring progress toward results and resources consumed with the use of appropriate indicators; •identifying and managing risk while bearing in mind the expected results and necessary resources; •increasing knowledge by learning lessons and integrating them into decisions; and •reporting on the results achieved and resources involved. (source: www.CIDA.org)
Sustainability	Sustainability is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn. (OECD-DAC)
Ultimate outcome	The highest-level change that can be reasonably attributed to an organisation, policy, programme or initiative in a causal manner, and is the consequence of one or more intermediate outcomes. The ultimate outcome usually represents the raison d'être of an organisation, policy, programme or initiative and takes the form of a sustainable change of state among beneficiaries.

1. Introduction

The main purpose of this PSDP interim report is to introduce the Master Plan and Technical Assistance Plan documents. This PSDP interim report also provides a summary of the steps that have been undertaken by the team since the submission of the Inception Report. In addition, the document also maps out the steps that will be taken in future.

2. Steps Taken Since Inception Report

A summary of the progress, which has taken place since the submission of the Inception Report, is provided in this section. The steps that have been undertaken are noted as follows:

- A revision of the draft Inception Report was made by the team using feedback and comments received from the stakeholders. Once the revisions were completed, the Report was subsequently submitted;

- Consultations were held with the relevant stakeholders in Botswana in order to refine the baseline and end line indicators contained within the Logical Framework (Logframe). The refinements were based on templates supplied to the team. Key Experts 1 & 2 availed themselves throughout the duration of consultations with the stakeholders. Subsequently, the revised Logframe was presented by the Team Leader. Annex 1 is the final logical framework matrix which was approved by the Management Committee and is now the basis of the M&E Framework and system;

- A refinement of the Statement of User Requirements (SOUR) also took place in light of comments that had been brought up;

- The team that will undertake the design of the M&E Portal was also briefed during this period.

3. PSDP Master Plan

The PSDP Master Plan addresses the following areas:

- The approach to Monitoring the PSDP including aspects such as the data sources for the reporting of progress; formats and processes for reporting to BOCCIM and the roles and responsibilities required for implementation;

- The procedure to be followed in the transfers of skills & knowledge to BOCCIM;

- Recommendations on potential beneficiaries/partners and service providers related to internal monitoring; and

- Methodologies to be used for internal and external reviews, evaluations and impact assessments.

4. PSDP Technical Assistance Plan

The PSDP Technical Assistance Plan addresses the following areas:

- Guidelines to be followed for the quantitative approach to data collection for both the baseline and end line phases;
- Guidelines to be followed for the qualitative approach to data collection for both the baseline and end line phases; and
- The Survey Instrument, including its purpose and the guidelines for its use.

5. Next Steps

This section provides information on the next steps that will be taken upon the submission of the Interim Report. The table below provides a summary of the activities that are either ongoing or will take place in the immediate future, as well as the tentative dates that have been targeted for their completion.

PSDP Web Portal Design	20th July to 1st September
ICT Skills audit in BOCCIM, MTI and other users.	11th to 15th August
Stakeholder sensitisation In Botswana	25th and 26th August
Report Writing Final M&E Framework and System Report	27th and 28th August
Approving web design and going live	29th August to 1st September 2014

Ultimately, it is envisioned that, by 1st September 2014, the approved web portal will have gone live, a crucial milestone for the development of the PSDP M&E Framework and System.

Annex 1 PSDP Logical Framework Matrix

Intervention Logic	Objectively Verifiable Indicators	Source of Verification	Risks and Assumptions
OVERALL OBJECTIVE To contribute to economic growth, employment creation and diversification resulting in the reduction of poverty	• Botswana maintains positive economic growth, with increased contribution from the private sector.	• National economic statistics • Reports by UN, IMF, World Bank, OECD and AU	
PROJECT PURPOSE To improve the business environment in Botswana and stimulate economic diversification in the private sector. Develop and increase the role of SMMEs in the economy.	• Ease of doing business in Botswana improved • Increased number of SMMEs in economic production, exports and employment • Increased contribution by the private sector to the GDP	• Doing Business indicators WB (access to credit, trading across borders) • Botswana Business surveys • Central Bureau of Statistics indicators	• Lack of political will • No major crises to counteract the effect of economic liberalisation • The global economy and Botswana avoids double dip recession • Continued support from the Government of Botswana • Continued participation by the IOs in the PSDP

Intervention Logic	Objectively Verifiable Indicators	Source of Verification	Risks and Assumptions
Result Area 1: Capacity and Competitiveness of SMME's and Community Based Organisation (CBOs) including value chains is strengthened, in a selected number of sectors)	• Ind.1.1: At least 70 SMMEs are strengthened on management, operations (including quality, standards and certification) in order to be more competitive in the local, regional and international market through grouped assistance (training workshops) and individual coaching.	• PSDP Monitoring and evaluation (M&E) Reports • SMMEs Audit reports • Capacity building workshop reports • BOBS's SMME quality improvement report • Export Statistics (Micro - economic level)	• Values chains selected are in line with Botswana's NDP • Capacity to successfully develop the road maps for the eight value chains • Availability of relevant data • Challenges in identifying and engaging the SMMEs • Staff turnover in the targeted SMMEs and CBOs • Continued interest of CBOs and SMMEs
	• Ind.1.2: At least 30 micro-enterprises and community based organisations (CBO's) are trained on management, marketing, quality standards and accounting through grouped assistance.		
	• Ind.1.3: Eight (8) Value Chains and eight (8) sub sectors are identified and strengthened through support to SMMEs and IOs.	• PSDP M&E Reports • SMMEs Audit reports • Capacity building workshop reports • Export Statistics (Micro - economic level)	

Intervention Logic	Objectively Verifiable Indicators	Source of Verification	Risks and Assumptions
	• Ind.1.4: Subcontracting outsourcing activities from the public to the private sector increased by 15% by the completion of the programme.	• PSDP M&E Reports • Public Procurement and Asset Disposal Board (PPADB) and Parastatals Reports	
	• Ind.1.5: 70 SMMEs and CBOs participated in networking and environmental awareness raising events.	• PSDP M&E Reports • Awareness campaign Reports • SMMEs Environmental management plans	
	• Ind.1.6: At Least 10 SMMEs have implemented an environmental management plan (EMP)		
Result Area 2: Service delivery of targeted Intermediary Organisations (IOs) and Business Development Service Providers (BDSP) is enhanced	• Ind.2.1: BOCCIM is restructured and established as apex body representing the entire private sector in Botswana, contributing to policy dialogue and membership has increased by 10%.	• PSDP M&E Reports • BOCCIM new Constitution • BOCCIM Strategy Plan 2014-2016 • BOCCIM Annual Reports • BOCCIM membership satisfaction survey report	• BOCCIM shows willingness to restructure and expand • Key private sector bodies are willing to work together • Willingness on the part of women to participate in the leadership development programme • Staff turnover in the
	• Ind.2.2: An interactive web based platform is established within TSIs and BDSPs to assist SMMEs to be aware of the type of services that are being offered by each TSI and BDSP.	• PSDP M&E Reports • TSIs and BDSPs annual reports • Global Expo statistics • Web based platform	

Intervention Logic	Objectively Verifiable Indicators	Source of Verification	Risks and Assumptions
	• Ind.2.3: Number of private firms using TSIs and BDSPs services increased by 10%.	users' annual statistics	targeted IOs.
	• Ind.2.4: At least 70% of SMMEs and CBOs benefiting from PSDP intervention are satisfied with the quality of service provided by IOs and BDSPs.	• PSDP M&E Reports • SMME Satisfaction Survey Reports	
Result Area 3: Business environment for enterprises is improved (reduction of red tape and pilot on improved access to finance by SMMEs)	• Ind.3.1: Recommendations submitted by PSDP to MTI on the reduction of: the cost of doing business; and the cost and time required for registration and operationalization of SMMEs in Botswana.	• PSDPM&E reports • MT Annual Reports	• Willingness and availability of MTI staff to participate • Trade Facilitation Advisory Group is operational and effective • Willingness and availability of banking sector to pparticipate. • Willingness of SMMEs to register for taxes
	• Ind.3.2: Number of SMME's registered for tax purposes increased by 20%.	• PSDP M&E Reports • BURS Annual Reports	
	• Ind.3.3: At least 1 new financial product (post loan support mechanism) targeting SMMEs are introduced by commercial banks and other financial institutions supporting SMME financing.	• PSDP M&E reports • Banks/financial institutions annual reports • SMMEs audit reports • System feedback	
	• Ind.3.4: SMME's under PSDP are assisted as need be to prepare their business plans for submission to	• PSDP M&E Reports • Banks/financial	

Intervention Logic	Objectively Verifiable Indicators	Source of Verification	Risks and Assumptions
	commercial banks and other financial institutions.	institutions annual reports • SMMEs audit reports	
	• Ind.3.5: At least 30 SMMEs assisted are accessing finance.		
	• Ind.3.6: Micro finance policy framework is established and is operation.	• PSDP M&E Reports • MTI Annual Reports	
	• Ind.3.7: A microfinance Act is drafted and submitted to government.		
	• Ind.3.8: Members of the Trade Facilitation and Advisory Group (TFAG) and National Committee on Trade Policy and Negotiations (NCTPN) are trained on MTI Trade Capacity Building Strategy.	• PSDP M&E Reports • Training workshop reports • MTI annual reports	

Annex 2 PSDP Master Plan

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

Botswana

Draft M&E Master Plan

Prepared by:

participp

August 2014

Table of Contents

1. Introduction .....

2. Approach to Monitoring the PSDP .....

2.1 Top Level Logical Framework: .....

2.2 Detailed Logical Matrix with Targets and Ratings .....

2.3 Description of Data Sources for Reporting Progress .....

2.4 Formats and Processes for Reporting to BOCCIM .....

2.5 Roles and Responsibilities for Implementation .....

3. Design and Implementation of the M&E Web Portal .....

4.Transfers of Skills & Knowledge to BOCCIM .....

4.1 Body of Knowledge and Skills .....

4.2 Modes of Knowledge and Skills transfer .....

5.Recommendations on Beneficiaries/Partners' and Service Providers Internal Monitoring ....

6.Methodologies for internal and external reviews, evaluations and impact assessments .....

Annexes .....

Annex 1: Look, Feel and Rules of the Web Portal .....

1. Introduction

1.1. Purpose of this plan:

The purpose of the Private Sector Development Programme (PSDP) Monitoring and Evaluation (M&E) Master Plan is to provide clear guidelines on the activities that will take place with respect to the monitoring of the overall PSDP framework, the rationale upon which they are based, and the timelines that will be followed for this. As a result, this document will clarify the scheduled activities in terms of what they seek to contribute as part of the broader PSDP M&E project, the resources that are necessary to complete these activities and how they have been scheduled.

In terms of the approach that will be followed in the development of the Master Plan, the document has been structured in order to set out a comprehensive overview of what will take place under the current phase of the project.

To start off with, the overall approach that will be taken in monitoring the PSDP as well the aspects that underpin this are detailed. This discussion includes elements such as a description of data sources required for reporting progress and the approach for ensuring the data collected is of suitable quality; the formats and processes to be developed for beneficiaries and service providers within PSDP in their reporting to BOCCIM; and the roles and responsibilities for implementation of the Master plan. Following this, the process and procedure that will be followed in ensuring that the transfer of skills and knowledge takes place to BOCCIM as the monitors of the PSDP is outlined.

Next, the recommendations that have been developed with respect to the potential beneficiaries/partners' and service providers for the internal M&E system are set out. Following this, the methodologies and timing that will be made use of for internal and external reviews, evaluations and impact assessments that will take place are then detailed.

1.2. PSDP Programme summary:

1.2.1. Programme Synopsis and Work Plan linkages to the EU Contribution Agreement:

1.2.1.1. Programme Synopsis – Result Areas emerging from the EU Contribution Agreement FED 2013/312562:

In February 2013 a Contribution Agreement was signed between the European Union (EU) represented by the European Commission (EC) and the Centre for the Development of Enterprise (CDE) to contribute for the implementation of the Action entitled: Support to the implementation of the Private Sector Development Strategy (PSDS) of Botswana and the Economic Diversification Drive (EDD).

The PSDS is a framework for support to private sector development in Botswana and was elaborated in 2008 through extensive consultations with various stakeholders. The PSDS is built on four priority areas, which are (i) trade expansion, (ii) improving labour productivity, (iii) support to trade institutions and (iv) improving the business climate.
Within the framework of the PSDS, the Ministry of Trade and Industry (MTI) and Botswana Confederation of Commerce, Industry and Manpower (BOCCIM) in partnership with the EU and the CDE have developed the PSDP. The PSDP is part of the empowerment of Non-State Actors Programme agreed and signed between the EU and Ministry of Finance and Development Planning (MFDP) on behalf of the

Government of Botswana in December 2012. The PSDP which was officially launched on the 23 May 2013 in Gaborone, Botswana will run for a duration of 3 years has a budget of €2.8 million (which includes Euro 2,300,000 from the EU and Euro 500,000 from the CDE) and aims to stimulate and sustain growth through diversification of the economy while building the capacities of institutions and human resources that support the private sector. The programme is meant to address some key areas of the PSDS and had already received support of other funding partners such as Chanel Corporate Foundation dedicated specifically for Women Entrepreneurship Development (WED).

The EU is the contracting authority for the PSDP, the MTI is the supervising agency, CDE is the executing agency, and BOCCIM is responsible for monitoring and evaluation (M&E) of PSDP.
The implementation of the PSDP is expected to strengthen private sector intermediary organisations (IOs) and companies and ensure that they contribute to the economic diversification process. The programme will also support the MTI as the lead ministry in the implementation of the EDD.

-

In strict compliance with the Contribution Agreement, the following result areas are targeted under PSDP:

- **Result Area 1:** Capacity and competitiveness of SMMEs and Community Based Organisations (CBOs) including value chains is strengthened;
- **Result Area 2:** Service delivery of targeted Intermediary Organisations (IOs) and Business Development Service Providers (BDSPs) is enhanced;
- **Result Area 3:** Business environment for enterprises is improved. (Reduction of red tape and pilot on improved access to financing for SMMEs).

1.2.1.2. Work Plan:

- Each Result Area is achieved by a set of activities indicated in the Contribution Agreement; this is shown in table 1 below. In order to carry out the planned activities, the PSDP Implementation team has established intervention logic that which groups the activities as components.

The outcome of this exercise is a programme that is structured around three (3) components, which are consistent with the adopted implementation strategy and is explained below.

- All the activities related to value chain analysis as well as market intelligence feasibility study and assistance to the Botswana Investment and Trade Centre (BITC) to implement the Export Development Programme is grouped under **Component 1**.
- **Component 2** is made up of all training activities. Having a component dedicated to capacity building of Small Medium Micro Enterprises/ Community Based Organisations (SMMEs/CBOs) and intermediary organisations/Trade Support Institutions (IOs/TSIs) brings consistency in PSDP implementation. The capacity building interventions will be designed based on the findings of value chain analyses and tailored to the need of each target group. For SMMEs and CBOs, it will be: group training and individual coaching/mentoring (for quality and standards, market access, product development and packaging, competitiveness enhancement, access to finance; business plan preparation, market intelligence, etc.). For IOs and TSIs, PSDP will assist in the preparation

of strategic plans, implementation and monitoring of action plan, trade expansion and market access and lobbying and membership service delivery.

- The last group of activities are put under **Component 3.** They are targeted at building an enabling environment for enterprise development. PSDP will be collaborating closely with MTI in the following areas just to mention a few:
    - Facilitation of conducive business environment for enterprises;
    - Stream line the procedures and review the cost of doing business;
    - Improved access to trade;
    - Support the establishment of a micro finance policy framework;
    - Performance monitoring and evaluation system for the business environment in Botswana.

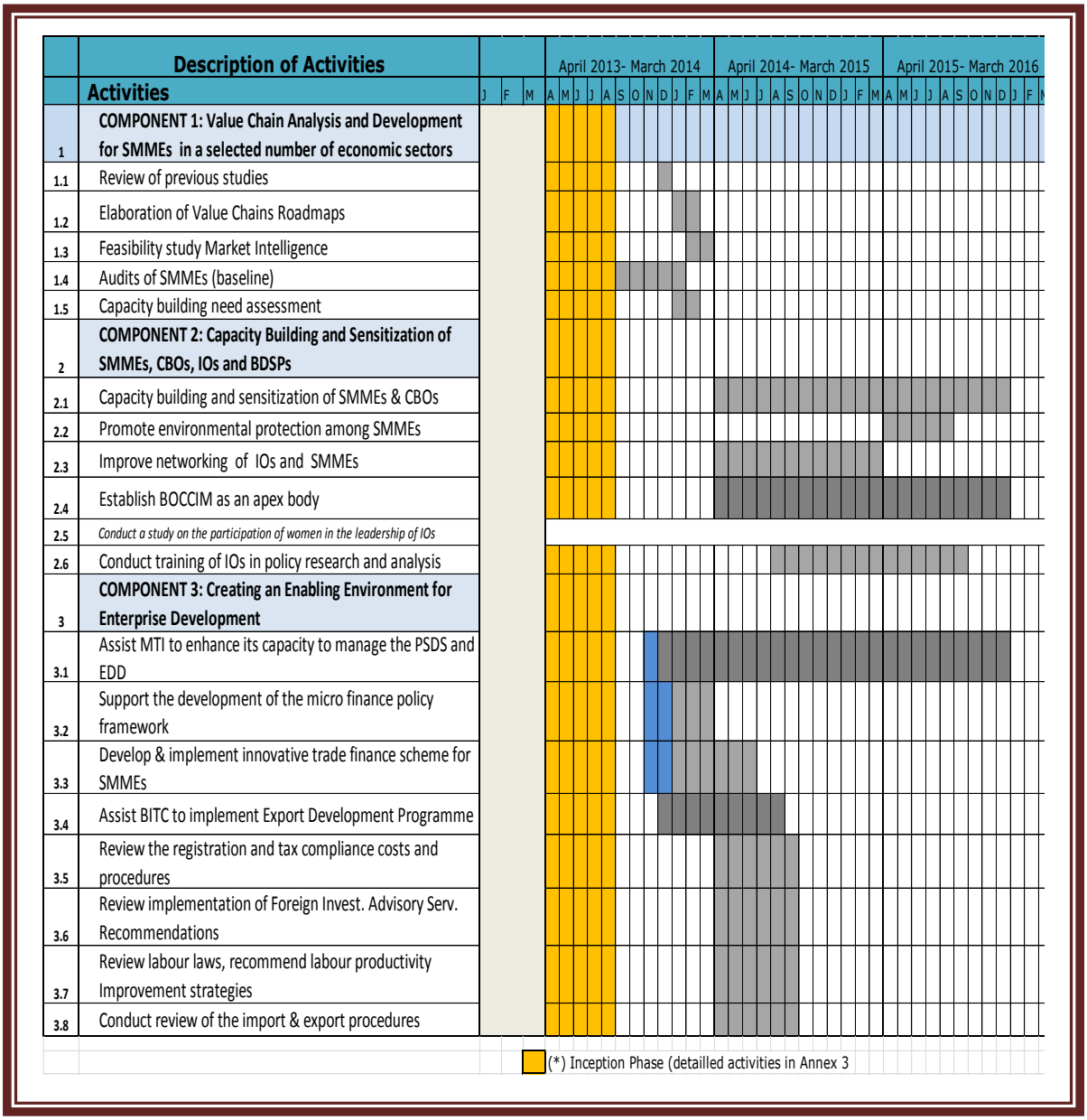


Table 1: The work plan for the activities falling under the three components

Further details are in Chapter Three of the PSDP Inception Report October 2013, Tables 9 to 12. These are showing the start and end dates of activities. For the data collection for M&E it will be necessary to go deeper and establish the status every quarter so that progress can be tracked and early warnings given as asked for by the M&E effort.

In addition to these three components there are common program management activities that are also listed as **component 4.**

It is also important to understand how each component contributes to more or more result areas in the Contribution Agreement. This is covered in the next section.

- **Comparison of PSDP Logical frame and Proposed Intervention Logic**

Contribution Agreement List of Activities	Proposed Logic of Intervention by PSDP team
Result Area 1: Capacity and competitiveness of SMMEs and Community Based Organisations (CBOs) including value chains is strengthened, in a selected number of economic sectors	**COMPONENT 1: Value Chain Analysis and Development for SMMEs in a selected number of economic sectors**
1.1 Conduct training workshops and provide onsite mentoring and coaching to a select group of SMMEs to build expertise in key business subjects	1. Review of previous studies and proposals for selected value chains development (Beef, horticulture, and tourism)
1.2 Design and implement a quality improvement programme for SMMEs. Conduct annual sensitization workshops for manufacturers and service providers on quality standards	2. Elaboration of Roadmaps (Action plans) to capacitate actors in selected value chains (beef, horticulture and tourism by ITC) & (dairy, leather, piggery, poultry, marula and honey by other) incl. Baseline information on SMMEs and IOs
1.3 Design and implement an export focused entrepreneurship development programme and in particular support women owned SMMEs to participate in international trade	3. Feasibility study for the development of Market Intelligence Information System (MIIS)
1.4 Organise a platform to promote closer business linkages between SMMEs and large firms as well as with the government and design a programme to nurture the SMMEs	4. Assist BITC to implement Export Development Programme
1.5 Conduct awareness campaigns to promote environmental protection among SMMEs and CBOs	5. Capacity building need assessment of PSDP beneficiaries including IOs and MTI
Result Area 2: Service delivery of targeted Intermediary Organisations (IOs) and Business Development Service Providers (BDSPs) is enhanced	**COMPONENT 2: Capacity Building and Sensitization of SMMEs, CBOs, IOs and BDSPs**
2.1 Conduct a review of the mandates and capacity of key private sector associations; design and implement a programme to support the establishment of or strengthen an apex body to coordinate the private sector in Botswana	6. Capacity building and sensitization of SMMEs & CBOs (group trainings on quality and export, individual coaching and mentoring, on quality, standards and productivity, etc.) (Linked to RA 1 - Activities 1, 2, 3, & 4)
2.2 Establish a web-based platform (Com4Dev) to promote networking and collaboration and to inform SMMEs on services that are offered by TSIs and BDSPs	7. Promote environmental protection among SMMEs and CBOs through awareness campaigns (Linked to RA 1 - Activity 5)
2.3 Establish benchmarking learning platform centered on TSIs and BDSPs to inform management and allow information sharing and interaction	8. Improve networking of IOs and SMMES (Linked to RA 2 - Activities 2 & 3)
2.4 Conduct a study on the participation of women in the leadership of IOs and BDSPs and develop a capacity building programme to address challenges that hinder the involvement of women in governance structures	9. Establish BOCCIM as an apex body of all sector associations (Linked to RA 2 - Activity 1) and Support BOCCIM in the implementation of the PSDS (RA 2 - Activity 6)
2.5 Conduct training of IOs in policy research and analysis as well as in effective lobbying and advocacy	10. Conduct a study on the participation of women in the leadership of IOs and BDSPs and develop a capacity building programme to address challenges that hinder the involvement of women in governance structures (Linked to RA 2 - Activity 4)
2.6 Support BOCCIM in the implementation of the PSDS. Establish a web based performance monitoring and evaluation system for the PSDS and PSDP at MTI and the implementing institutions	11. Conduct training of IOs in policy research and analysis as well as in effective lobbying and advocacy (Linked to RA 2 - Activity 5
Result Area 3: Business environment for enterprises is Improved. (Reduction of red tape and pilot on improved Access to financing by SMMEs)	**COMPONENT 3: Creating an Enabling Environment for Enterprise Development**
3.1 Review the registration and tax compliance costs and procedures	12. Assist MTI to enhance its capacity to manage the PSDS and EDD including capacity building of a Trade Consultative Group within MTI (Linked to RA 3 - Activity 4)
3.2 Develop and implement an innovative trade finance scheme for SMMEs to provide access to finance solutions, with particular attention for women entrepreneurs	13. Support the development of the micro finance policy framework (Linked to RA 3 - Activity 3)
3.3 Support the development of the micro finance policy framework	14. Develop and implement an innovative trade finance scheme for SMMEs to provide access to finance solutions with particular attention for women entrepreneurs (Linked to RA 3 - Activity 2)
3.4 Establish trade facilitation consultative group and provide capacity building services to its members	15. Review the registration and tax compliance costs and procedures (Linked to RA 3-Activity 1)
3.5 A review of implementation of the Foreign Investment Advisory Service recommendations will be done with a view to see areas that still need to be tackled to improve the investment environment	16. A review of implementation of the Foreign Investment Advisory Service recommendations will be done with a view to see areas that still need to be tackled to improve the investment environment (Linked to RA 3 - Activity 5)
3.6 Conduct reviews of the labour laws to identify bottlenecks and recommend labour productivity improvement strategies	17. Review labour laws, identify bottlenecks, recommend labour productivity improvement strategies (Linked to RA 3 - Activity 6)
3.7 Conduct review of the import & export procedures	18. Conduct review of the import and export procedures (Linked to RA 3 - Activity 7)

In addition to the activities directly contributing to one or more Result Areas there is the all-encompassing task of managing the programme. This is shown under the Programme management section in the two tables below.

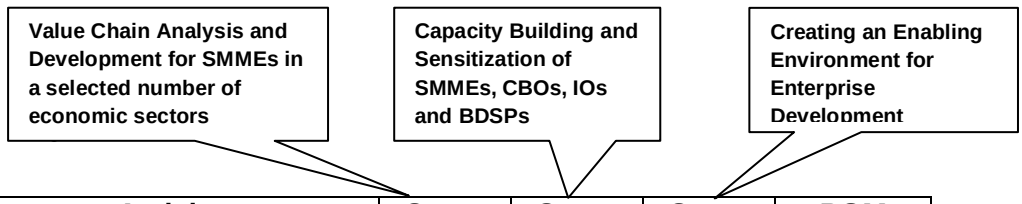
Programme Management
1) Set-up PSDP Management Committee
2) Partnership/stakeholders briefing mission
3) Updating PSDP work plan and budget
4) Set up PSDP web portal
5) Monitoring and Evaluation of PSDP
6) Dissemination of programme results (communication and visibility plan)

Programme Management (Same as in the left column) and Complementary Actions
1) Build the Database of SMMEs eligible to PSDP intervention
2) Assist BITC for Global Expos
3) Formulate Proposals to EU programmes and instruments (TBT; COLEACP/EDES; Export Helpdesk; Biz Clim)
4) Organise Benchmarking visits for SMMEs in selected sectors
5) Review PSDP indicators in line with PSDP objectives, budget and work plan
6) Set up or support SMMEs Business Centres to assist SMMEs on accounting and tendering

1.2.2. Linkages between EU Contribution Agreement and Programme Intervention Components:

- As shown above the activities in each component are contributing to one or more result areas as demonstrated in the table below. It is important to understand and remember these linkages for data collection, rating and scoring purposes.
- These scores are to be given as per the indicators (explained in detail in the finalized Logical Framework (As per MC of 8th August 2014) that are aligned to the Result Areas as per the EU Contribution Agreement; however as more than one component contribute to each result area the scores for the grading will have to come from the progress made in the activities in these components.

Linkage Table for Result Area 1: Capacity and competitiveness of SMMEs and Community Based Organisations (CBOs) including value chains is strengthened, in a selected number of economic sectors



S. No	Activity	Comp 1	Comp 2	Comp 3	PGM MGT
1.1	Conduct training workshops and provide onsite mentoring and coaching to a select group of SMMEs to build expertise in key business subjects	Yes	Yes	No	Yes
1.2	Design and implement a quality improvement programme for SMMEs. Conduct annual sensitization workshops for manufacturers and service providers on quality standards	Yes	Yes	No	Yes
1.3	Design and implement an export focused entrepreneurship development programme and in particular support women owned SMMEs to participate in international trade	Yes	Yes	No	Yes
1.4	Organise a platform to promote closer business linkages between SMMEs and large firms as well as with the government and design a programme to nurture the SMMEs	Yes	Yes	No	Yes
1.5	Conduct awareness campaigns to promote environmental protection among SMMEs and CBOs	Yes	Yes	NO	Yes

Linkage Table for Result Area 2: Service delivery of targeted Intermediary Organisations (IOs) and Business Development Service Providers (BDSPs) is enhanced

S. No	Activity	Comp 1	Comp 2	Comp 3	PGM MGT
2.1	Conduct a review of the mandates and capacity of key private sector associations; design and implement a programme to support the establishment of or strengthen an apex body to coordinate the private sector in Botswana	No	Yes	N0	Yes
2.2	Establish a web-based platform (Com4Dev) to promote networking and collaboration and to inform SMMEs on services that are offered by TSIs and BDSPs	Yes	Yes	No	Yes
2.3	Establish benchmarking learning platform centred on TSIs and BDSPs to inform management and allow information sharing and interaction	No	Yes	No	Yes
2.4	Conduct a study on the participation of women in the leadership of IOs and BDSPs and develop a capacity building programme to address challenges that hinder the involvement of women in governance structures	Yes	Yes	No	Yes
2.5	Conduct training of IOs in policy research and analysis as well as in effective lobbying and advocacy	No	Yes	No	Yes
2.6	Support BOCCIM in the implementation of the PSDS. Establish a web based performance monitoring and evaluation system for the PSDS and PSDP at MTI and the implementing institutions	No	Yes	No	Yes

Linkage Table for Result Area 3: Business environment for enterprises is improved. (Reduction of red tape and pilot on improved Access to financing by SMMEs)

S. No	Activity	Comp 1	Comp 2	Comp 3	PGM MGT
3.1	Review the registration and tax compliance costs and procedures	Yes	Yes	Yes	Yes
3.2	Develop and implement an innovative trade finance scheme for SMMEs to provide access to finance solutions, with particular attention for women entrepreneurs	Yes	Yes	Yes	Yes
3.3	Support the development of the micro finance policy framework	Yes	Yes	Yes	Yes
3.4	Establish trade facilitation consultative group and provide capacity building services to its members	No	Yes	Yes	Yes
3.5	A review of implementation of the Foreign Investment Advisory Service recommendations will be done with a view to see areas that still need to be tackled to improve the investment environment	No	Yes	Yes	Yes
3.6	Conduct reviews of the labour laws to identify bottlenecks and recommend labour productivity improvement strategies	Yes	Yes	Yes	Yes
3.7	Conduct review of the import & export procedures	Yes	Yes	Yes	

2. Approach to Monitoring the PSDP

The monitoring of PSDP that will take place is based on both Top Level Logical Framework and the Detailed Logical Matrix with Targets and Ratings. The Top Level Logical Framework provides an overview of the Expected Results in line with the Result Areas and their associated Indicators and Sources of Verification. On the other hand, the Detailed Logical Matrix is a more in depth framework that takes the analysis further to include extremely useful information such as baselines, targets and ratings for evaluation of achievements and considers the different activities in more detail to allow rigorous monitoring of the programme. The use of both frameworks together will ensure that M&E takes place in a comprehensive manner.

2.1 Top Level Logical Framework:

	Intervention Logic	Objectively Verifiable Indicators	Source of Verification	Risks and Assumptions
	OVERALL OBJECTIVE To contribute to economic growth, employment creation and diversification resulting in the reduction of poverty	• Botswana maintains positive economic growth, with increased contribution from the private sector.	• National economic statistics • Reports by UN, IMF, World Bank, OECD and AU	
	PROJECT PURPOSE To improve the business environment in Botswana and stimulate economic diversification in the private sector. Develop and increase the role of SMMEs in the economy.	• Ease of doing business in Botswana improved • Increased number of SMMEs in economic production, exports and employment • Increased contribution by the private sector to the GDP	• Doing Business indicators WB (access to credit, trading across borders) • Botswana Business surveys • Central Bureau of Statistics indicators	• Lack of political will • No major crises to counteract the effect of economic liberalisation • The global economy and Botswana avoids double dip recession • Continued support from the Government of Botswana • Continued participation by the IOs in the PSDP

Expected Results	**Result Area 1:** Capacity and Competitiveness of SMME's and Community Based Organisation (CBOs) including value chains is strengthened, in a selected number of sectors)	• Ind.1.1: At least 70 SMMEs are strengthened on management, operations (including quality, standards and certification) in order to be more competitive in the local, regional and international market through grouped assistance (training workshops) and individual coaching.	• PSDP Monitoring and evaluation (M&E) Reports • SMMEs Audit reports • Capacity building workshop reports • BOBS's SMME quality improvement report • Export Statistics (Micro - economic level)	• Values chains selected are in line with Botswana's NDP • Capacity to successfully develop the road maps for the eight value chains • Availability of relevant data • Challenges in identifying and engaging the SMMEs • Staff turnover in the targeted SMMEs and CBOs • Continued interest of CBOs and SMMEs
		• Ind.1.2: At least 30 micro-enterprises and community based organisations (CBO's) are trained on management, marketing, quality standards and accounting through grouped assistance.		
		• Ind.1.3: Eight (8) Value Chains and eight (8) sub sectors are identified and strengthened through support to SMMEs and IOs.	• PSDP M&E Reports • SMMEs Audit reports • Capacity building workshop reports • Export Statistics (Micro - economic level)	
		• Ind.1.4: Subcontracting outsourcing activities from the public to the private sector increased by 15% by the completion of the programme.	• PSDP M&E Reports • Public Procurement and Asset Disposal Board (PPADB) and Parastatals Reports	
		• Ind.1.5: 70 SMMEs and CBOs participated in networking and environmental awareness raising events.	• PSDP M&E Reports • Awareness campaign Reports	

		• Ind.1.6: At Least 10 SMMEs have implemented an environmental management plan (EMP)	• SMMEs Environmental management plans	
	Result Area 2: Service delivery of targeted Intermediary Organisations (IOs) and Business Development Service Providers (BDSP) is enhanced	• Ind.2.1: BOCCIM is restructured and established as apex body representing the entire private sector in Botswana, contributing to policy dialogue and membership has increased by 10%.	• PSDP M&E Reports • BOCCIM new Constitution • BOCCIM Strategy Plan 2014-2016 • BOCCIM Annual Reports • BOCCIM membership satisfaction survey report	• BOCCIM shows willingness to restructure and expand • Key private sector bodies are willing to work together • Willingness on the part of women to participate in the leadership development programme • Staff turnover in the targeted IOs.
		• Ind.2.2: An interactive web based platform is established within TSIs and BDSPs to assist SMMEs to be aware of the type of services that are being offered by each TSI and BDSP.	• PSDP M&E Reports • TSIs and BDSPs annual reports • Global Expo statistics • Web based platform users' annual statistics	
		• Ind.2.3: Number of private firms using TSIs and BDSPs services increased by 10%.		
		• Ind.2.4: At least 70% of SMMEs and CBOs benefiting from PSDP intervention are satisfied with the quality of service provided by IOs and BDSPs.	• PSDP M&E Reports • SMME Satisfaction Survey Reports	
	Result Area 3: Business environment for enterprises is improved (reduction of red tape and pilot on improved access to finance by SMMEs)	• Ind.3.1: Recommendations submitted by PSDP to MTI on the reduction of: the cost of doing business; and the cost and time required for registration and operationalization of SMMEs in Botswana.	• PSDP M&E reports • MT Annual Reports	• Willingness and availability of MTI staff to participate • Trade Facilitation Advisory Group is operational and effective • Willingness and availability of banking sector to pparticipate.
		• Ind.3.2: Number of SMME's registered for tax purposes	• PSDP M&E Reports • BURS Annual Reports	

		increased by 20%.		• Willingness of SMMEs to register for taxes
		• Ind.3.3: At least 1 new financial product (post loan support mechanism) targeting SMMEs are introduced by commercial banks and other financial institutions supporting SMME financing.	• PSDP M&E reports • Banks/financial institutions annual reports • SMMEs audit reports • System feedback	
		• Ind.3.4: SMME's under PSDP are assisted as need be to prepare their business plans for submission to commercial banks and other financial institutions.	• PSDP M&E Reports • Banks/financial institutions annual reports • SMMEs audit reports	
		• Ind.3.5: At least 30 SMMEs assisted are accessing finance.		
		• Ind.3.6: Micro finance policy framework is established and is operation.	• PSDP M&E Reports • MTI Annual Reports	
		• Ind.3.7: A microfinance Act is drafted and submitted to government.		
		• Ind.3.8: Members of the Trade Facilitation and Advisory Group (TFAG) and National Committee on Trade Policy and Negotiations (NCTPN) are trained on MTI Trade Capacity Building Strategy.	• PSDP M&E Reports • Training workshop reports • MTI annual reports	

2.2 Detailed Logical Matrix with Targets and Ratings

Result Area 1: Capacity and Competitiveness of SMME's and Community Based Organisation (CBOs) including value chains is strengthened, in a selected number of sectors										
	ACTIVITIES	**OBJECTIVELY VERIFIABLE INDICATORS**	**BASELINE**	**TARGET**	**OUTPUT/ SOURCES OF VERIFICATION**	**STATUS**	**Score**	**RATING CODE**	**RATING**	**Reporting Responsibility and Method**
1.1	**Review of previous studies and proposal for selected value chains development**	Eight value chains and eight sub-sectors are identified	Previous studies and proposals	Eight value chains and eight sub-sector identified that show potential to be strengthened	PSDP M&E Reports Review study Export statistics Annual reports of large firms Media reports	•				BOCCIM Staff – direct system update
1.2	**Emerging Value Chains Analysis and Development Action Plan**	Eight value chains and eight sub-sectors are strengthened by March 2016 through group assistance and individual coaching	No action plan	Eight value chains and eight sub-sectors have an action plan implemented	PSDP M&E Reports Analysis and Development Study report SME 's Audit reports Capacity building workshop reports Export Statistics (Micro -economic level)	•				BOCCIM Staff – direct system update
1.3	**Opportunity study for the development of honey and morula products**	Action plan strategy on how Honey and Morula production can be increased	No action plan	Honey and Morula producers have strategy on how to increase production and sales	PSDP M&E Reports Action plan on increased production and sales for the Honey and Marula producers	•				BOCCIM Staff – direct system update
1.4	**Feasibility Study of Market Intelligence**	Market Intelligence Information	No existing MIIS	An operational MIIS	PSDP M&E Reports Hits on website	•				BOCCIM Staff – direct system update

Result Area 1: Capacity and Competitiveness of SMME's and Community Based Organisation (CBOs) including value chains is strengthened, in a selected number of sectors										
	ACTIVITIES	**OBJECTIVELY VERIFIABLE INDICATORS**	**BASELINE**	**TARGET**	**OUTPUT/ SOURCES OF VERIFICATION**	**STATUS**	**Score**	**RATING CODE**	**RATING**	**Reporting Responsibility and Method**
		System is implemented								IO / BDPS – Participation satisfaction questionnaire
1.5	**Baseline audits of SMMEs**	Comprehensive audit and need assessment of 100 SMMEs	No PSDP audit and need assessment	100 SMME's are audited and an Action Plan for Capacity Building implemented	PSDP M&E Reports Capacity building action plan	•				BOCCIM Staff – direct system update
1.6	**Capacity building and sensitization of SMMEs & CBOs, including a selection of micro-enterprises.**	At least 70 SMMEs, trained in management, operation (including on quality, standards and certification), in order to be more competitive in the local, regional and international market.	No PSDP tailored capacity training done	70 SMMEs trained on PSDP capacity training	PSDP M&E Reports Management training and capacity building report of SMMEs SME 's Audit reports BOBS's SME quality improvement report Export Statistics (Micro -economic level)	•	* score based on numbers and quality of training			BOCCIM Staff – direct system update Post-training SMME and CBO questionnaire

Result Area 1: Capacity and Competitiveness of SMME's and Community Based Organisation (CBOs) including value chains is strengthened, in a selected number of sectors										
	ACTIVITIES	**OBJECTIVELY VERIFIABLE INDICATORS**	**BASELINE**	**TARGET**	**OUTPUT/ SOURCES OF VERIFICATION**	**STATUS**	**Score**	**RATING CODE**	**RATING**	**Reporting Responsibility and Method**
		At least 30 micro-enterprises and community based organisations (CBO's) are trained on management, marketing, quality standards and accounting through grouped assistance.	No PSDP tailored capacity training done	30 micro enterprises and CBOs trained on management, marketing, quality standards and accounting.		•				
1.7	**Subcontracting/outsourcing activities from the public to the private sector increased**	Subcontracting/ out sourcing activities to the private enterprises in the infrastructure sector (road, water, construction, energy, etc.) increased by 15% at the end of the programme	Current subcontracting/outsourcing levels	15% increase of outsourcing in this sector by December 2016	PSDP M&E Reports Public Procurement and Asset Disposal Board and Parastatals Reports	•				
1.8	**Improve networking of IO's and SMME's**	70 SMMEs and CBOs participated in networking events	No networking events	70 SMMEs and CBOs participated in networking events	PSDP M&E Reports Networking events and workshops Awareness campaign Reports SME's Environmental	•	* score based on numbers and quality of training			BOCCIM Staff – direct system update Post-training SMME questionnaire

Result Area 1: Capacity and Competitiveness of SMME's and Community Based Organisation (CBOs) including value chains is strengthened, in a selected number of sectors										
	ACTIVITIES	**OBJECTIVELY VERIFIABLE INDICATORS**	**BASELINE**	**TARGET**	**OUTPUT/ SOURCES OF VERIFICATION**	**STATUS**	**Score**	**RATING CODE**	**RATING**	**Reporting Responsibility and Method**
					management plans					
1.9	**Promote environmental protection among SMMEs and CBOs through awareness campaigns**	70 SMMEs and CBOs participated in environmental awareness raising events At least 10 SMMEs supported by PSDP have implemented environmental protection activities for efficient energy management, over PSDP implementation period	No SMMEs exposed to environmental awareness None of the identified SMMEs have an EMP	70 SMMEs participated in environmental awareness raising events 10 SMMEs implement an EMP	PSDP M&E Reports SME's Environmental management plans Awareness raising workshops and events reports	•	* score based on numbers and quality of training			BOCCIM Staff – direct system update Post-training SMME questionnaire
1.10	**Request for mobilization of TBT programme with BOBS for quality and certification**	BOBs implements a TBT programme	No request from BOBS	Request from BOBs received and programme developed	PSDP M&E Reports • Sensitization meetings with BOBS • Development of programme with BOBS	•				BOCCIM Staff – direct system update

Result Area 2: Service delivery of targeted Intermediary Organisations (IOs) and Business Development Service Providers (BDSP) is enhanced										
	ACTIVITIES	**OBJECTIVELY VERIFIABLE INDICATORS**	**BASELINE**	**TARGET**	**OUTPUT/ SOURCES OF VERIFICATION**	**STATUS**	**Score**	**RATING CODE**	**RATING**	**Reporting Responsibility**
2.1	**Assistance to establish BOCCIM as an apex body of all sector associations**	BOCCIM is restructured, and established as apex body representing the entire private sector, and is acting as a private sector umbrella for advocacy, and lobbying and contributing to policy dialogue and is fully functional in 2016 working to create and sustain an environment conducive to the growth of business/industry and membership has increased by 10%	Current BOCCIM founding documents	• BOCCIM is restructured and functional	PSDP M&E Reports • BOCCIM new constitution • BOCCIM new Strategic Plan 2014-2016 • BOCCIM capacity building reports • BOCCIM annual reports • BOCCIM membership satisfaction survey report		* score based on numbers and quality of training			BOCCIM Staff – direct system update BOCCIM direct system update
2.2	**Capacity building workshops on procurement and CDE audit tools**	BOCCIM is restructured, and established as apex body representing the entire private sector, operating under effective management tools	Current BOCCIM capacity based on procurement and auditing tools	PSDP M&E Reports • BOCCIM adopts CDE procurement and auditing tools	• BOCCIM capacity training					BOCCIM direct system update
2.3	**Conduct a study on the participation**	One study on participation of women produced	No study and no capacity	• One study on women	• One research study		* score based on numbers			BOCCIM Staff – direct system update

Result Area 2: Service delivery of targeted Intermediary Organisations (IOs) and Business Development Service Providers (BDSP) is enhanced										
	ACTIVITIES	**OBJECTIVELY VERIFIABLE INDICATORS**	**BASELINE**	**TARGET**	**OUTPUT/ SOURCES OF VERIFICATION**	**STATUS**	**Score**	**RATING CODE**	**RATING**	**Reporting Responsibility**
	of women in the leadership of IOs and BDSP's and develop a capacity building programme to address challenges that hinder the involvement of women in governance structures	and capacity building programme developed	building events	participation in IO leadership	• Workshops and capacity training events		and quality of training			Post-training IO and BDSP questionnaire
2.4	**Conduct training of IOs in policy research and analysis as well as in effective lobbying and advocacy**	In 2016, at least 70% 20 IOs trained in policy research and analysis	No IOs trained	• 20 IOs are trained in policy research and analysis	PSDP M&E Reports SME Satisfaction Survey Reports		* score based on numbers and quality of training			BOCCIM Staff – direct system update Post-training IO questionnaire
2.5	**Support to early stage capacity building activities for IOs and**	At least 70% of SMMEs and CBOs benefiting from PSDP intervention are satisfied with the quality of service	Number of current services offered and registered clients of	• At least 70% of SMMEs and CBOs supported by PSDP	**PSDP M&E Reports SME Satisfaction Survey Reports** • **TSIs and**		*score based on number and quality of training			BOCCIM Staff – direct system update Post training IO and BDSP questionnaire

Result Area 2: Service delivery of targeted Intermediary Organisations (IOs) and Business Development Service Providers (BDSP) is enhanced										
	ACTIVITIES	**OBJECTIVELY VERIFIABLE INDICATORS**	**BASELINE**	**TARGET**	**OUTPUT/ SOURCES OF VERIFICATION**	**STATUS**	**Score**	**RATING CODE**	**RATING**	**Reporting Responsibility**
	BDSPs	provided by IOs and BDSPs. Number of private firms using TSIs and BDSPs services increased by 20%	targeted IOs and BDSPs. Current rating of services offered by IOs and BDSPs	indicate satisfaction with services rendered by IOs and the trained BDSPs. • Number of SMMEs using TSIs and BDSPs increases by 20%	**BDSPs reports**					
2.6	**Support to BITC through Global Expo Botswana 2014**	A successful Global Expo Botswana 2014 is hosted	No show	One successful Global Expo Botswana hosted	Support to BITC in the run-up to the Expo					BOCCIM Staff – direct system update Global Expo Botswana participants questionnaire

Result Area 3: Business Environment for enterprises is improved (reduction of red tape and pilot on improved access to finance by SMME)										
	ACTIVITIES	**OBJECTIVELY VERIFIABLE INDICATORS**	**BASELINE**	**TARGET**	**OUTPUT/ SOURCES OF VERIFICATION**	**STATUS**	**Score**	**RATING CODE**	**RATING**	**Reporting Responsibility**
3.1	**Procedures for registration of SMMEs are made faster and less cumbersome**	Recommendations submitted by PSDP to MTI on the reduction of: the cost of doing business; and the cost & time required for registration and operationalization of SMMEs in Botswana.	No review undertaken on cost of doing business and on procedures for registration of SMMEs	Review undertaken by March 2016	PSDP M&E reports MTI reports Business registration procedures and costs of doing business report WB Ease of Doing Business Index Meetings with GOB and workshops		* score based on numbers and quality of training			BOCCIM Staff – direct system update MTI Questionnaire
3.2	**Increased number of SMMEs registered for tax purposes**	By the end of the PSDP number of SMMEs registered for tax purposes increased by 20% compared to 2013 figures	2013 tax figures	20% increase	PSDP M&E Reports BURS annual reports					BOCCIM

Result Area 3: Business Environment for enterprises is improved (reduction of red tape and pilot on improved access to finance by SMME)										
	ACTIVITIES	**OBJECTIVELY VERIFIABLE INDICATORS**	**BASELINE**	**TARGET**	**OUTPUT/ SOURCES OF VERIFICATION**	**STATUS**	**Score**	**RATING CODE**	**RATING**	**Reporting Responsibility**
3.3	**Financial products targeting SMMEs introduced**	By the end of PSDP, at least 1 new financial product (post loan support mechanism) targeting SMMEs are introduced to commercial banks and other financial institutions supporting SMME financing. SMMEs under PSDP are assisted as need be to prepare their business plans for submission to commercial banks and other financial institutions At least 30 SMMEs are accessing finance.	Current number of products	Introduction of one new product by 2016 30 SMMEs have been assisted to access finance from banks	Banks/financial institutions annual reports PSDP M&E Reports SMMEs audit reports System feedback					BOCCIM

Result Area 3: Business Environment for enterprises is improved (reduction of red tape and pilot on improved access to finance by SMME)										
	ACTIVITIES	**OBJECTIVELY VERIFIABLE INDICATORS**	**BASELINE**	**TARGET**	**OUTPUT/ SOURCES OF VERIFICATION**	**STATUS**	**Score**	**RATING CODE**	**RATING**	**Reporting Responsibility**
3.4	**Develop and implement an innovative trade finance scheme for SMMEs to have access to finance solutions**	SMMEs in Botswana have access to loans to finance trade	Limited access by SMMEs to trade finance products	Innovative trade finance scheme for SMMEs is in place	Product development meetings with financial institutions in Botswana Financial products developed					BOCCIM Staff - direct system update SMME Questionnaire
3.5	**Development of micro-finance policy framework**	Micro finance policy framework established and is operational	No Micro-finance policy framework	Micro finance policy is operational. A microfinance Act is drafted and submitted to Government	Policy development meetings with GOB Micro-financing policy MTI Annual Reports		* score based on numbers and quality of training			BOCCIM Staff - direct system update MTI Questionnaire
3.6	**Assist BITC to implement Export Development Programme**	BITC is assisting Botswana companies to increase exports	Limited SMMEs involved in exports	An increase in exports by 10% in value terms by end of the programme	Export Development Programme meetings with BITC Programme is developed	•				BOCCIM Staff – direct system update BITC Questionnaire
3.7	**Conduct review of the import and export procedures**	Import and Export Procedures are reduced and Ease of Doing Business in Botswana improves	Current number of import and export procedures	Decreased number of import and export procedures and improved performance	Botswana improves in WB Ease of Doing Business Index Number of import and	•	* score based on numbers and quality of training			BOCCIM Staff – direct system update MTI Questionnaire

Result Area 3: Business Environment for enterprises is improved (reduction of red tape and pilot on improved access to finance by SMME)										
	ACTIVITIES	**OBJECTIVELY VERIFIABLE INDICATORS**	**BASELINE**	**TARGET**	**OUTPUT/ SOURCES OF VERIFICATION**	**STATUS**	**Score**	**RATING CODE**	**RATING**	**Reporting Responsibility**
				for Botswana in the WB Ease of Doing Business Index	export procedures decrease					
3.8	**Review labour laws, identify bottlenecks, recommend labour productivity improvement strategies**	One policy position on productivity Labour laws revised	Current levels of labour productivity	5% Improvement of Botswana labour productivity	Labour law review document Meetings with GOB Department of Labour Labour Productivity Statistics	•	* score based on numbers and quality of training			BOCCIM Staff – direct system update MTI Questionnaire
3.9	**Capacity building of MTI: capacity building of Trade Facilitation Group**	Members of the Trade Facilitation Advisory Group (TFAG) and National Committee on Trade Policy and Negotiations (NCTPN) are trained based on MTI Trade Capacity Building Strategy	Current capacity levels at MTI	Trained TFAG AND NCTPN members and effective trade negotiations	PSDP M&E Reports Training workshop reports MTI annual reports	•				BOCCIM Staff - direct system update MTI Questionnaire

Component Four: PROGRAMME MANAGEMENT AND VISIBILITY										
	ACTIVITIES	**OBJECTIVELY VERIFIABLE INDICATORS**	**BASELINE**	**TARGET**	**OUTPUT/SOURCES OF VERIFICATION**	**STATUS**	**Score**	**RATING CODE**	**RATING**	**Reporting Responsibility**
4.1	**Recruitment of a service provider for the design of PSDP Monitoring and Evaluation (M&E) System**	• M&E System in place	• No M&E System	• Online M&E System operational	• Consultants engaged and system developed	•				CDE Staff – direct system update
4.2	**Design and implement PSDP Communication and Visibility Plan**	• PSDP Communication and Visibility Plan in place	• No Communication and Visibility Plan	• Effective implementation of the Communication and Visibility Plan	• Plan is developed	•				CDE Staff – direct system update

2.3 Description of Data Sources for Reporting Progress

Data is a crucial component for the PSDP M&E project. Without the necessary data, it is not possible to engage in any form of monitoring and evaluation. As a result, the sources that the data will be secured from are of critical importance. For the purposes of this PSDP M&E Master plan, the sources of data are in line with the data sources that have been detailed under Sources of Verification under each of the Result Areas for the Top Level Logical Framework.

2.4 Formats and Processes for Reporting to BOCCIM (AB)

The Data collected goes to populating the tools that will generate the Rating Scores of each indicator. The format and process is given for each indicator in the table placed at Annexure one to this report and in the Technical Assistance Plan.

Placed below is one table and explanations on the Formats and process. For Indicator 1.1 of **Result Area 1 (CAPACITY AND COMPETITIVENESS OF SMME'S AND COMMUNITY BASED ORGANISATION (CBOS) INCLUDING VALUE CHAINS IS STRENGTHENED, IN A SELECTED NUMBER OF SECTORS)**

Indicator 1.1	**EIGHT VALUE CHAINS ARE IDENTIFIED AND EIGHT SUB-SECTORS ARE IDENTIFIED**					
Definition	CDE starts its PSDP intervention by identifying eight value chains and eight sub-sectors within which its interventions will be focused.					
Purpose	This work gives the grounding on which the rest of the PSDP activities will be based.					
Baseline	Previous studies and proposal					
Target	Eight value chains and eight sub-sectors identified that show potential to be strengthened in a published study					
Timeframe	Within the first quarter of operation					
Scoring:	HS:	8 value chains and 8 sub-sectors identified	S:	7 value chains 7 sub-sectors identified	MS:	4-6 value chains and 4-6 sub-sectors identified
	MU:	3 value chains and 3 sub-sectors identified	U:	2 value chains and two sub-sectors identified	HU:	No Value Chains Identified
Data Collection		This will be an internal check on whether the correct, i.e. a value chain that shows promise for development, and correct amount of value chains have been identified for further study and evaluation.				
Tool		Internal CDE checks and balances in the form of the weekly PSDP progress reports as well as the MC meeting minutes				
Frequency		First quarter only				

Responsible		BOCCIM staff
Reporting		The quantitative data will be uploaded onto the M&E system
Quality Control		MC will check whether the eight value chains identified are indeed those that could respond most effectively to PSDP activities. This issue will further be evaluated within the Mid Term Evaluation.

- HS: Highly Satisfactory, S: Satisfactory, MS: Moderately Satisfactory, MU: Moderately Unsatisfactory, U: Unsatisfactory, HU: Highly Unsatisfactory

2.5 Roles and Responsibilities for Implementation

In order for the PSDP M&E System and Framework to be implemented successfully, it is necessary to define who will be responsible for reporting of the different aspects. The main entities that will play a role in reporting are BOCCIM and its staff, and the CDE. A detailed breakdown of the entities that will be responsible for reporting on different aspects is contained within the Detailed Logical Matrix with Targets and Ratings under the Result Areas and Component Four.

3. Design and Implementation of the M&E Web Portal

This project includes the development and implementation of a Web Portal for the M&E functions to be made accurate and efficient this chapter gives an overview of this portal its development and day to day running and maintenance of the portal. The key feature of this portal is that BOCCIM and the M&E team will be in full control of the design, implementation and most of all content generation and management.

➢ **Benefits of a Web Based M&E System**

A Web Based M&E system is more efficient, objective and totally impersonal and has the following benefits:

- Ease, accuracy and consistency of automated monitoring and evaluation of results and Impacts against preset targets and goals
- Provide a basis for decision making amendments and improvements
- Accountability and Resource use and deployment
- Document, provide feedback and disseminate lessons learnt

➢ **Features and look and feel of the portal**

The look, feel and rules that make the Web Portal function efficiently are shown in Annexure 2 Figures 1 to 13. A perusal of these figures and the rules gives a clear idea of how the portal will work.

➢ **Steps of Implementation**

In order to develop the portal with the help of a software company doing the programming, with the control in the hands of the M&E Experts Team and BOCCIM the following steps will be followed / are being followed (This is work in progress).

- Defining the detailed needs in the form of a Statement of User Requirements (SOUR), understanding and acceptance of this by BOCCIM, and all the members of the Management Committee.
- Tendering for a software company using the sour and evaluating the bids by a team consisting of Particip Experts and BOCCIM Director Membership and Head of Department in charge of IT in BOCCIM.
- Awarding the contract and guiding the programming to ensure compliance to the design in the approved SOUR.
- Testing and accepting the Portal Shell and guiding the uploading of the content. For at least two quarters till December 2014.
- Particip Team Leader and other key experts available on call and periodically as required till December 2015.

➢ **Security and Content Management**

Authenticity and security are a critical part of any accurate and reliable M&E exercise thus six levels of security have been incorporated with the help of the best industry practices.

S. No	Designation	Duties and Access Rights
1	Chief Administrator and Web Content Manager	Approve the registration of all users from 2 to 5 done by Web Content Manager as per a policy laid down. Authorise Modifying Formats or Major Content Reply to requests of Public and others if such questions escalated.
2	Web Content Manager	Carry out registration of all users except the public as per policy and submit for approval. Actually register them after approval received or an authority given to do so. Generate and Modify content. Authorise Web Content officer to modify errors in entry. Reply to requests of public and others.
3	Web Content Officer	Authorise public users as per policy. Enter content as required to do so. Modify content only after authorisation. Reply to requests of Public and others.
4	Senior Official User	View all material and enter facts and figures if assigned to do so.
5	Official User	View permitted material and enters facts and figured if assigned to do so.
6	Public User	View public accessible material and enter feedback and questions.

4. Transfers of Skills & Knowledge to BOCCIM

The PSDS and PSDP have been the initiative of BOCCIM as a robust measure to ensure healthy growth of the private sector in Botswana. Thus BOCCIM and its key members are fully aware of the intricacies of the PSDS program. At the implementation level, all of the actions that constitute PSDP are those directly implemented by the CDE and its partners and consultants. The EU is the contracting authority for the PSDP, the MTI is the supervising agency, CDE is the executing agency, and BOCCIM is responsible for monitoring and evaluation (M&E) of PSDP. In order to carry out the transfer of skills and knowledge to BOCCIM the body of knowledge and skills needs to be defined, followed by the modes of knowledge and skills transfer. It must be noted that all that are involved in the PSDP must be up to the level of Computer literacy up to the ICDL (International Computer Driving License) and be familiar with open source software and also there is an ICT Universe outside Branded Operating systems like Microsoft.

4.1 Body of Knowledge and Skills

- Knowledge and Skills to understand M&E: These cover the concepts for independent evaluation of the shelf of projects, collection, storage and analysis of data and transfer to the Web Portal. The foundation of this data collection is based on “SMART” Indicators approved by the Management Committee (MC). The details of the indicators and related tools and instruments need to be mastered to ensure accurate and reliable measurements are made to collect the necessary inputs for the M&E exercise. These have been elaborated in the detailed indicator work sheets.
- Knowledge and Skills to Understand the Web Portal: The design of the Web Portal is laid down in the Web Portal SOUR document and the programming and initial hosting is being done by the IT Industry sub-contractor. The Participants and stakeholders of PSDP need to understand one or more aspects depending on their role in PSDP. The table below lists the knowledge modules and skills that will be required and by which set of users.

S. No	Human Resource Involved	Knowledge and Skills Required	Remarks
1	IT Managers and Officers of BOCCIM and concerned Ministries (MTI, MFDP)	Principles and Practice of Web Design, Hosting, Maintenance; Web Content Management and Web Security.	These Officers need to be familiar and experts in all skills listed
2	BOCCIM Web Content and management team	Web Content Management and Web Security, Web Report preparation, intelligent monitoring results search procedures	Thorough covering all aspects
3	Senior Management of Ministries	Web Content Management and Web Security, Web Report preparation, intelligent monitoring results search procedures	Covering limited aspects as required
4	Senior & other Officers of Ministries	Web Content Management and Security, Web Report preparation, intelligent monitoring results search procedures	Covering limited aspects of Content Management and all aspects of Report Generation and searches
5	PSDP Beneficiaries	Specific data entry as asked for and Web Report preparation, intelligent monitoring results search procedures	Limited aspects of Content Management and all aspects of Report Generation and searches

The training and knowledge transfer material will be generated as per the requirements specified above. In addition to refine the needs it is proposed to carry out a IT Human Resource audit will be carried out as scheduled in the approved M&E work plan, after this interim report is submitted and before the next deliverable that is the final M&E report.

4.2 Modes of Knowledge and Skills transfer

BOCCIM is continuously involved in this project and one expert from Particip is operating from the office provided by BOCCIM almost full time till December 2014 and on a limited basis but on call till December 2015. In addition visits by the Team Leader and the Key Expert one will take place as well as workshops and trainings. The following bullets specifically indicate the Modes of Knowledge and Skills transfer to BOCCIM:

- BOCCIM's Director of Membership who is looking after the PSDP and is resident at CDE is involved in all aspects of the project. All information and arrangements for the M&E are being routed through him.

- The preparation of the Web Portal SOUR and selection of the IT Company to programme the Portal has been done by a team including two concerned BOCCIM Senior Officers.
- BOCCIM is involved in all visits and meetings by the Team Leader and Key Experts with CDE, and all other stakeholders.
- BOCCIM will participate in the planned further stakeholder sensitization visit and other training workshops
- BOCCIM Officers and M&E team that is being put in place will carry out the Content generation as soon as the Web Portal Shell goes live. The resident Key Expert will be operating from BOCCIM and will ensure that this goes on well for at least two quarterly reports till December 2014. This will cover collection of M&E data for each indicator and capturing the same in the portal and generation of complete and intelligent search reports.
- After December 2014, the BOCCIM team will carry out these tasks, but the resident Key Expert will be on call and will visit at least once a week to ensure that all goes on well. The Team leader will visit once every quarter to provide support to the team.

An assessment of the ICT Facilities at BOCCIM has been completed and it has been found that a basic facility is available and is working. The ICT HR Audit will identify gaps to be filled. There is a need to improve in the following areas:

- Better Backup power supply for the Server and ICT Resources in BOCCIM Offices
- Better Host server and intelligent location E.G at BTC premises
- Minimum standard of desktop and lap top computers for all in BOCCIM
- Faster and reliable Internet connection
- Better Intranet and Email management
- Content management control for all web resources

It will be important to establish and maintain positive dialogue and two-way information sharing with NSO and E Gov. Coordinator.

5. Recommendations on Beneficiaries/Partners' and Service Providers Internal Monitoring (AB)

The following stakeholders to the PSDP were identified alongside their roles in the M&E System. These stakeholders will be invited to the training sessions on the system and will be given various levels of access to update the system on progress achieved. The tools designed in the technical assistance plan will be contributory to the process. It is, therefore, important that the training sessions are attended.

Institution	**Role/ Responsibility ito M&E System and Web Portal**

COOPERATING PARTNERS	
The European Union (EU) Delegation	User-information on progress and impact.
Centre For Development of Enterprise (CDE)	User-project management, progress on implementation and impact.
GOVERNMENT	
Ministry of Trade and Industry	User-information on progress and impact.
The Ministry of Finance and Development Planning **(MFDP)**	User-information on progress and impact.
Ministry of Foreign Affairs and International Cooperation	User-information on progress and impact.
National Strategy Office	User-link with national M&E system.
Office of the President (Coordinator of e-Government)	User-link with national M&E system.
PARASTATALS	
BIH	Beneficiary and user-monitor progress, access to reports
BITC	Beneficiary and user-monitor progress, access to reports
BNPC	Beneficiary and user-monitor progress, access to reports
BTO	Beneficiary and user-monitor progress, access to reports
BOBS	Beneficiary and user-monitor progress, access to reports
BPC	Beneficiary and user-monitor progress, access to reports
BWU	Beneficiary and user-monitor progress, access to reports
CEDA	Beneficiary and user-monitor progress, access to reports
LEA	Beneficiary and user-monitor progress, access to reports
INTERMEDIARY ORGANISATIONS	
BOCCIM	Beneficiary, M&E Supervisor / Implementer, data capturing, regular updates
BEMA	Beneficiary and user: information on progress, reports
HATAB	Beneficiary and user: information on progress, reports
OTHER	
PSDP Management Committee	User: monitor progress, decision making

6. Methodologies for internal and external reviews, evaluations and impact assessments

The M&E System makes provisions for and prepares questions for a number of internal and external reviews, evaluations and assessments.

a) Internal Reviews

CDE is already implementing two very important internal review mechanisms, central to the M&E system. These include the Monday Progress Report meetings and the Management Committee meetings that happen on a monthly basis. During the Monday Progress Report meetings, CDE staff report on progress made in the PSDP implementation. The minutes of the meetings are recorded and open for scrutiny by BOCCIM. At several points during the implementation of the M&E System, BOCCIM will need to read through these minutes in order to gain a sense of progress against a certain indicators.

In a similar vein, the Management Committee Meeting Minutes, record the feed-back presentations to the MC and discussion following these presentations. Where the MC needs to sign off on certain concepts, approaches and budgets, these decisions are made within the meeting and recorded as such in the minutes. Again BOCCIM will have to scrutinise the minutes of the meetings during the implementation of the M&E System in order to gain a sense of progress against certain indicators.

b) External Reviews

In some instances the M&E System calls for external review by a stakeholder on a certain indicator. This would involve a stakeholder, like the Ministry of Trade and Industry, assessing the quality of capacity training received and an audit of whether the training received will lead to the expected outcome. In this case the M&E system provides for data capturing tools within the Technical Assistance plan in order to complete such a review. The tool will allow the stakeholder to easily update information and data captured onto the system.

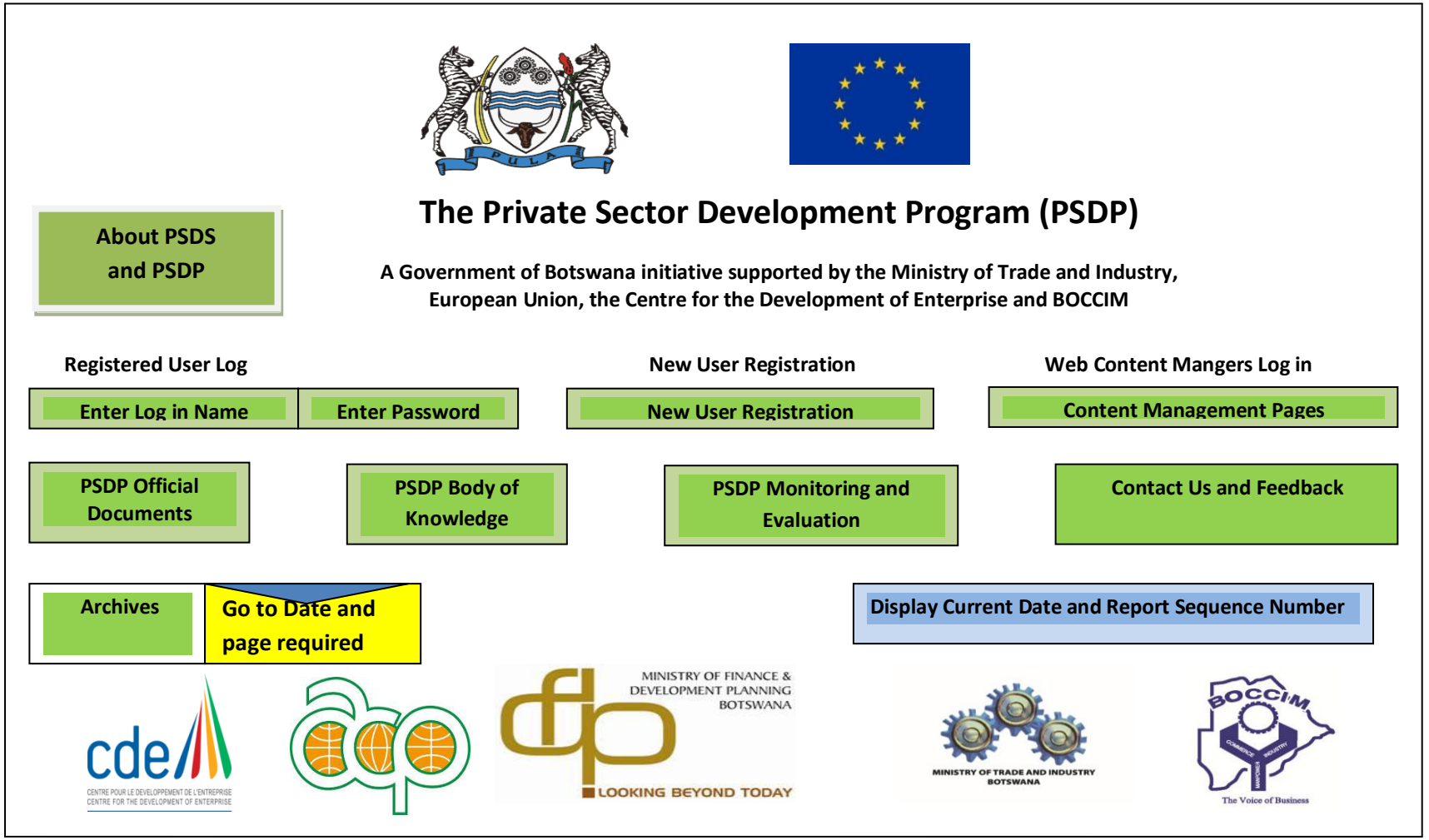
c) Evaluations and Assessments

A very important component of the M&E System is periodic evaluations and final assessments of the PSDP. The M&E system prepares evaluation questions for the Mid-Term Evaluation and the same set of questions can be used for the final assessment once the PSDP closes. The full set of questions is attached in the Technical Assistance plan.

Annexes

Annex 1: Look, Feel and Rules of the Web Portal

Figure 1: Log in Page Design and Logical Functions



Notes on Linkages and Logical Functions:

There are seven logos of EU, GOB, CDE, ACP, MFDP, MTI and BOCCIM: All these logos should include a hyperlink to go to the respective home pages of these Governments, Ministries and Organizations

www.gov.bwhttp://europa.euhttp://www.cde.inthttp://www.finance.gov.bw

http://www.mti.gov.bwhttp://www.boccim.co.bw

Categories of Users and their access rights:

General Public: They register through the registration page and have access to Information made accessible to the Public Domain namely: Public information on PSDP Official documents page; Documents in Body of Knowledge page; Contact us and public feedback public announcements on monitoring and Evaluation pages.

Director BOCCIM and Chief Web Master: Full access to all pages and full content management and control rights.

Web Content Managers: Limited rights of entry and content entry and correction rights as and when given by the Chief Web Manager.

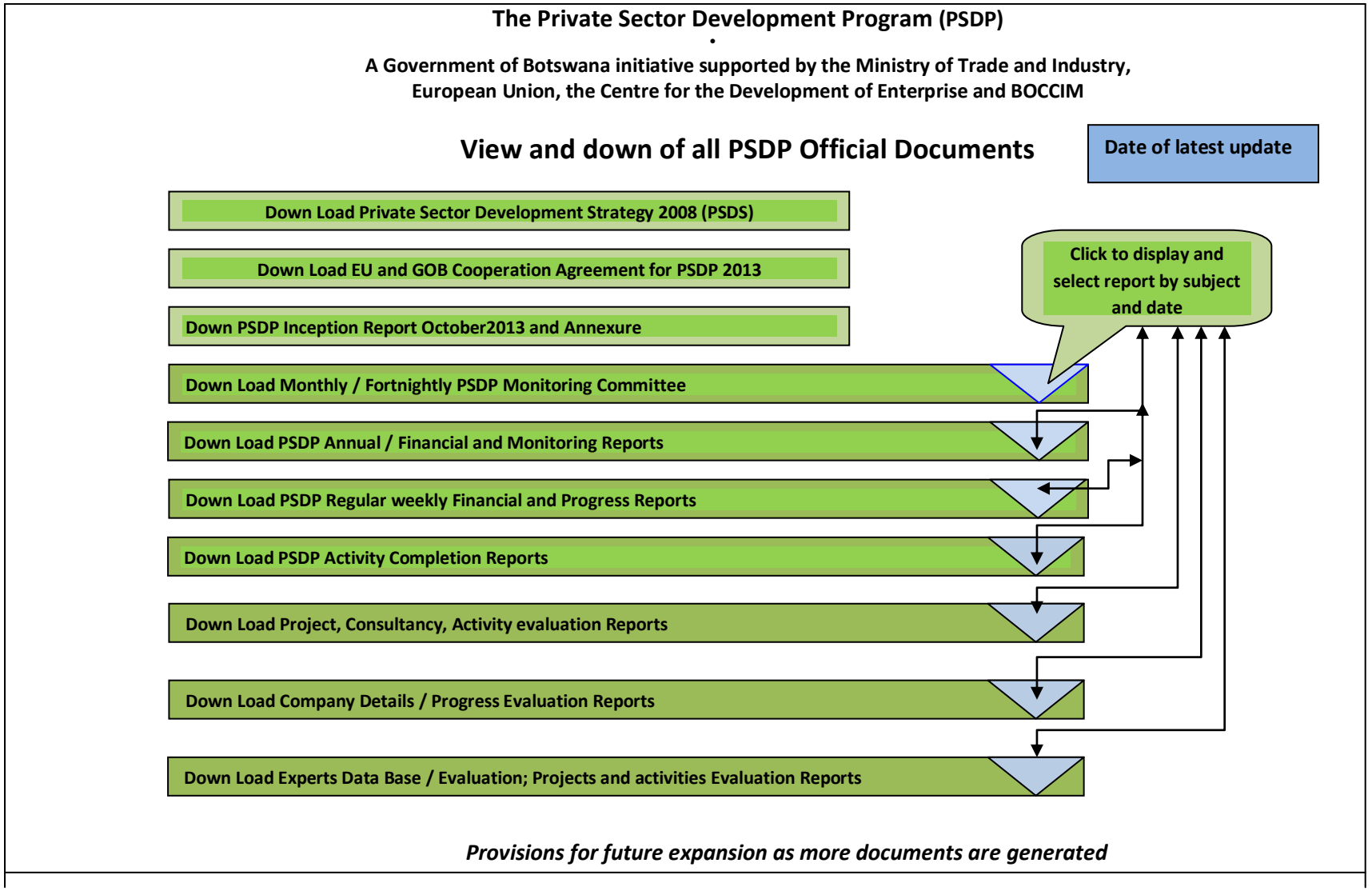
All direct stake holders: To see all M& E Results and to comments as per their roles and responsibilities.

The Chief Web Manager will have the ways and means to change and reset the rights to each page by a user.

Navigation and Data Display Principles:

1. The Boxes shaded green are the active buttons to enter information and to navigate to concerned page.
2. The Boxes marked Blue will display the current information
3. The boxed marked Yellow will show Archived data and archived pages when asked for
4. In the archive box the date of the archive to, go to is selected. This is applicable only to the M&E page.
5. Archive is not applicable to the PSDP documents and Body of Knowledge Pages
6. The position of the logos may not be changes but the boxes may be adjusted to suit the convenience and look and feel of the design.
7. A background picture / watermark will be provided after it is duly approved in the Communications strategy
8. For Content management a separate log in is needed as shown.

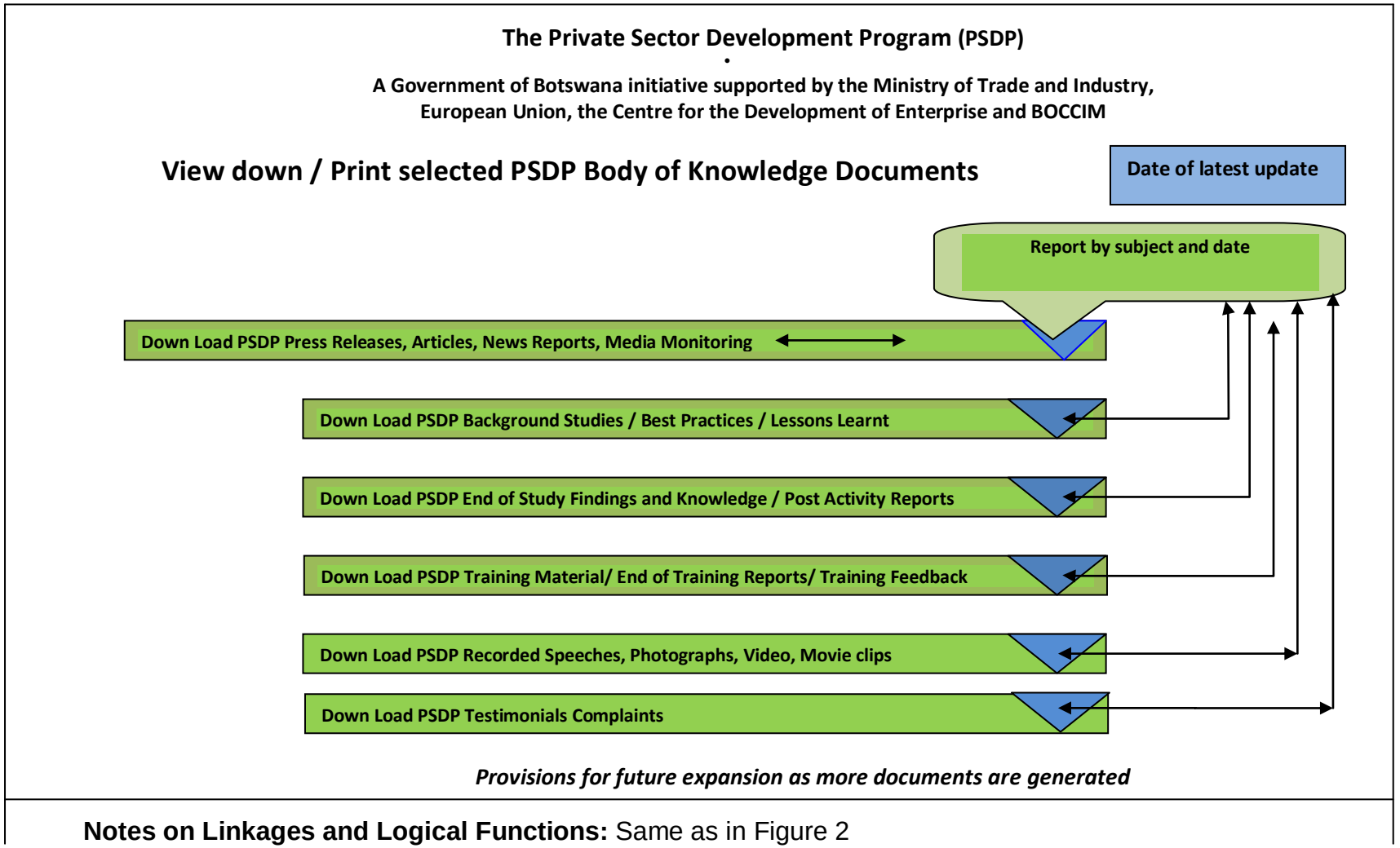
Figure 2: PSDP Official Documents Page Design and Logical Functions



Notes on Linkages and Logical Functions:

1. All the organization Logos will be there with hyperlinks as in Figure 1
2. All documents will be converted to PDF before uploading.
3. A security tool will be provided to regularly check that the web site has not been tampered with.
4. All Documents on this page will be accessible to authorized to those by the Chief Web Manager
5. Public Documents like annual reports will be accessible to all registered users
6. Once the report is selected the contents page will be displayed or downloaded with an option for chapter wise or full down load.
7. The size of all documents generated in 2013-2014 (one year of operation) and the life of the project is three years. The Storage space estimate for three years to be indicated by Web Portal Company.
8. A background picture / watermark duly approved by the communications strategy will be provided

Figure 3: Body of Knowledge Page Design and Logical Functions



Notes on Linkages and Logical Functions: Same as in Figure 2

Figure 4: Contact us and Feedback Page Design and Logical Functions

Notes on Linkages and Logical Functions: Same as in Figure 1

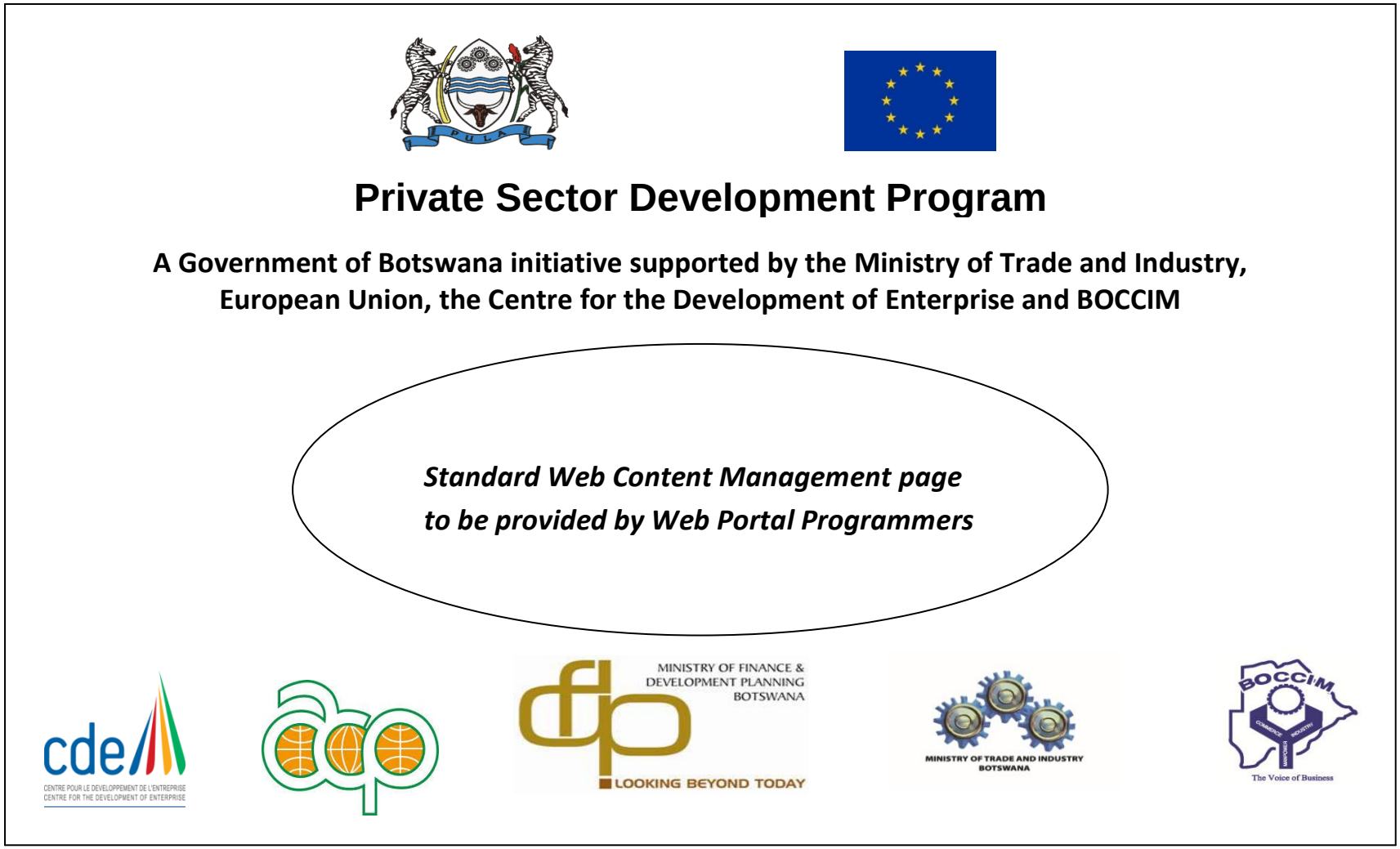
Navigation and Data Display Principles: Same as in Figure 1

Figure 5: New User Register Page Design and Logical Functions

Notes on Linkages and Logical Functions: Same as in Figure 1

Navigation and Data Display Principles: Same as in Figure 1

Figure 6: Web Content Management Page Design and Logical Functions



Notes on Linkages and Logical Functions: Same as in Figure 1
Navigation and Data Display Principles: Same as in Figure 1

Figure 7: Overall Objective Page Design and Logical Functions

Private Sector Development Program (PSDP)

A Government of Botswana initiative supported by the Ministry of Trade and Industry, European Union, the Centre for the Development of Enterprise and BOCCIM

	OVERALL OBJECTIVE
	To contribute to economic growth, employment creation and diversification resulting in the reduction of poverty

INDICATOR	BASELINE	TARGET	STATUS	OVERALL OBJECTIVE ASSESSMENT	Rating Code	Rating
Annual GDP Growth						
Employment creation						
Gross capital formation, private sector (% of GDP)						

Click these Boxes to go to the Tables on Next Page

Select Date of Archive

Archives	Select Date& Display or Print	Program Purpose	Display Current Date and Report Sequence Number	Print Current Report

Provision for a Tabular, Pie Chart or line graph representation of the Indicators

- **Annual GDP Growth**
- **Employment creation**
- **Gross capital formation, private sector (% of GDP)**

Notes on Linkages and Logical Functions: Same as in Figure 1

Navigation and Data Display Principles: Same as in Figure 1

Figure 8: Program Purpose page Design and Logical Functions

Private Sector Development Program

A Government of Botswana initiative supported by the Ministry of Trade and Industry, European Union, the Centre for the Development of Enterprise and BOCCIM

PROJECT PURPOSE						
To improve the business environment in Botswana and stimulate economic diversification in the private sector. Develop and increase the role of SMMEs in the economy.						
INDICATOR	BASELINE	TARGET	STATUS	TIME LAPSED (YEARS)	PROJECT PURPOSE ASSESSMENT	RATING INDICATOR
World Bank doing business ranking	134	120	125	2	MODERATELY UNSATISFACTORY	
Economic Diversification	120	134	125	1	MODERATELY SATISFACTORY	
Number of SMMEs					HIGHLY SATISFACTORY	
Value and volume of exports					HIGHLY SATISFACTORY	

Click these Boxes to go to the Tables

Archives	Select Date & Display or Print	Overall Assessment	Display Current Date and Report Sequence Number	Print Current Report

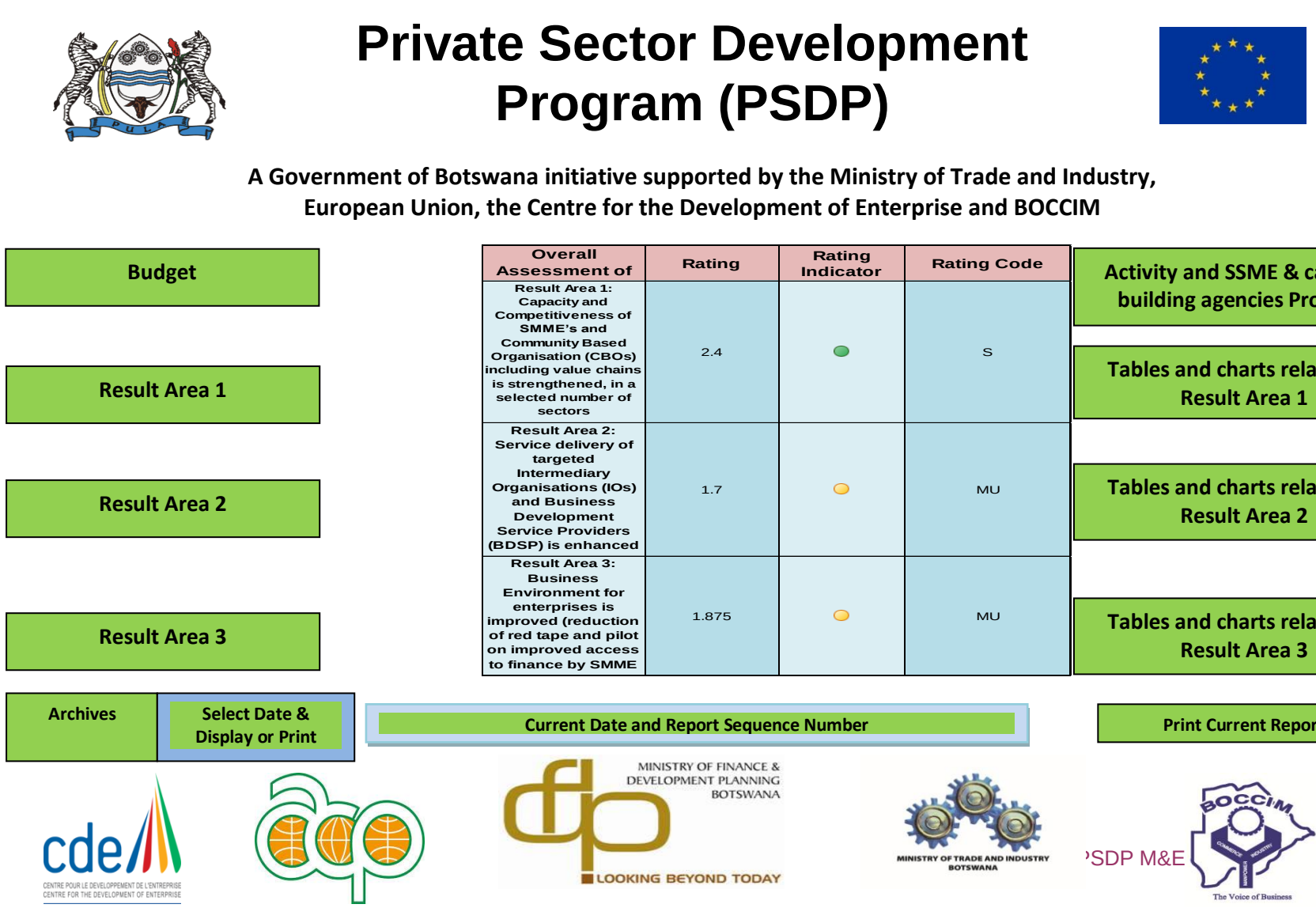
Provision for a Tabular, Pie Chart or line graph representation of the Indicators to support Program Purpose

- **World bank Doing business Rating**
- **Economic Diversification**
- **Numbers of SME's Registered**
- **Value and volume of Exports**

Notes on Linkages and Logical Functions: Same as in Figure 1

Navigation and Data Display Principles: Same as in Figure 1

Figure 9: Overall Assessment Page Design and Logical Functions



Provision for a Tabular, Pie Chart or line graph representation of the Indicators

- **Findings and benefits of Value chain analysis (Component 1)**
- **Growth and Improvements of SME's (Component 1)**
- **Progress and achievements of Agencies involved in capacity building of SMME's (Component 2)**
- **Progress on creation of enabling environments (Component 3)**

Notes on Linkages and Logical Functions: Same as in Figure 1

Navigation and Data Display Principles: Same as in Figure 1

Figure 10: Result Area One evaluation page design amd Logical Functions

Private Sector Development Program (PSDP)

A Government of Botswana initiative supported by the Ministry of Trade and Industry, European Union, the Centre for the Development of Enterprise and BOCCIM

Result Area 1: Capacity and Competitiveness of SMME's and Community Based Organisation (CBOs) including value chains is strengthened, in a selected number of sectors

	ACTIVITIES	OBJECTIVELY VERIFIABLE INDICATORS	BASELINE	TARGET	OUTPUT/ SOURCES OF VERIFICATION	STATUS	Score	RATING CODE	RATING	Reporting Responsibility and Method
1.1	**Review of previous studies and proposal for selected value chains development**	Eight value chains and eight sub-sectors are identified	Previous studies and proposals	Eight value chains and eight sub-sector identified that show potential to be strengthened	PSDP M&E Reports Review study Export statistics Annual reports of large firms Media reports		8	HIGHLY SATISFACTORY		BOCCIM Staff – direct system update
1.2	**Emerging Value Chains Analysis and Development Action Plan**	Eight value chains and eight sub-sectors are strengthened by March 2016 through group assistance and individual coaching	No action plan	Eight value chains and eight sub-sectors have an action plan implemented	PSDP M&E Reports Analysis and Development Study report SME 's Audit reports Capacity building workshop reports Export Statistics (Micro -economic level)			HIGHLY UNSATISFACTORY		BOCCIM Staff – direct system update

Explanatory notes Applicable to all three Result Areas:

1. Logos and links not needed on this page.
2. The data displayed on this page is available in an XL sheet used for data entry. This spread sheet starts with the three components and goes on to calculate and determine the overall grades.
3. The boxes where the assessment is made are links to the document from where the data was obtained
4. The calculations and logical relations leading to an evaluation and consequent grading are in the spread sheet
5. However at all levels a manual override for each entry is available to a manager duly authorized by the Chief web Content manager.
6. First and second level of control is to be given to the authorized Web Content managers to enter data and qualitative assessments
7. The ultimate control to add a parameter or a table or a new data category will be with the Chief Web Content Manager.
8. The page above covers two activities additional pages cover all activities

Figure 11: Result Area Two evaluation page design and Logical Functions

Private Sector Development Program (PSDP)

A Government of Botswana initiative supported by the Ministry of Trade and Industry, European Union, the Centre for the Development of Enterprise and BOCCIM

Result Area 2: Service delivery of targeted Intermediary Organisations (IOs) and Business Development Service Providers (BDSP) is enhanced										
	ACTIVITIES	**OBJECTIVELY VERIFIABLE INDICATORS**	**BASELINE**	**TARGET**	**OUTPUT/ SOURCES OF VERIFICATION**	**STATUS**	**Score**	**RATING CODE**	**RATING**	**Reporting Responsibility**
2.1	**Assistance to establish BOCCIM as an apex body of all sector associations**	BOCCIM is restructured, and established as apex body representing the entire private sector, and is acting as a private sector umbrella for advocacy, and lobbying and contributing to policy dialogue and is fully functional in 2016 working to create and sustain an environment conducive to the growth of business/industry and membership has increased by 10%	2566	2822	PSDP M&E Reports BOCCIM new consitution BOCCIM new Strategic Plan 2014-2016 BOCCIM capacity building reports BOCCIM annual reports BOCCIM membership satisfaction survey report			FALSE		BOCCIM Staff – direct system update BOCCIM direct system update
2.2	**Capacity building workshops on procurement and CDE audit tools**	BOCCIM is restructured, and established as apex body representing the entire private sector, operating under effective management	Current BOCCIM capacity based on procurement and auditing tools	PSDP M&E Reports BOCCIM adopts CDE procurement and auditing tools	BOCCIM capacity training			FALSE		BOCCIM direct system update

Explanatory notes Applicable to all three components: Same as in Figure 10

Figure 12: Result Area Three evaluation page design and Logical Functions

Private Sector Development Program (PSDP)

A Government of Botswana initiative supported by the Ministry of Trade and Industry, European Union, the Centre for the Development of Enterprise and BOCCIM

Result Area 3: Business Environment for enterprises is improved (reduction of red tape and pilot on improved access to finance by SMME										
	ACTIVITIES	**OBJECTIVELY VERIFIABLE INDICATORS**	**BASELINE**	**TARGET**	**OUTPUT/ SOURCES OF VERIFICATION**	**STATUS**	**Score**	**RATING CODE**	**RATING**	**Reporting Responsibility**
3.1	**Procedures for registration of SMMEs are made faster and less cumbersome**	Recommendations submitted by PSDP to MTI on the reduction of: the cost of doing business; and the cost & time required for registration and operationalization of SMMEs in Botswana.	No review undertaken on cost of doing business and on procedures for registration of SMMEs	Review undertaken by March 2016	PSDP M&E reports MTI reports Business registration procedures and costs of doing business report WB Ease of Doing Business Index Meetings with GOB and workshops			HIGHLY UNSATISFACTORY		BOCCIM Staff – direct system update MTI Questionnaire
3.2	**Increased number of SMMEs registered for tax purposes**	By the end of the PSDP number of SMMEs registered for tax purposes increased by 20% compared to 2013 figures	2013 tax figures	20% increase	PSDP M&E Reports BURS annual reports			#VALUE!		BOCCIM

Explanatory notes Applicable to all three Result Areas: Same as in Figure 10

Figure 13: Result Area Four: Programme Management and Visibility

Result Area 4: PROGRAMME MANAGEMENT AND VISIBILITY										
	ACTIVITIES	**OBJECTIVELY VERIFIABLE INDICATORS**	**BASELINE**	**TARGET**	**OUTPUT/SOURCES OF VERIFICATION**	**STATUS**	**Score**	**RATING CODE**	**RATING**	**Reporting Responsibility**
4.1	**Recruitment of a service provider for the design of PSDP Monitoring and Evaluation (M&E) System**	• M&E System in place	• No M&E System	• Online M&E System operational	• Consultants engaged and system developed	•				CDE Staff – direct system update
4.2	**Design and implement PSDP Communication and Visibility Plan**	• PSDP Communication and Visibility Plan in place	• No Communication and Visibility Plan	• Effective implementation of the Communication and Visibility Plan	• Plan is developed	•				CDE Staff – direct system update

Figure 14: Budget page design and Logical Functions

Private Sector Development Program (PSDP)

Budget as per PSDP Implementation Plan

Activities/Components	Year 1 Budget	Year 1 Actual Expenditure	Year 2 Budget	Year 2 Actual Expenditure	Year 3 Budget	Year 3 Actual Expenditure	Sub-Total Budget	Sub-Total Actual Expenditure	
Monitoring & Evaluation of PSDP in the framework of PSDS	100000		40000		20000		160000	0	
Structured value chain analysis and development (beef, horticulture and tourism)/ market intelligence information system project proposal	150000		0		0		150000	0	
Assistance to BTIC on export development programme	45000		0		0		45000	0	
Emerging value chain analysis and development (leather, dairy, goats, piggery, poultry, honey and marula)	210000		0		0		210000	0	
Capacity building of SMMEs, CBOs, IOs and BDSPs	36000		593000		516500		1145500	0	
Supporting the creation of an enabling environment for enterprises	176500		150000		106000		432500	0	
Support costs of PSDP	53000		65000		39000		157000	0	
Total	770500	0	848000	0	681500	0	2300000	0	

***Graph on dashboard on next sheet to show budget versus actual expenditure with an overall assessment indicating whether satisfactory, unsatisfactory (over or under expenditure).**

Explanatory notes Applicable to Budget:

1. Logos and links not needed on this page.
2. The data displayed on this page is available in an XL sheet used for data entry. This spread sheet starts with the three components and goes on to calculate and determine the overall grades.
3. The boxes where the assessment is made are links to the document from where the data was obtained
4. The calculations and logical relations leading to an evaluation and consequent grading are in the spread sheet
5. However at all levels a manual override for each entry is available to a manager duly authorized by the Chief web Content manager.
6. First and second level of control is to be given to the authorized Web Content managers to enter data and qualitative assessments
7. The ultimate control to add a parameter or a table or a new data category will be with the Chief Web Content Manager.
8. Instead of Budget and Actual Expenditure we may need Budget, Committed and Actual Expenditure

Figure 15: Progress SMME's CBO's IO, BDSP Page Design and Logical Functions

Private Sector Development Program

A Government of Botswana initiative supported by the Ministry of Trade and Industry, European Union, the Centre for the Development of Enterprise and BOCCIM

Standard Web Content page to be provided for keeping simple track of 100 selected companies. 15 value Chains, 10 each* CBO's IO, BDSP *by Web Portal Programmers

Notes on Linkages and Logical Functions: Same as in Figure 1

Navigation and Data Display Principles: Same as in Figure 1

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

Botswana

Technical Assistance Plan

Prepared by:

August 2014

Table of Contents

1. Introduction .....

2. Guidelines for Quantitative Approach to Data Collection .....

2.1 Baseline Phase .....

2.2 Endline Phase.....

3. Guidelines for Qualitative Approach to Data Collection.....

3.1 Baseline Phase .....

3.2 Endline Phase.....

4. Survey Instrument.....

4.1 Purpose .....

4.2 Guidelines.....

Annex Detailed Indicator Table .....

Complete Stakeholder Map.....

1. Introduction

The purpose of the PSDP Technical Assistance Plan is to provide clear guidelines and explanations on the Quantitative and Qualitative approaches to the data collection that will take place under the PSDP M&E Framework and System, as well as the questions contained within the Survey Instrument that will be made use of as part of the independent Mid Term Evaluation and Final Evaluations that will take place for the Programme. The discussion on the Quantitative and Qualitative approaches to data collection examines aspects such as the criteria used to select data and the phases in which this will take place (baseline and end line); while the Survey Instrument discussion provides an explanation of the its purpose and overview of the questions that will be used to assess progress made against the stated result areas (through the relevant indicators).

2. Guidelines for Quantitative Approach to Data Collection

Quantitative data collection involves the use of numbers to assess information. It is important to note that in collecting such data the following criteria should always be used: Validity, Objectivity (Reliability, Accuracy and Precision in order to give confidence to those that utilize the information for decision making purposes. Two sets of data should be collected for the PSDP M&E system. These are baseline and end line data. During the formulation of the programme, a needs assessment was done which provided information that has been used to come up with the base line data. The data has been captured in the log frame. An example is given using one of the indicators on the collection of the baseline data. The same principles are applied across the board on all the indicators of the PSDP which are at Annex 1 to this document.

Indicator 1.1	**EIGHT VALUE CHAINS ARE IDENTIFIED AND EIGHT SUB-SECTORS ARE IDENTIFIED**										
Definition	CDE starts its PSDP intervention by identifying eight value chains and eight sub-sectors within which its interventions will be focused.										
Purpose	This work gives the grounding on which the rest of the PSDP activities will be based.										
Baseline	Previous studies and proposal										
Target	Eight value chains and eight sub-sectors identified that show potential to be strengthened in a published study										
Timeframe	Within the first quarter of operation										
Scoring:											
HS:	8 value chains and 8 sub-sectors identified	S:	7 value chains 7 sub-sectors identified	MS:	4-6 value chains and 4-6 sub-sectors identified	MU:	3 value chains and 3 sub-sectors identified	U:	2 value chains and two sub-sectors identified	HU:	No value chain identified
Data Collection	This will be an internal check on whether the correct, i.e. a value chain that shows promise for development, and correct amount of value chains have been										

	identified for further study and evaluation.
Tool	Internal CDE checks and balances in the form of the weekly PSDP progress reports as well as the MC meeting minutes
Frequency	First quarter only
Responsible	BOCCIM staff
Reporting	The quantitative data will be uploaded onto the M&E system
Quality Control	MC will check whether the eight value chains identified are indeed those that could respond most effectively to PSDP activities. This issue will further be evaluated within the Mid Term Evaluation.

- HS: Highly Satisfactory, S: Satisfactory, MS: Moderately Satisfactory, MU: Moderately Unsatisfactory, U: Unsatisfactory, HU: Highly Unsatisfactory

2.1 Baseline Phase

Using indicator 1.1 above which is tracking progress in the identification and establishment of eight value chains, the base line quantitative data refers to the number of previous similar studies which in this case is zero. This figure is then captured in the M&E system as the base line data and is then used to track progress going forward.

2.2 End line Phase

The end line quantitative data in this case are the number of studies that are foreseen which is eight and is derived from the logical framework of the programme. This figure is then captured as the target that is being pursued by the programme. During the course of implementation of the programme, quantitative information is then sought from the progress reports in terms of the number of value chains studies that have been undertaken. This is done once every quarter.

3. Guidelines for Qualitative Approach to Data Collection

While the previous section described the approach to collecting quantitative data, it must be noted that beyond this there is a requirement to apply qualitative approaches to the M&E function. The qualitative approach is an attempt to make an objective assessment beyond the quantitative data which is collected. Again to illustrate the approach, the same example of Indicator 1.1 is used below to explain the steps taken to assess progress.

3.1 Baseline Phase

During collection of the base line data, it is possible that there are previous studies which have been done; the evaluator would then have to critically examine the studies jointly with the Programme Coordination Unit to assess the quality of those studies so as to report in the M&E system that while there could 2 studies already undertaken, the system will seek to build on them. This then means that when it comes to measuring progress, the 2 studies are used as the benchmark beyond which the programme seeks to complete the 8studies by the end of implementation.

3.2 End line Phase

Earlier on a description was made of the quantitative data that is collected under indicator 1.1. Now if for instance during the fourth quarter of the programme no studies have been undertaken, judgement is then made in consultation with Programme Coordination Unit whether this is satisfactory or highly unsatisfactory depending on the explanation given. In addition the internal check will also seek to establish whether the value chains identified show promise for development. Such an assessment is what constitutes the qualitative approach to the data collection. The rating is then captured on the M&E system. The same principle is applied to each and every one of the indicators for the programme.

4. Survey Instrument

4.1 Purpose

As part of the normal project cycle management, the Programme will be subjected to an independent Mid Term Evaluation and Final Evaluation whose main objective is to assess progress made against the stated result areas with a view to assist management to realign the planned activities in case of below par performance. This section presents a list of questions that can be used during such evaluations. It must be noted that the list of questions is by no means exhaustive but gives some guidelines on key issues that must be probed during the evaluation which will consider other criteria such as relevance, efficiency, effectiveness, sustainability and impact.

4.2 Guidelines

QUESTIONS FOR PSDP MID-TERM EVALUATION

The M&E System flags a few questions for the PSDP Mid-Term Evaluation as contained in the table below:

INDICATOR	QUESTION
1.1	Are the eight value chains identified indeed those that could respond most effectively to PSDP activities?
1.2	Were the eight sector and sub-sector action plans drafted of relevance to the sector? Would actions taken encourage sustainable development within the sector?
1.3	Was the honey and morula action plan effectively implemented within the given time period?
1.5	The Mid-Term Evaluation will evaluate the quality of the capacity building as well as the geographical and sectoral spread of the SMMEs identified.
1.6	Was the capacity building offered to the SMMEs of adequate quality and of the appropriate content to allow for SMME development?

1.8	Does networking events give real opportunity to SMME's to meet counterparts and find business opportunities?
1.9	Does training offered on environmental protection capacitate SMME's to implement environmental protection plans?
2.2	Does capacity training offered to BOCCIM foreseeable allow for significant membership increases? Is this knowledge transfer sustainable?
2.4	Does the quality of CDE training allow for consumer satisfaction?
2.6	Did CDE assistance to BITC improve the quality of the Botswana Expo 2014?
3.1	If a recommendation has been submitted, is it appropriate and attainable within the PSDP intervention?
3.2	If increases to registered taxpaying SMMEs are noted, is this increase attributable to the PSDP?
3.3	If new financial products are introduced to the market, are these due to PSDP interventions?
3.4	If access to finance improves in Botswana, are these improvements attributable to PSDP interventions?
3.6	The Mid Term Evaluation will examine whether increases in Botswana Exports can be attributable to the PSDP intervention.
3.7	The Mid Term review will evaluate whether any movement on the Index is due to the implementation of the PSDP or whether other significant factors in Botswana are influencing the outcome.
3.8	The Mid Term review will evaluate whether any improvement or decline in labour productivity is due to the implementation of the PSDP or whether other significant factors in Botswana are influencing the outcome.
3.9	The evaluation will determine whether training received by CDE was of a high enough quality to assist MTI in trade negotiations.
4.1	The Mid Term review will evaluate whether the M&E System is delivering on continuous monitoring and evaluation of the PSDP programme.
4.2	The Mid Term review will evaluate whether the Communications and Visibility plan has led to greater understanding and uptake of the PSDP.

Questions for the PSDP Final Assessment

Apart from questions aimed at the Mid Term Evaluation, which can also be repeated in the Final Assessment, the M&E System flags a few questions for the PSDP Final Assessment in March 2016, as contained within the table below:

INDICATOR	QUESTION
1.4	Were users of the MIIS satisfied with the quality of the system? Is the system sustainable post-PSDP?
1.7	If outsourcing figures to the private sector have increased over the period of PSDP intervention, the final assessment needs to determine whether the improvement is due to PSDP involvement

These questions are neither exhaustive nor prescriptive. They do, however, address and monitor for quality of the PSDP intervention, whereas the rest of the system focuses more on the quantifiable indicators.

Annex 1 Detailed Indicator Table

RESULT AREA 1: CAPACITY AND COMPETITIVENESS OF SMME'S AND COMMUNITY BASED ORGANISATION (CBOS) INCLUDING VALUE CHAINS IS STRENGTHENED, IN A SELECTED NUMBER OF SECTORS

Indicator 1.1	**EIGHT VALUE CHAINS ARE IDENTIFIED AND EIGHT SUB-SECTORS ARE IDENTIFIED**										
Definition	CDE starts its PSDP intervention by identifying eight value chains and eight sub-sectors within which its interventions will be focused.										
Purpose	This work gives the grounding on which the rest of the PSDP activities will be based.										
Baseline	Previous studies and proposal										
Target	Eight value chains and eight sub-sectors identified that show potential to be strengthened in a published study										
Timeframe	Within the first quarter of operation										
Scoring:											
HS:	8 value chains and 8 sub-sectors identified	S:	7 value chains 7 sub-sectors identified	MS:	4-6 value chains and 4-6 sub-sectors identified	MU:	3 value chains and 3 sub-sectors identified	U:	2 value chains and two sub-sectors identified	HU:	No value chain identified
Data Collection	This will be an internal check on whether the correct, i.e. a value chain that shows promise for development, and correct amount of value chains have been identified for further study and evaluation.										
Tool	Internal CDE checks and balances in the form of the weekly PSDP progress reports as well as the MC meeting minutes										
Frequency	First quarter only										
Responsible	BOCCIM staff										

Reporting	The quantitative data will be uploaded onto the M&E system
Quality Control	MC will check whether the eight value chains identified are indeed those that could respond most effectively to PSDP activities. This issue will further be evaluated within the Mid Term Evaluation.

Indicator 1.2	**EIGHT VALUE CHAINS AND EIGHT SUB-SECTORS ARE STRENGTHENED BY MARCH 2016 THROUGH GROUP ASSISTANCE AND INDIVIDUAL COACHING**										
Definition	The eight value chains and eight subsectors identified in indicator 1.1 are further examined and analysed in order to develop an action plan on how they can be strengthened.										
Purpose	These studies will guide CDE on the PSDP interventions necessary within each identified value chain.										
Baseline	No action plan exists.										
Target	Eight value chains and eight sub-sector actions plans are implemented.										
Timeframe	By March 2016										
Scoring:											
HS	8 value chains and 8 sub-sector action plans implemented	S	7 value chains and 7 sub-sector action plans implemented	MS	4-6 value chains and 4-6 sub-sector action plans implemented	MU	3 value chains and 3 sub-sector action plans implemented	U	2 value chains and 2 sub-sector action plans implemented	HU	No action plans
Data Collection	This will be an internal check on whether the action plans have been developed and are being implemented.										
Tool	Internal CDE checks and balances in the form of the weekly PSDP progress reports as well as the MC meeting minutes.										
Frequency	Quarterly in first year only.										

Responsible	BOCCIM staff
Reporting	The quantitative data will be uploaded onto the M&E system
Quality Control	MC will check whether the eight value chain and sub-sector action plans are appropriate to PSDP activities. This issue will further be evaluated within the Mid Term Evaluation.

Indicator 1.3	**ACTION PLAN STRATEGY ON HOW HONEY AND MORULA PRODUCTION CAN BE INCREASED**										
Definition	Within the opportunity studies on Honey and Morula, which form part of the indicator in 1.2, an assessment will be conducted on how the market for these products can be increased, including for the EU market.										
Purpose	These studies will guide CDE on the PSDP interventions necessary within these identified sub sectors.										
Baseline	No action plan strategy exists										
Target	Honey and Morula Action Plan Implemented										
Timeframe	By March 2016										
Scoring:											
HS	2 Action Plans implemented	S		MS	1 Action plan implemented	MU		U		HU	No Action Plans
Data Collection	This will be an internal check on whether the study has been developed. The quality of the action plan will further initially be for internal evaluation with a follow-up within the midterm evaluation.										
Tool	Internal CDE checks and balances in the form of the weekly PSDP progress reports as well as the MC meeting minutes.										
Frequency	Quarterly										

Responsible	BOCCIM
Reporting	The scoring will be updated to the M&E system
Quality Control	Management Committee will check whether the sub-sector action plan is appropriate to PSDP activities and whether implementation is progressing according to the action plan. This issue will further be evaluated within the Mid Term Evaluation.

Indicator 1.4	**MARKET INTELLIGENCE INFORMATION SYSTEM IS IMPLEMENTED**										
Definition	CDE will develop a market intelligence information system to assist IO's (BOCCIM and BITC) to deliver better services to their clients.										
Purpose	The system will deliver accurate market information to IO's members and clients.										
Baseline	No existing MIIS. No website hits.										
Target	A MIIS implemented at BOCCIM and BITC. More than 1000 hit on website.										
Timeframe	By March 2016										
Scoring:											
HS	Operational MIIS > 1000 hits on website	S	Operational MIIS 1-999 hits on website	MS	Operational MIIS Limited website hits	MU	Near completed MIIS	U	MIIS in progress of being developed	HU	No MIIS No website hits
Data Collection	This will be an internal check on whether the MIIS has been developed, whether BOCCIM and BITC are implementing and clients are using it. Website hits will be collected by the hosting company										
Tool	BOCCIM Annual Report and BITC Annual Report and hit counter and feedback page of the MIIS site										

Frequency	Quarterly
Responsible	BOCCIM and BITC
Reporting	The scoring will be updated to the M&E system
Quality Control	MC meeting minutes and supporting documents. The final evaluation will control for consumer satisfaction of the MIIS.

Indicator 1.5	**COMPREHENSIVE AUDIT AND NEED ASSESSMENT OF 100 SMMEs**										
Definition	CDE will conduct an audit of 100 SMMEs that have applied for PSDP assistance, in order to establish a baseline and develop an action plan for capacity building of SMMEs to be assisted under the PSDP.										
Purpose	This work will guide CDE on the PSDP capacity building interventions necessary for the SMME sector. This will strengthen the priority sectors of the PSDP.										
Baseline	No audit has been done										
Target	100 SMMEs are audited and an Action Plan for Capacity Building implemented.										
Timeframe	By March 2016										
Scoring:											
HS	100 SMMEs audited and capacitated	S	75 SMMEs audited, 70 SMMEs capacitated	MS	50 SMME's audited, 30 SMMEs capacitated	MU	25 SMMEs audited, 15 SMMEs capacitated	U	10 SMME's audited 5 SMMES capacitated	HU	No SMME audited, no capacity developed
Data Collection	This will be an internal check on whether the correct amount of SMME's has been audited. The quality of the audits and the geographical spread of SMMEs										

	as well as sectoral spread will further initially be for internal evaluation with a follow-up within the midterm evaluation.
Tool	Internal CDE check and balances
Frequency	Quarterly plus midterm evaluation
Responsible	BOCCIM
Reporting	The scoring will be updated to the M&E system
Quality Control	MC meeting minutes and Monday progress reports will monitor the progress of the audit as well as the implementation of the capacity building plan. The Mid-Term Evaluation will evaluate the quality of the capacity building as well as the geographical and sectoral spread of the SMMEs.

Indicator 1.6	**AT LEAST 70 SMMEs and 30 MICRO ENTERPRISES AND COMMUNITY BASED ORGANISATIONS TRAINED IN MANAGEMENT AND OPERATION (INCLUDING ON QUALITY, STANDARDS AND CERTIFICATION) IN ORDER TO BE MORE COMPETITIVE IN THE LOCAL, REGIONAL AND INTERNATIONAL MARKET**										
Definition	CDE will strengthen the capacity of 70 selected SMMEs and 30 micro enterprises and CBOs in the area identified by the needs assessments exercise mentioned above with a special focus on their needs in terms of producing quality products that meet international standards and requirements for certification.										
Purpose	The purpose is to allow the identified SMMEs and CBOs to become more competitive in the local, regional and international markets.										
Baseline	No PSDP competitiveness training done										
Target	70 SMMEs trained										
Timeframe	By March 2016										
Scoring:											
HS	70 SMMEs	S	60 SMMEs	MS	50 SMME's	MU	25 SMME's	U	10 SMME's	HU	No SMME's

	trained		trained		trained		trained		trained		trained
HS	30 micro enterprises and CBOs trained	S	25 micro enterprises and CBOs trained	MS	20 micro enterprises and CBOs trained	MU	15 micro enterprises and CBOs trained	U	10 micro enterprises and CBOs trained	HU	No SMME's trained
Data Collection	This will be an internal check on whether the correct amount SMME's has been trained. The quality of the training will further initially be for internal evaluation with a follow-up within the midterm evaluation.										
Tool	Internal CDE check and balances										
Frequency	Quarterly										
Responsible	BOCCIM										
Reporting	The scoring will be updated to the M&E system										
Quality Control	MC meeting minutes and Monday progress reports will monitor the progress of the implementation of the capacity building plan. The Mid-Term Evaluation will evaluate the quality of the capacity building.										

Indicator 1.7	**SUBCONTRACTING/OUTSOURCING ACTIVITIES TO THE PRIVATE ENTERPRISES IN THE INFRASTRUCTURE SECTOR (ROAD, WATER, CONSTRUCTION, ENERGY ETC) INCREASED BY 15% BY THE END OF THE PROGRAMME**
Definition	Botswana currently has low levels of private sector outsourcing contracts. CDE aims to improve the situation by implementing the PSDP and capacitating firms to tender for such contracts.
Purpose	The purpose is to have greater private sector participation in government contracts
Baseline	Current subcontracting/outsourcing levels
Target	15 increase of outsourcing in this sector by March 2016

Timeframe	By March 2016										
Scoring:											
HS	15% increase	S	10% increase	MS	7% increase	MU	5% increase	U	2% increase	HU	No increase
Data Collection	The data for this indicator will come from the reports and interactions with the Public Procurement and Asset Disposal Board and Parastatals Reports.										
Tool	BOCCIM will meet with the Board, will collate data from the board and in conjunction with the MC minutes and Monday Progress reports evaluate what impact CDE interventions are having on outsourcing.										
Frequency	6-monthly										
Responsible	BOCCIM										
Reporting	The scoring will be updated to the M&E system										
Quality Control	MC meeting minutes and Monday progress reports will monitor the progress. The Mid-Term Evaluation will evaluate whether perceived progress is attributable to PSDP intervention.										

Indicator 1.8	**AT LEAST 70 SMMEs AND CBOs PARTICIPATED IN NETWORKING EVENTS**
Definition	CDE will give the identified SMMEs and CBOs an opportunity to network with each other and with other well established companies from Botswana, the region and internationally based companies.
Purpose	The purpose is to allow SMMEs and CBOs to be exposed to potential opportunities and collaborations.
Baseline	No SMME and CBO networking events

Target	70 SMMEs and CBOs have participated in networking events										
Timeframe	By March 2016										
Scoring:											
HS	70 SMMEs and CBOs networked	S	55 SMMEs and CBOs networked	MS	35 SMMEs and CBOs networked	MU	25 SMMEs and CBOs networked	U	10 SMMEs and CBOs networked	HU	No SMMEs and CBOs networked
Data Collection	This will be an internal check on whether the correct amount SMMEs and CBOs participated in networking events. The quality of the networking and whether these events resulted in new business will further initially be for internal evaluation with a follow-up within the midterm evaluation.										
Tool	Internal CDE check and balances										
Frequency	Quarterly										
Responsible	BOCCIM										
Reporting	The scoring will be updated to the M&E system										
Quality Control	MC meeting minutes and Monday progress reports will monitor the progress of the hosting of networking events. The Mid-Term Evaluation will evaluate the quality of the events.										

Indicator 1.9	**AT LEAST 70 SMMEs and CBOs PARTICIPATED IN AWARENESS RAISING EVENTS ON ENVIRONMENTAL PROTECTION AND AT LEAST 10 SMMES ARE IMPLEMENTING ENVIRONMENTAL PROTECTION ACTIVITIES FOR EFFICIENT ENERGY MANAGEMENT**
Definition	CDE will give the identified SMMEs and CBOs exposure to awareness raising events on environmental protection. CDE will further give assistance to 10 SMMEs to implement environmental plans.
Purpose	The purpose is to allow SMMEs and CBOs to become conscious of their impact on the environment and how they can mitigate against environmental degradation.

Baseline	No SMME or CBO participated in environmental protection awareness events; no SMME has an environmental protection plan.										
Target	70 SMMEs and CBOs participated in environmental protection awareness events, 10 SMMEs are implementing environmental protection plans.										
Timeframe	By March 2016										
Scoring:											
HS	75 SMMEs and CBOs participated 10 SMMEs are implementing a plan	S	55 SMMEs and CBOs participated 7 SMMES are implementing a plan	MS	35 SMMEs and CBOs participated 5 SMMES are implementing a plan	MU	25 SMMEs and CBOs participated 3 SMMES are implementing a plan	U	10 SMMEs and CBOs participated 2 SMMES are implementing a plan	HU	No SMMEs and CBOs participated No SMME is implementing a plan
Data Collection	This will be an internal check on whether the correct number of SMMEs and CBOs has participated in awareness raising events. The quality of the events and impact on SMME operations will further initially be for internal evaluation with a follow-up within the midterm evaluation.										
Tool	Internal CDE check and balances										
Frequency	Quarterly										
Responsible	BOCCIM										
Reporting	The scoring will be updated to the M&E system										
Quality Control	MC meeting minutes and Monday progress reports will monitor exposure of SMMEs to environmental degradation programmes. The Mid-Term Evaluation will evaluate the quality of the capacity building.										

Indicator 1.10	**BOBS IMPLEMENTS A TBT PROGRAMME**

Definition	CDE will respond to a request from Botswana Bureau of Standards to assist them in designing and implementing a capacity building programme on technical barriers to trade.										
Purpose	The purpose is to overcome barriers to trade and to ensure an increase in Botswana's national, regional and international trade.										
Baseline	No TBT programme at BOBS										
Target	One TBT programme implemented at BOBS										
Timeframe	By March 2016										
Scoring:											
HS	1 TBT programme implemented	S		MS		MU	One programme designed but not implemented	U		HU	No request received from BOBS
Data Collection	BOCCIM will liaise with BOBS on progress made.										
Tool	BOBS Annual Reports										
Frequency	Quarterly										
Responsible	BOCCIM										
Reporting	The scoring will be updated to the M&E system										
Quality Control	MC meeting minutes and Monday progress reports will monitor progress on engagement with BOBS.										

RESULT AREA 2: SERVICE DELIVERY OF TARGETED INTERMEDIARY ORGANISATIONS (IOS) AND BUSINESS DEVELOPMENT SERVICE PROVIDERS (BDSP) IS ENHANCED

Indicator 2.1	**BOCCIM IS RESTRUCTURED AND ESTABLISHED AS APEX BODY REPRESENTING THE ENTIRE PRIVATE SECTOR AND IS ACTING AS A PRIVATE SECTOR UMBRELLA FOR ADVOCACY AND LOBBYING AND CONTRIBUTING TO POLICY DIALOGUE AND IS FULLY FUNCTIONAL IN 2016 WORKING TO CREATE AND SUSTAIN AN ENVIRONMENT CONDUCIVE TO THE GROWTH OF BUSINESS AND INDUSTRY. BOCCIM MEMBERSHIP INCREASES BY 10%**										
Definition	In order to restructure BOCCIM as the apex body representing the entire private sector, which contributes to policy dialogue, its membership needs to be increased by 10%?										
Purpose	To assess whether BOCCIM is indeed becoming more representative of the private sector										
Baseline	Current membership: 2566 members										
Target	Membership at close of programme: 2822										
Scoring:											
HS	10% increase	S	8-9% increase	MS	5-7% increase	MU	3-4% increase	U	0-2% increase	HU	0% increase
Data Collection	BOCCIM will on a quarterly basis assess its membership database and indicate on the M&E system what percentage increase has occurred.										
Tool	BOCCIM Membership Database										
Frequency	Quarterly										
Responsible	BOCCIM										
Reporting	The Quantitative data will be uploaded to the M&E System										
Quality	CDE will evaluate BOCCIM membership increases on an annual basis and continuously engage with new members through training.										

Control	

Indicator 2.2	**BOCCIM IS RESTRUCTURED AND ESTABLISHED AS APEX BODY OPERATING UNDER EFFECTIVE MANAGEMENT TOOLS**										
Definition	In light of indicator 2.1, CDE will capacitate BOCCIM to become an apex body by focusing on capacity building workshops on procurement and CDE audit tools.										
Purpose	The purpose is to strengthen BOCCIM in order for it to become an effective APEX body.										
Baseline	Current BOCCIM capacity										
Target	BOCCIM adopts procurement and auditing tools										
Timeframe	By March 2016										
Scoring:											
HS	New auditing and procurement tools adopted and implemented	S	Adoption of tools with limited implementation	MS	Adoption of two new tools	MU	Adoption of one new tool	U	Some capacity training but no formal adoption of new tools	HU	Status quo at BOCCIM
Data Collection	This will be an internal check on whether BOCCIM had adopted the procurement and auditing tools that will have been introduced through the capacity building support.										
Tool	Internal CDE check and balances										
Frequency	Quarterly										
Responsible	BOCCIM										

Reporting	The scoring will be updated to the M&E system
Quality Control	MC meeting minutes and Monday progress reports will monitor improvements in BOCCIM's capacity. The Mid-Term Evaluation will evaluate the quality of the capacity building.

Indicator 2.3	**ONE STUDY ON PARTICIPATION OF WOMEN IN LEADERSHIP OF IOs AND BDSPs PRODUCED AND CAPACITY BUILDING PROGRAMME DEVELOPED**										
Definition	There is an apparent lack of women in leadership positions in IOs and BDSPs. The study will determine the state of play and develop a programme to mitigate against this deficiency.										
Purpose	Promote gender equality in the organisational leadership in Botswana.										
Baseline	No study and no capacity building event										
Target	One research study and workshops and capacity training events conducted										
Scoring:											
HS	1 study and 5 events	S	1 study and 3 events	MS	1 study and 2 events	MU	1 study and 1 event	U	1 study only	HU	No study, no event
Data Collection	The study will be evaluated internally for quality control. The workshops and events will be evaluated post-event by participants.										
Tool	Questionnaire completed at workshops and events										
Frequency	After each event										
Responsible	BOCCIM										
Reporting	The Quantitative data will be uploaded to the M&E System										

Quality Control	CDE will evaluate the study internally for quality. Workshop and event quality control will be done via the event questionnaires.

Indicator 2.4	**IN 2016 AT LEAST 70% OF SMMEs AND CBOs BENEFITING FROM PSDP INTERVENTION ARE SATISFIED WITH THE QUALITY OF SERVCES PROVIDED BY IOs AND BDSPs. 20 IOs TRAINED IN POLICY RESEARCH AND ANALYSIS AS WELL AS IN EFFECTIVE LOBBYING AND ADVOCACY**										
Definition	A central function of an IO is to influence policy direction within government based on its member's needs. CDE will train IOs in how to prepare for an advocacy and lobbying campaign through policy research and analysis.										
Purpose	IOs should be able to influence government policy favourably for its members and the Botswana economy.										
Baseline	No IOs trained on PSDP capacity building programme										
Target	20 IOs trained on PSDP capacity building policy research and analysis										
Timeframe	By March 2016										
Scoring:											
HS	20 IOs trained	S	15 IOs trained	MS	8 IOs trained	MU	5 IO's trained	U	3 IOs trained	HU	No IOs trained
Data Collection	CDE will keep a record of the number of IOs trained. The quality of the training will be evaluated via the post-event questionnaires and during the midterm evaluation										
Tool	Internal mechanisms and post-event questionnaires										
Frequency	After every event and quarterly for progress of event organisation										

Responsible	BOCCIM staff
Reporting	The Quantitative data will be uploaded to the M&E System
Quality Control	Post-event questionnaires and midterm evaluation

Indicator 2.5	**AT LEAST 70% OF SMMEs AND CBOs BENEFITING FROM PSDP INTERVENTION ARE SATISFIED WITH THE QUALITY OF SERVICES PROVIDED BY IOs AND BDSPs. NUMBER OF SMMEs USING TSIs and BDSPs' SERVICES INCREASED BY 10%**
Definition	In order for CDE to measure whether its capacity building activities are successful, it will measure this against membership satisfaction surveys and whether services offered by the IOs and BDSPs is increasing
Purpose	To ensure that capacity training offered by CDE to IO's and BDSP's has the desired impact and should not be adjusted or redesigned.
Baseline	Number of current services offered and registered clients of targeted IOs and BDSPs
Target	Five IOs offer ten more services and client base of IOs and BDSPs increased by 20% 70% of SMMEs and CBOs supported by PSDP are satisfied with quality of service being offered by the IOs and BDSPs

Scoring:											
HS	10 more services 20% increase	S	8 more services 16-19% increase	MS	6 more services 11-15% increase	MU	4 more services 6-10% increase	U	2 more services 0-5% increase	HU	No new services 0% increase
HS	>70% supported SMMEs and CBOs are	S	65% supported SMMEs and CBOs are	MS	60% supported SMMEs and CBOs are	MU	50% supported SMMEs and CBOs are	U	40% supported SMMEs and CBOs are	HU	<40% supported SMMEs and CBOs are satisfied with

	satisfied with services of IOs and BDSPs		satisfied with services of IOs and BDSPs		satisfied with services of IOs and BDSPs		satisfied with services of IOs and BDSPs		satisfied with services of IOs and BDSPs		services of IOs and BDSPs

Data Collection	BOCCIM will on a quarterly basis assess whether IOs are offering more services and assess the databases of stakeholder IO's and BDSPs to assess whether there has been an increase in client base
Tool	IO and BDSP Membership database and Services on Offer
Frequency	Quarterly
Responsible	BOCCIM
Reporting	The Quantitative data will be uploaded to the M&E System
Quality Control	BOCCIM will evaluate IO and BDSP membership increases and engage with members on the quality of services on offer.

Indicator 2.6	**A SUCCESSFUL GLOBAL EXPO BOTSWANA 2014 IS HOSTED**
Definition	CDE will provide support to BITC in the run-up to the Global Expo Botswana 2014 and ensure a successful event
Purpose	The purpose is to ensure that Botswana SMMEs are exposed to international and regional traders for potential business opportunities and linkages
Baseline	No Expo
Target	One successful Expo hosted in 2014
Timeframe	By December 2014

Scoring:											
HS	Successful Expo hosted	S		MS		MU		U	Expo hosted without CDE input	HU	No Expo hosted

Data Collection	BOCCIM will examine CDE work plans to ensure that it is giving input to the preparations and will further evaluate post-Expo satisfaction questionnaires.
Tool	BOCCIM will scrutinise the Monday progress reports as well as the MC minutes in conjunction with the post-event questionnaire
Frequency	Quarterly until December 2014
Responsible	BOCCIM
Reporting	BOCCIM will upload the data unto the system
Quality Control	During the Mid-Term Evaluation the quality and impact of the Expo will be evaluated.

RESULT AREA THREE: BUSINESS ENVIRONMENT FOR ENTERPRISES IS IMPROVED (REDUCTION OF RED TAPE AND PILOT ON IMPROVED ACCESS TO FINANCE BY SMMEs)

Indicator 3.1	**RECOMMENDATIONS SUBMITTED BY PSDP TO MTI ON THE REDUCTION OF: THE COST OF DOING BUSINESS; AND THE COST & TIME REQUIRED FOR REGISTRATION AND OPERATIONALIZATION OF SMMEs IN BOTSWANA.**										
Definition	In order to have an impact on the Ease of Doing Business in Botswana the PSDP will make recommendations to the MTI on how the cost and time of registering and opening a business can be reduced.										
Purpose	The purpose of this activity is to make it more attractive for new businesses to start in Botswana leading to greater economic activity and employment										
Baseline	No review undertaken on cost and time of registering and operationalzing businesses in Botswana										
Target	One researched recommendation										
Timeframe	By March 2016										
Scoring:											
HS	One recommendation submitted to MTI	S		MS		MU		U		HU	No recommendation submitted
Data Collection	BOCCIM will follow Monday Progress Reports and MC minutes										
Tool	Internal check										
Frequency	Annually										
Responsible	BOCCIM										
Reporting	The Quantitative data will be uploaded to the M&E System										

Quality Control	CDE will self-evaluate to determine whether a recommendation has been submitted. The Mid-Term Evaluation will further investigate this issue.

Indicator 3.2	**BY THE END OF THE PSDP NUMBER OF SMME'S REGISTERED FOR TAX PURPOSES INCREASED BY 20% COMPARED TO 2013 FIGURES**										
Definition	In order for the government and people of Botswana to benefit from a great fiscal spend, more SMME's need to become taxpaying companies. Tax procedures can, however, frighten entrepreneurs off from operating in Botswana										
Purpose	To ensure that registering for tax purposed becomes less cumbersome in Botswana resulting in more tax paying SMME's										
Baseline	Number of current tax paying SMMEs										
Target	Increase in tax paying SMME's: 20% on 2013 figures										
Timeframe	By March 2016										
Scoring:											
HS	20% increase	S	15% increase	MS	10% increase	MU	5% increase	U	0% increase	HU	Decline
Data Collection	The data will be collected from BURS Annual Reports										
Tool	BOCCIM will analyse BURS Annual Reports										
Frequency	Annually										
Responsible	BOCCIM										
Reporting	The Quantitative data will be uploaded to the M&E System										
Quality Control	The Mid-Term Evaluation will examine whether any changes are attributable to the PSDP intervention.										

Indicator 3.3	**BY THE END OF THE PSDP AT LEAST ONE NEW FINANCIAL PRODUCT (POST LOAN SUPPORT MECHANISM) TARGETING SMMEs ARE INTRODUCED BY COMMERCIAL BANKS AND OTHER FINANCIAL INSTITUTIONS SUPPORTING SMME FINANCING. SMMEs UNDER PSDP ARE ASSISTED AS NEED BE TO PREPARE THEIR BUSINESS PLANS FOR SUBMISSION TO COMMERCIAL BANKS AND OTHER FINANCIAL INSTITUTIONS. AT LEAST 30 SMMES ARE ACCESSING FINANCE.**										
Definition	SMMEs struggle to gain access to finance in Botswana. Often, without this financing, SMMEs close down. The PSDP will assist in establishing a new financial product targeting SMMEs. In addition 30 SMMEs will be assisted to access loans from the banks in Botswana.										
Purpose	To ensure active participation of SMMEs in the Botswana economy by increasing access to finance										
Baseline	Number of financial products for SMMEs on offer										
Target	One new financial product on offer for SMMEs										
Timeframe	By March 2016										
Scoring:											
HS	One new product	S		MS		MU		U	Status quo maintained	HU	Decline in offered products
HS	30 SMME's access finance	S	16-29 SMMEs access financing	MS	15 SMMEs access financing	MU	11-14 SMMEs access financing	U	0-10 SMMEs access financing	HU	No new SMMEs access financing
Data Collection	Banks/Financial institutions annual reports, SMME survey reports										
Tool	BOCCIM will rely on banks financial reports to make an assessment, this can also be verified through SMME surveys										
Frequency	Annually										
Responsible	BOCCIM										

Reporting	The Quantitative data will be uploaded to the M&E System
Quality Control	The Mid Term Evaluation will examine whether new access to finance is attributable to PSDP interventions.

Indicator 3.4	**SMMEs IN BOTSWANA HAVE ACCESS TO LOANS TO FINANCE TRADE**										
Definition	SMMEs struggle to gain access to trade finance in Botswana. Often, without this financing, SMME's close down. The PSDP will assist in developing and implementing an innovative trade finance scheme										
Purpose	To ensure active participation of SMMEs in the Botswana economy by increasing access to finance										
Baseline	Limited access by SMMEs to trade finance products										
Target	Innovative trade finance scheme for SMMEs is in place										
Timeframe	By March 2016										
Scoring:											
HS	One innovative trade finance is in place by Dec 2016	S		MS		MU		U		HU	Status quo No new innovative trade finance scheme
Data Collection	Product development meetings with financial institutions in Botswana. Banks annual reports.										
Tool	BOCCIM will monitor progress via the Monday progress reports as well as MC minutes.										
Frequency	Annually										

Responsible	BOCCIM
Reporting	The Quantitative data will be uploaded to the M&E System
Quality Control	The Mid Term Evaluation will examine whether new access to finance is attributable to PSDP interventions.

Indicator 3.5	**MICRO FINANCE POLICY FRAMEWORK ESTABLISHED AND IS OPERATIONAL.**										
Definition	SMME's struggle to gain access to finance in Botswana. Often, without this financing, SMME's close down. The PSDP will assist in establishing a micro financing policy framework, which will allow for greater flexibility and innovation in financing tools.										
Purpose	To ensure active participation of SMMEs in the Botswana economy by increasing access to finance										
Baseline	No policy framework										
Target	Micro financing policy framework in pace and operational and a micro finance act is drafted and submitted to government										
Timeline	By March 2016										
Scoring:											
HS	Micro finance policy framework is in place and the Act is drafted	S		MS		MU		U		HU	Status Quo
Data Collection	CDE will monitor whether a micro financing framework is established and will continuously monitor whether the Act has been drafted and submitted to Government										

Tool	BOCCIM will monitor the Monday progress reports as well as the MC minutes
Frequency	Quarterly
Responsible	BOCCIM
Reporting	The Quantitative data will be uploaded to the M&E System
Quality Control	The Mid Term Evaluation will examine whether new access to finance is attributable to PSDP interventions.

Indicator 3.6	**BITC IS ASSISTING BOTSWANA COMPANIES TO INCREASE EXPORTS**										
Definition	BITC has the responsibility to assist Botswana companies to export but often lack internal capacity to do export promotion. The PSDP intervention will enable BITC to become more effective and efficient in the services it offers.										
Purpose	To increase the number of Botswana companies active in trade.										
Baseline	Limited SMMEs involved in export										
Target	An increase in exports by 10% in value terms by end of the programme										
Timeframe	By March 2016										
Scoring:											
HS	10% increase	S	8% increase	MS	7% increase	MU	5% increase	U	0% increase	HU	Decline
Data Collection	BITC will monitor on an ongoing basis whether it is assisting more companies to export.										
Tool	BITC database										

Frequency	Quarterly
Responsible	BITC
Reporting	The Quantitative data will be uploaded to the M&E System
Quality Control	The Mid Term Evaluation will examine whether increases in Botswana Exports can be attributable to the PSDP intervention.

Indicator 3.7	**IMPORT AND EXPORT PROCEDURES ARE REDUCED AND EASE OF DOING BUSINESS IN BOTSWANA IMPROVES**										
Definition	Non-Tariff Barriers to trade examine the procedures it takes to get products across borders. Excessive paperwork necessary for various border agencies often keep companies from entering the export market. It also increases cost to consumers as delays due to paperwork are passed on.										
Purpose	To ensure an improvement in the Ease of Doing Business in Botswana										
Baseline	Current number of import and export procedures:										
Target	Decreased number of import and export procedures and improved performance for Botswana in the WB Ease of Doing Business Index										
Timeframe	By March 2016										
Scoring:											
HS	Movement of more than three upwards in Index	S	Movement of more than two upwards in Index	MS	Movement of more than one place upwards in Index	MU	Slight improvement by Botswana in Index	U	Botswana remains the same in Index	HU	Botswana declines in Index
Data Collection	CDE will keep a close look at the World Bank Ease of Doing Business Index Report and update the M&E System where necessary										

Tool	The World Bank Ease of Doing Business Index Report										
Frequency	Annually										
Responsible	BOCCIM										
Reporting	Any improvements or decline will be captured on the system.										
Quality Control	The Mid Term review will evaluate whether any movement on the Index is due to the implementation of the PSDP or whether other significant factors in Botswana are influencing the outcome.										
Indicator 3.8	REVIEW OF LABOUR LAWS RESULTS IN ONE POLICY POSITION ON PRODUCTIVITY AND REVISION OF LABOUR LAWS										
Definition	Labour laws in Botswana can become a barrier to investment and trade. The review will show where the law can be improved on in order to foster investment and trade										
Purpose	To attract investment to Botswana										
Baseline	Current levels of labour productivity in Botswana:										
Target	5% Improvement of Botswana labour productivity										
Timeframe	By March 2016										
Scoring:											
HS	5% improvement	S	4% improvement	MS	3% improvement	MU	2% improvement	U	1% improvement	HU	No improvement
Data Collection	CDE and BOCCIM will evaluate labour productivity statistics on an annual basis										
Tool	Labour law statistics review										

Frequency	Annually
Responsible	BOCCIM
Reporting	Any improvements or decline will be captured on the system.
Quality Control	The Mid Term review will evaluate whether any improvement or decline in labour productivity is due to the implementation of the PSDP or whether other significant factors in Botswana are influencing the outcome.

Indicator 3.8	**MEMBERS OF THE TRADE FACILITATION ADVISORY GROUP (TFAG) AND NATIONAL COMMITTEE ON TRADE POLICY AND NEGOTIATIONS (NCTPN) ARE TRAINED BASED ON MTI TRADE CAPACITY BUILDING STRATEGY**
Definition	The Ministry of Trade and Industry of Botswana has a trade capacity building strategy, which will be contributed to by the PSDP. This is on order to strengthen the ministry in its dealings with trade policy and negotiations.
Purpose	To ensure a strengthened MTI
Baseline	Current capacity levels at MTI as assessed by MTI
Target	Trained TFAG members and effective trade negotiations
TIMEFRAME	By March 2016

Scoring:											
HS	Targeted training received Effective participation in trade	S	Good training received but not 100% relevant Good participation	MS	Satisfactory training received Satisfactory participation in trade	MU	Training received but not relevant to current negotiations Some participation	U	Limited training Limited participation in trade negotiations	HU	No training No participation in trade negotiations

	negotiations		in trade negotiations		negotiations		in trade negotiations				

Data Collection	The MTI will complete questionnaires after training received from CDE on the quality of the training and on their perception of whether the training will assist them in trade negotiations. The MTI will further, on an annual basis, assess whether their effectiveness at trade negotiations has improved.
Tool	Post-training questionnaires and annual self-assessment of MTI
Frequency	Post training and annual
Responsible	MTI
Reporting	The Quantitative data will be uploaded to the M&E System
Quality Control	MTI will determine whether training received by CDE was of a high enough quality to assist them in trade negotiations. This will also again be evaluated in the Mid Term Evaluation

COMPONENT FOUR: PROGRAMME MANAGEMENT AND VISIBILITY

Indicator 4.1	**M&E SYSTEM IN PLACE**										
Definition	In order to monitor the implementation of the PSDP the stakeholders will make use of an online M&E system										
Purpose	To ensure the effective and efficient implementation of the PSDP										
Baseline	No M&E System										
Target	Online M&E system operational										
Timeframe	By December 2014										
Scoring:											
HS	M&E System operational	S	System delivers on most aspects and most stakeholders make use of it	MS	System exists but not used effectively	MU	Fully operational system but stakeholder do not make use	U	System exist but does not cover all necessary aspects	HU	No system
Data Collection	BOCCIM and CDE are managing the process of recruiting consultants for the system and will continuously engage with the consultants on the system										
Tool	System Reports										
Frequency	Quarterly										
Responsible	BOCCIM										
Reporting	Any concerns or faults in the system will be reported to the relevant consultants										
Quality Control	The Mid Term review will evaluate whether the M&E System is delivering on continuous monitoring and evaluation of the PSDP programme										

Indicator 4.2	**PSDP COMMUNICATION AND VISIBILITY PLAN IN PLACE**										
Definition	In order to ensure for a broad uptake and implementation of the PSDP, CDE and BOCCIM need to ensure that the plan is visible and accessible by the targeted stakeholders										
Purpose	To ensure a high level of awareness of the PSDP and its programmes										
Baseline	No plan										
Target	Effective implementation of the Communications and Visibility Plan										
Timeframe	By December 2014										
Scoring:											
HS	High awareness of PSDP	S	Good awareness of PSDP	MS	Limited awareness of PSDP	MU	Two plans designed, limited implementation	U	One plan designed	HU	No plan
Data Collection	BOCCIM will on an annual basis do a survey of its members in order to gage their knowledge of and participation in the PSDP										
Tool	BOCCIM membership questionnaires										
Frequency	Annually										
Responsible	BOCCIM										
Reporting	BOCCIM will use the results from the Questionnaire to update the system										
Quality Control	The Mid Term review will evaluate whether the Communications and Visibility plan has led to greater understanding and uptake of the PSDP										