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## PROJECT DOCUMENT

### BOTSWANA

**Project Title:** Women and Youth Build Resilient Businesses

**Project Number:**

**Implementing Partner:** MYSC, MITI, BIH

**Start Date:** 13.01.2021

**End Date:** 13.07.2022

**PAC Meeting date:** TBD

#### **Brief Description**

Botswana's status as an upper-middle-income country, with an impressive development trajectory and stable democracy since independence in 1966, has hitherto masked significant inequalities and structural fragilities. Botswana's economy has been heavily reliant on the diamond sector and driven by a strong government. The COVID-19 pandemic, declared as a national emergency 2 April 2020, has brought to the forefront the risks posed by the current model of economic development compounded by the pre-existing declining growth rates and low job-creating capacities. National estimates show that Botswana's economy is expected to contract by 8.9% in 2020, and unemployment rates have risen sharply, with current youth unemployment estimated at 37% (up 10% from 2019).

UNDP has supported Botswana in its response to the COVID-19 pandemic with a focus on developing recovery plans for the private sector, informal sector and social protection. Key tenets throughout these plans is a focus on the most vulnerable, youth and women in particular and the notion of 'building back better', both through green and digital solutions. This project addresses the challenges of post-COVID-19 business recovery and resilience as well as job creation in a contracting and heavily resource-dependent economy. It will expand its ongoing Business Supplier Development Programme (SDP) to support women and youth-owned Small and Medium-sized Enterprises (SMEs) build back better through leveraging business opportunities in the health, agriculture and technology sectors. The focus will be on expanding local supply chains, creating a "mind shift" to buy local and have the SMEs become the core of the revised economic model.

The project will target **42 women and youth-owned SMEs** (i.e Suppliers) using the SDP approach by providing a trained business development consultant as a mentor for 10 months and also by providing a secure market through commitment of a number of large-scale national or international firms (i.e. Buyers) to buy their products. This will reduce their risks and allow them to concentrate on providing the products to the Buyers on time and with quality. The close mentoring will ensure increased productivity, revenue and resilience to future shocks.

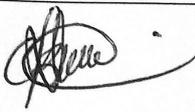
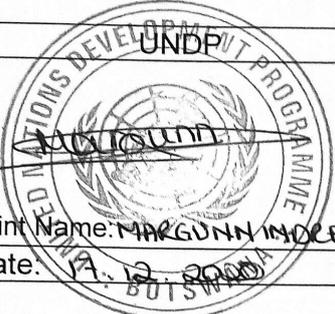
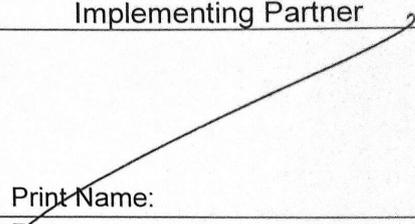
Furthermore, UNDP will support Botswana to rollout the tried and tested African #YouthConnekt platform in partnership with the Ministry Youth, Sports and Culture and the Botswana Innovation Hub. The #YouthConnekt platform will assist **36 youth entrepreneurs and start-ups** through tailored entrepreneurship and leadership training and mentorship, with a dual focus on economic growth and social impact. More than 300 youth will also benefit from digital spaces and dialogues, social change initiatives and linkages to potential markets, financing services, investors, mentors and partners. The #YouthConnekt platform and support services will increase youth job opportunities and start-up success rates.

The project will contribute to the achievement of SDG 4, 5 and 8 by providing learning opportunities and skills building, addressing gender disparities in the entrepreneurship and business sector and creating decent employment.

Contributing Outcome (UNDAF/CPD, RPD or GPD):  
 UNDAF Outcome 2: By 2021 Botswana fully implements policies and programmes towards the achievement of sustainable development goals targets and national aspirations  
 Indicative Output(s): Output 2.1. Improved national capacities to plan for delivery, identify and resolve implementation challenges, and account for the delivery of high-quality sustainable development (economic and environmental)  
 Gender marker: GEN 2

<b>Total resources required:</b>	US\$1,365,546	
<b>Total resources allocated:</b>	<b>UNDP TRAC:</b>	
	<b>Donor:</b>	\$799,588
	<b>Government:</b>	\$218,760
	<b>Private Sector:</b>	\$287,343
	<b>In-Kind:</b>	\$20,542
	<b>UNV:</b>	\$39,313
<b>Unfunded:</b>		

Agreed by (signatures)<sup>1</sup>:

Government	UNDP	Implementing Partner
 Print Name: V.B. PACEAI Date: 17/12/2020	 <del>Signature</del> Print Name: MARGUNN MOLEBE Date: 17.12.2020	 Print Name: Date:

<sup>1</sup> Note: Adjust signatures as needed

<sup>2</sup> The Gender Marker measures how much a project invests in gender equality and women's empowerment. Select



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**The Government of Botswana declared COVID-19 a State of Emergency as of 2 April 2020.**

The Government acted quickly and decisively upon the detection of an active COVID-19 case and introduced an initial 28-day lockdown on 2 April. On a global scale and regional scale, the number of COVID-19 positive cases remain low and may indicate that the Government's initial response, through its COVID-19 Presidential Task force and National Emergency Operation Centre, was successful in slowing the pandemic curve. Strict measures regulating the movement of essential goods across the border, cessation of international air traffic and transport of people remain in place. Nonetheless, the rate of infection is increasing with more than 100 new cases detected per day.<sup>2</sup> The impact of COVID-19 is therefore evolving and the government is taking a very cautious approach to opening up the economy because of the high cases in the South Africa, Botswana's neighbour and biggest trading partner .

As the State of Emergency was declared, UNDP together with the UN agencies undertook a quick socio-economic impact analysis of the pandemic with a particular focus on the 5 global pillars recommended for such analysis, namely: health; social protection; economic recovery; macroeconomic response; social cohesion and community resilience. Based on the findings, addition, UNDP supported its partners to develop three specific recovery plans for: A) the Private Sector, B) the Informal sector and C) the Social Protection system. Many of these actions within these recovery plans were subsequently integrated into the Government Economic Recovery and Transformation Plan (2020 – 2022).

The impact analysis generated a number of critical findings: **Botswana's health care system is inadequate both in terms of access and capacities to adequately respond to a national pandemic**, posing a serious risk in terms of loss of life both as a direct result of the pandemic and indirectly as regular service delivery would suffer. It has an estimated 18 hospital beds per population of 10,000, 120 intensive care beds across the country and less than adequate capacities available to administer the approximately 50 fully functional ventilators and has a lower inpatient care capacity compared to other middle-income countries in the region. Furthermore, Botswana has a ratio of 5.27 doctors per population of 10,000 representing half of the WHO recommended capacity of 10 doctors per 10,000. Urban – rural disaggregates reveal significant disparities in availability of qualified healthcare professionals and capacities. With more than 20.3% of people aged 15 to 49 living with HIV/AIDS, there are considerable concerns around the potential interactions between existing pre-conditions and the COVID-19 virus. Lastly, with disruptions in global supply chains and limited local production of health products, there is a significant gap in the supply and stock of critical health equipment and supplies such as; ventilators, PPEs, and thermometers.

**COVID-19 exasperated the already existing inequalities and poverty.** According to the 2019 HDI, Botswana ranks as the 7th most unequal country in the world, despite it's upper-middle-income status. According to the World Inequality database, the top one percent of Botswana's income earners accounted for 22.6% of Botswana's Gross National Income (GNI) in 2017 whilst the top 10% accounted for 58.9% of GNI and the bottom 50% shared only 8.7.% between themselves.<sup>3</sup>

In the 2020 global multidimensional poverty index, 17.2% of the population in Botswana are regarded as MPI poor, showing deprivations across the health, education and living standards dimensions.<sup>4</sup> Significant geographic variations are evident across the dimensions with primarily rural districts such as Kweneng West, Ghanzi and Ngamiland West with MPI scores of 0.206, 0.192 and 0.145 respectively compared with urban Gaborone at 0.004 or the national average of 0.073.<sup>5</sup>

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<sup>2</sup> As of 16 October, 2020.

<sup>3</sup> See: <https://www.wider.unu.edu/project/wiid-world-income-inequality-database>

<sup>4</sup> OPHI Global MPI Country Briefing 2020: Botswana (Sub-Saharan Africa), July 2020.

<sup>5</sup> Ibid.

**The COVID-19 pandemic is clearly not only a health crisis, but a crisis of unprecedented proportions with far-reaching socio-economic impacts.** In recent years, the Botswana economy has been threatened by a contraction in the mining sector, due to slow demand for diamonds, and 2019 figures show that the national economy slowed to a 3.0% year-on-year growth, compared to 4.5% in 2018. Whilst there is uncertainty around the extent and duration of constrained economic activity as a result of COVID-19, global estimates by the IMF in the April World Economic Outlook (WEO) predicted a contraction of 3.0% in the global GDP in 2020. National estimates show that Botswana's economy is expected to contract by 8.9% in 2020, before rebounding to 3.9% in 2021. Given the recent upsurge in COVID-19 cases, the projections for 2021 may be too optimistic. This is particularly the case when considering the fact that Botswana's main export industry – diamond mining – has been contracting over the past few years. While efforts have been made to diversify the economy and diamonds accounted for only 16% of value added (GDP at basic prices) in 2018, compared to 25% in 1994, the exports are still heavily reliant on rough and polished diamonds -still accounting for 73% of total exports of goods and services (2018), little different to the figure 25 years earlier. The demand for diamond during COVID -19 has slowed with a significant drop in global commodity prices which will result in considerable revenue shortfalls for the government. With the disruptions in global supply chains and economic downturn, the need for a locally diversified markets and supply chains has become ever more important for Botswana's resilience.

While economic diversification has been on the agenda for decades, it has yet to fully materialise. The private sector, to a large degree relies on government. In addition, the economy is characterised by a considerable number of state-owned enterprises (SOEs) that in some cases hold monopoly power, while being marred by low productivity and competitiveness. Where economic diversification is beginning to occur, it is mainly in services that serve the domestic economy. However, in the long-term, this pattern of economic diversification is not sustainable, and sustainable growth requires diversification of exports as well as domestic markets. Without this, growth will be wholly dependent upon the relatively small domestic economy, and will not generate sufficient jobs.

**Unemployment remains a major development challenge in Botswana especially for women and youth, exasperated by COVID-19 .** According to the 2016/2016 Multi-Topic Household Survey Report the total estimated population of the youth aged 15-35 years was 747,635. This constitutes (36.1 %) of the total population of 2,073,675m with 46.9 % (350,537) of the youth being male and 53.1% (397,098) females. However, more importantly, according to 2017 figures 69.4% of the population are under 35 years of age. Prior to the COVID-19 pandemic, the national unemployment rate was 18.72%, with higher rates of unemployment witnessed among females at 21.76%.<sup>6</sup> Equally worrisome is the proportion of youth who are not in employment, education or training (NEET), at 35.5%.<sup>7</sup> The latest statistics show that youth unemployment has risen from 26.7% to 37% over the past year.

The profile of women workers is also of concern with many over-represented in some sectors, such as personal services, hotels and restaurants, textile manufacturing and retail, while men are represented in more profitable sectors, such as construction and electronics/IT. The level of education of women tends to determine whether women become entrepreneurs by opportunity or by necessity. The World Bank found that less educated women and women from poorer backgrounds tend to be either unemployed or self-employed, especially in low-productivity micro enterprises and the informal sector. In particular women who are microenterprise owners show lower levels of education than their male counterparts, which indicates that small-scale entrepreneurship is selected by the most disadvantaged women. Furthermore, women owning SMEs do less well than men with regards to business management, in particularly in productivity, cashflow and inventory management. The study also found that women with higher education are more likely to be found operating a business in a male-dominated sector, in particular if they

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<sup>6</sup><https://data.worldbank.org/country/botswana> (2020 figures)

<sup>7</sup> Ibid. (2009 figure)

already have work experience in the sector. These women are able to make higher profits and grow larger firms in terms of number of employees compared to women who operate businesses in female-dominated sectors. Upskilling women business-owners and entrepreneurs therefore becomes a critical success factor for their economic growth.

**COVID-19 demonstrated the lack of resilience in both the informal and formal sectors of the economy with women most disadvantaged.** Although the informal sector contributes a conservative 5.3% of GDP (annual output of BWP 7,875,730,039) it employs a significant 191,176 persons, the majority women and youth.<sup>8</sup> It is also a sector that has grown exponentially in recent years (233% from 2007 to 2015) and is increasingly shifting from rural to peri-urban and urban settings. The informal sector generates employment, reduces social disparities and carries the potential for diversified economic growth. However, according to the Informal Sector analysis, following the COVID-19 pandemic, it is estimated that 63% of the informal workers lost 75% or more of their year-on-year to April 2020 earnings, signifying potentially severe economic hardship.

All-in-all, the analysis shows that small- and medium-sized enterprises, especially those run by women and youth are not as resilient as previously assumed and most will not be able to recapitalise without an inflow of capital and hands on mentoring to sustain them. Furthermore, the digital literacy and use of technology both within the informal sector and SMEs is very limited, leaving them at a disadvantage as the pandemic has leapfrogged many markets online and require digital solutions to ensure business continuity. Therefore, this proposal will focus on supporting women and youth entrepreneurs in the health, agriculture and technology sectors. Various approaches will be adopted to expand their opportunities including expanding the ongoing Supplier Development Programme, (SDP), established in 2018, which focuses on supporting SMEs to grow, by providing a market for their goods and mentoring them to supply these markets with quality and efficiency. This helps the SMEs not only to survive the pandemic, but also to bounce back and grow resilient.

An additional concern emanating from the restrictions on movement and gatherings, coupled with the economic downturn, is the **mental health of young Botswana**. As across the globe, instances of GBV have sharply increased since the first lockdown period in April, with the majority of perpetrators and victims falling in the youth category. UNDP has partnered with the Ministry of Youth, Sports and Culture to roll-out a series of youth dialogues to address critical issues around the impact of COVID, GBV and how youth can better be able to engage in development issues and policy making to address the challenges they are facing. There is an impetus to find alternative ways, through digital solutions, to bring youth together and co-create solutions to what are unprecedented challenges of our time.

**As an upper-middle-income country Botswana struggles to attract development assistance** despite its persistent challenges. Bilateral partners such as the US and EU have limited development cooperation and most countries would have diplomatic and political presence only, such as the Russian Federation. With the onset of COVID-19, some assistance has arrived, in particular with regards to procurement of health equipment, from the Republic of China, the EU and others. However, the financial and technical assistance required to implement the Recovery Plans far exceeds current resources provided and opportunities to leverage international partnerships remain limited.

The recently developed private sector and informal sector recovery plans as well as the national Economic Recovery and Transformation Plan all see **the pandemic as a pivotal moment in fundamentally changing the national economy**. Rather than relying fully on the government for recovery. The plans intend to use the COVID-19 crisis as an opportunity to *Build Back Better*, creating an economy that is dynamic, inclusive, green and resilient.

Key strategic priorities include;

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<sup>8</sup> 2015 Multi-Topic Household Survey, 2015 project to conduct an Informal Sector Study for Botswana.

- A more inclusive private sector, with particular emphasis on the participation of youth and women
- An economy with technology, in particular digital technologies, as its backbone, as part of the fourth industrial revolution
- A diversified economy, with strengthening local value and supply chains
- A greener economy, capitalising on opportunities to recycle and to utilise renewable energy
- A commercially independent agriculture sector capable of self-reliance.

Based on the strong relationship and unique positioning of UNDP in Botswana, the Country Office has a unique opportunity through this project to deliver on some of the strategic recovery actions required by the Government of Botswana.

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## II. STRATEGY

The overall objective of this project is to enhance the productivity, revenue and resilience of women and youth-owned businesses in the wake of COVID-19. This will create further employment and job creation opportunities and strengthen local supply chains in support of the national employment and economic diversification agenda. Through its interventions, the project aims to:

- o Promote decent **employment** for women and youth **entrepreneurs** to better recover after the COVID-19 induced crisis;
- o Strengthen value chains in the **health, agriculture and other sectors**;
- o Promote **digital solutions** within SMEs business practices.

The project will contribute to the overall CPD and UNSDF Outcome 2: By 2021 Botswana fully implements policies and programmes towards the achievement of sustainable development goals targets and national aspirations.

The project is designed according to the following theory of change:

**IF** 7 large companies (buyers) are willing to buy from 42 women and youth-owned SMEs (suppliers) and IF 14 local business consultants are engaged to support and mentor these SMEs over a period of 10-months on the following:

- a. Carry out business diagnostics (financial, technical and operational);
- b. Agree on actions;
- c. Design improvement plan;
- d. Implement priorities within improvement plan;
- e. Document, analyse and share results.

**THEN**, the 42 SMEs will increase their productivity, revenue and job creation capacities with larger market opportunities in health, agriculture and other sectors, and they will have greater resilience to face future shocks.

Furthermore, **IF** the project rolls out a comprehensive publicity plan, hosts high-level events and broadcast results and success-stories on prime time TV and radio, **THEN** there will be greater demand for and visibility given to the 'buy local' campaigns and national strategies in support of diversified local supply chains.

**IF** 36 youth entrepreneurs are supported with tailored business development training and mentoring by 12 business consultants, using a simplified SDP model; and provided the networking opportunities with potential investors, financiers, collaborators and new markets, **THEN** youth entrepreneurs will build the requisite knowledge, skills and opportunities to grow their start-ups into successful businesses.

Furthermore, **IF** youth are given the chance to engage in social impact projects at the community level, connected with opportunities for virtual hang-outs and dialogue, **THEN** these youth will become impactful and engaged drivers of social change in their communities.

Lastly, **IF** youth are given access to co-creation spaces and innovation learning with peers and mentors, **THEN** these youth will be able to share knowledge, ideas and create innovations for stronger, more impactful youth-owned businesses.

Overall, **IF** productivity, revenue and job creation capacities are increased in the health, agriculture and other sectors; there is greater demand for and visibility given to the 'buy local campaigns'; youth entrepreneurs have increased their knowledge, skills and opportunities to grow their start-ups into successful businesses; youth become impactful and engaged drivers of social change in their communities, able to share their knowledge, ideas and innovations, **THEN** the project will succeed in creating further employment and job creation opportunities and strengthen local supply chains in support of the national employment and economic diversification agenda.

The underlying assumptions that will contribute to the realisation of the strategies that have been defined for the theory of change are the following:

- *That the SDP model continues to yield positive results.* To date, the SDP has assisted 44 SMEs to stay in business throughout the COVID-19 pandemic. Collectively, 46 new jobs have been created across the SMEs which have managed to diversify both their products and markets in year 1. For the first batch of 18 suppliers, the Buyers have procured goods and services for a value of approximately BWP 18 million (c.\$1.6m).<sup>9</sup> It is therefore assumed that the model is fit for purpose and has the potential to support women and youth-led businesses in their recovery efforts and increase their resilience to future shocks.
- *That the SDP Buyers remain engaged.* A key part of the success of the SDP model is the diversity of Buyers engaged in the programme and willing to buy from SMEs, both from the public and private sectors, each bringing a unique perspective, leverage and resources to support the implementation of the programme. It is assumed that these partners will continue to engage and support women and youth-led businesses and start-ups through this project.
- *That digital platforms and modes of engagement are accessible to the target groups.* The YouthConnekt model in particular used to rely on large networking events and conferences. With COVID-19 this is no longer possible and digital solutions are required to facilitate dialogues and engagement. The SDP model has had to shift from in-person support and monitoring visits by the SDP consultants to predominantly virtual engagements. Similarly, BIH has had to move many of their innovation camps and awards online. There is therefore expertise within the project team and partners to allow for this shift as the operational environment remains fluid.
- *The Ministry of Youth, Sports and Culture will take ownership of the #YouthConnekt model.* Staff from MYSC participated the Rwanda #YouthConnekt annual convention and visited the project on a benchmarking mission in 2018 with the aspiration to establish a similar model in Botswana. With the onset of COVID-19 and the need to support youth not only in terms of employment opportunities and entrepreneurship but also to encourage them to become active participants in the recovery of the country and their communities, it is assumed that the time is ripe for MYSC to lead the #YouthConnekt roll-out.

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### III. RESULTS AND PARTNERSHIPS

#### ***Expected Results***

The strategy articulated through the Theory of Change above will be operationalised through two components and their corresponding outputs as follows:

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<sup>9</sup> Results for the second batch of 26 Suppliers will become available 30 November 2020.

**Component 1:** *Women and Youth owned SMEs have increased their productivity, job creation capacities and market opportunities within the health, agriculture and other sectors.*  
#SDPBotswana

One key UNDP programme that has helped SMEs to stay in business during COVID-19 and successfully diversify their products, is the Supplier Development Programme (SDP). This programme, established in 2018, works to build the productive capacity of SMEs, making them efficient and competitive suppliers to large buyers within 5 sectors; mining, infrastructure, leather, textiles and agro-processing. These sectors were chosen based on their job creation and value addition potentials. The Supplier Development Programme (SDP) brings into partnership 3 key players, namely: Buyers, Suppliers and specially trained and certified SDP business consultants. UNDP invites Buyers (large firms) to buy from Suppliers and when this partnership is formed UNDP assigns the SDP consultant to work with the selected Suppliers over a minimum of 10 months, to ensure products required by the Buyers are supplied on time and with quality. The Buyers' willingness to buy ensuring a ready made market for the SMEs. Furthermore, the SDP has facilitated SMEs to access to affordable finance through preferential terms and conditions offered by partner banks.

The sustained mentoring by the consultant of the Suppliers and the guaranteed market through the Buyers have proven to be the key of success. The SDP process consists of the following six (6) stages:

1. Promotion and formalisation: Introducing the programme, formalising agreements and setting goals and targets.
2. Diagnosis: Financial, technical and operational assessment for identification of improvement areas.
3. Interaction: Presentation of findings of the diagnosis to all and agree on actions to be taken by the Buyer and Supplier businesses.
4. Design Improvement Plan: Based on the results of the diagnosis, plan activities, set workplans, assign responsibilities and identify support services.
5. Implementation and follow-up: Implement prioritised improvement plan within each of the Buyer and Supplier businesses.
6. Documentation and Systematization: Documentation of results and analysis for possible replication to other Suppliers.

Currently, there are 7 Buyers (large international and national firms) and 44 Suppliers (SMEs), all of whom through this support have stayed in business throughout the COVID-19 pandemic and increased their productivity.

**Output 1:** Enhanced financial, technical and operational business practices within women and youth-owned SMEs

This project will expand the SDP programme to the health and agriculture sectors with a strong focus on enabling digital solutions to strengthen business practices and capacities for business continuity in a fluid operating environment. The target is to invite and encourage 8 international, regional or national Buyers on the programme who are willing to buy from, and thereby provide a sustained market to local Suppliers. Simultaneously, 42 women and youth-owned SMEs will be identified to enrol on the programme as Suppliers. To support the partnerships, 14 business consultants will be specifically trained on implementing the 6-stage SDP process and mentor the Suppliers. The Suppliers will be encouraged to digitize as far as possible their business processes with the support of dedicated expertise (a digital solutions Supplier). The lending rates negotiated for the current SDP programme with Banks will be negotiated to be extended to the 42 Suppliers.

**Output 2:** Increased visibility and promotion of local supply chains

An important aspect of the work is around knowledge sharing, visibility and promotion. Beyond the sixth stage of the SDP process, a broader visibility plan will be carried out. This will entail an annual results event showcasing the success of the SDP partnerships and strengthening of the local value chains. Success-stories and lessons learned will be broadcasted through prime time

TV and radio programmes as well as through social and print media. This is not only to promote the SDP model and its potential for job creation and business growth and resilience, but also to promote the 'buy local' national campaigns and advocate for local economic diversification and supply chains. This will also give an opportunity to demonstrate that women and youth, who make up 70% of the people of Botswana, are contributing to the economic recovery and growth.

**Component 2:** *Youth entrepreneurs have developed impactful start-ups and become drivers of social change #YouthConnekt*

YouthConnekt is a programme that was initially established by UNDP in Rwanda and has since been rolled out to 9 countries as a key offer to Africa and its young generation. The YouthConnekt platform enables young women and men to connect with leaders, role models, peers, skills and resources to promote employment and entrepreneurship opportunities. It coordinates and nurtures collaboration between youth empowerment initiatives and hubs through a continental network of youth empowerment experts across Africa. YouthConnekt focuses on providing an integrated approach in support of entrepreneurship, awareness raising, engagement in national policy and development dialogues, engagement in community development, innovation challenges and awards and with a strong focus on ICT to allow for virtual engagements.

**Output 3:** Enhanced entrepreneurial skills and business practices developed in youth-owned start-ups

A #YouthConnekt Botswana model will be established and led by the Ministry of Youth, Sports and Culture (MYSC) in partnership with UNDP and the Botswana Innovation Hub. This output will adapt the SDP approach and build the capacities of youth entrepreneurs, supporting them to build innovative and successful start-ups. The target is to assist at least 36 youth-owned start-ups through training and mentorship by specially trained SDP YouthConnekt consultants based on the 6-stage SDP process over a period of 5 months. The SDP methodology and tools have been modified to address the needs of youth business owners in the start-up phase. 18 of the start-ups will come from the current MYSC Youth Development Fund grantees who in the past have struggled to fully utilise their grants and become successful businesses. The remaining 18 will be sourced through an open call for applications. Upon graduation, these entrepreneurs will be able to share their business profiles with the existing Buyers on the SDP programme and thereby be added to their supplier databases. Furthermore, they will be connected with potential investors, partners and new markets with the support of current SDP partners, including Stanbic Bank, Botswana Chamber of Mines (BCM), Botswana Investment and Trade Centre (BITC), Special Economic Zones Authority (SEZA), Citizen Entrepreneurial Development Agency (CEDA), National Development Bank (NDB) and Local Enterprise Authority (LEA).

**Output 4:** Empowered youth engage in policy dialogue and social change initiatives

More than 300 young, emerging leaders will be supported to engage virtual hang-outs on national issues and encouraged to engage in voluntarism. Youthconnekt Hangout is a channel for youth to contribute to the country development agenda through debates. The Google+ Hangout sessions, organized on a monthly basis, link a main hub with remote locations across the country, bringing youth into the digital fold and connecting them to experts, policy makers, social innovators and other relevant players. Hang-outs will address both social and national policy issues to foster leadership and active engagement for social change. The youth hang-outs will build on the annual youth dialogues organised by UNDP and MYSC and live-streamed through MYSC district youth libraries. This output will also take advantage of the talent, passion and energy of young people and mobilise them to take part in a month of voluntary work through social impact projects at the community level. This is done to raise awareness of critical issues, build characters and community role models, promoting a culture of initiative and solidarity.

**Output 5:** Co-creation and digital spaces provided for innovative youth entrepreneurs

Lastly, co-creation and digital spaces will be made available through the partnership with BIH to foster innovation and search for innovative solutions to critical challenges in the post-COVID-19 era. The Botswana Innovation Hub has adopted an open innovation framework that allows for competitive means of sourcing the most innovative and cost-effective solutions from solution

providers to solutions seekers. The process includes challenges, competitions through hack-a-thons, map-a-thons, make-a-thons amongst others. BIH will conduct hackathons or crowdsource ideas from the public and private sector to address specific challenges related to COVID-19 recovery. The expectation is for the innovation process to afford BIH, MYSC and UNDP and innovators the flexibility to respond to the environmental, strategic, organizational and cultural changes with speed. The winning teams will have an opportunity to be assisted to implement its solution through BIH incubation programme which is supported by skilled and experienced personnel as well as industry experts.

### **Resources Required to Achieve the Expected Results**

**Staffing requirements:** Beyond the project team, successful implementation will require the support of the current SDP project manager based at the Country Office and Women and Youth Empowerment project manager based at MYSC. Technical support will be provided by the Programme Specialists for Economic Diversification and Inclusive Growth as well as Support to the fulfilment of Human Rights, Access to Justice and the Empowerment of Youth and Women. Operational support will be provided by the Programme Management Support Unit and Operations Team with further quality assurance provided by the Deputy Resident Representative and Resident Representative.

**Purchases:** Adequate communication tools and access to internet are critical to the success of the project. Beyond equipment purchased through the project, digital solutions and services will be provided by the Country Office as well as the Botswana Innovation Hub to ensure connectivity and digital spaces for all participants to access free of charge.

**Partnerships:** The project leverages a number of partnerships as outlined in the section below, all of which are critical to the successful implementation of the project. It also engages a large number of beneficiaries across the country which will necessitate carefully designed outreach and communication throughout.

### **Partnerships**

Partnerships are central to the implementation of this project. The project leverages ongoing SDP partnerships with the private sector, banks, and government institutions such as the Ministry of Investment, Trade and Industry. Furthermore, the YouthConnekt component will be implemented in close collaboration with the Ministry of Youth, Sports and Culture with which UNDP has a long-standing relationship. Lastly, the Botswana Innovation Hub is brought onboard as a key partner supporting the youth entrepreneurs, facilitating engagement and developing innovative solutions for social impact.

#	PARTNER	ENTITY TYPE	DETAIL OF PROPOSED PARTNERSHIP
1	Botswana Innovation Hub (BIH)	Parastatal	<ul style="list-style-type: none"> <li>• Hosting bootcamps and hackathons venue;</li> <li>• Hosting co-workign spaces for youth entrepreneurs on the programme;</li> <li>• Hosting digital information hub;</li> <li>• Integrating programme beneficiaries into ongoing BIH events and support facilities.</li> </ul>
2	Ministry of Youth, Sports and Culture (MYSC)	Government	<ul style="list-style-type: none"> <li>• Government lead on component 2 #YouthConnekt</li> </ul>
3	Ministry of Investment, Trade and Industry (MITI)	Government	<ul style="list-style-type: none"> <li>• Government lead on component 1, leveraging the SDP model.</li> </ul>

#	PARTNER	ENTITY TYPE	DETAIL OF PROPOSED PARTNERSHIP
4	Local Enterprise Authority	Parastatal	<ul style="list-style-type: none"> <li>Supporting additional training courses for youth start-ups</li> </ul>
5	Participating Commercial Banks e.g Stanbic Bank	Financier	<ul style="list-style-type: none"> <li>Availing negotiated lending rates for all suppliers / entrepreneurs in the project</li> </ul>
6	Participating Development Banks e.g. National Development Bank	Financier	<ul style="list-style-type: none"> <li>Facilitating a more effective lending process for all suppliers / entrepreneurs in the project</li> </ul>
7	Private Sector	Private	<ul style="list-style-type: none"> <li>Partner as Buyers with SMEs/suppliers in the SDP model</li> </ul>
8	Russian Expertise	Private	<ul style="list-style-type: none"> <li>Exploring triangular cooperation and provision of expertise on business incubation, acceleration and innovation through the HSE Business Incubator and National Research University Higher School fo Economics Business Incubator</li> </ul>

### ***Risks and Assumptions***

In the implementation of this project, there are risks that are likely to influence the outcome of the interventions that have been defined in the RRF. This is likely to only happen if the appropriate mitigating measures are not put place to address them. Therefore, these risks are outlined below along with strategies that will be adopted to address risks, so they do not negatively impact on the implementation of the programme.

#### Contextual risks

- The COVID-19 pandemic worsens, leading to new periods of lockdown across the country, thereby inhibiting project staff, partners and beneficiaries from collaborating effectively and continuously.
- The relevant institutional structures and their capability to provide policy guidance and decision-making will be important for the implementation and realisation of the project objectives.

#### Programmatic risks

- Lack of commitment from selected women and youth-owned businesses to follow through on project activities.
- Limited engagement in virtual hang-outs and community level social impact projects.
- Limited level of expertise and thereby high failure rate from the SDP support process and inability to delivery on improvement plans.
- SDP consultants unable to dedicate sufficient time to the SDP support process.

#### Institutional risks

- Delays in decision-making by the project steering committee to guide the implementation of the project.

- Delays in recruitment of project staff.
- Delays in procurement processes of consultants and logistics for events.
- Lack of or limited capacity of relevant project partners to provide technical inputs to interventions throughout the implementation of the project.

### ***Stakeholder Engagement***

Target Groups:

A range of selection criteria are used to identify the target beneficiaries for the project:

- Large companies (Buyers)
  - Operates within specified sector (health, agribusiness, ICT)
  - In-country decision making (presence of Managing Director)
  - CSR strategy which encompasses citizen empowerment
- Women and youth-owned SMEs (Suppliers)
  - Registered on Buyer's database
  - Operates within specified sector (health, agribusiness, ICT)
  - Citizen-owned business (51%)
  - Operates in geographical vicinity of the Buyer
  - Value-add business
  - Niche business where barriers to market-entry are high and filling a particular market gap
  - Less than 100 staff
  - Not currently involved in parallel entrepreneurship development programme
- Youth-owned start-ups
  - Registered on MYSC or BIH databases (50% YDF grantees, 50% open)
  - Less than 2yrs old
  - Youth-owned (18 – 35years old)
  - Social impact business -innovative, filling market gap, high job-creation potential
  - Not currently involved in parallel entrepreneurship development programme
  - Geographical spread: 50% based in North Botswana, 50% in South Botswana

Other Potentially Affected Groups:

*Suppliers registered on the Buyer's databases, but not selected for the project:* It will be important to openly communicate the selection criteria and establish a communication channel through the Buyer with these Suppliers. Should there be Suppliers who meet the above criteria, but for reasons of project capacity are not enrolled, a waiting list could be created and a tripartite meeting should be held to discuss other opportunities external to the project.

*Youth-owned start-ups not selected for the project:* As with the suppliers, it is important to openly communicate the selection criteria and establish a communication channel through MYSC and BIH with these. Information should be shared about alternative opportunities for support through the YDF, innovation competitions and CSR initiatives from the private sector that could be of relevance. Furthermore, the Local Enterprise Authority runs a series of basic business

management courses at competitive prices and the information hub should consolidate all such information for open and easy access.

### ***South-South and Triangular Cooperation (SSC/TrC)***

This project is building on experience from several UNDP Country Offices to create Botswana models of two successful initiatives; the Supplier Development Programme and #YouthConnekt. All Botswana-based SDP consultants are trained by experts from Pakistan and are leveraging lessons learned from South America where this model has also been successfully applied. With time, it is hoped that Botswana can play a similar role for other countries in the Southern African region who are interested in replicating the model.

Similarly for #YouthConnekt, this concept originated in Rwanda and is now being replicated in several countries across the region. Once established, the Botswana #YouthConnekt will become part of this regional network of projects to share experiences, lessons learned and generate insights that can ultimately improve the model. The COVID-19 pandemic necessitates that Botswana innovates around the implementation models and focus of #YouthConnekt which will generate new learnings and ideas to share with the broader regional network. #YouthConnekt is part of UNDP's corporate offer to African youth and Botswana, through the Ministry of Youth, Sports and Culture, will offer support to other countries wishing to replicate.

Furthermore, the project will explore a triangular cooperation with UNDP Tajikistan and the relevant Russian expertise they have leveraged on innovations in youth and women entrepreneurship through their Youth for Business and Innovation project.

Triangular cooperation can also be explored with the Botswana Innovation Hub and the HSE Business Incubator or the business incubator of the National Research University Higher School of Economics given the complementary of initiatives relating to youth start-ups, business incubation and innovation. Facilitation of these triangular cooperations would be carried out both through the UNDP Country Offices as well as supported by the Embassy of the Russian Federation to Botswana.

### ***Knowledge***

Outputs 2, 4 and 5 speak directly to the production, publication and sharing of knowledge products, results and lessons learned from the project. Collective learning and knowledge sharing are core to the results of the project. Annual results sharing events, monthly dialogues, continuous communication amongst project partners will contribute to their learning and skills development. Human-interest stories, social media engagement and dedicated prime time TV and radio programmes will ensure that the broader public learns about the project and its impact. The Ministry of Youth, Sports and Culture runs its own youth-focused TV channel and FB page which will ensure that all activities of the #YouthConnekt will receive broad coverage.

### ***Sustainability and Scaling Up***

There are multiple private and public sector partners engaged in the roll-out of the SDP all of which have a vested interest in strengthening local SMEs and supply chains. MOUs are signed with banks and parastatals mandated to support local investment and trade. The success of the supplier development methodology is generating interest on a national scale and partners are approaching UNDP wanting to become engaged. The project will therefore continue to foster these partnerships with the ultimate aim of the SDP becoming a national tool for SME development.

Furthermore, the Ministry of Youth, Sports and Culture will lead the implementation of the #YouthConnekt as part of their support to entrepreneurship, job creation and leadership mentoring. It will transform the way in which the Ministry offers this support, addressing key challenges faced by the Ministry in terms of the lack of impact their investments have had in supporting entrepreneurship and training models through the YDF and other instruments.

### ***Cost Efficiency and Effectiveness***

For component 1 the project has established a co-financing mechanism whereby the consultants pay a fee to participate in the training programme, and Buyers and Suppliers pay a fee to participate in the partnership. This ensures not only cost-sharing, but also confirms the commitment throughout the tripartite partnership which is key to the success of this methodology.

The project benefits from substantial government cost-sharing through the government annual contributions to UNDP Botswana. This solidifies the commitment of the government partners towards the project and highlights the strategic importance of the project vis-à-vis national COVID recovery and development priorities.

Given COVID-19, innovations have been required to adapt the implementation and move certain interventions onto digital platforms. This has in some instances reduced travel costs and thereby enabled a larger reach of beneficiaries and potential impact of the interventions.

For many of the interventions, these are designed as joint operations with our project partners and stakeholders. Component 2 is led by the Ministry of Youth, Sports and Culture in which their staff, expertise and operations will be leveraged across all activities. Furthermore, the Botswana Innovation Hub will provide much of the innovation support and facilitate the implementation of output 5. Their in-kind support will be crucial to the success of this component.

### ***Project Management***

An overview of the project management resources and functions is given under section VIII below. In terms of national presence, the project will have a national reach with women and youth-led entrepreneurs and SDP consultants selected from across the country. Social change initiatives will be launched across the districts and facilitated through the MYSC District Officers. As many of the dialogues and engagements will be conducted virtually, the project has not deemed it necessary to establish physical presence beyond Gaborone. Component 2 will also rely on MYSC and BIH premises, both for staff offices and implementation of activities.

Furthermore, given the close linkages to the ongoing Supplier Development Programme and complementary support to MYSC focused on support to revising the national youth policy, strengthening the support and monitoring capacities of the Youth Development Fund as well as the Botswana National Youth Council grant making system, the SDP and Women and Youth Empowerment Project Managers will lead and support the implementation of the project.

V. RESULTS FRAMEWORK<sup>10</sup>

<b>Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:</b> By 2021 Botswana fully implements policies and programmes towards the achievement of sustainable development goals targets and national aspirations												
<b>Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:</b> No. of new full-time equivalent jobs (from local economic development [LED] initiatives in target areas) disaggregated by sex, age and location BS: 0, T (2021): 8000												
<b>Applicable Output(s) from the UNDP Strategic Plan:</b> 1.1.2 Marginalised groups, particularly the poor, women, people with disabilities and displaced are empowered to gain universal access to basic services and financial and non-financial assets to build productive capacities and benefit from sustainable livelihoods and jobs												
<b>Project title and Atlas Project Number:</b>												
EXPECTED OUTPUTS	OUTPUT INDICATORS <sup>11</sup>	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		
<b>Output 1</b> <i>Enhanced financial, technical and operational business practices within women and youth-owned SMEs</i>	<i>1.1 No. of jobs created</i>	<i>Project monitoring reports</i>	0	2020	25						25	<i>Project staff with the support of the CO M&amp;E Specialist will collate and review project reports.</i>
	<i>1.2 % increase in volume of procurement by Buyers from Suppliers</i>	<i>Project monitoring reports</i>	0	2020	20						20	<i>Project staff with the support of the CO M&amp;E Specialist will collate and review project reports.</i>
	<i>1.3 Business improvement plans in place w/ KPIs and targets</i>	<i>Project monitoring reports</i>	No	2020	Yes						Yes	<i>Project staff with the support of the CO M&amp;E Specialist will collate and review project reports.</i>

<sup>10</sup> 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.

<sup>11</sup> 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.

<b>Output 2</b> <i>Increased visibility and promotion of local supply chains</i>	<b>2.1</b> No. of newspaper articles published	Newspapers	0	2020	12					12	UNDP Communications Officer will track media coverage.
	<b>2.2</b> No. of TV/Radio programmes broadcasted	TV/Radio schedules	0	2020	8					8	UNDP Communications Officer will track media coverage.
	<b>2.3</b> No. of people reached through social media	Facebook/ Twitter	0	2020	35,000					35,000	UNDP Communications Officer in collaboration with MYSC and BIH communication teams will track media coverage.
<b>Output 3</b> <i>Enhanced entrepreneurial skills and business practices developed in youth-owned start-ups</i>	<b>3.1</b> #YouthConnekt Botswana model established	Project monitoring reports	No	2020	Yes					Yes	Project staff with the support of the CO M&E Specialist will collate and review project reports.
	<b>3.2</b> Business improvement plans in place w/KPIs and targets	Project monitoring reports	No	2020	Yes					Yes	Project staff with the support of the CO M&E Specialist will collate and review project reports.
	<b>3.3</b> % increase in profit	Project monitoring reports	0	2020	20%					20%	Project staff with the support of the CO M&E Specialist and MYSC YDF Unit will collate and review project reports.
	<b>3.4</b> % of start-ups still in business 6 months after graduation (YDF grantees/ others)	Post-evaluation reports	0%	2020	100%					100%	Project staff with the support of the CO M&E Specialist and MYSC YDF Unit will collate and review project reports.
<b>Output 4</b> <i>Empowered youth engage in policy dialogue and social change initiatives</i>	<b>4.1</b> No. of youth participated in YouthConnekt hang-outs	Google+ hang-out	0	2020	3000					3000	BIH will track participation through their platforms
	<b>4.2</b> No. of volunteers participating in social change initiatives	Project monitoring reports	0	2020	500					500	MYSC District Officers will submit monitoring reports to project team.

<b>Output 5</b> <i>Co-creation and digital spaces provided for innovative youth entrepreneurs</i>	<i>5.1 No. of youth accessing co-creation spaces</i>	<i>BIH visitor records</i>	0	2020	250					250	<i>BIH will track use of co-creation spaces and provide data to project team.</i>
	<i>5.2 No. of youth accessing digital youth information hub</i>	<i>BIH platform statistics</i>	0	2020	1500					1500	<i>BIH will track platform statistics and provide data to project team.</i>
	<i>5.3 No. of youth participating in innovation boot-camps</i>	<i>BIH monitoring report</i>	0	2020	100					100	<i>BIH will track participation records and provide data to project team.</i>
	<i>5.4 No. of youth participating in digital transformation &amp; hackathons</i>	<i>BIH monitoring report</i>	0	2020	100					100	<i>BIH will track participation records and provide data to project team.</i>

## 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:

### Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
<b>Track results progress</b>	<ul style="list-style-type: none"> <li>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.</li> <li>SDP Consultants submit monthly deliverables reports throughout the 6-stage process.</li> <li>SDP consultants and Project Team convene to unblock any bottlenecks in a timely manner through monthly progress update meetings</li> <li>Quarterly monitoring visits to the value chains participants i.e. buyers and suppliers ensure that all that is reported is on track.</li> </ul>	Monthly/Quarterly	Slower than expected progress will be addressed by project management.	Project team with SDP consultants	\$19,634
<b>Monitor and Manage Risk</b>	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions using a risk log. 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 project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	UNDP M&E	-
<b>Learn</b>	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	Project team and partners	\$16,177

	and integrated back into the project. Annual results-sharing event will contribute to this.				
<b>Annual Project Quality Assurance</b>	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. Annual results-sharing event will contribute to this.	Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.		
<b>Review and Make Course Corrections</b>	Internal review of data and evidence from all monitoring actions to inform decision making.	Quarterly	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	Project team	-
<b>Project Report</b>	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		Project team with support from UNDP M&E and management	-
<b>Project Review (Project Board)</b>	The project's governance mechanism (i.e., project board) 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 Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Bi-annual	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	Project Board	-

## VII. MULTI-YEAR WORK PLAN <sup>1213</sup>

All anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). This includes activities that directly support the project, such as communication, human resources, procurement, finance, audit, policy advisory, quality assurance, reporting, management, etc. All services which are directly related to the project need to be disclosed transparently in the project document.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
<b>Output 1: Enhanced financial, technical and operational business practices within women and youth-owned SMEs</b>  <i>Gender marker: 3</i>	1.1 Train 28 SDP consultants	x				UNDP	Government Cost Sharing	International consultant	30,000
							Private Sector	Venue/logistics	9,244
	1.2 Identify and formalise agreements with 7 Buyers, 42 Suppliers and allocate 14 SDP consultants over a 10-month period	x				UNDP	Government Cost Sharing	National consultant	64,706
							Private Sector	National consultant	241,569
	1.3 Set goals and targets for the SDP partnerships	x				UNDP	Russia TF	National consultant/logistics	38,824
	1.4 Carry out diagnosis (financial, technical, operational)	x				UNDP	Russia TF	National consultant/logistics	77,647
	1.5 Present findings of diagnosis and agree on actions	x				UNDP	Russia TF	National consultant/logistics	38,824
1.6 Design improvement plan	x				UNDP	Russia TF	National consultant/logistics	38,824	

<sup>12</sup> 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

<sup>13</sup> 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.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
	1.7 Implement prioritised improvement plan within each Buyer and Supplier	X	X			UNDP	Russia TF	National consultant/ logistics	116,471
	1.8 Document, analyse and share results	X	X			UNDP	Russia TF	National consultant/ logistics	77,647
	1.9 Conduct quarterly capacity development workshops on general business management skills	X	X			UNDP	Russia TF	National consultant/ logistics	17,118
	MONITORING	X	X			UNDP	Russia TF	DSA Travel	19,634
	<b>Sub-Total for Output 1</b>								<b>770,508</b>
<b>Output 2: Increased visibility and promotion of local supply chains</b>  <i>Gender marker: 2</i>	2.1 Develop and roll-out publicity plan	X	X			UNDP	Russia TF	Professional services	37,660
	2.2 Host high-level results event	X	X			UNDP/MITI	Russia TF	Logistics	17,460
	MONITORING	X	X			UNDP/MITI			0
	<b>Sub-Total for Output 2</b>								<b>55,120</b>
<b>Output 3: Enhanced entrepreneurial skills and business practices developed in youth-owned start-ups</b>  <i>Gender marker: 2</i>	3.1 Identify 12 SDP YouthConnekt consultants	X				UNDP			0
	3.2 Identify and formalise agreements with 36 youth-owned start-ups (50% YDF beneficiaries) and 12 SDP YouthConnekt consultants over a 5-month period	X				UNDP/MYSC	Private Sector	National consultant	19,412
							Russia TF	National consultant	
	3.3 Set goals and targets for the SDP YouthConnekt partnership	X				UNDP	Russia TF	National consultant/ logistics	8,088
	3.4 Carry out diagnosis (financial, technical, operational)	X				UNDP	Russia TF	National consultant/ logistics	16,177
3.5 Present findings of diagnosis and agree on actions	X				UNDP	Russia TF	National consultant/ logistics	8,088	

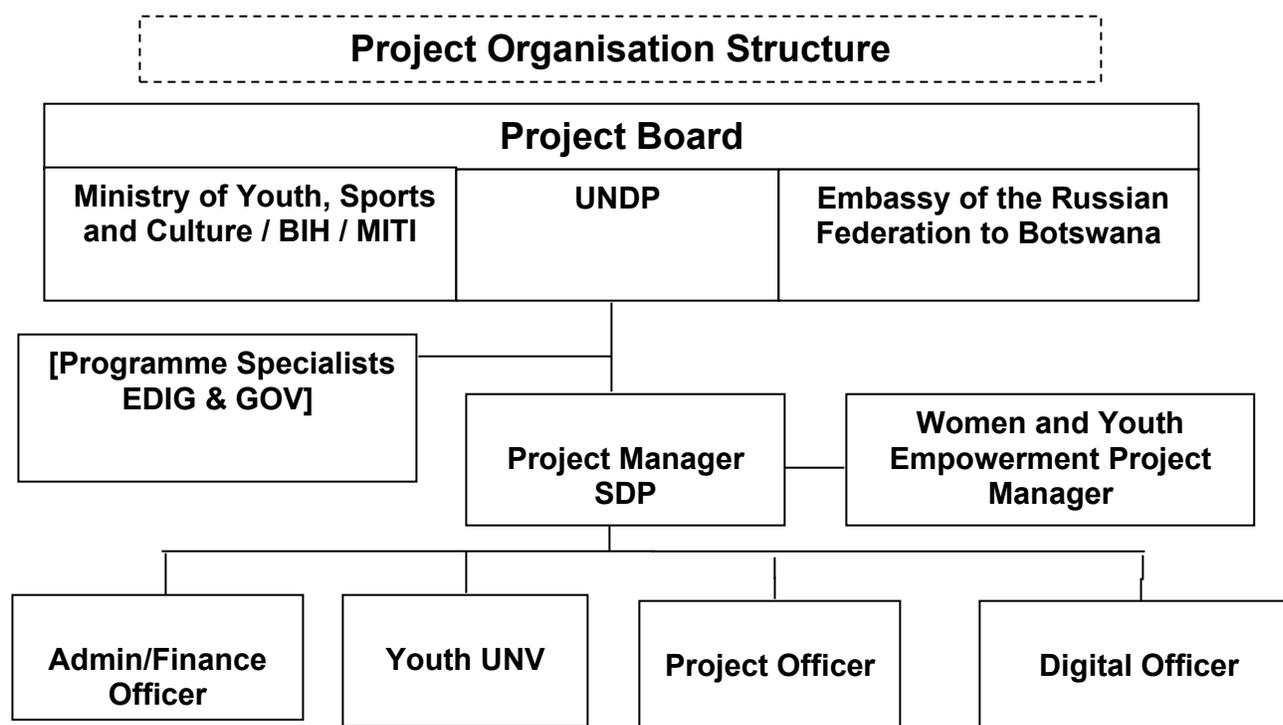
EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
	3.6 Design improvement plan	X				UNDP	Russia TF	National consultant/ logistics	8,088
	3.7 Implement prioritised improvement plan with each youth-owned start-up	X	X			UNDP	Russia TF	National consultant/ logistics	24,265
	3.8 Integrate graduate start-ups in SDP website, electronic catalogue and publicity	X	X			UNDP	Government cost-sharing	National consultant/ logistics	25,000
	MONITORING	X	X			UNDP/MYSC	Russia TF	National consultant/ logistics	16,177
<b>Sub-Total for Output 3</b>									<b>125,295</b>
<b>Output 4: Empowered youth engage in policy dialogue and social change initiatives</b>  <i>Gender marker: 2</i>	4.1 Roll-out of YouthConnekt Hang-outs	X	X			UNDP/MYSC	Russia TF	Professional services	10,271
	4.2 Facilitate YouthConnekt to roll-out a month of volunteering for social change in local communities	X	X			UNDP/MYSC	Russia TF	Travel, logistics	22,082
	4.3 Host Annual YouthConnekt Champions Awards	X	X			UNDP/MYSC	Russia TF	Logistics	18,915
							Private Sector		17,118
	MONITORING:	X	X			UNDP/MYSC			0
<b>Sub-Total for Output 4:</b>									<b>68,386</b>
<b>Output 5: Co-creation and digital spaces provided for innovative youth entrepreneurs</b>  <i>Gender marker: 2</i>	5.1 Provide open access to co-creation spaces	X	X			BIH	Russia TF	Professional services	8,559
	5.2 Host digital youth information hub	X	X			BIH	Russia TF	Professional services	2,568
							BIH in-kind	Rent	20,542
	5.3 Organise innovation boot-camps	X	X			BIH	Russia TF	Professional services	17,118
	5.4 Conduct digital transformation & hackathons	X	X			BIH	Russia TF	Professional services	5,991
MONITORING:	X	X			UNDP/BIH			0	

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year				RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4		Funding Source	Budget Description	Amount
	<b>Sub-Total for Output 5:</b>								<b>54,778</b>
<b>Project Management Costs</b>	Project Officer (SB4/3)	X	X			UNDP	Russia TF	Staff salary	17,927
							Government cost-sharing	Staff salary	35,854
	Youth UNV	X	X			UNDP	UNV	Stipend	39,313
	Digital Officer (SB3/3)	X	X			UNDP	Russia TF	Staff salary	15,800
							Government cost-sharing	Staff salary	31,600
	Finance/Admin Officer (SB3/3)	X	X			UNDP	Russia TF	Staff salary	15,800
							Government cost-sharing	Staff salary	31,600
IT/Communications equipment	X				UNDP	Russia TF	Goods/equipment	6,847	
	<b>Sub-Total for Project Management Costs:</b>							<b>194,741</b>	
<b>General Management Support 8%</b>								<b>96,718</b>	
<b>TOTAL</b>								<b>1,365,546</b>	

## VIII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

The project will be implemented by UNDP Country Office in Botswana under Direct Implementation Modality (DIM) in accordance with rules and procedures of UNDP. The SDP Project Manager, with support of the Women and Youth Empowerment Project Manager, will play the leading role in project implementation. UNDP will provide operational and management support in project implementation through its programme and operations units.

Following structure is planned for implementation of this project:



The main governance functions are:

- The Project Board: The Project Board is comprised of the key project partners: Ministry of Youth, Sports and Culture, Botswana Innovation Hub and Ministry of Investment Trade and Industry, UNDP and the Embassy of the Russian Federation to Botswana. The Project Board will meet twice a year to provide strategic guidance, review progress, ensure coherence with targets and results as well as national priorities, adjust programming and endorse workplans. Meetings can be called more frequently should the need arise and additional partner can be included depending on the subject matter. Efforts should be made to facilitate participation and voices of the project beneficiaries in Project Board deliberations.
- UNDP Country Office assurance: Oversight and quality assurance will be provided through the Programme Specialists for the EDIG and Governance portfolios, including support in linking the projects' outputs with UNDP country program strategic objectives, general management oversight on project implementation and programmatic quality

assurance, as well as other programmatic support. Additional strategic guidance will be provided by the Deputy Resident Representative and Resident Representative. Operational oversight will be provided by the Operations Manager. The project will be included in CO audit plans for 2021 and 2022.

The main project management functions are:

- The overall management of the project will be done by the SDP Project Manager with support from the Women and Youth Empowerment Project Manager who is based at MYSC. The Project Officer will support implementation of the project across the two components. The Youth UNV will work closely with MYSC and BIH to support the implementation of the #YouthConnekt component. The Digital Officer will play an integral role in all communications activities, events and the digital components of the #YouthConnekt roll-out. The Admin/Finance officer will support the operationalisation of the project and will work in close collaboration with the CO Programme Management Support Unit.
- Specially trained SDP consultants will be responsible for implementing outputs 1 and 3, with guidance and oversight by the project and CO staff.
- Above mentioned project staff will ensure appropriate level of cooperation, linkages and synergy of project activities with the other projects of UNDP.
- International expertise will be brought in through the South-South collaborations, with a particular focus on leveraging Russian experts and partners.

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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 Botswana and UNDP, signed on 14 May 1975. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

This project will be implemented by UNDP (“Implementing Partner”) in accordance with its 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.

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## X. RISK MANAGEMENT

### **UNDP (DIM)**

1. UNDP as the Implementing Partner will comply with the policies, procedures and practices of the United Nations Security Management System (UNSMS.)

2. UNDP as the Implementing Partner will undertake all reasonable efforts to ensure that none of the project funds<sup>14</sup> 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](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
3. 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>).
4. UNDP as the Implementing Partner will: (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.
5. In the implementation of the activities under this Project Document, UNDP as the Implementing Partner will handle any sexual exploitation and abuse (“SEA”) and sexual harassment (“SH”) allegations in accordance with its regulations, rules, policies and procedures.
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. UNDP as the Implementing Partner will ensure that the following obligations are binding on each responsible party, subcontractor and sub-recipient:
  - a. Consistent with the Article III of the SBAA [*or the Supplemental Provisions to the Project Document*], the responsibility for the safety and security of each responsible party, subcontractor and sub-recipient and its personnel and property, and of UNDP’s property in such responsible party’s, subcontractor’s and sub-recipient’s custody, rests with such responsible party, subcontractor and sub-recipient. To this end, each responsible party, subcontractor and sub-recipient shall:
    - i. 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;
    - ii. assume all risks and liabilities related to such responsible party’s, subcontractor’s and sub-recipient’s security, and the full implementation of the security plan.

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<sup>14</sup> To be used where UNDP is the Implementing Partner

- b. 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 responsible party's, subcontractor's and sub-recipient's obligations under this Project Document.
- c. In the performance of the activities under this Project, UNDP as the Implementing Partner shall ensure, with respect to the activities of any of its responsible parties, sub-recipients and other entities engaged under the Project, either as contractors or subcontractors, their personnel and any individuals performing services for them, that those entities have in place adequate and proper procedures, processes and policies to prevent and/or address SEA and SH.
- d. Each responsible party, subcontractor and sub-recipient will take appropriate steps to prevent misuse of funds, fraud or corruption, by its officials, consultants, subcontractors and sub-recipients in implementing the project or programme or using the UNDP funds. It 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.
- e. The requirements of the following documents, then in force at the time of signature of the Project Document, apply to each responsible party, subcontractor and sub-recipient: (a) UNDP Policy on Fraud and other Corrupt Practices and (b) UNDP Office of Audit and Investigations Investigation Guidelines. Each responsible party, subcontractor and sub-recipient 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](http://www.undp.org).
- f. In the event that an investigation is required, UNDP will conduct investigations relating to any aspect of UNDP programmes and projects. Each responsible party, subcontractor and sub-recipient will provide its full cooperation, including making available personnel, relevant documentation, and granting access to its (and its consultants', 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 it to find a solution.
- g. Each responsible party, subcontractor and sub-recipient will promptly inform UNDP as the Implementing Partner in case of any incidence of inappropriate use of funds, or credible allegation of fraud or corruption with due confidentiality.

Where it becomes aware that a UNDP project or activity, in whole or in part, is the focus of investigation for alleged fraud/corruption, each responsible party, subcontractor and sub-recipient will inform the UNDP Resident Representative/Head of Office, who will promptly inform UNDP's Office of Audit and Investigations (OAI). It will provide regular updates to the head of UNDP in the country and OAI of the status of, and actions relating to, such investigation.

- h. UNDP will be entitled to a refund from the responsible party, subcontractor or sub-recipient 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 responsible party, subcontractor or sub-recipient under this or any other agreement.

Where such funds have not been refunded to UNDP, the responsible party, subcontractor or sub-recipient agrees that donors to UNDP (including the Government) whose funding is the source, in whole or in part, of the funds for the activities under this Project Document, may seek recourse to such responsible party, subcontractor or sub-recipient for the recovery of any funds determined by UNDP to 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.

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.

- i. Each contract issued by the responsible party, subcontractor or sub-recipient 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 it shall cooperate with any and all investigations and post-payment audits.
- j. Should UNDP refer to the relevant national authorities for appropriate legal action any alleged wrongdoing relating to the project or programme, 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.
- k. Each responsible party, subcontractor and sub-recipient shall ensure that all of its obligations set forth under this section entitled “Risk Management” are passed on to its subcontractors and sub-recipients and that all the clauses under this section entitled “Risk Management Standard Clauses” are adequately reflected, *mutatis mutandis*, in all its sub-contracts or sub-agreements entered into further to this Project Document.

## ANNEX 1: Social and Environmental Screening Template

### Project Information

<b>Project Information</b>	
1. Project Title	Women and Youth Build Resilient Businesses
2. Project Number	
3. Location (Global/Region/Country)	Botswana

### Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

#### QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

##### *Briefly describe in the space below how the Project mainstreams the human-rights based approach*

**The project goal:** Women and youth-owned businesses are able to recovery from COVID-19 and sustainably expand their businesses and create jobs.

The project targets the needs of young people and women living in urban and rural areas who are facing difficulties with employment and self-employment and cannot utilize their opportunities for better livelihoods due to limited knowledge, skills and weak support provided by public service institutions. Young people are mentored and empowered to participate in national policy dialogues and engage in community-level social change initiatives with a focus on leaving no one behind.

##### *Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment*

The project was designed taking into consideration existing data on gender inequality and the differentiated impacts of COVID-19. The project activities will be implemented using the results of analysis of specific needs of project target groups, women and youth, with consideration of active engagement of the vulnerable groups, including women and girls, as agents of change. The project indicators include disaggregation by gender, wherever is applicable, to ensure targeted assistance and proper monitoring of gender-responsiveness of the project.

##### *Briefly describe in the space below how the Project mainstreams environmental sustainability*

The project will contribute to environmental sustainability by promoting research of the green agri-business product potential and wherever is possible will promote green jobs and environmentally-friendly practices.

### Part B. Identifying and Managing Social and Environmental Risks

<b>QUESTION 2: What are the Potential Social and Environmental Risks?</b> <i>Note: Describe briefly potential social and environmental risks identified in Attachment 1 – Risk Screening Checklist (based on any “Yes” responses). If no risks have been identified in Attachment 1 then note “No Risks Identified” and skip to Question 4 and Select “Low Risk”. Questions 5 and 6 not required for Low Risk Projects.</i>	<b>QUESTION 3: What is the level of significance of the potential social and environmental risks?</b> <i>Note: Respond to Questions 4 and 5 below before proceeding to Question 6</i>			<b>QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?</b>
<b>Risk Description</b>	<b>Impact and Probability (1-5)</b>	<b>Significance (Low, Moderate, High)</b>	<b>Comments</b>	<b>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</b>
Risk 1: Human rights: Capacity of government staff and duty-bearers might be limited to support and enable results expected within the Project, due to lack of knowledge and skills and their engagement with other priorities particularly at the district level	I – 2 P- 2	<b>Low</b>		Close cooperation will be maintained with relevant MYSC Departments; continuous support to MYSC is offered through the Women and Youth Empowerment Project Manager; the schedule of activities is adjusted to ensure the effective and timely implementation of project activities in the project target areas
Risk 2. Human Rights: Young people due to lower level of confidence, knowledge and skills might be less capable of leveraging benefits from opportunities provided by the project.	I – 2 P - 2	<b>Low</b>		The project will ensure proper information sharing, awareness raising and capacity building for vulnerable groups including women and young people, as well as their equal participation in the project to ensure their proactive engagement, feedback for proper decision making and monitoring of results.
Risk 3: Presence of indigenous people within project area of operation/influence	I-3 P-3	<b>Moderate</b>		The presence of indigenous people is commonplace across Botswana and not viewed as a risk in itself. However it does necessitate a proactive approach to ensure equitable participation based on exposure, language and expertise.
	<b>QUESTION 4: What is the overall Project risk categorization?</b>			
	<b>Select one (see <a href="#">SESP</a> for guidance)</b>		<b>Comments</b>	
	<b>Low Risk</b>	<input checked="" type="checkbox"/>	<b>UNDP will be capable to address and mitigate the potential human rights risks, related to insufficient capacity of duty-</b>	

			bearers and right-holders. Furthermore, the project partners are well-versed in tailoring implementation to a diverse group of beneficiaries, including indigenous peoples. The risks will be assessed and addressed by the project at the earliest stage of project implementation to ensure effective support and engagement of both groups.
	<i>Moderate Risk</i>	<input type="checkbox"/>	
	<i>High Risk</i>	<input type="checkbox"/>	
	<b>QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?</b>		
	Check all that apply		<b>Comments</b>
	<i>Principle 1: Human Rights</i>	<input checked="" type="checkbox"/>	Human rights risks, related to insufficient capacity of duty-bearers and right-holders will be assessed and addressed by the project at the earliest stage of project implementation to ensure effective support and engagement of both groups.
	<i>Principle 2: Gender Equality and Women's Empowerment</i>	<input type="checkbox"/>	
	<i>1. Biodiversity Conservation and Natural Resource Management</i>	<input type="checkbox"/>	
	<i>2. Climate Change Mitigation and Adaptation</i>	<input type="checkbox"/>	
	<i>3. Community Health, Safety and Working Conditions</i>	<input type="checkbox"/>	
	<i>4. Cultural Heritage</i>	<input type="checkbox"/>	
	<i>5. Displacement and Resettlement</i>	<input type="checkbox"/>	
	<i>6. Indigenous Peoples</i>	<input checked="" type="checkbox"/>	Efforts will be made at all stages of implementation to ensure equitable participation for all, regardless of tribal status and background.
	<i>7. Pollution Prevention and Resource Efficiency</i>	<input type="checkbox"/>	

### Final Sign Off

<i>Signature</i>	<i>Date</i>	<i>Description</i>
QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have "checked" to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Resident Representative (DRR), Resident

		Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have “cleared” the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

## SESP Attachment 1. Social and Environmental Risk Screening Checklist

<b>Checklist Potential Social and Environmental Risks</b>		
<b>Principles 1: Human Rights</b>		<b>Answer (Yes/No)</b>
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? <sup>15</sup>	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, marginalized groups, from fully participating in decisions that may affect them?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	Yes
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	Yes
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
<b>Principle 2: Gender Equality and Women's Empowerment</b>		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services?	No
<b>Principle 3: Environmental Sustainability:</b> Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
<b>Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management</b>		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?	No
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	No
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No

<sup>15</sup> Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water?	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area?	No
<b>Standard 2: Climate Change Mitigation and Adaptation</b>		
2.1	Will the proposed Project result in significant <sup>16</sup> greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)?	No
<b>Standard 3: Community Health, Safety and Working Conditions</b>		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No
3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
<b>Standard 4: Cultural Heritage</b>		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
<b>Standard 5: Displacement and Resettlement</b>		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? <sup>17</sup>	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property	No

<sup>16</sup> In regards to CO<sub>2</sub>, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

<sup>17</sup> Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

	rights/customary rights to land, territories and/or resources?	
<b>Standard 6: Indigenous Peoples</b>		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	Yes
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)?	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No
6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
<b>Standard 7: Pollution Prevention and Resource Efficiency</b>		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs?	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

### Annex 3: Risk Analysis.

Risks	Risk Level: (Likelihood x Impact)	Likelihood: Certain - 5 Likely - 4 Possible - 3 Unlikely - 2 Rare - 1	Impact: Essential - 5 Major - 4 Moderate - 3 Minor - 2 Insignificant - 1	Mitigating measures	Responsible Org./Person
Contextual risks					
	Possible	3	3	<ul style="list-style-type: none"> <li>Continuous assessment of the situation and the evolution of the COVID-19 pandemic with project partners will be done to evaluate mitigating strategies and alternative solutions for implementation.</li> <li>Strong commitment from all institutions will be galvanized through regular meetings and consultations to support the implementation of the project(JP).</li> </ul>	UNDP, MITI, MYSC, BIH
Programmatic risks					
	Possible	4	4	<ul style="list-style-type: none"> <li>Suppliers and Buyers are charged a small fee to participate in the process. Furthermore, they sign formal agreements committing time and resources to the SDP process.</li> <li>Youth-owned start-ups will similarly be asked to sign an formal commitment to the SDP YouthConnekt process.</li> <li>Virtual hang-outs and community level engagements will be preceded by outreach campaigns through social and formal media outlets. MYSC District Officers will support the outreach and ensure youth are aware and willing to participate.</li> <li>SDP consultants sign contracts for the total project period with UNDP to ensure commitment.</li> </ul>	UNDP, MYSC, MITI, BIH
Institutional risks					
	Possible	3	4	<ul style="list-style-type: none"> <li>The project steering committee will meet in January 2021 to outline the plan of engagement for the full duration of the project and assign focal points both at policy and technical levels for continuous support to the implementation.</li> <li>A procurement plan will be developed in January 2020 with the support of CO staff.</li> <li>TORs and recruitment of project staff will start in December 2020.</li> </ul>	Project Steering Committee, UNDP

## **Annex 4: Project Board Terms of Reference**

### **1. Project Background**

Botswana's status as an upper-middle-income country, with an impressive development trajectory and stable democracy since independence in 1966, has hitherto masked significant inequalities and structural fragilities. Botswana's economy has been heavily reliant on the diamond sector and driven by a strong government. The COVID-19 pandemic, declared as a national emergency 2 April 2020, has brought to the forefront the risks posed by the current model of economic development compounded by the pre-existing declining growth rates and low job-creating capacities. National estimates show that Botswana's economy is expected to contract by 8.9% in 2020, and unemployment rates have risen sharply, with current youth unemployment estimated at 37% (up 10% from 2019).

UNDP has supported Botswana in its response to the COVID-19 pandemic with a focus on developing recovery plans for the private sector, informal sector and social protection. Key tenets throughout these plans is a focus on the most vulnerable, youth and women in particular and the notion of 'building back better', both through green and digital solutions. This project addresses the challenges of post-COVID-19 business recovery and resilience as well as job creation in a contracting and heavily resource-dependent economy. It will expand its ongoing Business Supplier Development Programme (SDP) to support women and youth-owned Small and Medium-sized Enterprises (SMEs) build back better through leveraging business opportunities in the health, agriculture and technology sectors. The focus will be on expanding local supply chains, creating a "mind shift" to buy local and have the SMEs become the core of the revised economic model.

The project will target 42 women and youth-owned SMEs (i.e Suppliers) by providing a trained business development consultant as a mentor for 10 months and by providing a secured market through partnerships with a number of large-scale national or international firms (i.e. Buyers). This will reduce their risks and allow them to concentrate on providing the products to the Buyers on time and with quality. The business development services and mentorship will ensure increased productivity, revenue and resilience to future shocks.

Furthermore, UNDP will support Botswana to rollout the tried and tested African #YouthConnekt platform in partnership with the Ministry Youth, Sports and Culture and the Botswana Innovation Hub. The #YouthConnekt platform will assist 36 youth entrepreneurs and start-ups through tailored entrepreneurship and leadership training and mentorship, with a dual focus on economic growth and social impact. More than 300 youth will also benefit from digital spaces and dialogues, community outreach and linkages to potential markets, financing services, investors, mentors and partners. The #YouthConnekt platform and support services will increase youth job opportunities and start-up success rates.

The project will contribute to the achievement of SDG 4, 5 and 8 by providing learning opportunities and skills building, addressing gender disparities in the entrepreneurship and business sector and creating decent employment.

The project is funded by the UNDP Russia Trust Fund, with government cost-sharing, private sector contributions, UNV support and in-kind contributions. The project duration is 12 months (Jan – Dec 2021).

### **2. Project Board Structure and Membership**

The Project Board will provide overall guidance and strategic direction to the project, including development, periodic revision, and implementation of the project strategy, and adaptation of global policies and best practices to country's circumstances. The PB carries out monitoring and progress assessment of the project activities and contributes to establishing sustainability mechanisms.

The PB will serve as a platform for the major stakeholders of the project to discuss the overall progress of the project and make strategic decisions and recommendations to be implemented by the project team.

The PB will consist of senior staff of UNDP Botswana, representatives of relevant government Ministries representing and the Embassy of the Russian Federation. The PB is chaired by the Ministry of Youth, Sports and Culture and co-chaired by UNDP.

Regular members of SC include representatives/senior staff of the following entities:

1. Ministry of Youth, Sports and Culture
2. Ministry of Investment, Trade and Industry
3. Botswana Innovation Hub
4. UNDP
5. Embassy of the Russian Federation to Botswana

The PB may also invite the participation of project beneficiaries, independent representatives and technical experts from other governmental organization, UN agencies, local civil society organizations and international partner organizations, depending on the specific objectives and topic discussed at the specific PB meeting.

### **3. Roles and Responsibilities of the Project Board**

The PB will act as the coordination and management mechanism for the project. Its major role is to provide strategic oversight and direction to the project, to ensure that it retains strategic focus, and delivers the agreed benefits. To this end, the project board will:

- Make strategic decisions and provide guidance to senior management of implementing agencies;
- Review and approve a consolidated annual work plan prepared by the project team and its partners, ensuring that it is focused and consistent with deliverables set out in the Project Document;
- Review and approve progress reports against the annual workplan and take strategic decisions on how to address any major challenges brought to the attention of the PB;
- Monitor progress and impact of any wider issues - e.g. sector reform and other legislative changes, financial situation, programmes by other partners - that might impact upon the project and ensure that these are reflected as necessary within the project;
- Consider and approve any substantive changes in the action plan or budget of the project upon submission of a solid justification by implementing agencies, should this be necessary
- Represent, as necessary, the interests of the project in high level government or international fora.

The responsibilities of (Co-)Chairs include:

- Organization of the SC's meetings and invitation of participants;
- Conducting meetings and encouraging substantive participation by all members;
- Maintaining meeting procedures as per principles of transparency and efficiency;
- Approving of the SC's resolutions and ensuring SC minutes are signed.

The responsibilities of the PB members include:

- Getting acquainted with the concepts of the project, progress reports and annual workplans in advance of any PB meeting;
- Reviewing the progress of the project against the targets set in the project logframe, providing remarks and comments to reports and workplans;

- Participating in monitoring visits, results sharing events, graduations and award ceremonies;
- If necessary and relevant, participating in training and capacity building exercises for potential beneficiaries.

#### Requirements to the work and representatives to the SC

The members of the Project Board should take all required measures to ensure full objectivity of PB decisions, both actual and formal (visible), and should avoid conflicts of interest or excessive influence. The representatives to the PB are obliged to ensure objectivity in the decision-making process using a principle of consensus, to exclude questions of personal character and conflict of interests as well as possible external influences.

In a case where a representative to the PB has any financial interest in the project or a conflict of interests with the project's vendors and contractors, s/he is obliged to inform the members of the PB well in advance and abstain from participation in the discussion even if s/he is not an executor under the project.

#### **4. Financing**

Members of the PB will fulfill the duties on a voluntary no-pay basis, without financial compensation.

A compensation of expenses related to projects monitoring and evaluation and other project related activities can be carried out upon submission of all confirming documents, according to the UN procedures and standards, and should be approved prior to expenses are made.

#### **5. Frequency of meetings**

The Project Board will meet at least twice a year to ensure coherence, review progress, adjust programming and endorse workplans.

The minutes of the PB will be taken by assigned project staff. The PB will ensure that discussions and decisions taken at the PB are complementary and well communicated to all stakeholders and partners.