

TERMS OF REFERENCE

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

1. BACKGROUND INFORMATION

1.1. Introduction

In 2013, the European Union (EU) and the Centre for the Development of Enterprise (CDE) signed a *Contribution Agreement*. The purpose of this Agreement is a contribution by the EU for the implementation of the Action entitled: “Support to the implementation of the Private Sector Development Strategy (PSDS) of Botswana” that served as the reference for the formulation of a Private Sector Development Programme (PSDP).

The EU is the contracting authority, the Ministry of Trade and Industry (MTI) is the supervising agency, the CDE is the Executing agency, and Botswana Confederation of Commerce, Industry and Manpower (BOCCIM) is responsible for internal monitoring and evaluation (M&E) of the programme.

Key private sector development partners which played a vital role during formulation of the PSDP and will be involved in the programme are BOCCM, Botswana Investment and Trade centre (BITC), Local Enterprise Authority (LEA), Citizen Entrepreneurial Development Agency (CEDA), Botswana Exporters and Manufacturers Association (BEMA), Botswana Bureau of Standards (BOBS), Botswana National Productivity Center (BNPC), Hospitality and Tourism Association of Botswana (HATAB), Botswana Tourism Organization (BTO) and Botswana Innovation Hub (BIH).

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 trade expansion, improving labour productivity, support to trade institutions and improving the business climate.

The strategy focuses also on four cross-cutting issues that are summarised as follows:

- Mainstream gender issues in the private sector
- Support the implementation of the National Human Resources Development Strategy
- Strengthen HIV/AIDS work place programs
- Promote environmental protection

For each of the PSDS priority areas and cross-cutting issues, several programmes have been identified for implementation. The Private Sector Development Programme was conceived around three (3) Results Areas which are part of the overall Private Sector Development Strategy. It is worth mentioning that within the framework of the PSDS, the MTI and BOCCIM in partnership with the EU and the CDE have developed the PSDP, which is meant to address only few key areas of the PSDS.

The PSDP which will run for duration of 3 years has a budget of €2.3 million 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, namely micro and small and medium-sized enterprises (SMMEs), Community-Based Organisations (CBOs), Intermediary Organisations (IOs) and the MTI for improving business environment.

Monitoring and evaluation of the PSDS is integrated into the implementation of related programmes including the PSDP. BOCCIM as the implementing partner of the PSDP will receive a support through this assignment to undertake M&E role. It will provide information on the progress made in the implementation of the PSDP in the framework of the strategy within agreed timeframe of two years for decision making. The PSDP coordinating unit will assist BOCCIM to coordinate monitoring and evaluation activities of the programme.

1.2. Importance of Monitoring and Evaluation (M&E) framework and system

The M&E policy for EU-funded project has a number of objectives including; i) to monitor and evaluate results and impacts; ii) to provide a basis for decision making on necessary amendments and improvements; iii) to promote accountability for resource use; and iv) to document, provide feedback on, and disseminate lessons learned.

A mix of technical and managerial tools is used to ensure effective project M&E. These should be applied continuously throughout the lifetime of the project (e.g. periodic monitoring of indicators) or as specific time-bound exercises such as mid-term reviews, audit reports and independent evaluations. It is expected to serve as a means of validating or filling the gaps in the initial assessment of relevance, effectiveness and efficiency obtained from monitoring.

The periodic evaluations will provide the opportunity to assess early signs of project success or failure and prompt necessary adjustments.

As highlighted above, BOCCIM is responsible for the internal monitoring of the overall PSDP programme which is a component of PSDS.

M&E could only be achieved if an informed M&E framework and system is available which will be capable to:

- Provide constant feedback on the extent to which PSDP is achieving its goals within PSDS;
- Identify potential problems at an early stage and propose solutions;
- Monitor the efficiency of the programme;
- Monitor the progress achieved in the framework of PSDP implementation;
- Evaluate the extent to which the programme is able to achieve its general objectives;
- Assess the relevance of PSDP in line with PSDS priorities;
- Assess the adequacy of the methodology used to implement PSDP;
- Evaluate the results and impacts of PSDP;
- Assess to what extent the results obtained are sustainable (financial, institutional and policy levels);
- Assess the adequacy of the budget and its cost-effectiveness;
- Assess programme management capacity and expertise in accordance with adopted project implementation structure;
- Provide guidelines for the planning of future programmes/projects;
- Influence SMMEs' sector assistance strategy;
- Improve programme and project design;
- Incorporate views of stakeholders and show the needs for mid-course corrections.

The proposed M&E framework and system is expected to identify information needs in relation to the result areas of PSDP in the framework of PSDS as well. Each result area (goal, purpose, outcome, output and activity) has performance questions that need to be answered.

1.3. Rationale for the development of a feasible M&E framework and system

Results Based Management will allow BOCCIM, MTI and implementing organisations involved in PSDP to better assess the performance indicators in achieving intended results. In order to do so, an effective monitoring and evaluation system is required.

Assessing performance means analysing the gap between actual and intended results. This process relies on variables that allow measuring or assessing the level of activities completion and what was achieved in terms of strategy and programme goals. This Performance-Based Framework will form the basis of the system to be implemented.

A feasible monitoring and evaluation framework is therefore essential at each stage of the project cycle (design, implementation and closure) stages.

Against this backdrop, the development of an M&E framework and system whose design will entail the following key components is mandatory at the commencement of the programme:

- Clear statements of measurable objectives for projects/programmes for which SMART* indicators should be designed.
- A structured set of indicators.
- Provisions for collecting data and managing programme records.
- Institutional arrangements for gathering, analysing and reporting programme data and for investing in capacity building.
- Proposal for the ways in which M&E findings will be fed back into decision making.

2. DESCRIPTION OF THE ASSIGNMENT

2.1 Overall objective

The overall objective of this assignment is to design and develop Results and Performance Based Monitoring and Evaluation System for the PSDP that will be used by BOCCIM to monitor and evaluate activities implemented by the Programme in the framework of PSDS. In particular for the PSDP, qualitative and quantitative indicators specific to the private sector must be defined in order to monitor the business environment surrounding the programme from the beginning to the end of its implementation.

2.2. Specific objectives

The specific objectives of this assignment are as follows:

- Establish a web based performance monitoring and evaluation system for PSDP in the framework of PSDS at MTI and BOCCIM.
- Design and set-up of PSDP web portal.

2.3 Results to be achieved (expected outputs) by the Consultant

The expected outputs of the assignment are the following:

- i) The M&E Framework and System of the PSDP is successfully developed and implemented by BOCCIM, MTI and implementing institutions involved in PSDP.
- ii) Build on and support BOCCIM and PSDP implementing partners in the framework of PSDS to develop and improve their own monitoring and evaluation capacity.

- iii) The Monitoring and Evaluation activity of PSDP in the framework of PSDS is included in BOCCIM operation.
- iv) Approximately 30 public and private sector stakeholders involved in PSDP are well-informed about the M&E Framework and System for PSDP.
- v) Approximately 15 people from BOCCIM, MTI and implementing institutions enabled to use the PSDP M&E Framework and System.
- vi) PSDP Web Portal is operational and provides information to PSDP beneficiaries, IOs and Government.
- vii) Track achievement, outcomes and disseminate information on results.
- Viii) Develop lessons, research and recommendations which will contribute to knowledge about successful programme monitoring and evaluation.

3. SCOPE OF THE WORK IN THE FIELD

The Consultant team will be expected to undertake the following activities in the field:

Phase1: Development of the M&E framework and system

The Consultant will design and develop a comprehensive M&E framework and system against which all the activities of the programme will be monitored and evaluated.

The design of and development of M&E framework and system will involve but not limited to the following:

➤ Activity 1.1: Review of the PSDP intervention logic in the framework of PSDS

This will involve the review of the PSDP logical framework particularly the indicators, the means of verification and the assumptions in order to streamline the indicators to SMART indicators. This exercise will facilitate the setting up of clear and reachable PSDP targets to be achieved hence a stepping-stone for the baseline in terms of what qualitative and quantitative data to be collected aligned to the key SMART indicators.

➤ Activity1.2: Development of PSDP M&E master plan in the framework of PSDS

The M&E master plan should provide BOCCIM a clear guideline on what should be done, when, how with regard to monitoring the overall PSDP in the framework of PSDS. Clear activities, timeline and also the resources required should be highlighted in this plan. This should include:

- Approach to ensuring robust baseline and endline of all the players (SMMEs Intermediary organizations (IOs) and other key players) in the private sector of Botswana.
- Transfer of skills & knowledge to BOCCIM who will be responsible for the monitoring of the PSDP.
- Description of data sources required for reporting progress including data collection methods; approach to ensuring data quality and survey plans.
- Recommendation on the beneficiaries/partners' and service providers internal programme/project monitoring and evaluation system.
- Formats and processes for reporting to BOCCIM by beneficiaries and service providers within PSDP which should include progress reporting and annual review formats.
- Timing and methodologies for internal and external reviews, evaluations and impact assessments.
- Roles and responsibilities for implementation of the M&E master plan.

➤ Activity 1.3: Development of a technical assistance plan

It is important to note that the notion of a M&E ‘system’ implies that a capability within BOCCIM, MTI and implementing organisations involved is being created to both generate (i.e. supply) performance information as well as to ‘use’ performance information in decision-making by government managers. To this end, the Consultant should develop a technical assistance plan with the aim to provide guidelines for the qualitative & quantitative approach to be used for data collection for both baseline and endline phases.

The service provider team will also develop a survey instrument (questionnaire) that will be used for quantitative data collection and clear guidelines including templates to be used for qualitative data collection.

➤ **Activity 1.4: Design and set-up of PSDP web portal**

The purpose of this activity is to develop a web portal to support PSDP visibility action. However the web portal should be designed in such a way to host web based performance M&E system for the PSDP in the framework of PSDS.

Outputs for Phase I:

The intervention of the Consultant for the Phase I will lead to the following concrete outputs:

- 1) **PSDP updated Logical Framework** with the setting up of clear and reachable targets including qualitative and quantitative data to be collected aligned SMART indicators.
- 2) **PSDP M&E Master Plan** for monitoring the overall PSDP in the framework of PSDS
- 3) **Technical Assistance Plan** with guidelines for the qualitative & quantitative approach to be used for both baseline and endline data collection
- 4) **PSDP Web Portal** design and setting-up document
- 5) **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).

Phase2: Training of BOCCIM, MTI, and implementing institutions on the M&E framework and system

While the collection and analysis of performance information generally requires the assistance of technically trained analysts and data specialists, the eventual ‘use’ of this performance information is generally carried out by non-technical managers in government. However not requiring a technical comprehension of M&E methods, it is still important though for these managers to understand and appreciate how and where M&E information can help them in the management of the programme and policy decision-making.

It is imperative that staff acquire the skills to apply the M&E system in the day-to-day activities of PSDP implementation and beyond. The following tasks will therefore be carried out by the team of service provider in order to build the technical capacity of institutions involved to timely supply M&E information:

➤ **Activity 2.1: Develop an indicative training work plan for BOCCIM, MTI, and implementing institutions involved in the PSDP programme**

This activity aims to provide BOCCIM and partners institutions with a work plan for capacity building actions taking into consideration time constraints of potential staff expecting to participate in M&E activities. The work plan should be approved by BOCCIM and MTI in order to ensure their commitment to the implementation of the training workshops.

➤ **Activity 2.2: Develop relevant training materials/manuals**

Based on a capacity building needs assessment, the service provider team will develop all training materials/modules needed to strengthen the skills of BOCCIM, MTI and implementing institutions staff

to fulfil their tasks. The training materials will be submitted to PSDP coordinating unit, BOCCIM and MTI for comments prior to the implementation.

➤ Activity 2.3: Train staff on the implementation and monitoring of the M&E system

The service provider experts will be responsible for training the staff of all organisations that will undertake the implementation of M&E system. This will be done through at least 3 workshops to be designed and implemented according to the work plan for target groups.

Outputs for Phase II:

The following outputs are expected for Phase II:

- 1) **Capacity Building Work Plan** to train BOCCIM staff on the M&E framework and System developed for PSDP in the framework of PSDS.
- 2) **Training materials/modules** needed to undertake the implementation of M&E system
- 3) **Reports of two workshops** for training of BOCCIM, MTI and implementing institutions on the M&E framework and system (approximately 15 participants)
- 4) **PSDP Web Portal** design and setting-up document.

<i>Phase3: Follow-up of the implementation of the developed M&E system</i>

➤ Activity 3.1: Technical assistance to BOCCIM

The purpose of this activity is to provide a specific technical assistance to PSDP in order to work closely with the BOCCIM M&E team that will play a key role to monitoring the PSDP activities in the framework of PSDS. The TA will be provided by the consultant team to assess the applicability of the developed M&E framework and system.

The service provider will make sure this assistance will be translated into a commitment to an exercise which will contribute to reinforce job skills and interest and create an enabling environment to allow M&E system to develop and mature within BOCCIM. The consultant should suggest corrective actions or additional coaching if needed.

The duration and specific tasks envisaged should be explained and quoted in the framework of the financial proposal.

➤ Activity 3.2: Lessons learned from on-the-job training as well as coaching

The service provider should prepare a final report summarising the proposed M&E system and lessons learned from on-the-job training as well as coaching provided to BOCCIM.

➤ Activity 3.3: Develop an exit strategy

The successful development, implementation and sustainability of the M&E System requires that the service provider incorporate an exit strategy which will ensure the continuity of the use of the M&E framework and system by BOCCIM beyond the PSDP life cycle. To this end, the service provider team will define what type of requirements/safeguards should be in place to ensure that an M&E system will be made sustainable i.e. allowed to continue after the completion of PSDP.

Expected Outputs for Phase III:

Phase III outputs are the following:

- 1) **Report on the Technical Assistance provided to BOCCIM** in the implementation of the M&E framework and System developed for PSDP in the framework of PSDS
- 2) **Report on lessons learned** from the capacity building activities and exit strategy is finalised
- 3) **Report of the 1-day debriefing workshop** on M&E framework and system for 30 participants

4. DELIVERABLES

The required deliverables of this consultancy will be as follows:

Phase 1

Deliverables
Deliverable 1: An Inception report outlining the update approach and methodology to carry out study, the review of PSDP intervention logic as well as the update timetable
Deliverable 2: An Interim report of M&E Framework and System (Draft “M&E master plan and technical assistance plan” including respective annexes (survey instruments, qualitative data collection guidelines, templates).
Deliverable 3: Final M&E Framework and System report (M&E master plan and technical assistance plan including report on the setting-up of PSDP web portal and respective annexes).

Phase 2

Deliverables
Deliverable 4: Indicative training work plan to build the capacity of BOCCIM, MTI and implementing partners for the use of M&E Framework and System (to be validated by BOCCIM)
Deliverable 5: Training materials and modules
Deliverable 6: Training on the job and workshops
Deliverable 7: Training and workshops reports

Phase 3

Deliverables
Deliverable 8: Follow-up report
Deliverable 9: Report on lessons learned and corrective action / further training required.
Deliverable 10: Exit strategy report
Deliverable 11: Final report (incorporating all the phases).

5. REPORTING

The following reports will be expected from Phase I:

Deliverables	Deadline
Deliverable 1: Inception report	Not later than 24 April 2014
Deliverable 2: Interim report	Not later than 21 June 2014
Deliverable 3: Final M&E Framework and System report	Not later than 11 July 2014

The following reports will be expected from Phase II:

Deliverables	Deadline
Deliverable 4: Indicative training work plan	Not later than 30 July 2014
Deliverable 5: Training materials and modules	Not later than 30 August 2014
Deliverable 6: Training on the job and workshops	Not later than 31 October 2014
Deliverable 7: Training and workshops reports	Not later than 30 December 2014

The following reports will be expected from Phase III:

Deliverables	Deadline
Deliverable 8: Follow-up report	Not later than 28 February 2015
Deliverable 9: Report on lessons learned and corrective action / further training required.	Not later than 30 October 2015
Deliverable 10: Exit strategy report	Not later than 30 December 2015
Deliverable 11: Final report (incorporating all the phases).	Not later than 31 January 2016

The reports shall be in English.

6. TECHNICAL PROPOSAL

The Technical Proposal should highlight the following:

- 1) The methodology to monitor and evaluate a programme focussed on private sector development
- 2) The work plan as well as the milestones of the assignment
- 3) Experience / reference relevant to the assignment including CV of key expert(s)

7. PERSONNEL

7.1. General experience

The team of experts should be composed of three experts (one to play the team leader role). At least 30% of expertise should be sourced from Botswana. The expert(s) should have the following professional experience and skills.

7.2. Professional experience

- At least a Masters Degree (or equivalent) in engineering, economics, business management, administration, statistics or related social science discipline.
- At least 7 years of experience in the M&E domain.
- Experience and knowledge in project management, grant (from donor or grantees side), private sector development.
- Demonstrated ability to conceptualize, develop and manage M&E systems
- Experience in designing and overseeing surveys, focus groups and other methods of data collection.
- Sound M&E systems designing experience and demonstrated technical competency.
- Experience in providing training or on-site coaching on M&E and supervising counterparts on site and or through remote methods.
- The consultant must be knowledgeable of IT and web based M&E systems
- Computer literacy in a variety of software programmes particularly for Enterprise Resource Planning (ERP).

- Experience in the SADC region preferable.
- Excellent presentation and reporting skills
- The consultant must be fluent in written and oral English.
- Excellent presentation and reporting skills.

8. LOCATION AND DURATION

8.1 Logistical support

BOCCIM headquarters and its respective regional offices will provide logistical support including meetings coordination, making relevant suggestions on what institutions the expert should meet, providing the relevant information as requested by the expert to facilitate the assignment at hand.

The following documents will be provided:

- a) The Executive Summary of the Private Sector Development Strategy
- b) The needs assessment reports including the logical framework of the Private Sector Development Programme (PSDP) which is one of the components to address some aspects of the Private Sector Development Strategy.
- c) Other relevant information deemed necessary to support the development of the M&E framework and system

8.2. Timeline

A global contract will be issued for a minimum of 200 working days for a period of 2 years.

The service will start on the date when the last of the two parties signs and will be terminated in January 2016.

8.3. Location of the assignment

The Consultant will be based at the BOCCIM Offices in Gaborone, Botswana with occasional field visits.

9. ADMINISTRATIVE INFORMATION

9.1. Type of contract

The contract will be on a global price basis therefore the financial proposals should include everything such as the fees, other direct costs and reimbursable costs (transport and per diem) and cost of 4 workshops (for a maximum of 30 participants) in appropriate conference room for the stipulated time period:

- 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 training workshops for BOCCIM, MTI and implementing institutions on the M&E framework and system for a duration of 2 days each (approximately 15 participants)
- 1-day debriefing workshop on M&E framework and system for 30 participants.

9.2. Tax and VAT arrangements

Taxes shall not be eligible expenditure for the purposes of this assignment. CDE PSDP does not pay VAT or similar taxes.

10. BUDGET

A global price Contract will be issued for a total budget of **€160,000**.

However to enhance impartiality, the Financial Offer will be evaluated on the total fee and direct costs only. Please refer to the Budget template (Form SSP14).

ANNEXURE

**ANNEX I –
Private Sector Development Programme**

Description of the Action

**ANNEX II –
Private Sector Development Programme**

Logical Framework Matrix

**ANNEX III –
Private Sector Development Strategy**

Executive Summary