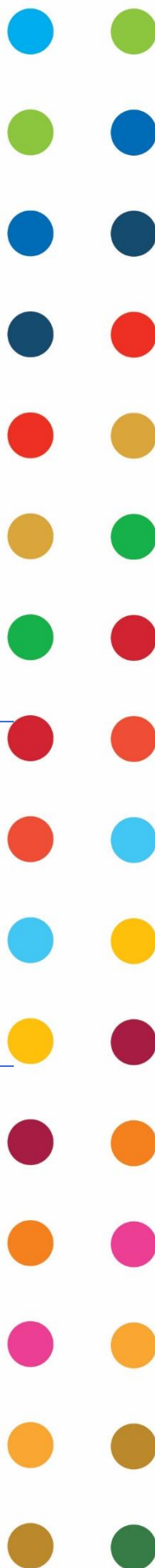




MANAGEMENT RESPONSE TO SUMMATIVE EVALUATION OF UNSDF 2017-2021

by Botswana United Nations Country Team

MARCH 9, 2021





United Nations Country Team (UNCT) in Botswana welcomes the independent summative evaluation of the UNSDF 2017-2021 by Joint Minds Consult.

1. Joint Minds Consult conducted an independent Summative Evaluation of the Government of Botswana and United Nations Sustainable Development Framework (UNSDF) 2017-2021. The participatory theory-based evaluation broadly assessed
 - a. possible contribution UN System and Government of Botswana to the achievement of the UNSDF Outcomes
 - b. the implementation, monitoring and reporting in facilitating multi-stakeholder coordination mechanism and mobilizing resources
 - c. the UNSDF cross-cutting issues and the global UN programming principles such as LNOB, gender equality, human rights.
2. The Evaluation Report and the Evaluation Management Response were presented to the Government of Botswana -UN National Steering Committee that took place virtually on 4 March 2021. The Committee approved the report and acknowledged the UNCT Evaluation Management Response. This Evaluation Management Response is submitted within 1-month of receipt of the Final Evaluation Report on 9 February 2021 by the Botswana UN Country Team.
3. As the evaluation pointed out:
 - a. Most of what has been achieved has been effective in improving the quality of life of those affected such as women, children and persons with disabilities. However, the implementation of the principle of delivering as one (DaO) was reported as problematic by both the UN agencies and government ministries and departments.
 - i. lack of coordination and coherence of the UNCT delivery machinery resulted in that human and monetary resources were not put to optimal use and as such the results were limited to individual agency/entity rather than collective efforts
 - ii. Until recently, refugees and people with disabilities were not effectively counted as part of the National Census. This had the effect of leaving the poor and marginalized population behind, contrary to the values and principles of the SDGs and LNOB. It was also found that a number

of CSOs that work with the poor and marginalized population groups who are often victims of GBV, such as: WAR, MBGE, and Gender Links were concerned that the government and UN system were not supportive enough and slow in scaling up interventions targeting the most vulnerable population groups.

- b. There is some progress has been made in achieving Outcome 2. However, there are inefficiencies in implementing policies and programmes. There are delays in policies awaiting approval by Cabinet and Parliament and this not moving to implementation stage
 - i. concerns about unavailability of disaggregated and real-time data on gender, disabilities and other indicators that are related to vulnerable groups such as children, youth, ethnic minorities, and older people.
 - ii. There is an overall observation of inadequate advocacy on GBV
 - iii. Concern raised some targeted groups don't benefit from policies and programmes intended for marginalized groups.
- c. While partners recognize that the UN has been able to build capacity on data, they indicated that more initiatives were required in data development.
 - i. The absence of a central national data repository made it difficult for users to access data.
 - ii. the absence of disaggregated data such as on people with disabilities hampers effective targeted programming
 - iii. There is limited integration of SDG targets/indicators into planning instruments.
- d. The Governance & Management structures of the UNSDF have been relatively effective in delivering the UNSDF results. These were coordinated through the Programme Steering Committee which was co-chaired by MFED PS and UN RC to provide oversight to the implementation of the UNSDF. However, there is concern of lack of consultation raised by some stakeholders.

- i. Private sector Trade Unions, Media, CSOs such as Human Rights Organizations and Academia and community level outcried lack of consultation on major development activities.
 - ii. Limited input from GOB in the development of annual priorities, routine monitoring of these or reporting of progress.
- e. All the outcomes of the UNSDF had budget allocations and the AWP's were budgeted for adequately. However, there was no adequate documentation of expenditure available to the accounting UNSDF structure – PSC.
- f. Botswana has a higher chance and many opportunities to sustain the UNSDF 2017 - 2021 results, especially under Outcomes 1 and 2, because in terms of the design process, they are institutionalized and aligned to national development priorities espoused in NDP 11 and Vision 2036. However, sustainability was lowest among the non-governmental organizations who relied heavily on funding from government and external partners
 - i. Some projects e.g. GEF, those on gender equality, gender based violence, children's rights, human rights, ECD interventions and support to COVID -19 victims among others suggest the chances of sustainability are moderately likely and a good deal of further financial and technical resources are required to sustain the momentum to achieve longer term goals.
 - ii. Community organizations currently have very limited resources and local Government Departments also expressed concerns that they would not have the budget to sustain the initiatives started through the projects.

4. In particular, UNCT however considers the following conclusions;

Conclusions	UNCT Reaction
i. Overall, the planned results were successfully achieved.	Since this was a summative evaluation, it does not reflect all results achieved over the years.
ii. the overall assessment showed some good degree of effectiveness and efficiency in the existing structures	UNCT agrees
iii. sustainability was lowest among the non-governmental organizations who relied heavily on funding from government and external partners	UNCT agrees
iv. budgetary constraints were the main reason why Civil Society Organizations were unable to scale up some of their successful interventions in the areas of gender equality, gender based violence, children's rights, human rights, ECD interventions and support to COVID -19 victims among others.	More on efficiencies and absorption capacities than availability of funds.
v. A lot of progress as shown in Chapter 3 has been made and some of the new policies and programmes are beginning to positively impact the lives of some of the disadvantaged social groups including children, women, refugees and persons with disabilities.	UNCT agrees

5. Responses to Recommendations

Recommendation 1 Stakeholders such as the private sector, labour unions, media and academia who already regard themselves as the country's development partners should be included (as critical partners) in the design and implementation of the next Framework	Accepted		
Actions to be taken	Responsible entities	Timeframe	Resource implication
(a) Engage multi-stakeholders in new CF design	UNCT	March – April 2021	\$9,000
Recommendation 2 The design process of the next Framework must clearly identify reliable sources of funding to create certainty in resource mobilization and budgetary allocations. It is therefore recommended that a resource mobilization strategy should be part of the next Framework.	Accepted		
Actions to be taken	Responsible entities	Timeframe	Resource implication
(a) Next CF to have a Resource Mobilization strategy	RCO	Aug-Oct	N/A
Recommendation 3 PSC should review the adequacy and effectiveness of its bi-annual meetings as a monitoring tool. PSC should establish a middle level joint structure chaired by the National Strategy Office and RCO representative to meet in between PSC meetings to review project implementation.	Accepted		
Actions to be taken	Responsible entities	Timeframe	Resource implication
(a) Strengthen Joint National UN Steering Committee to meet regularly through revised TORs	GOB & UN	2021	\$2,000.00
(b) Results groups made of both partners to meet regularly (at least every 2 months) to monitor progress and make informed decisions	GOB & UN	2021-2026	

Recommendation 4 GoB and UN system should work jointly to build capacity of Parliament, local councils, CSOs, media and delegate more work to local NGOs, CBOs and local government institutions to improve implementation of projects at local level. Thus, continuous dialogue between the UNCT and GoB on finding practical and sustainable solutions to implementation bottlenecks is an imperative.	Partially accepted		
Explanation: First part is currently ongoing so it would be accepted if recommendation was to continue the initiative.			
Actions to be taken	Responsible entities	Timeframe	Resource implication
(a) Continue dialogue between the UNCT and GoB on finding practical and sustainable solutions to implementation bottlenecks	GOB & UN	2022	
Recommendation 5 In moving this critical area of focus, forward, the new Framework should reach out and mobilise academic research institutions to progress the initiative on open data, open access and data analysis in order to support Botswana to move quickly to exploit the opportunities created by the data revolution.	Accepted		
Actions to be taken	Responsible entities	Timeframe	Resource implication
(a) the new Framework will reach out and mobilise stakeholders, including academic research institutions, to explore opportunities created by the data revolution.	ALL	2022-2026	
Recommendation 6 The new Framework should also use academic and research institutions in collaboration with Statistics Botswana to develop tools and procedures for data collection, standardization and analysis usable by programme implementers at facility level and help build capacity for data utilization for monitoring and evaluation of policies and programmes in the Framework	Partially accepted		

Explanation Ongoing efforts on collaboration with research institutions.			
Actions to be taken	Responsible entities	Timeframe	Resource implication
(a) expand to regional level the collaboration with Statistics Botswana to develop tools and procedures for data collection, standardization and analysis usable by programme implementers	GOB & UN	2022	
Recommendation 7 Strengthen support for institutional reforms and capacity development of existing coordination mechanisms and institutions dealing with gender equality and human rights. Reforms should include, among other things; investing time in a gender-mainstreaming approach, planning and budgeting across all sectors at central, district and local levels, to accelerate progress in the implementation of gender goals in the SDGs, as reflected in national policies and plans.	Accepted		
Actions to be taken	Responsible entities	Timeframe	Resource implication
(a) Strengthen support to MNIG on Gender Budgeting, Mainstreaming	Joint Gender & Human Rights Group	2021-2023	
Recommendation 8 Support national efforts on legal reforms (statutory and customary laws), in particular on justice for children and women, in line with recommendations of CEDAW Committee to Botswana.	Partially accepted		
Explanation Ongoing support on legal reforms exists			
Actions to be taken	Responsible entities	Timeframe	Resource implication
(a) Continue efforts to strengthen the legal reform	UNCT & Joint Gender & Human Rights Group	2021-2026	
Recommendation 9	Accepted		

The partners in the Framework should develop an accountability matrix to enable CSOs to maximise their capacities and scale up their service delivery activities.			
Actions to be taken	Responsible entities	Timeframe	Resource implication
(a) CF to include an accountability matrix to enable CSOs to maximise their capacities and scale up their service delivery activities.	UNCT	2022-2024	
Recommendation 10 UN system and GoB should improve coordination, promote and commit to joint projects (DaO principle) through joint planning (internally in the UNCT) and involvement of the government PSC side more closely at priority setting and development of annual plans of UN agencies before they are presented at the PSC meetings.	Accepted		
Actions to be taken	Responsible entities	Timeframe	Resource implication
a) New CF will promote and commit to joint projects through joint planning and involvement of the government more closely at priority setting and development of annual plans and tracking progress	GOB & UN	2021-2026	
Recommendation 11 The next framework should include a fully costed implementation plan. The private sector as a player was underutilized in the current Framework. However, when called upon to participate in the implementation of some of the Framework programme activities, the private sector responded positively even with the issues of social protection such as child protection and GBV campaigns	Partially accepted		
Explanation Financing for Development attempted to bring in the Private Sector.			
Actions to be taken	Responsible entities	Timeframe	Resource implication

a) CF Resource Mobilization Plan to consider collaboration with other stakeholders – private sector, Development Partners and other funding opportunities.	RCO	2021	
Recommendation 12 In line with the Joint Resource Mobilisation Strategy, the new Framework should engage more actively with the private sector to explore how it can finance some of the programme activities in a sustained manner.	Partially accepted		
Explanation Repeats Recommendation 11 – merged the two			
Actions to be taken	Responsible entities	Timeframe	Resource implication
See Recommendation 11			
Recommendation 13 The new Framework partners should explore the possibility of establishing an endowment fund to support the sustainability of CSO funding. The Government, UN agencies and private sector could contribute to this fund on an annual basis. Thus, the next Framework should incorporate within it mechanisms for strengthening the partnership, collaboration and coordination at all levels: national, district, regional and global in order to maximise the delivery as one approach.	Partially accepted		
Explanation UN is not a donor but UN may be a convener. Recommendation is too prescriptive – doesn't reflect the role of the UN in UMIC. There are donor funded projects like GEF. To be recrafted to reflect these complexities.			
Actions to be taken	Responsible entities	Timeframe	Resource implication
a) The UN to convene stakeholders to explore possibilities of a sustainable funding mechanism for CSOs.	UNCT		
Recommendation 14 Strengthen sharing of Framework results through schools, higher	Accepted		

education, public education, policy briefs, policy dialogue and use of the mass media to promote closer engagement with key stakeholders/social partners at: national, district, local and community levels.			
Explanation Good recommendation for public accountability			
Actions to be taken	Responsible entities	Timeframe	Resource implication [if any]
(a) Strengthen wider, innovative dissemination of CF results	UNCT	2021-2026	
(b) UNCT to consider having oversight groups to feedback at the mid-term	UNCT	2022	
Recommendation 15 Partners in the Framework should advocate for implementing gender budgeting and ensure that each Ministry prepares a budget accordingly.]	Partially accepted		
Explanation Duplicates another and is already ongoing by SDGF through UNWOMEN.			
Actions to be taken	Responsible entities	Timeframe	Resource implication [if any]
a) Continue to advocate for implementation of gender budgeting through the Joint SDGF	UNWOMEN	2022	\$15,000.00