



PROJECT DOCUMENT
BOTSWANA

Project Title: Sustainable Private Sector Development (SPSD) Flagship Project

Implementing Partner: Ministry of Entrepreneurship

Start Date: 10 August 2022 **End Date:** 31 December 2026 **PAC Meeting date:** 22 July 2022

Project Number: 00144060

Brief Description

Botswana boasts of unparalleled biodiversity and natural resources, high levels of literacy and accolades of good governance. The economy grew exceptionally well from independence to propel the country to reach an upper middle-income country level in the 1990s. There are concerns that the country has now been 'trapped' in this middle-income status, with challenges that threaten to prevent further requisite growth to enable graduation to a sustainable high-income country that Botswana desires towards '*achieving prosperity for all*'. The upper middle-income status is juxtaposed against an economy that is not adequately diversified and a private sector that is relatively weak, with minimal contribution. The advent of the COVID-19 pandemic in early 2020 and the Russia/Ukraine conflict in early 2022 have further exacerbated the situation for the private sector, especially the micro, small and medium enterprises (MSMEs).


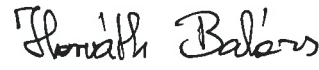
Although the successes are currently being threatened by the effects of the Russia/Ukraine war, efforts towards sustainable recovery from the effects of COVID-19 had been commenced through, among others, the implementation of the Economic Recovery and Transformation Plan (ERTP) alongside the recommendations of the mid-term review of the National Development Plan (NDP) 11. In addition, UNDP has supported the development and implementation of the private and informal sector recovery plans to weather the pandemic storm. Further, support from UNDP has been continued to enable productive harnessing of the dividends of digitalisation in businesses' processes and in the provision of public services.

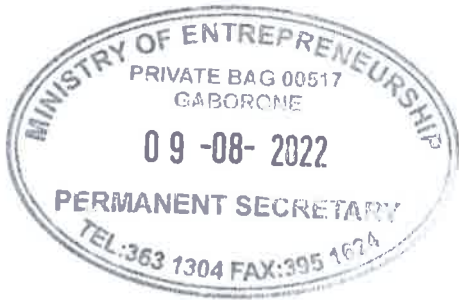
The Sustainable Private Sector Development (SPSD) Project seeks to provide a comprehensive and inclusive support to the sustainable development and growth of the private sector. In providing this support, the need to position it within the context of businesses' compliance with transparent environmental, social and governance (ESG) requirements will be key. This will ensure sustainability and inclusivity in the economic/commercial utilisation of the vast biodiversity, natural resources and human capital that the country possesses. Furthermore, this will contribute towards getting back on track ensure the achievement of the Sustainable Development Goals (SDGs), to which, like other countries, Botswana is committed to.

This SPSP Project is a UNDP flagship project that will be implemented by the three UNDP portfolios of Green, Justice and Prosperity to deliver inclusive capacity development of the private sector, especially the MSMEs to contribute more towards the growth and diversification of the economy. These in turn will help the expansion of the private sector and improvement of its capacity to create more quality green jobs, access better markets and effectively participate in supply-chain linkages through enhanced productivity and competitiveness. The project will deliberately aim to support the capacity development of MSMEs—including those in rural areas and those owned and/or operated by the marginalised groups such as the youth, women, people living with disabilities—to utilise innovative technologies, digital and financial solutions to effectively participate in productive value chains.

Contributing Outcome (UNSDCF, CPD, RPD): Indicative Output(s) with Gender Marker2: Output 1: Strengthened, participatory and resilient private sector and MSMEs to create green jobs through inclusive strategies Output 2: Robust research and development, innovation and digital approaches enabled at national and subnational levels for improved competitiveness and sustainable job creation	Total Resources Required:	\$7,857,000	
	Total Resources Allocated:	UNDP TRAC:	127,986
		Donor:	
		Government:	481,749
		In-Kind:	
Unfunded:	\$7,247,265		

Agreed by (signatures)¹:

Ministry of Entrepreneurship	UNDP
 Print Name: Joel Ramaphoi	 Print Name: Balazs Horvath
Date: 09.08.2022	Date: 09.08.2022



¹ Note: Adjust signatures as needed

I. DEVELOPMENT CHALLENGE

Context

Botswana is well-regarded for its multi-party democracy, free and fair elections, solid rule of law, impressive economic growth and political stability. A deeper analysis, however, reveals societal fractures, dynamics and pressing concerns—exacerbated by the COVID-19 crisis and concomitant effects of the Russia/Ukraine conflict—that pose risks to these development gains. In addition, the timeliness, coverage and direct policy relevance of data, and knowledge management need to be enhanced to support sound decision-making.

On the *economic* front, Botswana experiences high levels of poverty, inequality and unemployment. The economy is insufficiently diversified to drive development sustainably beyond the current Upper Middle-Income level and the private sector has yet to take its rightful place as the engine of growth. The country also needs to manage the complex trade-offs between economic development and the environment, notably address unsustainable land use and natural resource practices. Further, economic inclusion, particularly that of women, youth, minorities, informal economy participants and other marginalised groups, remains a major challenge and needs to be urgently addressed.

Botswana's significant achievements, therefore, go hand-in-hand with complex challenges. The UNDP Country Programme theory of change is based on the principle of a 'punctuated equilibrium' in which slowly evolving dynamics and crises such as climate change are interspersed by sudden-onset and increasingly unpredictable crises as seen with the recent COVID-19 pandemic. These dynamics are exacerbated by digitalisation and escalating technological change, whereby people are engaging with information, institutions and society in entirely new ways and institutions are straining to keep up.

Causes and effects within this theory of change are understood from a complex systems perspective and designing successful responses turning negative causal loops into pathways for positive change which requires a number of capabilities: developing new anticipatory systems approaches, becoming designers and facilitators of system transformation, which involves expanding spheres of collaboration and partnership, and moving past siloed, linear problem-solving approaches. In line with UNDP's new Strategic Plan, to better equip the organization and partners to deal with complexity, UNDP's offer of support needs to be constantly interrogated so that it yields a constant stream of insights that allows for adjustments, adaptation and exploration of new options as circumstances change and assumptions are tested on the ground.

The Country Office's portfolio approach to programming therefore aims to address in a dynamic and integrated manner the whole range of pivotal interrelated development challenges to achieve a green, just and prosperous Botswana in pursuit of the SDGs and the country's Vision 2036. This is a key capability that will allow a #FutureSmart UNDP to offer a distinctive value proposition to its partners as a way to better equip them to handle "wicked" policy challenges. This project seeks to bring to the fore UNDP's integrated approach through the contribution of the three Country Office portfolios towards strengthening an inclusive and sustainable private sector to propel Botswana to a green, just and prosperous nation.

Challenges

Over the past 55 years of independence, Botswana has achieved positive yet relatively modest level of socio-economic development. While the country moved fairly quickly to attain upper middle-income status in the 1990's, there is concern about it remaining there for an extended period. The country is

now caught in the middle-income trap, with the prospects for further development threatened by several interrelated challenges. These challenges include, among others, a less diversified economy, unemployment, especially of the youth, poverty and inequality, as well as health-related setbacks, notably HIV/AIDS during the 1990s, and the COVID-19 pandemic whose effects (and its interaction with the HIV/AIDS epidemic) are yet to be fully understood. The COVID-19 effects are now being exacerbated by the ongoing Russia/Ukraine conflict which began in early 2022.

Prior to the advent of COVID-19, Botswana was making some, albeit sluggish progress in addressing the socio-economic challenges it faces. Coupled with the Russia/Ukraine war, COVID-19 looks set to continue to significantly exacerbate these socio-economic challenges and hinder progress. The immediate effects of COVID-19 included the loss of jobs and other sources of livelihoods, especially among the already disadvantaged and vulnerable groups. Economic activity was curtailed for many of the sectors of the economy, with the hardest-hit sectors being mining, tourism, construction and manufacturing.

There was significantly lower economic activity in the second quarter of 2020². In 2020, the domestic economy contracted by 8.5% owing to the restrictions implemented to contain the spread of the coronavirus³. Lack of diversification, a possibly overvalued real exchange rate, together with the economic structure that largely precluded digitised avenues to enable continuation of activities resulted in a significant hit on the GDP. There is currently growing inflationary pressure that is driven by curtailed global supply of essential commodities, especially food and fuel. These developments continue to increase the burden borne by the private sector and put additional pressure on the limited national resources.

To attain the aspiration of the national vision of '*achieving prosperity for all*', Botswana needs to address these several, persistent and interrelated development challenges, exacerbated in no small measure by COVID-19 and the Russia/Ukraine war. The interaction of these may lead to setbacks in efforts to strengthen the private sector and increase its contribution to economic growth, or in endeavours to address high levels of unemployment, poverty and inequality. A stronger private sector, especially with the higher capacity of the MSMEs will go a long way in ensuring the inclusiveness of development by building the capacities of the marginalised in society, hence achieving the key principle of leaving no one behind.

II. STRATEGY

This Project will bring together the three UNDP portfolios to implement the objectives of the Country Programme Document 2022 – 2026, by deploying an integrated portfolio approach that leverages innovative and agile partnerships to support Botswana's overall vision of being a green, just and prosperous country. The integrative portfolio approach is pursued because of the realisation that as success in one portfolio sets in motion feedback loops that can propel progress in others, the Flagship Project—connecting all three portfolios—can become a conduit for substantial synergies. By the same token, other portfolios can also exert a stabilizing effect through this Flagship Project in case implementation in one portfolio deviates from the optimum. Integral to the portfolio approach is the focus on testing, reflecting, learning and adapting to ensure solutions are tailored to challenges as

² 2021 Budget Speech

³ 2022 Budget Strategy Paper

they evolve throughout the project cycle. The theory of change therefore presents the solution pathways identified, based on the challenges as they appear at present, but with built-in mechanisms for adaptation and innovation as the context changes.

The primary objective of the SPSD Project is to contribute to the building of sustainable private sector businesses of all sizes, especially MSMEs, across all sectors, including those operating in rural areas and those owned and operated by vulnerable and marginalised groups such as the youth, women and people living with disabilities. Hence, this project aims to contribute creating inclusive, sustainable green jobs through the capacity development of these MSMEs.

While the project will build on the successes of the support provided by UNDP through its past programme interventions, including initiatives to enable recovery from COVID-19, emphasis will also be placed on **building forward better** towards pathways consistent with the national aspiration of **achieving prosperity for all** and the attainment of the objectives of the 2030 development agenda. Therefore, in addition to capacity development of the MSMEs across sectors, the project will also build on the progress achieved and the capacities built in UNDP portfolios' past programming initiatives such as the Supplier Development Programme and #YouthConnekt to further empower the youth, women and people living with disabilities. Other programmes such as the Small Grants Project (SGP), climate smart agriculture, renewable energy activities and other environment and climate change related projects will be leveraged upon to support other vulnerable and marginalised groups in the agriculture and energy sectors and geographical areas with an abundance of natural resources. Further, the opportunities created by the COVID-19 pandemic will be harnessed to propel the businesses, especially MSMEs and vulnerable groups to adopt innovative and transformative ways of doing things, including the productive use of technology and digital approaches.

Based on the strong partnerships and positioning of UNDP in Botswana, the Country Office has a unique opportunity through this flagship project to support the delivery of some of the strategic recovery actions and building forward better by the Government and people of Botswana. The key strategic priorities that the project will contribute to, include;

- Building a more inclusive private sector, with particular emphasis on the empowerment of youth, women and people living with disabilities.
- Developing a sustainably growing economy which embraces digital technologies as its backbone and harnesses the dividends of the fourth industrial revolution.
- Attaining a diversified economy, with strengthened local value and supply chains.
- Building a greener economy, capitalising on opportunities to recycle materials and utilise renewable energy.
- Developing a commercially independent agriculture sector capable of functioning without large-scale subsidies.

The SPSD Project will be implemented by integrating UNDP's portfolio capacities and through strong partnerships with the private sector, Government and civil society to effect the critical transformation needed to **achieve prosperity for all**. There will be a focus on:

- Expanding the roll-out of #YouthConnekt (YC), to strengthen the national youth empowerment ecosystem especially in rural and grassroot Botswana to make the project inclusive, guided by the "leave no one behind" principle. YC will be continued as a component of the suit of initiatives aimed at producing successful digitally savvy youth entrepreneurs with a solid value system, who can be reliable and engaged community leaders.

- Developing the capacity of the private sector, especially the MSMEs, to contribute towards the growth and diversification of the economy. An expanded private sector, will in turn, build capacities to create more quality jobs, access better markets and effectively participate in supply-chain linkages through increase in productivity and competitiveness.
- Supporting both the public and private sector to adopt the Supplier Development Methodology (SDM) as a strategic tool to position local firms in the supply chains and to build their competitiveness through skills development.
- Providing support to the different stakeholders to productively use research and development, innovative and digital approaches to harness the available capabilities, skills and knowledge, and enhance benefits from existing opportunities in the domestic and foreign markets.

Project Theory of Change

Following internal reflections within the Country Office, a lesson learnt from programme implementation in the previous programme cycle was that the former way of delivering the Country Programme was overly entrenched in 'siloes', leading to duplication, inefficiencies and suboptimal outcomes. In response, the Flagship Project is designed to be firmly anchored in the Green, Justice and Prosperity portfolios and its implementation holds the promise of substantially contributing towards the successful implementation of the Country Programme. It is ***underpinned by the theory of change*** that ***if*** the CO fosters greater synergies between the programmes and projects, engages more coherently with the government, private sector, CSOs and donors, ***and if*** the portfolios become more than the sum of their parts, ***then*** the CO's limited resources will be used more efficiently for greater engagement of stakeholders across all portfolios, enhance resource mobilization and partnerships' building, resulting in effective support towards a ***resilient private sector and MSMEs that create green jobs through inclusive strategies***. Because ***this project integrates all the three CO portfolios***, UNDP will ***deploy all the six signature solutions*** while also having ***strong linkages to the relevant SDG targets and indicators***.

III. RESULTS AND PARTNERSHIPS

Expected Results

Expected results from the SPSD Project will be aligned to the Prosperity Portfolio Document which is, in turn, aligned to the Country Programme Document (CPD) for the period 2022 – 2026. From the CPD, the project will contribute to delivering Outcome 4 which seeks to enable Botswana to achieve strengthened resilience to shocks and emergencies and to be on a sustainable, equitable economic trajectory, reducing inequality, poverty and unemployment. This outcome, which is wholly adopted from the United Nations Sustainable Development Cooperation Framework (UNSDCF), is also aligned to the national priorities as captured by Vision 2036 Pillar 1 of Sustainable economic development. The outputs that support the outcome and are to be achieved by the SPSD Project are:

- Strengthened, participatory and resilient private sector and MSMEs to create green jobs through inclusive strategies.

- Robust research and development, innovation and digital approaches enabled at national and subnational levels for improved competitiveness and sustainable job creation.

Output 1: Strengthened, participatory and resilient private sector and MSMEs to create green jobs through inclusive strategies:

The SPSD Project recognises the critical role that ought to be played by the private sector, including especially MSMEs to create jobs and alleviate the high unemployment rate. The results will be delivered through targeted inclusive strategies that support the growth and development of MSMEs. These results are to be realised through an increase in:

- Number of MSMEs across the country, in both urban and rural areas with innovative solutions to enhance product value addition. The increase in the number of MSMEs and their growth are necessary to harness their known potential to create jobs. For such MSMEs to sustainably exist, they will need to be productive and competitive against the existing businesses, both domestic and foreign whose products and services are consumed in the domestic market. Hence, the MSMEs will need to produce goods and services with the highest value addition by adopting and utilising innovative solutions.
- Number of MSMEs with innovative financing solutions to improve access to finance. For MSMEs to be productive and competitive, they will need to be supported to access financial solutions from all possible sources to enable them to close their resource gaps in their business activities.
- Number of MSMEs owned by youth, women and people living with disability that are benefiting from business development support initiatives. The success of MSMEs is dependent on their continual support of business development services, especially in the constantly changing business environment that is fuelled by the interconnectedness of international businesses. As a result, businesses that are not enabled to effectively improve their goods and services become less competitive and risk bankruptcy. Businesses owned by the disadvantaged groups, including youth, women and people with disabilities need specific and targeted measures (including affirmative action measures) for them to meaningfully participate in the business space.

Output 2: Robust research and development, innovation and digital approaches enabled at national and subnational levels for improved competitiveness and sustainable job creation.

The project recognises the contribution of research and development, innovation and digital approaches as critical catalysts to the improvement of competitiveness of products and services, which will in turn support the creation of sustainable jobs. The project will seek to deliver results by increasing the

- Number of new market-ready products and services that are developed through innovative solutions.
- Number of locally developed R&D-led, innovative and digital approaches tested towards improving products, competitiveness and service provision.
- Number of new partnerships with private sector associations, academic and research and development institutions in research and development, innovation and digital solutions.
- Number of start-up businesses borne out of R&D, innovative and digital solutions pursued.
- Number of jobs created as a result of adoption of innovation, R&D and digital solutions.

Resources Required to Achieve the Expected Results

UNDP Botswana is cognisant of Botswana's upper middle-income status and the resulting challenges in attracting donor funding. The SPSP Project will seek to harness all available resources to deliver the expected results towards achieving a strong, inclusive and sustainable business sector. Indicative financial resources required for the achievement of the expected results will include regular Country Office budget of USD127,986 and financial support from the Government of Botswana. Further resources of USD7,247,265 will need to be raised from other sources.

Delivering the results will also involve the provision of technical assistance rendered through experts from the UNDP Country Office, the Regional Service Centre and Headquarters. Where necessary, additional expertise will be obtained from fellow UN agencies and partner institutions, as well as national and international consultants to augment areas that may not be available within the UNDP's internal networks. The locally based expertise will especially be used to broker partnerships across state and non-state partners to ensure the realization of the expected results.

Partnerships

The issues of sustainable private sector growth and development concern multiple partners. The conscious decision by the project to focus on the strengthening of the private sector calls for a multi-faceted approach. The CO will partner with and support the private sector directly while at the same time supporting the easing of constraints that affect their operations. The Ministries of Trade and Industry (MTI) and the Ministry of Entrepreneurship will be key strategic anchors in addressing private sector issues while the Ministry of Youth, Gender, Sport and Culture will be most relevant for the empowerment of the youth, particularly through the activities of the #YouthConnekt.

The Flagship Project will focus on expansion into other sectors and other geographical areas of the country, especially in rural areas. Partnership will be continued with the Botswana Chamber of Mines (BCM) as a Responsible Party, to strengthen its impact, especially in communities where mining activities take place. In the past programme cycle, support extended included, among others, a database management system (DMS), capacity building workshops for the mining value chains and other related ones and extractive sector related activities. The BCM, which is a network of mining companies in the country, supports local economic development efforts of its members. In line with the Government of Botswana's objectives of development of the local businesses, the BCM has recently developed a programme that encourages, and facilitates, entrepreneurs to manufacture mining supplies locally.

Partnership will be pursued with the Botswana Investment and Trade Centre (BITC) and the Special Economic Zones Authority (SEZA)⁴ to enhance a collaboration that will enable the SPSP project's SMEs to graduate into the Botswana Exporter Development Programme (BEDP) to enable them to become exporters. Further, partnership will be strengthened with Business Botswana as a Chamber of Commerce, to build synergies in adopting of digital approaches to doing business using the Market Intelligence Information System (MIIS) and the e-market place platforms.

⁴ As announced by Government BITC, SEZA, the Selibe-Phikwe Economic Diversification Unit (SPEDU) and the Botswana Tourism Organisation (BTO) will be merged to establish one parastatal institution. Partnerships will be pursued with the institutions and with the new parastatal entity once established.

The Citizen Entrepreneurial Development Agency (CEDA) and the Local Enterprise Authority (LEA) will be merged to establish a parastatal institution with the mandate to provide entrepreneurial, business development services and development finance to MSMEs, including start-ups and the informal sector businesses. Once established, the project will strengthen partnership with the parastatal institution in the development of the MSMEs. Also, BITC, SEZA, the Selibe-Phikwe Economic Diversification Unit (SPEDU) and the Botswana Tourism Organisation as announced by Government will be merged to establish one institution. Such an institution will become a member of the TWG to enable a partnership through which to channel support on investment promotion, export development and related mandates.

Several corporate sector partners support capacity development for the business community, including the MSMEs and the informal economy. For instance, Business Botswana which acts as the national Chamber of Commerce, has been supported under the past UNDP programme cycle. The support will continue owing to the new CPD's emphasis on the private sector. This includes activities around the private sector recovery plan. This project will build upon past achievements to achieve more transformational change.

Other business associations, including, those representing specific sectors and vulnerable groups will be supported to promote empowerment of the groups they represent to actively participate in business activities. These include, among others, Women in Business Association (WIBA), Thusang Basadi, Botswana Informal Sector Association, Textiles and Apparel Association, Leather Association and Natural Products Association. In collaboration with UNDP's Green Portfolio, the Solar Association Botswana has been supported, together with the University of Botswana, in a project focused on Solar Water Geysers. This support will continue.

Other partnerships will be fostered with the Botswana Bureau of Standards (BOBS) to address the issues relating to quality and standards, which are critical to the capacity development of the SMEs to make them productive and competitive. Access to finance is a critical enabler of SMEs to pursue their business endeavours. Partnerships with development finance institutions and commercial banks are already bearing fruit and will be further strengthened. Hence, partnership with the Bankers Association Botswana will be continued to safeguard efforts to improve MSMEs' access to finance. The adoption of innovative and digital approaches to doing business and rendering services to the communities will require the strengthening of partnership with the Botswana Digital and Innovation Hub (BDIH), the lead national institution in the areas of technology and innovation. Partnerships will also be pursued, as necessary with the Ministry of Communications, Knowledge and Technology and with SmartBots.

At international level, deeper partnerships will be sought with the relevant development partners to deliver on the collective vision. The project's partnership with Finmark Trust will continue. Partnerships with the International Trade Centre (ITC), the United Nations Conference on Trade and Development (UNCTAD), the UN Economic Commission for Africa, the World Bank, the World Economic Forum (WEF) and the World Trade Organization (WTO) will be pursued to leverage on their respective areas of expertise and geographic coverage and presence to offer support in the areas of private sector development, digitalisation, export development and investment promotion, among others.

Risks and Assumptions⁵

Key Assumptions

Several assumptions are made regarding the development and implementation of the 2022 – 2026 UNDP programme. These assumptions in turn inform the risks that the programme will face during its life. The key assumptions are that:

- There will be adequate funding available to begin implementation and that subsequent resource mobilisation efforts will be successful availing adequate funds for continued implementation of planned initiatives throughout the life of the programme;
- The Implementing Partner and the Responsible Parties will remain committed to the successful implementation of the projects and will provide strong and consistent leadership as well as ownership of the interventions for the programme to have broader impact across other sectors.
- Existing partnerships between relevant stakeholders will be sustained and will be adequately increased and diversified.

Major Risks

The 2022 – 2026 programme cycle generally and this project in particular is developed in the context of uncertainty and volatility. This uncertainty can bring about risks that if not adequately managed, could adversely affect the intended developmental impact, its scope and direction, to be achieved through project implementation. The likely risks that have been identified and that the project will be exposed to include the following:

- **Constraints to Resource Mobilisation.** The ability to mobilise adequate financial resources throughout the life of the project is key to its success. Botswana's upper middle-income status significantly constrains the ability to mobilise resources for development work from traditional donors. As a result, UNDP's sources of funding have been reduced to only a few and undiversified sources/partners that include co-finance from the Government of Botswana and GEF facilities. This risk is further magnified by Botswana's susceptibility to international/external shocks with the impact of the current shock occasioned by the COVID-19 pandemic.
- **COVID-19 Pandemic.** A lot remains unknown about the COVID-19 pandemic as it continues to evolve with the discovery of new virus variants, likely increase in infections and deaths and policy responses with adverse socio-economic effects. This generates uncertainty about the future and necessitates frequent and emergency shifts in planning and priorities. The risk effect on the project may be multifaceted affecting the scope direction and priorities.
- **Political Developments.** National occurrences in the political space can significantly affect the project. Such changes as brought about by major democratic processes such as elections could result in the change of focus, priorities and direction of the policies, with attendant effects on resource availability, governance and achievement of the project's intended goals. The period of

⁵ Refer to the full risk log, which is attached as an annex to this portfolio project document.

the project, 2022 – 2026, includes a national general election nearly halfway and should major changes occur, the effects on the project could be significant.

These major risks can reinforce each other. To mitigate them, broad-based and similarly self-reinforcing measures would be needed. In response to the uncertainty, the CO will utilise the organisation's Enterprise Risk Management (ERM) policy and guidelines to develop a risk management and response plan. Key activities in the risk response plan include the development and effective implementation of a broad-based resource mobilisation and partnerships strategy. The strategy will assist to broaden and diversify the partners beyond the existing ones such as Government and the GEF. It will include non-state actors, the private sector and international development partners. In addition, capacity development and continuous engagement with the implementing partners will be prioritised. Risk management and mitigation strategies will continuously be applied during the entire duration of the project in order to minimize the risk of failure and to enhance chances of success.

Stakeholder Engagement

Stakeholder Platforms: Existing stakeholder platforms consisting of key partners and major stakeholder groups will be used for continuous engagement on recurring or long-term issues. Such platforms include among others; NDP Thematic Working Groups and Business Botswana sectoral committee structures, which can be convened for discussions of specific issues as they arise. These platforms and others will be considered for use first in order to avoid duplications.

Projects-Specific Committees/Working Groups: As necessary, the project will establish a technical committee (TC) to promote inclusion and participation of key stakeholders and incorporate their contribution of expertise into decision making. Efforts will be made to ensure representation of all key areas and groups, such as women, youth, people with disability, informal economy actors, as well as building the capacity of these stakeholders for full and active participation. Further, technical reference groups will be set up to guide and oversee specific work.

Consultation Fora and Events: In certain cases, stakeholder consultations will be undertaken through fora or events that are specific to an activity taking place e.g. getting inputs from communities on a strategy or policy being developed.

Partner Platforms and Events: Key partners of projects being implemented have their own platforms and events that will be used to engage with stakeholders who participate in such fora. They include platforms such as the annual Budget Pitso convened by the Ministry of Finance, the Botswana Chamber of Mines annual meetings, and the biennial National Business Conference hosted by the private sector and government. These fora will be leveraged to ensure that the programme has a wider reach, uses innovative approaches to engage stakeholders and minimizes stakeholder fatigue.

The project will also encourage hosting of commemoration of relevant international events such as the International Youth Day, International Day of SMEs etc. In all such events, every effort will be made to ensure participation of all stakeholders and stakeholder groups, including civil society, women, youth, people with disabilities and others.

South-South and Triangular Cooperation (SSC/TrC)

The project will promote south-south and triangular cooperation with a view to facilitate sharing of experiences with others. As a two-way learning approach, the promotion of south-south cooperation

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will seek to on the one hand, facilitate the transmission and reception of lessons from other countries that have done well in areas where Botswana is lagging behind. On the other hand, Botswana has lessons to share with other partner countries in the south. The project will support and encourage south-south and triangular cooperation through various initiatives such as knowledge exchanges, technology transfers and peer support programmes to promote a two-way learning approach. Support will also be offered to the implementing partners to actively participate in relevant sectoral and intergovernmental networks.

Knowledge:

The project will seek to continuously generate and share knowledge, lessons learnt and successes from the implementation of its first phase. Outputs from the implementation will be packaged in accessible and reader-friendly publications for the benefit of all stakeholders, both locally and internationally. The media will be used extensively to promote wider coverage of the stakeholders and the public.

The project will efficiently invest in the development of various knowledge products, including brochures, leaflets, fact sheets, opinion editions, policy briefs. The knowledge products will be in simple language (including translations and sign language where necessary) and presentation to ensure that they are understood by all intended audiences. These knowledge products will be availed to the stakeholders and the public through a wide range of media, including broadcast (television and radio), social media, print media, websites. The choice of media will be geared towards ensuring that both local and international audiences are reached.

The rural communities' access to information—somewhat compromised by their lack of access to modern media—will be addressed through the use of rural-based platforms, including social media, national radio and participation in *kgotla meetings* and townhall dialogues or engagements. Effort will also be made to access the special and disadvantaged groups, such as youth who usually have preference for online information and virtual engagements as opposed to conventional media. Translation into sign language, local languages and language media accessible to the local communities and people with disabilities will be undertaken to ensure that no one is left behind in communication.

Sustainability and Scaling Up:

The approach to designing the project is guided by the need to make its work sustainable and replicable beyond its life. Therefore, the project's outputs will build upon the successes of the past programmes and projects supported by UNDP as well as existing initiatives by government and private sector and other stakeholders. The project's outputs are intended to strengthen the capacities of the implementing partners and stakeholders to enable them to meaningfully and sustainably contribute to private sector development.

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

The SPSP Project has been designed to facilitate collaborations and harness economies of scale, across the 3 Portfolios at the Country Office. Therefore, overall effectiveness, and cost efficiency, are the backbone of the project's existence. In delivering the project, the capacities including in the effective management of project activities, that have been built among the implementing partners and responsible parties, through past programmes, will be harnessed for the achievement of best outcomes. Support rendered to stakeholders with mandates complementary to UNDP will be systematically coordinated to avoid duplication of efforts. Regular consultations with the implementing partners and responsible parties will be pursued to ensure effective partnerships and collaborations. The project will also pursue partnerships with other UN agencies and development partners with similar development interests to maximise the benefits to the stakeholders while minimizing duplication of efforts.

At Country Office level, the project will be implemented through joint approaches with other UNDP portfolios to achieve maximum impact among the intended ultimate beneficiaries. To the extent possible, project consultations, information sharing and trainings will be undertaken jointly with missions, meetings and events of implementing partners and responsible parties, using them as platforms. Moreover, meetings, workshops and other project related events will be held virtually, provided this will not erode the effectiveness and quality of outcomes.

V. RESULTS FRAMEWORK⁶

Intended Outcome as stated in the UNDAF/country programme:

Outcome 4: By 2026, Botswana has strengthened resilience to shocks and emergencies, and is on a sustainable, equitable economic trajectory, reducing levels of inequality, poverty and unemployment.

Outcome indicators as stated in the UNDAF/country programmes, including baseline and targets:

- Indicator 4.1. Annual growth rate of real GDP per capita. Baseline: -4.1% (due to COVID-19), Target: 5%
- Indicator 4.2. Unemployment rate by sex, age and persons with disabilities, Baseline: 24.5%, Target: 15%
- Indicator 4.3. Labour share of GDP comprising wages and social protection transfers, Baseline (2016): 20.3%, Target: TBD
- Indicator 4.4. Contribution of non-mining sector to GDP, Baseline: Fourth quarter 2020 (88% non-mining, 12% mining), Target: 90% non-mining, 10% mining)

Applicable Output(s) from the UNDP Strategic Plan:

Poverty and Inequality: Output 1.3 Access to basic services and financial and non-financial assets and services improved to support productive capacities for sustainable livelihoods and jobs to achieve prosperity

Governance: Output 2.3 Responsive governance systems and local governance strengthened for socio economic opportunity, inclusive basic service delivery, community security, and peacebuilding

Portfolio Title and Atlas Portfolio Number: Prosperity

Project Titles and Atlas Project Numbers of Constituent Projects:

EXPECTED OUTPUTS	OUTPUT INDICATORS ⁷	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection) -- **Cumulative targets from year 1 to year 5					FINAL (TOTAL)	DATA COLLECTION METHODS & RISKS
			Value	Year	Year 2022	Year 2023	Year 2024	Year 2025	Year 2026		
Output 1 Strengthened, participatory and resilient private sector and MSMEs to create	1.1. Number of MSMEs with innovative technology solutions to enhance product value addition (disaggregated by urban and rural locations).	Project Reports; MTT; CEDA; LEA; BITC; UNDP	0	2021	4	10 [4+6]	20 [10+10]	30 [20+10]	50 [30+20]	50	DCM: Surveys, Meetings, Project Reports R: MSMEs unwillingness to experiment with new technologies

⁶ UNDP publishes its project information (indicators, baselines, targets and results) to meet the International Aid Transparency Initiative (IATI) standards. Make sure that indicators are S.M.A.R.T. (Specific, Measurable, Attainable, Relevant and Time-bound), provide accurate baselines and targets underpinned by reliable evidence and data, and avoid acronyms so that external audience clearly understand the results of the project.

⁷ It is recommended that projects use output indicators from the Strategic Plan (RRF), as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

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green jobs through inclusive strategies. <i>(CPD 4.1)</i> <i>Gender Marker:</i>												i.e. prefer business as usual techniques
	1.2. Number of MSMEs with innovative financing solutions to improve access to finance (disaggregated by sex, age and persons with disabilities ownership)	Project Reports; MTTI; CEDA; LEA; BITC; UNDP	0	2021	4	10 [4+6]	20 [10+10]	30 [20+10]	50 [30+20]	50		DCM: Surveys, Meetings, Project Reports R: unresponsive and risk averse finance institutions
	1.3. Number of additional youth, women and persons with disabilities-led/owned MSMEs benefiting from business development support initiatives.	Project Reports; MTTI; CEDA; LEA; BITC; UNDP	0	2021	5	15 [5+10]	30 [15+15]	50 [30+20]	75 [50+25]	75		DCM: Surveys, Meetings, Project Reports R: Red-tape and bureaucracy in identification
Output 2 Robust research and development, innovation and digital approaches enabled at national and subnational levels for improved competitiveness and sustainable job creation. <i>(CPD 4.2)</i> <i>Gender Marker:</i>	2.1. Number of new market-ready products and services developed through innovative solutions.	Project Reports; LEA; BITC; BIH; BIUST; CEDA	0	2021	1	3 [1+2]	5 [3+2]	7 [5+2]	10 [7+3]	10		DCM: Surveys, Meetings, Project Reports R: delay in producing good quality and market responsive products and service
	2.2. Number of locally developed research and development-led, innovative and digital approaches tested towards improving products, competitiveness and service provision.	Project Reports; BIH; University of Botswana; BIUST	0	2021	1	2 [1+1]	3 [2+1]	4 [3+1]	5 [4+1]	5		DCM: Surveys, Meetings, Project Reports R: products and services that do not meet industry requirements

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	<p>2.3. Number of new partnerships with private sector associations in areas of research and development, innovation and digital solutions.</p>	<p>Project Reports: LEA, BITC, BIH, University of Botswana, BIUST, technical and vocational educational training (TVET) institutions</p>	<p>0</p>	<p>2021</p>	<p>1</p>	<p>2 [1+1]</p>	<p>3 [2+1]</p>	<p>4 [3+1]</p>	<p>5 [4+1]</p>	<p>5</p>	<p>DCM: Surveys, Meetings, Project Reports R: partners who do not meet the UNDP's partnership due diligence requirements</p>
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VI. MONITORING AND EVALUATION

In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans: *[Note: monitoring and evaluation plans should be adapted to project context, as needed]*

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly or in the frequency required for each indicator.	Slower than expected progress will be addressed by portfolio management.	UNDP, BCM, MoEnt, MYGSC, MITI, MLGRD, BB	
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk register. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by portfolio management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	UNDP, BCM, MoEnt, MYGSC, MITI, MLGRD, BB	
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the portfolio team and used to inform management decisions.	UNDP, BCM, MoEnt, MYGSC, MITI, MLGRD, BB	
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project	Annually	Areas of strength and weakness will be reviewed by portfolio management and used to inform decisions to improve portfolio performance.	UNDP Portfolio Specialists and Project Managers	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the portfolio board and used to make course corrections.	UNDP Portfolio Specialists and Project Managers	
Project Report	A progress report will be presented to the Project's Technical Working Group (TWG) and then later to the Portfolio Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the	Annually, and at the end of the project (final report)		UNDP, BCM, MoEnt, MYGSC, MITI, MLGRD, BB	

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Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Project Review (Technical Working Group)	The project's governance mechanism (i.e. TWG) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the TWG shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize portfolio results and lessons learned with relevant audiences.	Specify frequency (i.e., at least annually)	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	TWG, UNDP, BCM, MoEnt, MYGSC, MITI, MLGRD, BB	

Evaluation Plan⁸

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	MoEnt, MYGSC, BCM	TBD	<ol style="list-style-type: none"> By 2026, Botswana has strengthened resilience to shocks and emergencies, and is on a sustainable, equitable economic trajectory, reducing levels of inequality, poverty and unemployment. By 2026, all people, particularly vulnerable and marginalized groups have equitable access to 	31 December 2024	MFED, MoEnt, BCM, PECU, MYGSC, BB, BTC, UNDP, LEA, CEDA, BDIH	Cost Sharing: \$50,000

⁸ Optional, if needed

			quality services of health, nutrition, education, and social protection.				
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VII. MULTI-YEAR WORK PLAN 910

EXPECTED OUTPUTS	OUTPUT INDICATORS ¹¹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)							DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year ...	FINAL (TOTAL)		
Output 4.1 Strengthened, participatory and resilient private sector and MSMEs to create green jobs through inclusive strategies. (CPD 4.1)	4.1.1 Number of MSMEs with innovative technology solutions to enhance product value addition (disaggregated by urban and rural locations).	Project Reports: MoF, MTI, MLHA, CEDA; LEA: BITC; BDIH, BB	0		50	50	50	25			50	DCM: Project Reports R: None
	4.1.2 Number of MSMEs with innovative financing solutions to improve access to finance (disaggregated by sex, age and persons with disabilities ownership)	Project Reports: MTI; CEDA; LEA; BITC; UNDP	0		75	75	75	75			50	DCM: Project Reports R: None
Gender Marker:	4.1.3 Number of additional youth, women and persons with disabilities-led/owned MSMEs benefiting from business development support initiatives.	Project Reports: MTI; CEDA; LEA; BITC; UNDP	0			250	250	100			75	DCM: Project Reports R: None
	Output 4.2 Robust research and development, innovation and digital approaches enabled at national and subnational levels for improved competitiveness and sustainable job creation. (CPD 4.2)	4.2.1 Number of new market-ready products and services developed through innovative solutions.	Project Reports: LEA; BITC; BDIH; BIUST; CEDA	0	2022	0	5	5	5	5	20	DCM: Project Reports R: None
	4.2.2 Number of locally developed research and development-led, innovative and digital approaches tested towards improving products, competitiveness and service provision.	Project Reports: BDIH; University of Botswana; BIUST			0	2	2	2	2	8	DCM: Project Reports R: None	
	4.2.3 Number of new partnerships with private sector associations in areas of research and	Project Reports: LEA, BITC, BDIH, University of Botswana, BIUST.			0	2	2	2	2	8	DCM: Project Reports R: None	

⁹ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

¹⁰ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

¹¹ It is recommended that projects use output indicators from the Strategic Plan IRRF, as relevant, in addition to project-specific results indicators. Indicators should be disaggregated by sex or for other targeted groups where relevant.

EXPECTED OUTPUTS	OUTPUT INDICATORS ¹¹	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)					FINAL (TOTAL)	DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year ...		
Gender Marker: 2	development, innovation and digital solutions.	technical and vocational education and training (TVET) institutions									

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year						RESPONSIBLE PARTY/STAKEHOLDER	Funding Source	Budget Description	PLANNED BUDGET Amount
		2022	2023	2024	2025	2026					
Output 1: Strengthened, participatory and resilient private sector and MSMEs to create green jobs through inclusive strategies. Gender marker: 2	The Government has enhanced technical capacities to promote integrated policies and programmes that foster an enabling and inclusive environment for businesses. 1.1. Support effective and sustainable implementation, by relevant partners, of business facilitation schemes. 1.2. Support piloting of new service delivery approaches e.g., one-stop centres (physical & virtual)										
			200,000	200,000	200,000	200,000		MTI, LEA, BCM, BB	UNDP	Technical Assistance	800,000
		30,000	50,000	30,000	30,000	30,000		BITC	UNDP	Technical Assistance	140,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year						RESPONSIBLE PARTY/STAKEHOLDER	PLANNED BUDGET		
		2022	2023	2024	2025	2026	Funding Source		Budget Description	Amount	
	1.3. Provide support to the Ease of Doing Business Committee	10,000	20,000	20,000	20,000	20,000	20,000	MTI	UNDP	Technical Assistance	90,000
	1.4. Support targeted information sharing, with relevant stakeholders, on ongoing initiatives.	10,000	20,000	20,000	20,000	20,000	20,000	Statistics Botswana, BCM	UNDP	Communication	90,000
	1.5. Support inclusive and participatory (co-creation) review of legislation, policies, strategies that affect doing business and transparent monitoring of implementation of those laws, policies and strategies	10,000	30,000	30,000	30,000	30,000	30,000	MTI	UNDP	Technical Assistance	130,000
	1.6. Support the private sector's efficient access to and use of data and information to promote evidence-based decision making	20,000	50,000	50,000	50,000	50,000	50,000	Statistics Botswana, BB	UNDP	Technical Assistance	220,000
	Sub -Total (Output 1a)										1,470,000
	SMEs have enhanced knowledge and capacity to grow, expand into new sectors, access funding and improve their sustainability										
	1.7. Support countrywide expansion and scaling up of the UNDP SDP, through existing and new partnerships including Youth and vulnerable groups.	100,000	823,000	823,000	500,000			BCM, MYGSC, BIDH, MENT, BAB, BCM, BSE, BITC, BOBS, BB, MLGRD, MoA, MYSC, Other Donors	Private Sector, UNDP, Other Donor	Technical Assistance	2,246,000

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year						RESPONSIBLE PARTY/STAKEHOLDER	PLANNED BUDGET	
		2022	2023	2024	2025	2026	Funding Source		Budget Description	Amount
	1.8. Support countrywide implementation and scaling up of the UNDP Youth Connect Programme (YC), through existing and new partnerships	50,000	268,000	268,000	200,000	-	MYGSC, BIDH, Private Sector, BB, BCM	Private Sector, UNDP, Other Donor	Technical Assistance	786,000
	1.9. Support initiatives/activities and partnerships to improve SMEs' access to finance (SDP, YC, Informal Economy etc)	10,000	10,000	20,000	30,000	30,000	Informal Economy associations, BB, MoF, YDF, Commercial banks, Development banks	Private Sector, UNDP, Other Donor	Technical Assistance	100,000
	1.10. Support the roll out of activities to promote the sustainability of SDP SMEs and their transition beyond the programme	20,000	20,000	20,000	20,000	20,000	BCM, BITC, BSE	UNDP, BITC, BSE, Private Sector	Technical Assistance	100,000
	1.11. Support development and adoption of affordable Digital Packages, for use by SMEs, to improve efficiency of their business processes	10,000	10,000	10,000	10,000	10,000	BDIH, Smart Botswana	UNDP, BDIH, Smart Botswana ^a	Technical Assistance	50,000
	1.12. Support wider and inclusive access to simplified trade agreements and related tools/measures to enhance businesses' utilisation of external markets.	10,000	20,000	20,000	20,000	20,000	MTI, BITC, Business Botswana	Private Sector	Technical Assistance	90,000

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year						RESPONSIBLE PARTY/STAKEHOLDER	PLANNED BUDGET	
		2022	2023	2024	2025	2026	Funding Source		Budget Description	Amount
		1.13. Support targeted, sector-wide and inclusive capacity development on topical, and relevant business-related environmental compliance subjects such as EIA Act, SEA etc.	-	10,000	10,000	10,000	10,000		10,000	MENT
1.14. Support targeted and inclusive capacity development of SMEs in marginalised locations such as North West, Kgalega, Kweneng districts	10,000	50,000	50,000	50,000	50,000	50,000	LEA, MLGRD	Private Sector, UNDP, Other Donor	Technical Assistance	210,000
1.15. Support targeted business actors to acquire the necessary technical and financial capacities to implement joint venture and PPPs projects	15,000	25,000	25,000	25,000	25,000	25,000	MoF, BB, BCM	UNDP, Private Sector	Technical Assistance	115,000
The business sector has improved technical and operational capacities to organize and self-coordinate to advocate for a more enabling business environment.										

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year						RESPONSIBLE PARTY/STAKEHOLDER	PLANNED BUDGET	
		2022	2023	2024	2025	2026	Funding Source		Budget Description	Amount
	1.16. Provide technical support to national and sectoral business associations on coordination, advocacy, lobbying, leadership development, networking, human rights and business and governance issues, including affirmative action intervention targeted at marginalised business associations						BCM, BB, BEMA, Informal Economy Associations (BOISA, WIBA, WFHB etc) Jewellery Makers Association, Natural Products Manufacturers Association, Textiles Association, BNYC, HATAB	Private Sector, UNDP, Other Donor	Technical Assistance	240,000
	1.17. Support active partnerships with relevant stakeholders, state and non-state, to facilitate private sector, including SMEs and build their capacity in areas such as consumer/business rights protection, anti-corruption measures etc		20,000	20,000	20,000	20,000	UNDP, Global Compact, BB, BCM, LEA, Botswana Centre for Public Integrity	Private Sector, UNDP, Other Donor	Technical Assistance	80,000
	MONITORING: 1.18. Programme Monitoring through SDP supply chains visits, SDP Consultants progress update meetings, Other monitoring activities for the Programme	20,000	30,000	30,000	30,000	30,000	UNDP	UNDP	Monitoring	140,000
	COMMUNICATION 1.19. Support initiatives/activities for communication and publicity for the Flagship project activities	5,000	25,000	25,000	25,000	25,000	UNDP, Private Sector	UNDP, Private Sector	Communication	105,000

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year						RESPONSIBLE PARTY/STAKEHOLDER	PLANNED BUDGET	
		2022	2023	2024	2025	2026	Funding Source		Budget Description	Amount
Output 2: Robust research and development, innovation and digital approaches enabled at national and subnational levels for improved competitiveness and sustainable job creation. Gender marker:	Support to relevant government institutions to develop effective policies, strategies and programmes to enable R&D, innovation and digital approaches to improve competitiveness									
		Sub -Total (Output 1b)	290,000	1,361,000	1,371,000	990,000	290,000			4,302,000
	2.1 Support participation of the private sector and informal sector in policy and strategy formulation initiatives in the R&D, Innovation and Digital space.	10,000	20,000	20,000	20,000	20,000	BDIH, SmartBots, Business Botswana, BOISA, BCM	UNDP, Other Donor	Technical Assistance	90,000
	2.2 Support policy dialogues between relevant government institutions, R&D, Innovation and Digital Institutions and Private Sector.	5,000	10,000	10,000	10,000	10,000	BDIH, SmartBots, Business Botswana, BOISA	UNDP, Other Donor	Technical Assistance	45,000
	2.3 Support undertaking of creative thinking workshops to promote development of solutions to real life challenges		20,000	20,000	20,000	20,000	BDIH: BITRI, SmartBots, BIUST, BNYC, MYSC, Business Botswana	UNDP, Other Donor	Technical Assistance	80,000
	2.4 Support partnerships between the R&D, Innovation and Digital institutions and the private sector that are geared towards development of start-ups		25,000	25,000	25,000	25,000	BDIH, BITRI, SmartBots, BIUST, BNYC, MYSC, Business Botswana, BCM	UNDP, Other Donor	Technical Assistance	100,000

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EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					RESPONSIBLE PARTY/STAKEHOLDER	Funding Source	BUDGET DESCRIPTION	PLANNED BUDGET Amount
		2022	2023	2024	2025	2026				
	2.5 Support partnerships between R&D, Innovation and Digital Institutions and budding entrepreneurs to commercialise R&D and Innovation outputs.		50,000	50,000	50,000	50,000	BDIH, BITRI, SmartBots, BIUST, BNYC, MYSC, Business Botswana, BCM	UNDP, Other Donor	Technical Assistance	200,000
	Sub-Total for Output 2	15,000	125,000	125,000	125,000	125,000				515,000
Management Support Costs	Staff Salaries	150,000	350,000	400,000	200,000	200,000		UNDP	Technical Assistance	1,300,000
	Office Equipment and Furniture		20,000	20,000	20,000	20,000		UNDP	Laptops, Printers, Phones, Desks, Chairs	80,000
	Staff Travel (Local and International)	20,000	30,000	30,000	30,000	30,000		UNDP	Travel	140,000
	Sub-Total for management Support Costs	170,000	400,000	450,000	250,000	250,000				1,520,000
Evaluation (as relevant)				50,000						50,000
TOTAL BUDGET (Output1 & Output2)		505,000	2,256,000	2,366,000	1,715,000	1,015,000				7,657,000

VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The governance and management structures will entail the establishment of an overall Portfolio Steering Committee (PSC) which will provide a platform for engagement and collaboration, strategic guidance and oversight of the work of the project. The PSC will be co-chaired by the Permanent Secretary of the Ministry of Finance and the Resident Representative of the UNDP. The membership of the PSC will comprise representatives from government, parastatal institutions, private sector and civil society as outlined in the Terms of Reference for the PSC. The PSC will meet twice a year in June and December.

A Technical Working Group (TWG) will be established for the project. It will be co-chaired by the Permanent Secretary in the Ministry of Entrepreneurship (MoEnt.) and the Resident Representative of the United Nations Development Programme (UNDP) or their delegated representatives. The role of the TWG will be to provide continuous guidance, monitoring and quality assurance for the implementation of the project's Annual Workplan (AWP). The TWG will also provide financial delivery and progress reports to the PSC on a bi-annual basis. Further, the TWG will avail a platform for learning and intelligence emerging from ongoing work and alert the PSC of any emerging issues, insights, reflections and recommendations that would require the PSC to provide guidance and decisions for critical issues they would have encountered in their work. The TWG will meet twice a year prior to the meetings of the PSC. Other meetings of the TWG will be scheduled by its co-chairpersons when necessary.

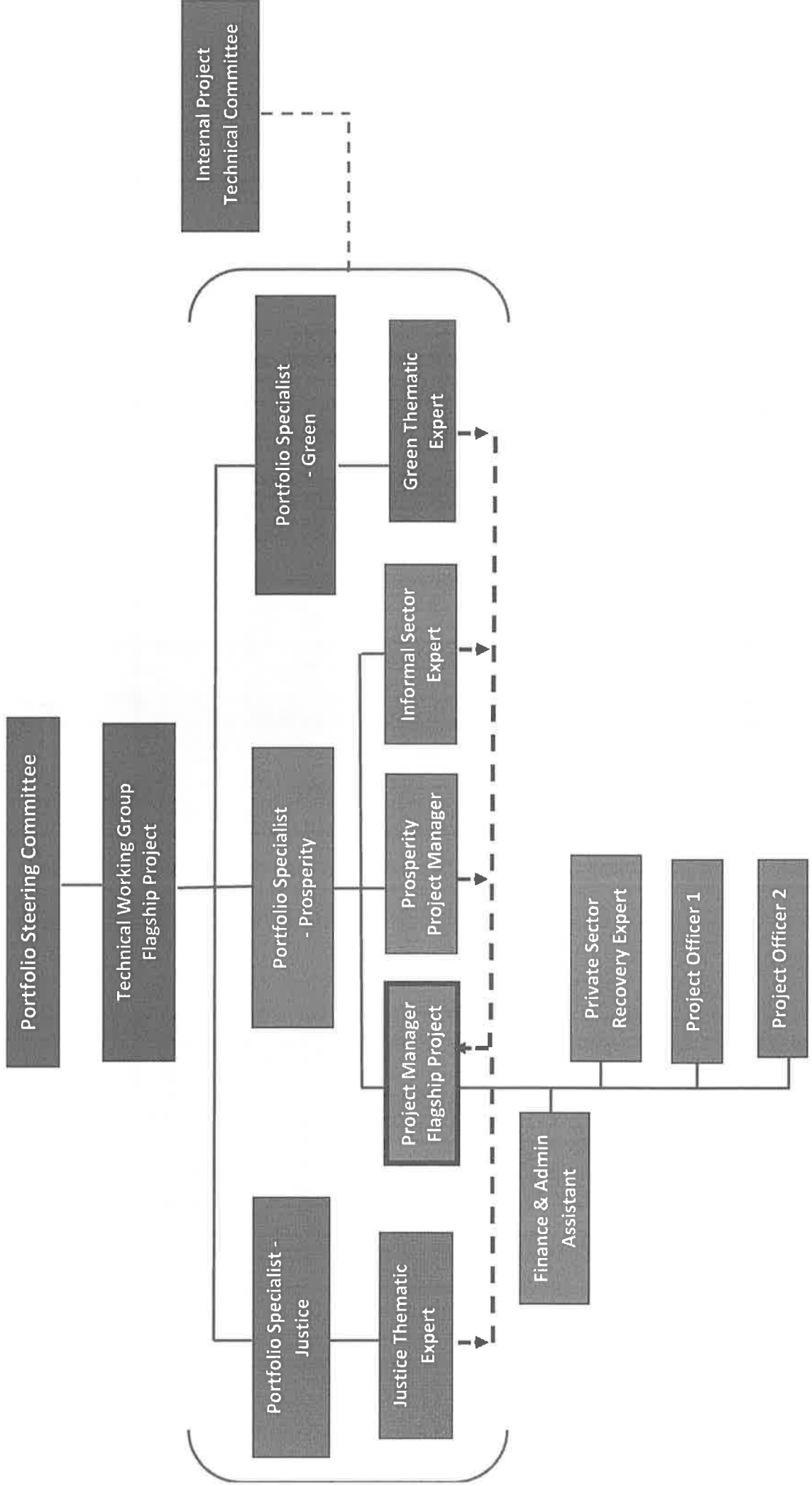
The membership of the TWG, for the SPSD Project, will comprise the Ministry of Entrepreneurship (MoEnt.), being the Implementing Partner (IP) and the Ministry of Youth, Gender Sport and Culture (MYGSC) and the Botswana Chamber of Mines (BCM) who will be the Responsible Parties for the project. The other members of the TWG will be sourced from the Botswana Bureau of Standards (BOBS), the National Agriculture Research and Development Institute (NARDI), CEDA and LEA and later the parastatal institution that will be established when they are merged, BITC and SEZA and later the entity that will be borne out of their expected merger, the Ministry of Trade and Industry (MTI), the Botswana Digital and Innovation Hub (BDIH), Bankers Association Botswana, Business Botswana (BB), Women in Business Association (WIBA), the University of Botswana (UB), the Botswana International University of Science and Technology (BIUST), the Ministry of Agriculture (MoA) and representatives of project donors whose tenure will be in line with the duration of their support towards the project. Other members may be added when necessary to do so.

Project Management

There shall be established an Internal Technical Committee (ITC) whose membership will cut across the three portfolios. The ITC will be responsible for the coordination of the project and its activities. It shall meet at determined regular intervals to discharge its responsibilities.

The project staff and their respective roles and relationships are depicted in the organogram below and briefly explained here. The CO Portfolio Specialists will provide oversight and guidance for the project. The Flagship Project Manager will be responsible for the day-to-day management of the project. The Project Manager will be responsible for the development of Annual Work Plans (AWPs) and annual budgets to be endorsed by the ITC and subsequently approved by the TWG at the beginning of each year during the life of the project. The Project Manager will also be responsible for producing quarterly operational reports and Annual Progress Reports or any other reports at the request of the TWG. These reports will summarise the progress made by the project against the expected results, provide justification for significant variations, detail the necessary adjustments and serve as a reporting mechanism for monitoring project activities.

Project Organogram



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IX. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of (country) and UNDP, signed on (date). All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

The Implementing Partners for the project will be the Ministry of Entrepreneurship (MoEnt.), in accordance with their financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

X. RISK MANAGEMENT

1. Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP’s property in the Implementing Partner’s custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:
 - a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
 - b) assume all risks and liabilities related to the Implementing Partner’s security, and the full implementation of the security plan.
2. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner’s obligations under this Project Document.
3. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.
4. Social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).
5. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.
6. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

7. The Implementing Partner will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, responsible parties, subcontractors and sub-recipients in implementing the project or using UNDP funds. The Implementing Partner will ensure that its financial management, anti-corruption and anti-fraud policies are in place and enforced for all funding received from or through UNDP.
8. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to the Implementing Partner: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. The Implementing Partner agrees to the requirements of the above documents, which are an integral part of this Project Document and are available online at www.undp.org.
9. In the event that an investigation is required, UNDP has the obligation to conduct investigations relating to any aspect of UNDP projects and programmes. The Implementing Partner shall provide its full cooperation, including making available personnel, relevant documentation, and granting access to the Implementing Partner's (and its consultants', responsible parties', subcontractors' and sub-recipients') premises, for such purposes at reasonable times and on reasonable conditions as may be required for the purpose of an investigation. Should there be a limitation in meeting this obligation, UNDP shall consult with the Implementing Partner to find a solution.
10. The signatories to this Project Document will promptly inform one another in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where the Implementing Partner becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, the Implementing Partner will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). The Implementing Partner shall provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

11. UNDP shall be entitled to a refund from the Implementing Partner of any funds provided that have been used inappropriately, including through fraud or corruption, or otherwise paid other than in accordance with the terms and conditions of the Project Document. Such amount may be deducted by UNDP from any payment due to the Implementing Partner under this or any other agreement. Recovery of such amount by UNDP shall not diminish or curtail the Implementing Partner's obligations under this Project Document.

Note: The term "Project Document" as used in this clause shall be deemed to include any relevant subsidiary agreement further to the Project Document, including those with responsible parties, subcontractors and sub-recipients.

12. Each contract issued by the Implementing Partner in connection with this Project Document shall include a provision representing that no fees, gratuities, rebates, gifts, commissions or other payments, other than those shown in the proposal, have been given, received, or promised in connection with the selection process or in contract execution, and that the recipient of funds from the Implementing Partner shall cooperate with any and all investigations and post-payment audits.

13. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project, the Government will ensure that the relevant national authorities shall actively investigate the same and take appropriate legal action against all individuals found to have participated in the wrongdoing, recover and return any recovered funds to UNDP.
14. The Implementing Partner shall ensure that all of its obligations set forth under this section entitled "Risk Management" are passed on to each responsible party, subcontractor and sub-recipient and that all the clauses under this section entitled "Risk Management Standard Clauses" are included, *mutatis mutandis*, in all sub-contracts or sub-agreements entered into further to this Project Document.

XI. ANNEXES

1. Project Quality Assurance Report

2. **Social and Environmental Screening Template** [English] [French] [Spanish], including additional Social and Environmental Assessments or Management Plans as relevant. *(NOTE: The SES Screening is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences, preparation of communication materials, strengthening capacities of partners to participate in international negotiations and conferences, partnership coordination and management of networks, or global/regional projects with no country level activities).*

3. **Risk Analysis.** Use the standard Risk Register template. Please refer to the Deliverable Description of the Risk Register for instructions
4. **Capacity Assessment:** Results of capacity assessments of Implementing Partner (including Partner Capacity Assessment Tool (PCAT) and HACT Micro Assessment)
5. **Project Board Terms of Reference and TORs of key management positions.** The standard Project Board TOR can be found here.
6. **On-Granting Provisions Applicable to the Implementing Partner**¹². On-granting clauses for non-UNDP Implementing Partners can be found here.

¹² Applicable for non-UNDP Implementing Partner as Grant Making Institution facilitating on-granting.