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1. Understanding of the Terms of Reference

1.1 Background and objectives of the assignment

The overall objective of the assignment is to design and develop a Results Based Monitoring and Evaluation System for the Private Sector Development Programme (PSDP), in the framework of the overall Private Sector Development Strategy (PSDS).

The PSDS is a framework for supporting the development of the private sector in Botswana and focuses on four priority areas, namely trade expansion, improving labour productivity, support to trade support institutions and improving the business climate.

To support the successful implementation of the PSDS, the MTI, BOCCIM, EU and the CDE have together developed the PSDP which focuses on specific key areas of the PSDS, and seeks to address the challenges related to the limited participation of the private sector in the economy. Some of the challenges that have been identified include the following:

- A small domestic market with a declining population growth rate;
- Dominance of Government sector in economic activities including the Government led agenda for private sector initiatives;
- Slow progress in the implementation of the privatisation process;
- Vulnerability of the private sector to exogenous shocks;
- Weak labour market characterised by skills shortage, uncompetitive labour costs, low productivity and poor work ethic;
- Limited Research and Development activity; and
- Unfavourable private sector environment.

The set-up of a Results Based Monitoring and Evaluation System for the PSDP will serve a number of purposes, namely to assess results and impacts, provide a foundation for decision-making, foster accountability regarding the use of resources, and facilitate the collection and dissemination of lessons learnt and best practices.

The ToR provide a well-structured overview of the current situation and the intervention of the mission and indicates a clear scope of services to be provided under this contract.

Overall Objective

The overall objective is very clear and the consultants understand the requirement to be the development of a Results Based Monitoring and Evaluation System for the PSDP that will be used by BOCCIM to monitor and evaluate the implementation of all activities by the Programme in the framework of the PSDS.

Specific Objective

The specific objectives are to develop a web based performance monitoring and evaluation system for PSDP in the frame of PSDS, and to design and set-up a PSDP web-portal.

As to our understanding, monitoring of the PSDP relates to three levels in accordance with its results hierarchy:

- Micro level – Result Area 1: Capacity and competitiveness of SMMEs and Community Based Organisations (CBOs) including value chains is strengthened.

- Meso level – Result Area 2: Service delivery of targeted Intermediary Organisations (IOs) and Business Development Service Providers (BDSPs) is enhanced.
- Macro level – Result Area 3: Business environment for enterprises is improved (Reduction of red tape and pilot on improved access to financing for SMMEs).

Results

The following outputs are expected by the project:

- Development of an Monitoring and Evaluation Framework and System for the PSDP, implemented by BOCCIM, MTI and other implementing institutions involved in PSDP;
- Capacity building in the area of monitoring and evaluation for BOCCIM and other implementing institutions involved in PSDP;
- Inclusion of monitoring and evaluation of PSDP in BOCCIM operations;
- Disseminate detailed information to approx. 30 public and private stakeholders involved in PSDP about the Monitoring and Evaluation Framework and System;
- Enable approx. 15 people from BOCCIM, MTI and implementing institutions to use the Monitoring and Evaluation Framework and System;
- Set up a web portal for PSDP which provides information to a variety of stakeholders;
- Track achievement, outcomes and disseminate information on results;
- Collect lessons learnt and recommendations to contribute to knowledge about successful monitoring and evaluation of programmes.

The ToR clearly highlight the objectives related to the establishment of a monitoring system for PSDP. According to our experience (Particip is one of the leading European companies in the area of project monitoring), the utility of a monitoring system for effective and efficient project management and for decision making must be put in the forefront of concept design.

The essential function of monitoring is to ensure the achievement of intended results within a project. It therefore mainly consists of accompanying surveillance of activities, outputs, results and impact.

The ToR set forth the main elements of the monitoring systems. The monitoring system will be based on the already existing monitoring experience and on the following elements:

- Contribution to the impact of PSDP activities
- Information on the achievement of results;
- Monitoring in relation to the use of the services provided through the project;
- Output-Monitoring: review of the effective implementation of service delivery by using suitable output indicators.

The practical implementation of the project monitoring system will include the following steps:

- Define the objectives of monitoring;
- Determine the impact areas;
- Design/verify already formulated logframes and their underlying cause/effect hypotheses;
- Determine and add value to indicators;
- Develop a plan for data collection and data analysis including necessary institutional arrangements;
- Develop a plan for data use and data processing and how data feeds back into decision making.

1.2 Risks and assumptions

A number of risks have been identified. In a project of this magnitude which involves a number of personnel from different organisations, there is always a risk that there might be high staff turnover. This might possibly have a negative impact on project continuity. In addition, retraining and recruiting new staff members might result in additional costs and further delays to meet project deadlines. To mitigate this risk it is important that staff with major roles should be encouraged to stay for the duration of the project cycle; in the event that some personnel might leave, it is essential to have enough time for a person who is leaving to transfer the project knowledge to the newcomer; and there should be a project handover plan.

A project of this nature that involves a number of different Ministries and Government Departments can run into serious coordination challenges. To mitigate this risk, the resident consultant who is Key Expert 2 will regularly liaise with the key contact persons in the various departments and ensure that they are fully on board and remain engaged throughout the process.

Another risk is that the various officers might not have enough enthusiasm to be involved in the project. Our approach in mitigating this risk, is the seconding of a highly experienced expert based in Botswana who is well respected in both the government and private sector circles and should therefore be able to continuously motivate staff throughout the process.

Failure to engage all the key stakeholders at the forefront is another risk that has been envisaged. To mitigate this risk it is important to ensure that there is a solid communication and stakeholder management plan that will ensure that all stakeholders are engaged in a mutually beneficial manner.

Another risk is that the IT platforms of BOCCIM as well as of the other stakeholders are unable to host the newly designed online M&E system. To mitigate this risk, CDE should have contingency plans to support the provision of compatible platforms.

2. Methodology and Approach

2.1 Phase One: Development of the M&E Framework and System

During the Inception Phase, the team will start the project off with a comprehensive literature review and a project-briefing meeting with CDE staff and stakeholders in Botswana. The consultants will review the logical framework of the PSDS and PSDP and further examine how the indicators defined within these programmes can most effectively be translated into SMART indicators. This will help to refine the targets to be achieved during the remainder of the implementation period of the PSDP. Based on the initial findings and observations, a revised methodology and work plan will be captured in the Inception Report, which will be submitted by 24 January 2014. The Inception report will include the basic user interface sections of the “Statement of User Requirements” for the web-based portal.

The Team will consist of three experts (Team Leader, Key Expert 1 and Key Expert 2) of whom one is a resident member in Botswana and will be available on call in Gaborone for the full duration of the project (22 months April 2014 to January 2016)

All stakeholders of the PSDS will be consulted on how their work and activities contribute to the PSDS objective and outcomes. The consultants will examine how their roles are reflected within the

PSDP and in which way their impact can be measured within the suggested PSDP M&E system. At the same time the consultants will examine which IT platforms are in use within all the stakeholder organisations in order to design a system that can seamlessly be used across all platforms. Finally, a skills audit will be done of all stakeholders in terms of capturing data either manually or on an electronic system as well as their ability to analyse such data and report thereon.

As a second step, the consultants will define what data can be captured effectively within a broad IT based system and where the sources of such data would be. Using the desk research, the stakeholder audit and the system audit, the consultant will develop an effective and efficient M&E system that can be used both by the PSDP and PSDS to monitor progress against all objectives and outputs and to evaluate the impact and success of the strategy and programme.

A third step would involve designing questionnaires and other collecting methods that will feed seamlessly into the online IT system. Standard reporting formats will be designed and interval dates planned for the system on data submission deadlines as well as reporting deadlines against the PSDP and PSDS. The system will allow for access and manipulation by internal and external reviews, evaluations and impact assessments.

Concurrently with the activities above, a “Statement of User Requirements” (SOUR) will be prepared to translate the M&E Design into IT language that will be used in the Web Portal design. This SOUR will include the basic design of input and output user interface designs, IT hardware and software Platform needs. The basic Web Portal will be completed within the time given for Phase One (mid July 2014). The SOUR would include a skills audit to assess the IT and web management training needs of the BOCCIM, MIT and other users.

A fourth step will involve a return to the stakeholders to map out which job descriptions will take on board the responsibility for data capturing and reporting and which job descriptions will be in line with management to ensure timeous and correct participation on the system.

As a fifth step, the consultants will hold a one-day workshop in Botswana to introduce the stakeholders to the M&E system and to gather final input before the finalization of the system. The Web based portal will be demonstrated with model data during this meeting.

As set out on the TOR, the system will have an online help function, which will provide guidelines for the qualitative and quantitative approaches to be used for data collection for baseline, intermediate, and endline phases. Questionnaires for both quantitative and qualitative data capturing will be available online as well as guidelines on completion and uploading thereof. It is proposed that the online help function will be an important tool during the entire training process.

The set of activities above will address the following needs of the User (BOCCIM, MIT and others)

- PSDP updated Logical Framework with the setting up of clear and reachable targets including qualitative and quantitative data to be collected aligned SMART indicators.
- PSDP M&E Master Plan for monitoring the overall PSDP in the framework of PSDS
- Technical Assistance Plan with guidelines for the qualitative & quantitative approach to be used for both baseline and end line data collection
- PSDP Web Portal design and setting-up document and basic Web Portal live.
- Report of the 1-day workshop for the presentation of M&E framework and system to public and private sector stakeholders involved in PSDP (around 30 people).

2.2 Phase Two: Training of the BOCCIM, MTI, IO's, Service Provider Staff on the Developed M&E System

The second phase of the assignment will focus on training the stakeholders on how to use the M&E system during the implementation of the PSDP and PSDS.

As a first step, the consultants will develop a training work plan for BOCCIM, other IOs, MTI and Business Service Providers. The training work plan will be informed by the skills audit that would have been conducted in Phase One. Indicative dates for the training will be articulated in the training plan as well as the names of the number of staff to be trained and the level of training will be outlined. BOCCIM and MTI will be consulted once the workplan is developed seeking their buy-in and approval before it is implemented.

The consultants will then develop training manuals, which will be available electronically in the system and in print version. The training materials will resemble the IT interface with step-by-step guide on how to capture and upload data. There will also be instructions on how to generate reports and guidelines as to which intervals the system should be used for such reporting. The system will send out reminders to responsible staff and line managers when data capturing is required as well as when reports are due. If deadlines are missed by a significant margin, the system will alert the consultants as well as the BOCCIM M&E team for follow-up.

Once the system has been designed and is available online, the consultants will train all stakeholders on the use of the system. This training will be done in two workshops lasting two days each with at least fifteen participants in each from BOCCIM, MIT and other implementing stakeholders.

In close consultation with all the stakeholders a suitable training week date will be identified. A timetable will be drawn up where all stakeholders will participate in a collective orientation session, followed by individual stakeholder visits for on-site training. This will include visits to the BDS and IO's that will undertake the baseline interventions.

The M&E system will be populated with live data in stages as the training progresses and quarterly reports generated as required with the involvement of the Web portal increasing gradually in the conventional reporting. The Web based system should start generating the full reports, used by the users alone, by April 2015.

The set of activities above will address the following needs of the User (BOCCIM, MIT and others)

- Capacity Building Work Plan to train BOCCIM staff on the M&E framework and System developed for PSDP in the framework of PSDS.
- On line and printed Training materials/modules needed to undertake the implementation of M&E system
- Reports of two workshops for training of BOCCIM, MTI and implementing institutions on the M&E framework and system (approximately 15 participants)
- PSDP Web Portal Live testing report and design finalisations and improvements necessary and Change record log document.
- Phase II completion report and references to body of knowledge generated.

The report on Phase Two will be completed by 30 April 2015 and will include the Workshop Reports.

2.3 Phase Three: Follow-up of the Implementation of the Developed M&E System

The Team Leader will conduct quarterly visits to Botswana to follow up the implementation of the M&E system that will have been developed. The visits will also coincide with the half yearly monitoring and evaluation reports. This will allow for any hitches or hiccups with the system to be flagged and addressed almost immediately. Where the input of the Cape Town based consultant (Key Expert 1) will be necessary, she will make herself available on all modern forms of communication, including email and Skype. The Team Leader will assess all generated reports in order to assess whether data captured is sufficient and speaks to the measurable indicators and outputs. The resident consultant (Key Expert 2) who is stationed in Gaborone will be available on call to resolve any problems and ensure the smooth running of the system. He will be the main contact point for all matters and will liaise with the other Key Expert and Team Leader. He will visit BOCCIM at least once a week to oversee that the M&E system is working smoothly, examine, and address any problems faced. He will provide regular reports to the Team Leader and after finalization pass on these reports to the Users (BOCCIM, MIT and others). He will coordinate all corrective measures with the approval / concurrence of the Team Leader and Contact point of the User.

After a final comprehensive field-visit with follow-up interviews and assessments with all stakeholders, the consultants will compile a final report, which will include a summary of the implemented system and its design and the lessons learned from on-the-job training as well as coaching provided to BOCCIM.

During this phase, the team will develop an exit strategy. The system will be designed to allow for an exit strategy post the PSDP and have applicability and transferability to the general PSDS. BOCCIM's own sustainability plan will be evaluated to ensure that M&E team members transfer all skills to new members as a job exit requirement. A database of all trained individuals will be kept on the system, which should allow for sustainability, cross-learning and adaptation at the end of the PSDP implementation period.

The set of activities above will address the following needs of the User (BOCCIM, MIT and others)

- Follow-up report on the performance of the system
- Report on lessons learned and corrective action / further training required.
- Exit strategy report with all references to body of knowledge generated.
- Final report (incorporating all the phases) including all data and information manuals training material needed for the user to run and update the system on their own after the Consultants complete their responsibilities and leave.

A debriefing workshop will be held prior to the final report being written. The workshop will be attended by 30 participants from CDE, BOCCIM, MTI and other stakeholders. The final report that will flow from Phase Three will be delivered no later than 31 January 2016.

2.4 Expected Input from the Client

A number of inputs are expected from the client. Firstly, the client should ensure that there is buy-in from all the organisations that are involved in the project. Further, it is important that where possible, the client obtains commitment from participant organisations and project personnel to be involved in the project throughout its duration. The client is also expected to avail the necessary hardware that is required for the online systems including also covering software-licensing costs in case there is a requirement.

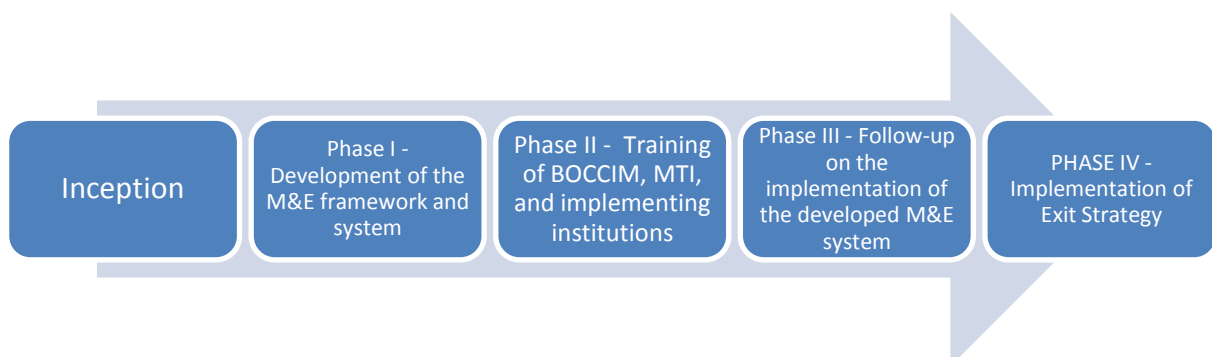
Since the resident consultant (Key Expert 2) needs to be based in BOCCIM, BOCCIM should provide a suitable office with communication and other essential facilities at BOCCIM head office in Gaborone and a single point contact with the user group.

3. Team Composition

The team will consist of Daniel Chiwandamira as the Team Leader, Talitha Bertelsmann-Scott as Key-Expert 1 and Arindam Bose as Key Expert 2. All three bring extensive M&E, private sector development as well as regional development experience. Daniel has recently been commissioned by COMESA to develop an online M&E system for the Secretariat and Member States. The Team Leader and Key Expert 1 are based in South Africa, and will travel periodically to Botswana to support the mission. Arindam (Key Expert 2), will be stationed in Gaborone Botswana and will be the single point coordinator to facilitate all interactions and meet the needs of the user. Arindam has extensive experience in the Government of India followed by work on transformation and ICT strategies in the SADC, East and West Africa. Arindam will also look after all the IT and IT to Human interface issues of the project. The table below shows the division of labour among the three experts.

4. PSDS Proposed work plan and work days

The table below is a detailed breakdown of the tasks and the associated number of days allocated to each consultant.



Phase	Task	Number of Days		
		Team Leader	Key Expert 1	Key Expert 2
Inception 1st April 2014 to 24 th April 2014	Literature review	3	2	3
	Project Briefing meeting in Gaborone with CDE and Stakeholders	2	2	2
	Review of the PSDS intervention logic	2	2	2
	Statement of User Requirements for WEB Portal Design including IT Skills and Infrastructure audit.			6
	Inception Report	2	2	2
Phase I. Development of the M&E framework and system and Go Live of the Web Portal 25 th April 2014 to 11 th July 2014	Development of baseline and endline indicators – updating PSDP Logical Framework	2	2	3
	Development of PSDS's M&E Master Plan	2	2	2
	Development of a Technical Assistance Plan	2	2	2
	PSDP Web Portal Design and Preparation of Statement of User Requirements, Selection of Web Design Company and Guiding and approving the web programming and going live followed by testing			10
	ICT Skills and ICT Infrastructure audit in BOCCIM, MTI and other users			5
	1-Day Workshop In Botswana	2	2	2
	Report Writing	2	2	2
	Programming and going live of Web Portal			
Phase II. Training of the BOCCIM, MTI, IOs service provider staff on the developed M&E system and generation of Quarterly Reports 12 th July 2014 to 30 th December 2014	Develop the training work plan	3		Estimated 35 days average at 4.5 days per week to get quarterly reports on system running with live data and contribute to training
	Develop relevant training materials/manuals and exit strategy		2	
	Gradually get the Live portal populated with real M&E data concurrently with the training programmes			
	Promote the IT Help Features in the Training and training materials			
	Train staff in Botswana via two 2-day workshops		6	3
	Report Writing	3	2	2
Phase III. Follow up implementation of the developed M&E system January 2015 to January 2016	Half yearly review of the M&E System with Report on Technical Assistance Provided	3		51 days at an average of one day per week but available on call in Gaborone for full period and available for coordination during all External experts visits.
	Annual support and maintenance contract with effect from April 2015			
	Regular support visits Quarterly by TL and weekly by Key Expert 2	10	5	
	Debrief Workshop and Report on Lesson Learning	2	2	
	Development of Exit Strategy	2	2	
	Final Report	3	3	
Implementation of Exit Strategy	Implementation of Exit Strategy			3 days
TOTAL		45	40	135

CALENDAR OF ACTIVITIES																
Activities	Experts			2014									2015			2016
	TL	KE 1	KE 2	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Feb	Oct	Dec	Jan
INCEPTION																
Literature Review	X	X	X													
Project Briefing Meeting	X	X	X													
Review of intervention logic	X	X	X													
Statement of User Requirements of WEB Portal			X	24/04												
Inception Report	X	X	X	24/04												
PHASE ONE: DEVELOPMENT OF THE M&E FRAMEWORK AND SYSTEM																
Development of baseline data	X	X														
Development of PSDS's M&E Master Plan	X	X	X													
Development of Technical Assistance Plan	X	X	X													
PSDS Web Portal Design and Report and Portal Going live	X		X				11/07									
ICT Skills and ICT Infrastructure Audit in Botswana	X	X	X													
1-Day Workshop in Botswana	X	X	X													
Report	X	X	X				11/07									
PHASE TWO: TRAINING OF THE BOCCIM,MTI,IO'S SERVICE PROVIDER STAFF ON THE DEVELOPED M&E SYSTEM																

CALENDAR OF ACTIVITIES																
Activities	Experts			2014									2015			2016
	TL	KE 1	KE 2	Apr	May	June	July	Aug	Sep	Oct	Nov	Dec	Feb	Oct	Dec	Jan
Develop the Training Work Plan and plan to populate the Web Portal with live data	X	X	X				30/07									
Develop relevant training materials/manuals and exit strategy	X	X	X					30/08								
Get Portal working with live data and generating live reports on quarterly basis and constant validation and software testing followed by removal of problems if any			X												31/12	
Train staff in Botswana via two workshops		X	X							31/10						
Report Writing including workshop reports	X	X	X									30/12			30/12	
PHASE THREE: FOLLOW UP IMPLEMENTATION OF THE DEVELOPED M&E SYSTEM																
Half yearly review of the M&E System with report			X										28/02			
Regular Support Visits and system testing for final validation			X													
Report on Lesson Learning	X	X												30/10		
Development of Exit Strategy and Report	X		X												30/12	
1-Day Debriefing Workshop			X													
Final Report	X	X	X													31/01