



Government of Botswana

European Union

Private Sector Development Programme (P.S.D.P)

COMMUNICATION AND VISIBILITY PLAN

Version: 6.0

Entrepreneurship Development the Key to Economic Diversification:
Improving competitiveness of SMMEs through the Private Sector
Development Programme.

The Private Sector Development Programme is a Government of Botswana initiative supported by the Ministry of Trade and Industry, European Union, the Centre for the Development of Enterprise Ministry of Finance and Development Planning and BOCCIM



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Introduction

The Ministry of Trade and Industry (MTI) and BOCCIM in partnership with the European Union (EU) and the Centre for the Development of Enterprise (CDE) developed the Private Sector Development Programme (PSDP), which was launched on the 23 May 2013 in Gaborone, Botswana. The Private Sector Development Strategy (PSDS) was designed to provide a systematic and coherent framework to promote the development and growth of the private sector. It identified the gains achieved thus far, the bottlenecks and interventions that will contribute towards establishing an enabling environment that will spur entrepreneurial development; attract foreign and domestic private investment, simultaneously creating business opportunities. The strategy responds to the aspiration of Vision 2016 and the theme of the National Development Plan (NDP) 10, 2009-2016.

Background

In order to promote the PSDP to all target groups (beneficiaries, service providers, media houses and general public), a Communication and Visibility Plan (CVP) is developed to guarantee that they are sufficiently informed through appropriate channels and that all feedback received is attended to. This CVP will dovetail with the communication and visibility needs of the PSDP partners and has taken into consideration their individual needs as they relate to the visibility of the PSDP.

Communications and Visibility Guides

Ministry of Trade and Industry (MTI)

MTI, as the supervising agency of the PSDP, will always receive full visibility in all external communications. The role of the MTI as driver of the PSDP will be highlighted, and the roles of the other partners as supporting bodies will be elucidated. MTI will be kept abreast of all CVP developments and activities.

European Union (EU):

Communication will focus on development with the EU as partner and on the achievements and impact of the action, not on administrative or procedural milestones. In order to maximise the impact of communication efforts: activities will be

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timely and accurate. Activities will be coordinated closely with the Commission and the right audiences will be targeted, and the information will be of interest to them. Activities will be appropriate in terms of resources spent, timing and expected impact.

Ministry of Finance and Development Planning (MFDP):

As the arm of Government that is responsible for coordinating national development planning, mobilising and prudently managing available financial and economic resources, they will be updated on the key developments within the CVP. This will enable them to diligently execute their mandate to formulate economic and financial policies for sustainable economic development. Their inclusion in the CVP will reflect their role as a model of excellence in financial and economic management.

Centre for the Development of Enterprise (CDE):

CDE will always receive visibility as the executing agency of the PSDP. Emphasis will be placed on CDE as assisting the Government of Botswana and the EU in the activities of the PSDP. Where possible, we will highlight the experience that CDE brings aboard the PSDP by referencing its activities with regards to supporting the development of the ACP private sector.

Botswana Chamber of Commerce, Industry and Manpower (BOCCIM):

BOCCIM has a robust communications network that spans across different media. The organisation makes use of the media, (Gabz FM, several print partners), and an internal newsletter for BOCCIM members, as the Apex body for the private sector. In the spirit of cooperation, the communications and visibility material of the PSDP will be shared with BOCCIM, to enable them to leverage on the information for its members. Taking into consideration its role as the internal monitoring body, DSS will share CVP related evaluation materials to ensure consistency and synergy between the systems.

Objectives

Objectives and Goals of the PSDP

- Strengthening the value chain of SMMEs and CBOs
- Empowering women entrepreneurs
- Promotion of SMMEs participation in procurement
- Enhance service delivery of IOs through capacity building

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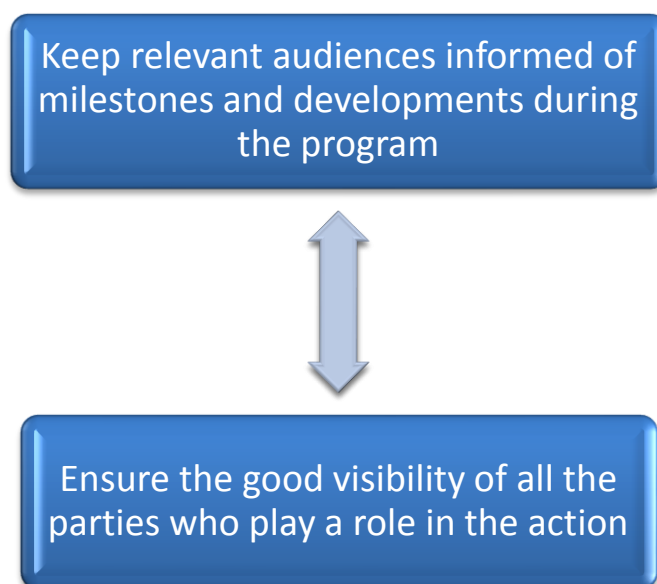
- Improved access to financing for SMMEs

Specific Objectives of the CVP

The CVP will keep PSDP stakeholders informed of various developments, including:

- Technical assistance and training available to relevant target segments
- Progress of the Programme including ongoing tenders and calls for proposals
- The enabling business environment activities for the benefit of SMMEs

Aims



Process

Dialogue Saatchi&Saatchi/ Stakeholder CVP Communication

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Dialogue Saatchi&Saatchi (DSS) is the firm that will be in charge of the communication and visibility strategy and implementation for the PSDP. DSS will document PSDP actions and liaise with the different stakeholders and audiences underlined, below:

DSS will adhere to the CVP needs of each PSDP partner, keeping in close contact with each stakeholder in all of the below CVP activities. Each piece of information that is published about the PSDP will be sent to the partners for input and approval, with full cognizance of the positive and accurate portrayal of the PSDP action.

| Stage | Process |
|-------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| One | DSS will document different activities of the PSDP and develop material relating to a specific activity. |
| Two | DSS will send the material to the different partners (MTI, EU, CDE, BOCCIM, MFDP), for amendments, feedback and comments. |
| Three | Comments will be incorporated into the document and presented to client for approval. (Please note that this process repeats until each party is satisfied with the information within the material). |
| Four | Once the press release/ article has been approved by all concerned parties, it will be placed in the appropriate medium. |

Target Audiences

Stakeholder Analysis

| Stakeholder | Stake in Project | Information to be shared | Medium of Communication | Responsible Party |
|--------------------------------|-----------------------|----------------------------------------------------------------------|-----------------------------------------------------------------------------|-------------------|
| INSTITUTIONS | | | | |
| European Union | Contracting authority | Documenting actions, results of actions, stakeholder feedback, video | Newsletter, email, newspaper articles, internet (website/ online brochures) | DSS |
| Ministry of Trade and Industry | Supervising agency | Documenting actions, stakeholder feedback, video | Newsletter, newspaper articles, online, | DSS |
| CDE | Executing agency | Documenting actions, stakeholder feedback, video | Newsletter, internet, newspaper, online, email, brochures | DSS |

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| | | | | |
|-----------------------------------------------------------------------|----------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|------------------|
| BOCCIM | Internal Monitoring of the PSDP Programme | PSDP tenders/ call for proposals, information to beneficiaries on technical assistance and training available to SMMEs, IOs and CBOs, documenting actions, means for access to finance, barriers removed to ease doing business in Botswana. | Newsletter, email, online, brochures | DSS, BOCCIM, CDE |
| Ministry of Finance and Development Planning | Member of the Management Committee | Documenting actions, stakeholder feedback, video | Newsletter, internet, newspaper, online, email, brochures | DSS |
| INTERMEDIARY ORGANISATIONS | | | | |
| IOs and Training Institutes; BTO, BITC, LEA, BNPC, CEDA, HATAB, BIDPA | Beneficiaries of PSDP actions, Research, capacity building across different industries | As above* | Newsletter, email, online, brochures, media (newspapers, radio, television) | DSS |
| BENEFICIARIES | | | | |
| SMMEs & CBOs | Beneficiaries of PSDP actions | As above* | Newsletter, online, brochures, email*, media (newspapers, radio, television) | DSS |
| FINANCIAL INSTITUTIONS | | | | |
| Banks, Micro-lenders, NGOs | | Introduction to the PSDP, business profiles, IO profiles | Newsletter, email, brochures, media | |
| DEVELOPMENT PARTNERS | | | | |
| Chanel Corporate Foundation | Funding, Women Entrepreneurship Development Programme | Documenting actions, stakeholder feedback, video | Newsletter, internet, newspaper, online, email brochures | DSS |
| Tokafala Foundation | Supporting Programme Upliftment of the Private sector (Anglo-American) | Documenting actions, stakeholder feedback, video | Newsletter, brochures, media | DSS |
| MEDIA | | | | |
| Media | Public | Introduction to the PSDP, completed, ongoing and upcoming initiatives of the PSDP, tenders, call for proposals | Press briefings, press releases, brochures, online | DSS |

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Insights

Media Feedback

In development of the CVP, we conducted a litmus test on select media stakeholders, to gauge their current understanding of the PSDP, its programmes and activities. The feedback below is key in crafting the content and appreciating the level at which communication on the PSDP is effected.

| Name | Organisation | Comments |
|------------------------|-----------------|--------------------------------------------------------------------------------|
| Portia Nkani | The Gazette | Vaguely remembers a launch few years ago |
| Brian Benza | Mmegi | Last he heard of PSDP was in 2008 |
| Tshireletso Motlogelwa | Business Weekly | Has no knowledge of the programme |
| Boitumelo Maswabi | Weekend Post | Has a vague idea but is not aware of the details e.g. the partners behind PSDP |

A more targeted placement of articles/ adverts/ advertorials will be carried out in the appropriate media. The following newspapers have been identified as the preferred channels of business related content:

- Sunday Standard
- Mmegi
- The Botswana Guardian
- Daily News
- Ngami Times
- Oriental Times

Please note that as well as targeted media, CVP materials will be disseminated to the media at large.

Theme Rationale

The theme will ensure consistency in all our messaging to convey a particular sense at all times. It creates a golden thread in all our communications and ensures that all spokespeople communicate the right essence of our messages at all times. The theme will not be referred to explicitly in any external communication, but rather inferred.

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Vision 2016

- The national strategic vision and a driver of the national aspirations the country wants to achieve by 2016. It highlights key areas through its pillars, one of which focuses on productivity and private sector development

A Prosperous, Productive and Innovative Nation

“Government, in partnership with the private sector, will nurture the spirit of entrepreneurship and creativity in the field of science and technology. Economic diversification will be accomplished. Women will play an equal role in development. The economy will be driven and owned by citizens.”

NDP 10

Incumbent 5 year development strategic framework of the country which guides the economic and human development of the country. The Plan also places emphasis on Economic Diversification and Poverty Eradication, and prescribes measures to achieve this.

Goal Strategy for NDP 10

“NDP 10 represents a watershed opportunity in terms of achieving Vision 2016 goals, with the economy needing to transform from being public sector-led, to being private sector-led[...]Government will give the highest priority to private sector development and economic diversification to attain rapid economic growth. “

Strategic Theme

Enabling Growth and Prosperity - “Kgodiso”

Kgodiso is a Setswana word which means to *nurture or encourage growth*, and will convey our efforts and facilitating growth for the beneficiaries and the economy. The theme will be a guiding principle which will inform the messaging.

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Key Messages

These will be the messages we want to convey at all times to our target audience, which will be communicated through the various interventions we will have in place. All messages will highlight that entrepreneurship development is the key to economic diversification, and that this will improve competitiveness through the PSDP.

- The PSDP is a groundbreaking project, developed to nurture the growth of the private sector in Botswana
- The PSDP is made possible by the partnership between the Government of Botswana and the European Union, together with BOCCIM, CDE and MFDP

Tone

This is the mode of delivery to be followed when communicating to our publics to ensure maximum effectiveness of our communication efforts.

- Informative
- Comprehensive
- Credible
- Aspirational
- Proud

Language

Primary

- English will be used as the primary mode of communication as it is the business language of Botswana

Secondary

- Setswana (where possible) will be used as it is the official language of the country

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Prescribed Tactics

As per client specifications, the following deliverables would be executed in support of the plan. Our expertise in the various fields below will ensure our delivery beyond client expectations.

Deliverables

| Medium | Audience/ Public | Key Messaging/ Copy Requirements | Frequency |
|-------------------------------------|---------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|
| Online | All audiences | Newsletter, brochures, leaflets; tenders, capacity building opportunities, stakeholder interviews; general information about PSDP to be shared with all stakeholders for inclusion on their organizational websites | Ad hoc (as and when material is approved) |
| Kgodiso, the Newsletter of the PSDP | CDE, EU, IOs, CBOs, Chanel, Media, Capacity Building Organisations, SMMEs, Financing Bodies | The newsletter will report on actions of the PSDP; it will also profile beneficiaries/ stakeholders, provide information about significant milestones and interesting points of reference of the programme | Quarterly (Jan. March, June, September) |
| Brochures/ Leaflets | CDE, EU, IOs, | Abbreviated | Annually |

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| | | | |
|----------------------------------------------------------|-----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|
| | CBOs, Chanel, Capacity Building Organisations, Financing Institutions | general information about the PSDP, aims, objectives, actions | |
| (Business Botswana/Talking Business) - Newspaper Feature | All audiences | Monday Times monthly educational, analytical, feature stories, 'simplified' articles, reportage. Profile of businesses/ business owners | Monthly |
| Media Briefings/ Press Conferences | Media | Introduction to PSDP, updates on progress of the programme, key activities to be highlighted | Quarterly |
| Media Invitations | Media | Invitations to appropriate PSDP actions | Ad hoc |
| Newspaper Adverts/Advertorials | All Audiences | Tenders, capacity building opportunities to be published | As and when is necessary/ Post Activities (Placement of ads at cost to client) |
| Press Releases | Media | Key updates on milestones and developments in the PSDP | Monthly |
| Print Interviews | All Audiences | One on one interviews with select members of the PSDP to profile their role in the programme | Monthly |
| Radio Shows, Live Reads, Television (broadcast media) | IOs, CBOs, SMMEs, General public | Interviews (talk shows, features) with PSDP partners | Monthly ****(Including two radio announcements) |

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| | | | |
|--------------------|---------------|--------------------------------------------------|----------|
| Video | All audiences | Highlights of the actions and impact of the PSDP | Once off |
| TV Backdrop/Banner | All Audiences | To include the PSDP and partner identities | Annual |

Routine Internal Communication

In order that the implementation of the CVP be efficient and beneficial to each of the above stakeholders, a free- flow of communication and interaction is recommended (on a need- to- know basis).

| Element | Communication channel | Responsible Party | Frequency |
|--------------------------------------------|-----------------------------------------------|-----------------------------|-----------|
| Outline of PSDP activities for 2014/15/ 16 | Email | CDE | Annual |
| Day- to- day communication | Email, telephone | CDE, EU, MTI, MFDP, BOCCIM, | Ad hoc |
| Status on CVP deliverables | Email, reports, face-to- face status meetings | CDE, DSS | Bi-Weekly |
| Issues/ Challenges/ Crises | Email, telephone, face- to- face meetings | CDE, EU, MIT, MFDP, IOs | Ad hoc |

Actions

| Actions | Deadline |
|-------------------------------------------------------------------------------------------------------------------------------------|----------|
| Create a banner/ TV backdrop (there will be workshops- it will include logos of all the stakeholders) for events/ press conferences | ASAP |
| Editorial strategy for newsletter | 26.06.14 |
| Editorial Outline for Feature Articles | 26.06.14 |

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| | |
|--------------------------------------------------------------------------|------------------------------------------------|
| Brochure Copy | TBA |
| Creation and production of brochures | Upon approval of copy |
| Documentation of PSDP activities: photography and article/ press release | Ad hoc/ according to PSDP scheduled activities |
| Press releases to media about PSDP actions | Monthly |

Risk and Issues Communication

Risk and Issues Committee (RIC)

The RIC will handle any risk or reputation issues related to the PSDP, with a nominated spokesperson to talk to the media and external stakeholders. The committee will have representation from the partners. Partners will select a member to sit on the RIC.

Risk and Issue Channels

Internal Channels

Emails
Letters

External Channels

Print Media
Radio

Holding Statements

All relevant partners within the PSDP to be informed of the RIC and the various portfolios within the Committee. All colleagues within the PSDP partnership will be advised to forward all queries from external stakeholders to the RIC spokesperson who can refer to the Chairperson as and when necessary.

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Summary of Objectives and Keys to Communication

The above plan is an outline of how the key audiences will receive information about the activities of the PSDP. Below is how the objectives will be met with the CVP:

| Objective | How Objective Will be Met |
|-----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|
| Information to beneficiaries on technical assistance and training available to SMMEs, CBOs and IOs | Newsletter, online, brochures, media engagement, press adverts |
| Information to SMMEs on means for access to finance; barriers removed to ease doing business in Botswana. | Newsletter, online, brochures, media engagement, press adverts |
| Information to service providers on PSDP tenders/ call for proposals | Email, online, press adverts |
| Information to media houses and general public on completed, ongoing and upcoming initiatives of the PSDP | Press releases, media briefings, newsletter, online, press adverts |

Success Indicators

- Awareness of the PSDP, its programmes and opportunities by target audience
- Increased number of enquiries about the programme and take up of the offerings
- Enhanced positive perception of the strategic partners involved in the action
- Positive coverage and awareness of the PSDP and its various elements in local media
- High PR Value figure with a minimum ROI of 1:2 to client

Evaluation

- Bi Weekly Status Meeting
- Post Activity Reports
- Monthly Media Monitoring and Analysis
- Quarterly Reviews
- Annual Strategy Sessions

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Photos

The PSDP was launched in May 2013, and has carried out a series of actions in line with its mandate to uplift and capacitate the private sector:



Sid Boubekour and PSDP Partners at the Official Launch of the PSDP



Delegates after the BOCCIM as Apex Body Workshop

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Delegates participate in audit tools workshop



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One of the beneficiaries of the PSDP presenting at the WED Launch

-Ends-

Appendix 1

BOCCIM Communication and Visibility Capacitation

Introduction

As part of Dialogue Saatchi & Saatchi's deliverables for the Communication and Visibility Plan, the agency will capacitate BOCCIM and representatives of PSDP partner entities by way of conducting a workshop on the guidelines and implementation of the Communication and Visibility Plan (CVP).

Target Audience

The target audience for the workshop includes:

- BOCCIM's PR and Communications team
- Representative from the sales or marketing department
- Legal department representative

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- Representative from each of the PSDP's partner organisations
- Any other spokespeople

Objectives

At the end of the workshop, participants will be able to design and implement an effective and tailor-made communication and visibility plan, adjusted to suit the CVP needs of the PSDP. In particular, the participants will learn the technical tools to:

- Develop a communication strategy
- Implement a communication and visibility plan
- Develop indicators of achievement
- Manage human resources required to implement the communication activities
- Make a budget required to implement the communication activities (in absolute figures and as a percentage of the overall budget for the action)

Focus Areas

All workshop activities will be in line with the recommendations of the PSDP Communication and Visibility Plan and the European Union Communication and Visibility Guidelines. The workshop will concentrate on the following areas:

| Workshop Area/ Topic | Contents of Segment | Speaker/ Facilitator |
|---------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|
| What is the Private Sector Development Programme? | Introduction to the Programme and the activities that have taken place so far, (including the application and selection process, as well as capacitation workshops and consultancies). | Sid Boubekur/ Malaki Monyamane/ DSS |
| Who are the partners of the Programme? | <ul style="list-style-type: none"> • The CVP needs of each partner will be elucidated, here. It | Representatives of the Programme partners will address participants on the |

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| | <p>will cover the branding of communication and visibility materials that are released in relation to the Programme.</p> <ul style="list-style-type: none"> The stakeholders of the PSDP will also be outlined in this segment of the workshop; participants will get the chance to understand what each of the stakeholders stand to gain from participating in the Programme. | role that each of them plays in the PSDP. |
| European Union Communication and Visibility Guidelines | Participants will be given information about the EU's CVP guidelines. | DSS/ DSS to provide reading material for participants |
| Developing a Communication and Visibility Strategy | Participants will develop a communication and visibility strategy, taking into consideration all the stakeholders, the formulation of key messages, tactics, success indicators and measures related to the CVP. | DSS |
| Manage human resources required to implement the communication activities | Participants will learn to leverage on the expertise and knowledge within their team and assign roles for the implementation of the CVP. | DSS |
| Make a budget required to implement the communication activities | Participants will be introduced to the budgetary requirements as far as the CVP is concerned, including time spent, workshop organization, documentation | DSS |

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| | | |
|---------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| | of PSDP activities and press release dissemination. | |
| Monitoring and evaluation | This segment will concentrate on the ways in which BOCCIM can monitor the impact of their CVP activities, including monitoring metrics and calculating return on investment (ROI). | DSS |

Success Measures

Participants of the workshop will be adequately briefed on the contents and tactics of the PSDP Communication and Visibility Plan. Participants will be able to:

- Create a communication and visibility strategy, taking into account the CVP needs of the PSDP.
- Take into account the European Union Communication and Visibility Guidelines when planning and preparing CVP materials.
- Understand the roles of each of the PSDP partners as well as their communication and visibility needs.
- Identify stakeholders and the mode of communication that is most easily accessible to them.
- Grasp and convey the key messages of the PSDP, integrating them into all communication and visibility materials.
- Create a budget for the implementation of communication and visibility tactics and activities.
- Identify appropriate methods for monitoring metrics.

Conclusion

The capacitation workshop will be fully participatory, with BOCCIM delegates producing materials according to the areas of capacitation. The workshop will be a day and a half long. Dialogue Saatchi & Saatchi will facilitate the workshop. The workshop will adopt a tone that is consistent with all of the PSDP CVP key messages; that is, that the PSDP is committed to the growth and development of the local private sector.

-Ends-

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DIALOGUE SAATCHI & SAATCHI

PLOT 64, UNIT 17, GABORONE INTERNATIONAL COMMERCE PARK, GABORONE, BOTSWANA
PRIVATE BAG BO 302 BONTLENG GABORONE TEL: +267 395 7561. FAX: +267 395 7564

2011: The Lovemarks Company
Saatchi & Saatchi

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