



**SUMMATIVE EVALUATION
OF THE
GOVERNMENT OF BOTSWANA
AND
UNITED NATIONS SUSTAINABLE
DEVELOPMENT FRAMEWORK
(UNSDF) 2017 - 2021**



FINAL

Summative Evaluation of the Botswana-United Nations Sustainable Development Framework 2017-2021

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Table of Contents

LIST OF FIGURES.....	5
1.1 The Purpose of the Summative Evaluation	14
1.2 Organization of the Report	15
1.3 Botswana Context.....	15
1.3.1 Botswana: Geographical Location.....	16
1.3.2 Demographic Characteristics.....	16
1.3.3 Socio-economic and political context.....	17
CHAPTER 2: STUDY DESIGN AND REVIEW OF KEY DOCUMENTS.....	20
2.1 Study Design	20
2.2 Review of Key Documents.....	22
2.3 The Objectives of the evaluation	24
2.4 Virtual Meetings.....	25
2.5 Ethical considerations	26
2.6 Summative Evaluation Limitations.....	26
3.1 Relevance	28
3.1.1 UNSDF design process and alignment with Botswana's National Priorities.....	28
3.1.2 Prioritized strategic Areas.....	30
3.1.3 Stakeholders engagement	30
3.1.4 Developed Resources and Results Matrices.....	31
3.1.5 Partnerships	31
3.1.6 Cross Cutting Issues	32
3.1.7 Summary of the Findings on the UNSDF Design Process	32
3.1.8 Gaps Identified in the UNSDF Design Process.....	33
3.2 Effectiveness.....	34
3.2.1 Outcome 1	35
3.2.2 Outputs 1 and 2	35
3.2.3 Outputs 1.3 and 1.4.....	39
3.3.4 Policies and Interventions Not Completed	40
3.3.5 Conclusion on Effectiveness of OUTCOME 1 Results.....	41
3.2.7 GAPS.....	42
3.3 OUTCOME 2 - Results and Effectiveness.....	42
3.3.1 Output 2.1 and Output 2.2	43
3.3.2 Outputs 2.3 and 2.4.....	45
3.3.3 Summary of the Findings on Outcome 2	46
3.3.4 GAPS/Challenges Found.....	47
3.4 Outcome 3: Results and Effectiveness.....	48
3.4.1 Outputs 3.1 and 3.2.....	48
3.4.2 Outputs 3.3 and 3.4.....	50
3.4.3 GAPS.....	52
3.4.4 Conclusion.....	52
3.5 Effectiveness of Implementing Structures (Objective 3).....	54
3.5.1 Structures Effectiveness and Stakeholder Engagement	55
3.5.2 Effectiveness and Stakeholders Engagement – The Government of Botswana	56
3.5.3 UNSDF 2017 – 2021 Coordinating Structures.....	57
3.5.4 Partnerships	58
3.6 Efficiency of Resource Mobilization and Budget Utilization.....	60
3.6.1 Efficiency of the UNSDF 2017 - 2021	60
3.6.2 Efficiency of Resource Mobilisation	60
3.6.3 Budget Utilisation.....	61
3.6.5 Funding Partnership	63
3.7 Sustainability.....	66
3.7.1 Sustainability of UNSDF after 2021	66
3.7.2 Results and effects.	67
3.7.3 Conclusion	69
CHAPTER 4: KEY CONCLUSIONS AND RECOMMENDATIONS.....	70
REFERENCES.....	77

ANNEXES80

- 1. Terms of Reference**
- 2. Results Framework**
- 3. Focus Group Discussion Guidelines**
- 4. Data Presentation Matrix**
- 5. Evaluation Matrix**
- 6. Focus Group Discussion for Implementers**
- 7. Key Informant Interviews – UN System**
- 8. List of Persons Interviewed**
- 9. Document Review**
- 10. Audit Trail**
- 11 Satellite Sites**

LIST OF FIGURES

Figure 1: Geographical location – Botswana

Figure 2: Theory of Change

Figure 3: UNSDF 2017-21 Funding allocation

Figure 4: Voices of CSOs

Figure 5: Funding commitments

LIST OF TABLES

Table 3.1: UNSDF Alignment with National Development Priorities - Vision 2036 and NDP 11

Table 3.2: Partnerships between Stakeholders in UNSDF 2017 – 2021

Table 3.3 UNSDF 2017 - 2021 Results by Planned Outcomes and Outputs – Outcome 1 (Outputs 1.1 and 1.2)

Table 3.5 UNSDF 2017 -2021 results by planned Outcomes and Outputs – Outcome 1 (Outputs 1.3 and 1.4)

Table 3.6 UNSDF 2017 -2021 Results by Planned Outcome 2 (Outputs 2.1 and 2.2)

Table 3.7 UNSDF 2017 -2021 Results by Planned Outcome 2 – Outputs 2.3 and 2.4.

Table 3.8 UNSDF 2017 -2021 Results by Planned Outcomes and Outputs – Outcome 3 (Outputs 3.1 and 3.2)

Table 3.9: UNSDF 2017 -2021 Results by Planned Outcomes and Outputs – Outcome 3 (Outputs 3.3 and 3.4)

Table 3.10: Summary of Factors, Strengths and weaknesses contributing results in outcomes 1, 2 and 3 of UNSDF 2017-2021

Table 3.11: The Main Structures Responsible for Implementation of UNSDF 2017 – 2021

Table 3.12 UN system's budget allocations

Table 3.13: Budget Allocation to Outcome 1 in 2017

Table 3.14 Funding of Managing the Human- Wildlife Interface Project - 2017

Table 3.15: Programme Budget for United Nations Joint Gender Programme by UNICEF

ACRONYMS

ACHAP	African Comprehensive HIV/AIDS Partnerships
AU	African Union
BALA	Botswana Association of Local Authorities
BCWIS	Botswana Core Welfare Indicators Survey
BDP	Botswana Democratic Party
BIDPA	Botswana Institute for Development Policy Analysis
BMTIS	Botswana Multi Topic Household Indicator Survey
BOFWA	Botswana Family Welfare Association
BITRI	Botswana Institute for Technology, Research and Innovation
CBO	Community Based Organization
CEDAW	Convention on the Elimination of all Forms of Discrimination Against Women
CF	Country Framework
CORB	Cubango-Okavango River Basin
CPD	Country Programme Document
CRPD	Convention of the Rights of People with Disability
CSG	Child Support Grant
CSE	Comprehensive Sexuality Education
CSO	Civil Society Organization
DAC	District AIDS Coordinator
DaO	Delivering as One
DCEC	Directorate on Corruption and Economic Crime
DEA	Department of Environmental Affairs
DeGA	Department of Gender Affairs
DIS	Directorate of Security Services
DPF	Development Partners Forum
ECC	Environment and Climate Change
ECD	Early Childhood Development
ECE	Early Childhood Education
EDD	Economic Diversification Drive
EMG	Evaluation Monitoring Group
ET	Evaluation Team
EUP	Early Unintended Pregnancies
FGDs	Focus Group Discussions
GBA	Gender-Based Analysis
GBV	Gender Based Violence
GDP	Gross Domestic Product
GE	Gender Equality
GEF	Global Environmental Facility
GoB	Government of Botswana
HDI	Human Development Index
ICT	Information Communication Technology
IDI	In Depth Interviews

IEC	Independent Electoral Commission
IFAD	International Fund for Agricultural Development
IMF	International Monetary Fund
IR	Inception Report
IPs	Implementing Partners (Government and Civil Society)
IOM	International Organization for Migration
KIIs	Key Informant Interviews
LED	Local Economic Development
LEGABIBO	Lesbians, Gays and Bisexual Botswana
LNOB	Leave No One Behind
MA	Programmes Managing Agent.
MBGE	Men and Boys for Gender Equality
M&E	Monitoring and Evaluation
MoA	Ministry of Agricultural Development and Food Security
MoBE	Ministry of Basic Education
MDJS	Ministry of Defense, Justice and Security
MDGs	Millennium Development Goals
MELSD	Ministry of Employment, Labour Productivity and Skills Development
MENT	Ministry of Environment, Natural Resources Conservation and Tourism
MFED	Ministry of Finance and Economic Development
MoHW	Ministry of Health and Wellness
MIAC	Ministry of International Affairs and Cooperation
MITI	Ministry of Investment, Trade and Industry
MLWS	Ministry of Land Management, Water and Sanitation Services
MLG & RD	Ministry of Local Government and Rural Development
MMGE	Ministry of Mineral Resources, Green Technology and Energy Security
MNIG	Ministry of Nationality, Immigration and Gender
MOPAGPA	Ministry of Presidential Affairs, Governance and Public Administration
MoTE	Ministry of Tertiary Education, Research, Science and Technology
MIH	Ministry of Infrastructure and Housing Development
MYSC	Ministry of Youth Empowerment, Sport and Culture Development
NDP	National Development Plan
NEF	National Environment Fund
NGO	Non-Governmental Organization
NSC	National Steering Committee
NSO	National Strategy Office
OECD	Organisation for Economic Cooperation and Development
OHCHR	Office of the High Commissioner for Human Rights
OP	Office of the President
OVCs	Orphans and Vulnerable Children
PSC	Project Steering Committee
SADC	Southern African Development Community
SBCC	Social and Behaviour Change Communication
SDF	Sustainable Development Framework

SDG	Sustainable Development Goals
SMMEs	Small Micro Medium Enterprises
SOEs	State Owned Enterprises
SONA	State of the Nation address
SPA	Strategic Priority Area
SPSS	Statistical Package for Social Sciences
SRHR	Sexual Reproductive Health and Rights
ToRs	Terms of Reference
TWG	Technical Working Group
UN	United Nations
UNAIDS	United Nations Programme on HIV/AIDS
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNEG	United Nations Evaluation Group
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations International Children's Fund
UNJGP	United Nations Joint Gender Programme
UNPOP	United Nations Programme Operation Plan
UN- RCO	United Nations Resident Coordinator
UNSDF	United Nations Sustainable Development Framework
UN Women	United Nations Entity for Gender Equality and Women's Empowerment
USAID	United States Agency for International Development
VDC	Village Development Committee
WAR	Women Against Rape
WEF	World Environmental Facility
WHO	World Health Organization

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EXECUTIVE SUMMARY

The Summative Evaluation of Botswana's first United Nations Sustainable Development Framework (UNSDF) 2017-2021 was conducted between late October until end of December 2020. The UNSDF is aligned to and responsive to Botswana's national development priorities as expressed in both National Development Plan 11 and Vision 2036. These two key policy documents also articulate Botswana's commitment to the SDGs. The UNSDF 2021 demonstrates a partnership that exists between Government of Botswana and the United Nations System.

The Summative Evaluation of the UNSDF focused on the three Strategic Priority Areas (SPAs), namely, 1: Policy and Programme Design; 2: Policy and Programme Implementation and 3: Data for Planning, Monitoring and Evaluation and Decision Making. The three SPAs and associated outputs and outcomes form the main content of the Framework and are summarised in the Framework's Results Matrix.

The evaluation focused on assessing the Framework's achievements or lack thereof, using the four evaluation criteria of; **Relevance, Effectiveness, Efficiency and Sustainability**. The questions applied under each criterion are found in Annex 1.

Finally, the Framework was evaluated in terms of the extent to which it covered cross cutting issues of; gender equality, human rights, disability, children's rights, education, health, poverty, environment and climate change in keeping with the values and principles of the SDGs' **"Leave no one behind"** which are consistent with the Vision 2036 mantra **"Prosperity for All"**.

Major Findings of the UNSDF 2017 - 2021

- i. **Relevance:** It was found that the UNSDF 2017 -2021 outcomes were aligned with national development priorities of Botswana expressed in NDP 11 and Vision 2036 and SDGs. The UNSDF results framework's outputs and outcomes under each SPA were found to be linked to Botswana's national development priorities largely because the design process was inclusive of major stakeholders even though some critical ones such as the private sector, academia and labour were not included. The flexibility and responsiveness of the Framework programmes were demonstrated in the swift and effective way the stakeholders coordinated their efforts and responded to the COVID -19 pandemic.

However, some UN agencies' CPDs designed before UNSDF did not include the planned outcomes in the UNSDF. This meant that the UN agencies needed to reflect and find a way to incorporate new priorities in the results matrix.

- ii. **Effectiveness:** Through the UN support, Botswana was able to implement numerous national development projects and programmes on social and human development; economic growth and diversification; sustainable environment and governance and peace. UN support came in the forms of technical expertise and financial assistance especially to NGOs and local communities. However, progress toward the achievement of UNSDF outcomes was mixed as several key policies, strategies, interventions were not

completed on time or were partially completed due to bottlenecks in implementation at different levels of central government, local government and within the UN agencies, in particular, challenges with respect to adhering to the Delivery as One (DaO) principle.

- iii. The findings show that UNSDF's actual achievements have faced challenges of data. For example, during implementation of UNDP-GEF projects, evidence show that several community level indicators lacked baselines and were not well defined, and as such measurement of actual results achieved in some areas was problematic. Given the absence of the SDGs Indicator Framework, progress of some indicators that have been developed and the associated targets are difficult to track. Further, there is limited integration of targets/indicators into planning instruments.
- iv. It was also found that a number of CSOs that work with the poor and marginalized population groups (women, children, persons with disability) such as; WAR and Gender Links were not receiving adequate support from the government and the UN system. As a result, they were not able to scale up interventions targeting the most vulnerable in local communities which undermines achievement of UNSDF planned outcomes.
- v. **Efficiency:** - The UNSDF has a Joint Resource Mobilisation Strategy that will be an efficient platform for mobilization funds for the next Framework. The traditional funding sources often relied upon the Botswana government and international development partners.
- vi. **Delivering as One (DaO):** The Botswana UNCT efforts to operationalize the DaO principle in the 2017-2021 UNSDF has not borne much fruit. It will be important in the next framework to increase joint projects/interventions as they have more impact and coherence to enable effective implementation of the DaO approach.
- vii. **Sustainability:** Botswana, as an upper middle-income country has over the years funded its national development programmes with limited or no external assistance. The revenue base of Botswana has experienced serious challenges in recent years and more external funds will be required in the next Framework to support planned outcomes to deliver the SDGs.

Conclusion and Recommendations: The UNSDF 2017 - 2021 has been assessed as relevant, effective, efficient and sustainable but more effort is required to address issues raised by the evaluation.

Lessons Learned:

- a. The Evaluation identified lessons learned that the next Framework must take into consideration. Among these, are; joint projects perform better, closer cooperation between partners is required, fundraising need joint effort and should include the private sector. Finally, community/local projects are more inclusive and effective.
- b. The recommendations below provide suggestions on actions required for more successful future Frameworks.

Recommendations to be undertaken as priorities for the next UNSDF Cycle

Findings/Area	Key Recommendations	Responsible Institution
<p>Some key stakeholders such as media, trade unions, academia were not actively involved or were overlooked during the UNSDF design. Thus, UNSDF had limited stakeholder participation.</p> <p>No resource mobilization strategy was included in the design of the UNSDF</p>	<p>1. The private sector, labour unions, media and academia who regard themselves as the country's development partners should be included (as critical partners) in the design and implementation of the next Framework.</p> <p>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.</p>	<p>PSC, Business Botswana, BOFEPUSO, Academic institutions, NGOC.</p>
<p>Many relevant policies and programmes are not implemented timely – there are several implementation capacity constraints.</p>	<p>3. PSC should review the adequacy and effectiveness of its bi-annual meetings as monitoring tool. PSC should establish a middle level joint structure chaired by the National Strategy Office, Vision 2036 and RCO representative to meet in between PSC meetings to review project implementation.</p> <p>4. Build capacity of Parliament, local councils, CSOs and delegate more work to NGOs 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</p>	<p>PSC, MFED, NSO, Botswana Parliament, UNCT</p>
<p>Data is not cumulative but disjointed, fragmented and dispersed across a variety of sources. There is scarcity of socio-cultural, economic, financial, administrative, environmental and political participation gender/sex-disaggregated data</p>	<p>5. 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.</p> <p>6. The new Framework should also use these academic 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.</p>	
<p>There continues to be a need to strengthen gender mainstreaming, positive socio-cultural practices, women's economic empowerment and political participation as key aspects of gender equality and human rights.</p>	<p>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.</p> <p>8. Support national efforts on legal reforms (statutory and customary laws), in particular on justice for children and women, in line with</p>	<p>The UNCT, All Government Ministries, DeGA, traditional institutions at community level, NGOs and CBOs</p>

Findings/Area	Key Recommendations	Responsible Institution
	<i>recommendations of CEDAW Committee to Botswana.</i>	
<i>CSOs not fully engaged as partners in the implementation of the UNSDF.</i>	9. The partners in the Framework should develop an accountability matrix to enable CSOs to maximise their capacities and scale up their service delivery activities..	UNCT, NGOC, MLGRD, MFED
<i>Lack of joint planning by partners and efficient resource mobilization (budgets) to deliver UNSDF outcomes. CSOs & the private sector not fully involved in the implementation of the UNSDF.</i>	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. 11. The next framework should include a fully costed implementation plan. . 12. 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.	UNCT, NGOC, MLGRD, MFED
<i>Endowment fund to support the sustainability of CSO funding</i>	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.	UNCT, PSC, NGOC
<i>Increase and strengthen the sustainability of identified effective and efficient policy and programme interventions.</i>	14. Strengthen sharing of Framework results through schools, higher 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. 15. Partners in the Framework should advocate for implementing gender budgeting and ensure that each Ministry prepares a budget accordingly.	UNCT, All Government Ministries, CSOs the Private Sector & Academia

CHAPTER 1: INTRODUCTION

1.1 The Purpose of the Summative Evaluation

Following the end of the Millennium Development Goals (MDGs), period (2000 – 2015), UN member states developed Agenda 2030 from which seventeen (17) sustainable development goals (SDGs) were formulated. Based on lessons learned during the implementation of the MDGs, Goal # 17 of the SDGs places more emphasis on partnerships, consensus building, coordination, and coherence as key strategies for delivering on the SDGs. While it may be difficult to accomplish this ambitious agenda, the belief is that the success of the SDGs is dependent on pooling resources and delivering as one. Since the implementation of the SDGs started, the UN system in Botswana has worked closely with the government of Botswana to develop the United Nations Sustainable Development Framework (UNSDF) 2017 -2021. The UNSDF promotes partnerships between the government of Botswana and the UN Resident Coordinator's Office (UN RCO), UN agencies, international development partners, private sector and non-state actors, including civil society organizations and local communities for action to facilitate achievement of the SDGs. The main objective of the UNSDF is for the UN system to provide coordinated support to Botswana to achieve the SDGs within the context of national aspirations and development goals.

Following a lengthy, participatory, inclusive and somewhat intense consultative process that identified contextual development challenges, needs, gaps and opportunities, key development priority areas and associated outcomes were developed and agreed upon by the partners to the UNSDF to be the focus in the next five (5) years (2017 – 2021). The three (3) strategic priority areas and outcomes include: **Strengthening capacities for policy and programme development** in social protection, economic development, environment protection and enhance democratic governance; **Identifying bottlenecks for the effective implementation of existing** policies, programmes, and legislation at national and district level and **Collection of comprehensive data** to best identify, prioritize and track progress of the most vulnerable and disadvantaged groups i.e. those left furthest behind. Through these three interrelated strategic priority areas, the assumption is that the UN system can respond most effectively to Botswana's development priorities. As it were, the UNSDF outcomes are aligned with the four pillars of Vision 2036 namely; (i) sustainable economic development (ii) human and social

development (iii) sustainable environment and (iv) government, peace and security. In addition, the UNSDF contributes to the achievement of the strategic goals of Botswana's National Development Plan 11, which seeks to promote "...inclusive growth for the realization of sustainable employment creation and poverty eradication" (NDP 11 – 2017 -2023). Partnerships, coordination and coherence are fundamental to the achievement of UNSDF outcomes. To this end, concerted efforts by all the partners to the UNSDF to identify critical areas upon which the UNCT could focus and (the expected outcome areas) were a result of the evidence adduced during the consultative process that formed the basis for the formulation of the UNSDF 2017 - 2021. The evaluation assessed progress made in the implementation of the UNSDF. This process was guided by both the objectives of the evaluation and the evaluation criteria of; relevance, effectiveness, efficiency and sustainability prescribed in the terms of reference (TORs).

1.2 Organization of the Report

The Report presents the findings of the Summative Evaluation of Botswana's UNSDF (2017 – 2021) conducted from 26th October to 30th December 2020. This Report is divided into four chapters. Chapter 1 gives the background and context of the country and UNSDF. Chapter 2 presents the document review, the theoretical framework, methodology, data collection tools and data analysis techniques used in the Evaluation. Chapter 3 discusses the findings of the evaluation. Finally, Chapter 4 presents key conclusions and recommendations.

1.3 Botswana Context

Every country's development must be understood within the context of its geo-climatic; historical, political, economic and demographic situation. Botswana is not an exception in this regard. The UNSDF was developed within Botswana's specific context and it is an agreement between the UN system, the Botswana government and other non-state actors in the country. Through this agreement, Botswana committed to work closely with the UN system and other partners to achieve the SDGs.¹ In return, the UN system pledged to support Botswana to fulfil its strategic objectives defined in the National Development Plan 11 and Vision 2036.

¹ Consultations with representatives of the Private Sector confirmed by some UN respondents.

1.3.1 Botswana: Geographical Location

Botswana is located in the centre of the Southern African region (See the Figure1 below). It is surrounded by South Africa in the south and southwest, Namibia in the west and Zambia and Zimbabwe in the north and northeast respectively. Botswana is therefore a landlocked country as it has no direct access to the sea except through other countries.



FIGURE1: Geographical location of Botswana in Southern Africa

It is the country's geographical positioning in the region that has shaped its geo-politics and economy as well as her international relations beyond the Southern African Development Community (SADC).

1.3.2 Demographic Characteristics

Demographically, Botswana has a small and young population estimated approximately at 2.3 million people in 2017 (NDP 11 2017 -2023; Statistics Botswana, 2011). The age groups 0-15 and 16 – 35 constituted over 60% of the total population, implying a high dependency ratio and high demand for socio-economic and health services (Statistics Botswana, 2011). In the past two decades, owing to rural-urban migration, natural growth and re-classification of some larger settlements into urban areas, urbanization of the population has increased rapidly from around 4% at independence to the current 64% of the population classified as urban (Statistics Botswana, 2011). Botswana has therefore become one of the most urbanized countries in the SADC region surpassed only by South Africa. The growth of the urban population has had far reaching implications on availability of serviced land, provision of social services and physical infrastructure as well as employment opportunities.

1.3.3 Socio-economic and political context

Politically, Botswana is a stable multi-party constitutional democracy where the Constitution and the rule of law is highly respected. The separation of powers and checks and balances are clearly defined in Parliament (Legislature), the Executive (Cabinet) and the Judiciary (Courts of Law) having their specialized roles. The separation of powers has been successfully reinforced by relatively free and autonomous private media (private radio stations and newspapers) and the civil society as well as a host of semi-autonomous oversight institutions such as the Independent Electoral Commission (IEC), the Directorate of Corruption and Economic Crime (DCEC), Directorate of Intelligence and Security Services (DIS) and Ombudsman, among others.

Economically, Botswana has through fiscal discipline and prudent macro-economic management, been able to transform itself from one of the world's poorest countries at independence in 1966 into an upper middle-income country from 1991 to date. The country's per capita is among the highest in Africa and the world (World Bank Data Bank, 2014). The peculiar feature of Botswana's economy is that it is highly dependent on the mining industry (constituting almost 35% of annual government revenues). In 1988/9, mining revenue had reached 53 % of GDP, replacing agriculture as the lead sector. From 1978 up to 1989 Botswana experienced rapid economic transformation and growth which saw a GDP per capita increase by 13% per annum. This increase was attributed to the exploitation and discovery of new diamond mines, increased mining activity, sales and the rise in the price of diamonds. Mining contribution to GDP was almost 50% throughout the 1980s with a slight decline between 2001 and 2005 and a further decline in 2008/09 but still accounted for about 36%. This is still very high compared to other sectors.

Through reinvestment of the mineral revenues into social development, Botswana has been able to significantly transform and improve the quality of life of the general population. For example, the government invested mineral revenues to improve physical and social infrastructure including roads and railways, schools, universities, health facilities, water and employment creation particularly in the public sector. The social investment, for instance, saw literacy rates rising from below 40% to over 90% in the 1990s, primary school enrolments rising to the current 95%+, tertiary enrolments from a mere 5% in the 1980s to the current 23%+ of the age group 18 -24. In the health sector, the widespread provision of health facilities

– health posts, clinics, primary and referral hospitals and general availability of supplies of medicine and improvements of the health personnel led to substantial decline in mother and child mortality even in the situation of the HIV and AIDS pandemic. With general improvements in employment, family income, safe drinking water and housing supply, the levels of poverty dropped from 47% in the 1970s to 31% in the 1990s and down to the current estimated 16% of households (BMTIS, 2015/16).

The above notwithstanding, Botswana has been presented with a number of significant challenges. These include among others; high economic growth and inequalities in wealth and incomes. For example, the National Gini Coefficient – a measure of unequal income distribution is very high at 0.6% and could be as high as 0.7% in remote area communities where poverty levels are also higher. Unemployment levels are high (particularly among youth and women). Other constraints in Botswana's economy include persistent droughts, small private sector, an undiversified economy, sluggish policy and programme implementation and poor work ethic (BCWIS, 20008/09; BMTIS, 2015/16; Statistics Botswana. 2013; IMF, 2012; SONA, 2016, 2017, 2018, 2019, 2020, WEF 2015). These constraints have had devastating impacts on the quality of life of the vulnerable and disadvantaged population groups including women (inequalities based on gender –female headed households), children, youth, persons with disabilities, the elderly and marginalized communities. For instance, poverty levels amongst female headed households is estimated at well above 40% (Ipelegeng Review, 2012).

Adding on to these constraints/challenges has been the ongoing devastating economic, social and psychological impact of the COVID 19 pandemic at individual, family, community and the national levels. Recent research reports suggest that COVID - 19 has worsened the existing socio-economic challenges and has had profound psychological ramifications. Already, international, regional and local development aspirations contained in strategic documents such as the UNSDF (Agenda, 2030); AU Agenda 2063 and National Vision are being undermined and challenged to respond effectively to the COVID -19 pandemic.

Overall, the key role of the UN in Botswana, is to provide both technical expertise and some financial support. The UN works closely with the government of Botswana and other partners to address the challenges and gaps with relevant agreed upon interventions.

1.4 Evaluation purpose, objectives and scope

This was an independent evidence-based evaluation jointly commissioned by the UN Resident Coordinator's Office (UNRCO), the UNCT and the government of Botswana. The summative evaluation was carried out in collaboration and consultation with the UNSDF PSC Secretariat, the UNRCO, and the EMG. The primary target for whom the evaluation was intended are the UNCT, UN system, and government of Botswana, private sector, CSOs, academia, as well as other development partners and local communities. These UNSDF stakeholders are categorized as the UN system, Implementers and Beneficiaries.

The UNRCO gave the evaluation team both technical and administrative support. This included an office for the Consultant, UNSDF literature and programme documentation, link to other partners, facilitating meetings and other related support.

The objective of the assignment was to conduct a summative evaluation of the UNSDF 2017-2021 based on the detailed terms of reference (ToR) (refer to Annex 1). The Results Matrix of UNSDF formed the basis of assessment complemented by data collected by the Evaluation team discussed in Chapter 2 below. The results matrix has three UNSDF Planned outcomes and linked outputs, baselines and indicators. The main objective of the evaluation was to assess progress made in the implementation of the UNSDF, relevance to current national context and global commitments of the country; effectiveness and efficiency of UNSDF management arrangements; implementation of the policies and programmes and status of the UNSDF budget. The review also examined results achieved, lessons learned and made actionable, forward-looking recommendations to the UNCT and government of Botswana.

Furthermore, the evaluation assessed achievement in securing the budget; examined challenges and opportunities in order to inform the design and implementation of the next Framework for development cooperation. Most importantly, the evaluation assessed the extent to which the UNSDF's planned outcomes were achieved against planned results with respect to the evaluation criteria of: relevance, effectiveness, efficiency, the sustainability of its activities, results and effects. The assessment and findings have been presented according to the objectives of the evaluation and analysed in accordance with the set criteria provided in the methodology.

CHAPTER 2: STUDY DESIGN AND REVIEW OF KEY DOCUMENTS

2.1 Study Design

The summative evaluation adopted a theory-based approach. The approach involves engaging with the researched in learning and assessing what the effects of the outcomes of the project had been on them as beneficiaries. At the core of the approach is the logic framework model or a theory of change, a widely used programme design and evaluation methodology within the UN System worldwide and variously used by other development partners such as the European Union and the Organisation of Economic Cooperation and Development (OECD). Simply put, the theory of change starts from the assumption that change is triggered by inputs and activities which, in the medium-term produce outputs, which in turn produce outcomes and ultimately produce long term impacts which may, for better or worse change the lives of the targeted group. Figure 2 below is the Consultant's own graphic representation of how the Theory of Change works.

The summative evaluation was conceptualized essentially as a fact-finding activity that involved collecting and analysing data from both primary and secondary data sources with a view to establishing the responsiveness of the programme or project (in this case the UNSDF 2017 -2021) to initial project goals and objectives. These included identifying the extent to which the project results/outcomes were relevant, effective, efficient and sustainable as well as the utility of the lessons that emerged from its implementation. The evaluation captured the multiple perspectives of the UN System, Implementers and Beneficiaries. Together they provided valuable data on assessing progress made in the implementation of the UNSDF, in terms of successes, opportunities and challenges facing the implementation of the Framework at input, activities, outputs, and outcomes levels.

Figure 2: Application of the Theory of Change: The Botswana context

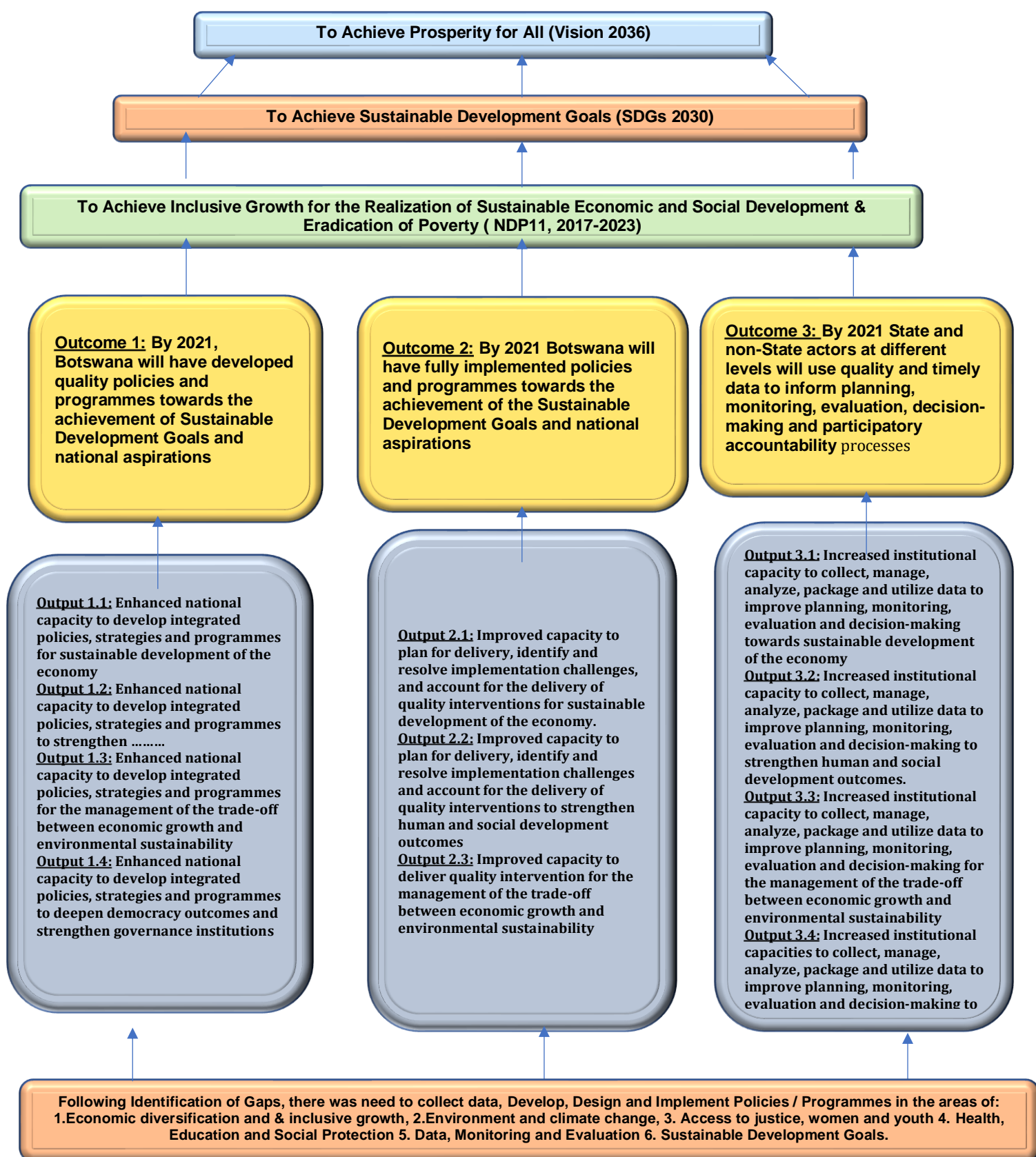


Diagram adapted from UNSDF 2017 – 2021; NDP 11 (2017) and Vision 2036 (2017).

To this end, the Consultant adopted three approaches to data collection: - namely, (i) Document review and analysis; (ii) In-depth interviews with key informants, and (iii) Focus Group Discussions (FGDs).

2.2 Review of Key Documents

The evaluation is anchored on Botswana's vision and mission as articulated in both Vision 2036 (2017 - 2036) and the National Development Plan 11. These two policy documents summarise intentions of the Botswana government's vision to move the people of Botswana "towards prosperity for all". This entails building an integrated, inclusive, prosperous and peaceful nation with significant advances in the quality of life for all citizens (human well-being). To deliver on these aspirations, government policies on rural development, poverty eradication, citizen economic empowerment, tourism, conservation, youth, gender, etc., sought to improve the quality of life of all but especially people living in the rural and remote areas (UNDP, (2013); UNDP CPD, (2017 – 2021); NDP 11; Vision 2036; UNSDF, (2017 – 2021)).

Since independence in 1966, the main responsibility of the government has been to build the capacity of the rural poor and other vulnerable groups to initiate and participate actively in local development processes geared towards improving the quality of their lives. It has been to build a sense of civic responsibility, promote the spirit of self-reliance and partnerships in development. To achieve this, government encourages local communities to collaborate with any organization or individuals interested in promoting conservation, biodiversity, sustainable livelihoods and empowerment of poor people in the community to use and manage their natural resources with a view to addressing debilitating problems of poverty, unemployment and environmental degradation (LED, 2017; EDD, 2017; CCA, 2019). Delivering his state of the Nation Address (SONA) on Monday 18th November 2019, the President of the Republic of Botswana, President Masisi said his government was concerned about poverty, unemployment and inequality, which remained the major challenges facing the country. Similar sentiments were echoed by the President in his 2020 SONA delivered on the 9th November 2020. Concerns regarding poverty, unemployment and inequalities have also been expressed repeatedly in successive international, continental, regional and national strategic documents such as SDGs, Agenda 2030, AU Agenda 2063 and SADC-Regional Indicative Strategic Development Plan (2015 – 2020).

At national level, strategic documents such as; Vision 2036, UNSDF, 2017-2021, National Development Plan 11, numerous SONAs and Budget Speeches have bemoaned rising levels of poverty and unemployment, particularly, rural poverty and youth unemployment. These social pathologies conspire to undermine the Botswana development mantra and clarion call of “Prosperity for All” envisaged in Vision 2036. They are also inconsistent with the SDGs principle of “leave no one behind.” The effect of this is that, they frustrate Botswana from fully enjoying their human rights, and from participating actively in development processes and unleashing their full potential. It is for this reason that both the National Vision 2036 and the National Development Plan 11 have prioritized targeting these challenges with a view to coming up with lasting and sustainable solutions to reverse the trends. The overall thrust of the National Development Plan 11 is to promote *“Inclusive growth for the realization of sustainable employment creation and poverty eradication.”* To achieve the aspirations of the SDGs, Vision 2036 and NDP 11, the government of Botswana has embraced the UNSDF and is working closely with the UN system to ensure Botswana delivers on its SDGs obligations.

To this end, the support currently being offered to people with disability, youth, poor, etc., by the various UN Agencies are consistent with the strategic objectives of the UNSDF and SDGs. These are meant to continue to inspire the development of rural communities to gain confidence and engage in livelihood activities for communal self-development, enhanced human wellbeing and meeting people’s needs and aspirations. This is consistent with the overall objectives of the UNSDF, anchored on the SDGs principles and values which seek to, among others, promote:

- Human rights, gender equality, women’s empowerment,
- Leave no one behind,
- Sustainable development and resilience and
- Accountability.

Equally, the UNSDF core values of “Collective Partnerships, Delivery as One” are fundamental to achieving the SDGs. This approach is fully aligned to the aspirations espoused in Vision 2036 and NDP 11 and other sectoral policies and programmes.

2.3 The Objectives of the evaluation

The main objectives of the 2017 - 2021 UNSDF summative evaluation, the criteria for evaluation and evaluation question are clearly stated in the ToR (see Annex 1). The ToR provided a comprehensive list of questions that helped the Consultant to determine the relevance and fulfilment of objectives, assess effectiveness, efficiency and sustainability of the UNSDF planned outcomes. A sample of the evaluation questions are presented in (Annexes 3, 6 and 7).

2.3.1 Data collection methods

Consistent with well-established and internationally accepted evaluation criteria, including; the United Nations Development Group's (UNDG) *Guidelines for UNDAF Evaluations*, OECD/DAC evaluation criteria and in compliance with the United Nations Evaluation Group's *Ethical Guidelines for Evaluation* principles, the Consultant employed participatory data collection approaches. These were: Key Informant Interviews (KIIs), Focus Group Discussions (FGDs) and presentations to EMG and a Stakeholder Validation Workshop which was held on the 10th December 2020. A list of possible participants was provided by the UN RCO's office complete with their email addresses and contact numbers. The list comprised of three categories, including (i) The UN System (ii) Implementers (government officials, NGOs and Private Sector) and (iii) Beneficiaries. The UN system and Implementers participants were selected based on their understanding of UNSDF and its implementation, while the beneficiaries were selected because of their experiences as direct users of the policies and programmes implemented under the UNSDF. A systematic purposive sampling approach was used to select the persons to be interviewed. The selection was based on the stakeholder mapping undertaken during the inception phase of the evaluation. This selection was further refined during the course of the evaluation, depending upon respondents' accessibility and availability. At the end, a total of 120 people were selected to participate in the evaluation exercise. However, only 86 (72%) were finally reached, out of which, 55 participated as Key Informants and 31 in Focus Group Discussions. Out of these 86 respondents there was an equal representation of men and women.

Thus, the evaluation has relied heavily on both written evidence and key informants who were directly involved in the projects/programme implementation either as implementers or beneficiaries. The Evaluation team acknowledges some limitations often imposed by the

qualitative self-reporting approaches used in this evaluation. In the absence of a quantitative approach, some personal biases and exaggerations cannot be ruled out. However, data verification and control were managed through triangulation of data from different sources and respondents as described below.

Three interview schedules or guides were prepared for Key Informant Interviews (KIIs) and FGDs. Interview guides were prepared for: The UN System; Implementers and Beneficiaries. For ease of reference see (Annexes 3, 6 and 7). A list of stakeholders comprising; the UN system, Implementers (GoB, NGOs, civil society and private sector), and beneficiaries interviewed is attached as (Annex 8, *List of Persons Interviewed*). Feedback from the Stakeholder Validation Workshop held on the 10th December, 2020, has been incorporated in this report.

In addition to KIIs and FGDs, data was obtained from an extensive review and analysis of documents. The review focused mainly on the UNCT and government of Botswana official reports, programme evaluations, PSC minutes and annual plans and other relevant strategic documents. A more detailed list of documents reviewed is provided in (Annex 9). This mixed methodological approach has allowed methodological triangulation of qualitative data. This allowed the Consultant to gain greater understanding of the data generated, reduced evaluator biases and for purposes of validation by comparing the result obtained from the different sources. Triangulation was useful in data analysis because through triangulation, the Consultant was able to compare and analyse data using differing methodologies and interrogated data with respect to areas of agreements (convergence) and disagreements, resulting in answers that either reinforced each other or did not. In addition, feedback received from a stakeholder validation workshop, the UNEG and EMG were duly incorporated into the draft evaluation report to enhance the quality of the final report.

2.4 Virtual Meetings

The evaluation was undertaken during the COVID 19 pandemic period within which Botswana was going through the second State of Emergency. Security restrictions on travel within zones was in force. In light of the current COVID-19 pandemic and the threats it posed to potential participants, adjustment measures were put in place during the process of data collection. Face to face interviews and consultations were drastically reduced. Travelling was only possible to

Bobonong and Dukwi due to COVID -19. Instead, virtual interviews were conducted using digital platforms such as: Microsoft Teams and Zoom with key stakeholders in the UN System, government, private sector, and non-governmental organizations. The FGD with the Tshabong UN team was also conducted via Zoom platform.

In addition, important feedback was obtained through an Audit Trail (refer to Annex 10). The Audit Trail captures all the comments and feedback received from the Evaluation Management Group (EMG) members and other commentators who were given the report to read. Comments and feedback on the report were received in October, November and December 2020 respectively. The consultant received valuable comments and feedback that were dully incorporated and helped in shaping the content of the final submission of the Report. Responses from the UNEG and EMG helped shape the contents of both the draft and final Report due February 2021.

2.5 Ethical considerations

The following ethical principles guided the summative evaluation:

Informed consent: The consultants ensured that all respondents were engaged in an informed consent process. Therefore, only eligible respondents who gave consent to be interviewed were part of the evaluation as shown in (Annex 8 – List of participants).

Confidentiality: The consultants took all the necessary steps to safeguard confidentiality. Interviews were largely conducted in virtual space through Teams, Zoom and Google Meet. Only a few interviews and FGDs were conducted face to face in Bobonong, Dukwi and Gaborone.

Anonymity: The consultant used codes for filing, interviewing and identifying documents.

2.6 Summative Evaluation Limitations

This evaluation used qualitative methods in line with Terms of Reference (ToRs) (Annex 1). However, this approach has its own limitations. The first limitation of this Evaluation has been that the 30 days' time in which it had to be done was inordinately short. Even with the extension of time by an additional five days moving the original submission of the Final Summative Evaluation Report date from 4th December to 9th December 2020 was still not enough. This was a complex multi-layer and multi-stakeholder Project that required at least 50 days and not

30 days that the Consultant was given. While the Consultant appreciated the time extension of an extra 5 days, the limitation of time had negatively affected the quality of the work.

The second constraint was the time it took to track non-resident leaders of UN agencies. This did not only consume a lot of the Consultant's valuable time, but it affected the quality of the results as only one agency resident outside the country was reached out of the planned five or so. Another limitation was the unavailability of some key informants both at the UN agencies' sites outside Gaborone and senior government officers. Because of their tight schedules some of the key informants could not be interviewed at the three UN sites of Bobirwa, Dukwi and Tshabong. In addition, Tshabong had connectivity challenges although this was eventually resolved and a FGD was successfully conducted. Further, another major limitation is that the Evaluation did not use quantitative methods of collecting data.

The UNSDF did not include all UN agency activities. Most non-resident UN agencies were not interviewed because of logistical challenges. In addition, there is a lack of counterfactual evidence that would indicate what development results might have been achieved in the absence of the UNSDF.

CHAPTER 3: MAIN FINDINGS OF THE SUMMATIVE EVALUATION

This chapter presents the findings from the Summative Evaluation of UNSDF 2017 - 2021 performance in the design process and the three strategic priority/outcome areas measured against four broad evaluation criteria of: *Relevance, Effectiveness, Efficiency, and Sustainability*.

3.1 Relevance

On relevance, the evaluation sought to establish the extent to which the UNSDF design process was relevant to Botswana's national development priorities. To this end, the focus is on the UNSDF alignment with national aspirations, prioritized strategic areas, stakeholder engagement, and development of resources and results matrices stated in the UNSDF.

3.1.1 UNSDF design process and alignment with Botswana's National Priorities

The design of UNSDF coincided with the start of NDP 11 and the finalization of national Vision 2036. The analysis of the key policy documents showed that the UNSDF design was therefore deliberately aligned to the national development priorities outlined in the Botswana's long-term Vision 2036 and NDP 11 as shown on Table 3.1 below.²

² The Evaluation found that the foregoing alignment between UNSDF 2017 – 2021 and the Vision 2036/NDP 11 is on the ground. However, it was not fully explained why the UNSDF 2017 -2021end period could not be synchronized with the six-year NDP 11 which ends in 2022-23.

Table 3.1: UNSDF Alignment with National Development Priorities - Vision 2036 and NDP 11

Vision 2036 Pillars	UNSDF Strategic Priority Areas - Outcomes Aligned to National Development Priorities (NDP 11 & V 2036)	Projects/Activities Implemented with UNCT Support under NDP 11 and V2036 Pillars Alignments
1. Sustainable Economic Development See PSC the Revised Economic Diversification Drive Programme (REDD) and Action Plan. Decentralization policy and draft Poverty Eradication policy.	1. Inclusive economic growth, economic diversification and eradication of extreme poverty and reducing inequality.	UNDP support development of national policies on environment and climate change, poverty eradication, decentralization policy and developing diversified sources of economic growth.
2. Human and social development <ul style="list-style-type: none"> Design and develop a costed Plan of Action, which outlines actions and provides guidance for a Child Support Grant (CSG). Costing of the National Strategic Framework for HIV and AIDS (NSF III). 	Strengthening human development outcomes (human capital development) to achieve broader social development outcomes	UNICEF support the design and develop a costed Plan of Action, which outlines actions and provides guidance for a Child Support Grant (CSG) UNAIDS support Costing of the National Strategic Framework for HIV and AIDS (NSF III)
<ul style="list-style-type: none"> A skill audit of NACA conducted for NACA to make it “fit for purpose” for its expanded mandate. Development of Healthy and Active Ageing Policy. Develop NCD investment case. Support advocacy actions towards the endorsement of the draft National Migration Policy. Development of gender, disability, youth and other policies and programmes to protect human rights of the most vulnerable population groups Advocated for enactment of legislation and ratification of Conventions that adhere to international norms and standards e.g., SADC Gender Protocol, CEDAW, CRPD, Refugee Law 		UNAIDS support a skill audit of NACA conducted for NACA to make it “fit for purpose” for its expanded mandate UNFPA worked closely with GoB and NGOs and supported SRH&R for adolescents UNESCO worked closely with MOTE and NGOs such as Stepping Stones Botswana and supported CSE, EUP and Alcohol and drug abuse at schools
3. Sustainable Environment <ul style="list-style-type: none"> Support the development of Integrated Waste Management Policy. Develop the Gender Mainstreaming Strategy. Support the development of Land Rehabilitation programme. Strategy for Fall Armyworm management. Development of Aquaculture policy. Review the Wildlife Legislation. 	Sustainable environment (sustainable use of natural resources)	UNDP support MoA to develop Strategy for Fall Armyworm management UNDP support MoA to develop Aquaculture policy UNDP support MENT to develop and review the Wildlife Legislation UNDP in collaboration with GEF implemented environment and climate change programmes on sustainable livelihoods with local communities in Kgalagadi South, Ghanzi and Ngamiland and South eastern Botswana
4. Government, Peace and Security <ul style="list-style-type: none"> Technical support for the review of the Ombudsman Act to confer 	Government, Peace and Security (consolidation of good governance and strengthening national security).	UNDP supported OP Disability Coordination Office review and the 1996 National Policy on

<p>human rights mandate consistent with the Paris Principles.</p> <ul style="list-style-type: none"> • Development of process and consultation plans for National Human Rights Strategy and Action Plan. • Law Reform Strategy drafted and verified. • Development of the Regulations to the Whistleblowing Act (2016) and training manual for whistleblowing. • Disability Strategy and Policy drafted and verified. 		<p>Disability and Dev the National Disability Strategy.</p> <p>UNDP provided technical support to OP Human Rights Unit for the review of the Ombudsman Act to confer human rights mandate consistent with the Paris Principles.</p> <p>UNDP provided support to the OP Human Rights Unit for the development of process and consultation plans for National Human Rights Strategy and Action Plan.</p>
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3.1.2 Prioritized strategic Areas

In terms of its design, the UNSDF is structured around three (3) strategic priority areas (SPAs), with clear outcomes, outputs and associated indicators and targets to assess performance or lack thereof towards meeting set targets. This led to the development of agreed upon policies, programmes and legislation that responded to the gaps in implementation and the promotion of responsive and real time disaggregated data. The design process made gender equality an integral part of the UNSDF, which was further incorporated in the Joint Gender Programme (UNJGP). The focus of the UNJGP was to support Government to respond to gaps and bottlenecks on; gender-based violence; women's economic empowerment; and women's political participation.

3.1.3 Stakeholders engagement

The evaluation found that though a multi-stakeholder consultative process was adopted in the design of the UNSDF significant stakeholders were not included. Apart from the main players such as the UN agencies, government ministries and departments, the process included some CSOs from gender, children's rights, health sector, academia and human rights groups. However, the Evaluation found that the media houses, private sector and labour unions who are major stakeholders and partners in the country's development were not involved in the design of the UNSDF. The process was further underpinned by incorporating valuable data from the Country Common Analysis (CCA). For example, the CCA provided data on previous research work conducted at national and sub-national level. Other major works reviewed include: mainstreaming and implementation of the SDGs; nationally commissioned studies reviewing performance in selected areas (governance, poverty eradication, education, social protection, and the World Bank's Systematic Country Diagnostics Study); development partner supported studies on malnutrition, HIV and AIDS, child deprivation, and gender-based

violence, among others. Finally, an inclusive process of defining strategic priorities for the partnership was validated at a multi-stakeholder validation workshop on the draft UNSDF.

3.1.4 Developed Resources and Results Matrices.

The UNSDF design incorporated and developed resources and results matrices. The latter stated what the interventions were, the required resources - technical and financial to carry them out, timelines, partners and their responsibilities and targets, indicators, outputs and outcomes. The UNSDF Resources and Results Matrices are summarised in Annex 2 and Annex 4. The Evaluation findings are based upon the extent to which the planned results were successfully achieved or failed to be achieved over the period of the UNSDF. The resources and results matrices formed the basis and was an integral part of the USDF at the design stage.

However, the challenge identified in the analysis of data was the absence of a clearly laid down funding structure and a fund sharing formula that is known to other partners. The contribution by the Government of Botswana (GoB) is not defined in the Framework. Therefore, the GoB allocations to the UNSDF is not guided by any funding criteria but rather funding is individual agency based and not pooled to ensure implementation of delivery as one (DaO) principle adopted by the UN system.

3.1.5 Partnerships

The UNSDF design took into account the partnership approach which was seen as the basis for the success of the Framework. Table 3.2 below, illustrates how the UNSDF partnership operates on the ground. The table illustrates a three-some relationship between the UN agencies, government ministries and departments and CSOs acting together to deliver different types of services.

Table 3.2: Partnerships between Stakeholders in UNSDF 2017 – 2021

UN Agency	Implementing Partner(s)	Activities undertaken
UNICEF, UNESCO	MoBE, MOTE, DeGA	Production of digital learning material during COVID – 19 (2020)
UNICEF, UNDP and UNFPA, UNESCO	MLGRD – Department of Social Protection, NGOs – Childline, Women Shelter, Stepping Stones Botswana, etc.	Training of social workers, generation of data on child and women abuse. provision of an assessment tool to be used to assess household needs. UNDP helped implement a national assessment framework together with the World Bank. UNDP’s support of the national social recovery plan was also linked to COVID-19.
UN Women, UNICEF, UNDP, UNFPA	DeGA	Report on key Protocols on Gender, review of laws, policies and programmes.

As can be seen from Table 3.2 above, notwithstanding the failure to include the private sector, labour unions, academia and others, the partnership strategy ensured greater inclusivity, participation, clarity and relevance of the design process of the UNSDF.

3.1.6 Cross Cutting Issues

The number of cross cutting issues addressed across the NDP 11, Vision 2036 and UNSDF 2017 - 2021 such as gender equality, human rights and protection, poverty, disability, health, stigma related to HIV and AIDS and COVID – 19 further demonstrate how the UN agencies’ technical support to the GoB helped to address both the SDGs and national priorities. The evaluation results showed that during the current period of UNSDF 2017 -2021 implementation some policies, programmes and strategies were initiated on these issues including: a review of the policy on disability, draft refugee law and a study of the needs, opportunities and constraints of youth entrepreneurship in Botswana

3.1.7 Summary of the Findings on the UNSDF Design Process

The design of the UNSDF was preceded by an intended detailed participatory and informative process that identified the gaps, defined priority areas and targeted outcomes; singled out emerging crosscutting issues including; gender mainstreaming, gender and human rights, poverty eradication and challenges of marginalized communities in the remote parts of Botswana – a shared vision of all the partners to the Framework.³ Following the consultations, a detailed UNSDF Resources and Results Framework was developed comprising of: outcomes, outputs, baselines, indicators, targets, means of verification as well as major partners and

³ However, some partners such as the Media, Trade Unions, Academia and NGOs indicated that they were not consulted and hence had little knowledge of the design of the UNSDF and its existence.

indicative resource requirements. The UN System and GoB officials interviewed confirmed that the UNSDF design process was both flexible and responsive to new challenges facing Botswana. Further, the Framework was easily adoptable to the new COVID -19 conditions and hence some partners were able to mobilize resources and personnel to support small businesses, women groups, children and other vulnerable groups most negatively affected by the pandemic.

3.1.8 Gaps Identified in the UNSDF Design Process

A major gap in the UNSDF design is that, at the time the Framework was developed in 2017, almost all the UN agencies Country Programme Documents (CPDs) were already developed. The CPDs did not include the planned outcomes in the UNSDF. This meant that the UN agencies needed to reflect and find a way to incorporate those priorities in the results matrix. This challenge required effecting change to the original plans for the UN support in order to accommodate the UNSDF outcomes (See for example, UNDP Midterm Evaluation Report November 2019). However, this could not materialize under the current UNSDF.

Another gap identified by several stakeholders was with respect to lack of trust, frequent transfers of senior officials in government and the UN system.⁴ These factors undermined institutional memory in ministries and departments and weakening of the UNSDF governing structures.

There was a perception that UN agencies were primarily policy development and implementation driven and paid inadequate attention to producing or generating data as envisaged by Outcome 3 of the UNSDF.⁵

Further, the UNSDF design did not incorporate a clearly laid down funding structure and a fund sharing formula that is known to other partners. The contribution by the Botswana government is not defined in the Framework. Therefore, the GoB allocations to the UNSDF is not guided by any known funding criteria.

During the evaluation, it was found that a number of key stakeholders such the media, labour unions and private sector were either not involved at all or were marginally involved during

⁴ Interviews with government implementers in ministries, representatives of CSOs and the private sector.

⁵ The perception that the UN system does not provide adequate support to data, monitoring & evaluation came from some government officials who collaborate directly with the UN in the implementation of projects.

the design process, yet they were supposed to be critical stakeholders in the UNSDF implementation process. The evaluation found that ownership of the UNSDF process for the large part remained within the government - UN agencies circles and did not sufficiently involve other partners, in particular, CSOs and the private sector. Ironically, even within the UN agencies, government ministries and departments, UNSDF implementation was characterized by insufficient coordination, clearly defined partnerships and insufficient commitment to the delivering as one (DaO) principle. This was found to have a negative impact on the relationship between the UN agencies and GoB, in particular, and other stakeholders in general.

The above is reflected in the convening of meetings at strategic level which were found to be irregular and far apart (PSC met only twice a year). On the other hand, meetings at TWGs level were too many and over demanding for some UN agencies with limited human resources.

Lessons Learnt

The programme governance and implementation structures of UNSDF need to be revisited to make them inclusive, relevant and effective. The next UNSDF should promote increased ownership of the programme and widen the scope to cover key stakeholders in private sector, CSOs, academia, Labor unions and youth organizations including artists and media houses. For example, CSOs focusing on minority groups issues and some critical human rights organizations such as *Ditshwanelo* were not included in the design of the UNSDF. This is an omission that should not be repeated in the next Framework.

3.2 Effectiveness

The effectiveness of an intervention is measured by the extent to which its immediate objectives have been achieved. Assessing the effectiveness of the UNSDF required that its objectives, outcomes, outputs and targets should be clearly known and understood by all the stakeholders involved. The evaluators sought to assess the extent to which progress was made in the implementation of the UNSDF. To that end, the evaluation assessed the extent to which the various interventions proposed in the Framework have succeeded in improving the welfare especially of the poor and vulnerable sections of the population groups in Botswana consistent with the aspirations of NDP 11, Vision 2036 and the values and principles of the SDGs.

Delivery of UNSDF 2017 – 2021 Planned Outcomes

In terms of delivery, the UNSDF is focused on three Strategic Priority Areas (SPAs) that cut across the four pillars of Vision 2036 (national development priorities). These are SPA 1: Policy and Programme Design; SPA 2: Policy and Programme Implementation and SPA 3: Data for Planning, Monitoring and Evaluation and Decision Making. The three SPAs have been operationalized into three Outcome areas discussed below:

Outcome 1: By 2021, Botswana will have developed quality policies and programmes towards the achievement of Sustainable Development Goals and national aspirations

Outcome 2: By 2021 Botswana will have fully implemented policies and programmes towards the achievement of the Sustainable Development Goals and national aspirations.

Outcome 3: By 2021 state and non-state actors at different levels use high-quality, timely data to inform planning, monitoring, evaluation and decision-making.

The evaluation generated data per each Outcome area which has four (4) outputs. The data are presented in Tables 3.3 – 3.5 below under each Outcome.

3.2.1 Outcome 1

Data for Outcome 1's four Outputs are presented in Tables 3.3 – 3.5 below. The data summarised activities undertaken to achieve each output, support provided to the implementing partners by the various UN agencies and the findings of the summative evaluation.

3.2.2 Outputs 1 and 2

The UN system supported different government ministries and departments, the business sector and beneficiaries in the non-governmental sector to deliver on the various mandates relevant to those prioritized in UNSDF (refer to Table 3.3 below).

Table 3.3 UNSDF 2017 - 2021 Results by Planned Outcomes and Outputs – Outcome 1
(Outputs 1.1 and 1.2)

UNSDF Outcome 1: By 2021 Botswana will have developed quality policies and programmes towards the achievement of the sustainable development goals and national aspirations.			
Outputs	Activities planned to deliver outputs and performance	Supporting UN agencies and international development partners	Summative Evaluations Findings (Progress at end of term)
Output 1.1: Enhanced national capacities to develop integrated policies, strategies and programmes for sustainable development of the economy	Activities plan under this output focused mainly on: -inclusive economic growth, economic diversification poverty eradication, environment and climate change and human rights. All the activities are meant to support Botswana achieve the SDGs and its national priorities	To deliver on its UNSDF obligations, UNDS provided both technical and limited financial support to the UNSDF partners. For example, UNDP Tshabong Satellite Office in collaboration with GEF support MENT, KDC, NWDC, CDC and local communities to deliver environment and climate change related programmes. UNDP supported OP to develop a Draft policy on Poverty Eradication. UNDP, UNICEF and UNFPA support to GoB and NGOs to address a COVID-19 induced dire situation that negatively affected all sectors of the economy.	-Botswana South-South & Triangular Cooperation Strategy; - Business Botswana Strategic Plan implementation -Development of market intelligence System; -Completed reviews & studies on: the --Local Economic Development Programme (see Annex for details)
Output 1.2: Enhanced national capacities to develop integrated policies, strategies and programmes to strengthen human and social development outcomes	Many activities were undertaken under this output on: Poverty and Social protection, health (disability, ASRH&R and HIV and AIDS), education, gender and human rights issues. These activities focused mainly on the development of policies, programmes, strategies and interventions intended to respond to the needs and problems of the most vulnerable and disadvantaged population groups in Botswana with a view to deliver on the SDGs values and principles of gender equality, women's empowerment, leave no one behind, resilience and accountability as well as Vision 2036 aspirations of " <i>Prosperity for All</i> ".	These activities were implemented with the involvement of a wide range of stakeholders (implementing partners), including: GoB, private sector, CSOs, development partners and local communities. Support was provided by the various UN agencies in line with their mandates to various government ministries and other partners. UN agencies that provided technical and limited financial support included UNICEF, UNAIDS, UNDP, UNFPA, IOM, ILO, WHO, UNESCO. And UNHCR. Supported was provided to GoB (MOBE, MOTE, MLG&RD, MoHW etc.) and some CSOs.	-TB Strategic Plan; -Malaria Elimination Strategic Plan; -Updated Budget Briefs; - Comprehensive Prevention and Treatment Package of Services for FSWs & MSM for Botswana; & RMNCAH strategy. - Dept of Social Protection draft bill on Professionalization of Social Work. -Social Protection Recovery Plan; -Informal Sector Recovery Plan and Private Sector Recovery (completed)

The UN system used its strategic leverage to support initiatives on new policies, programmes and legislation which have assisted Botswana since the start of the UNSDF in 2017. Through the UN support, Botswana was able to implement a number of national development priority areas in the social and human development, economic growth and diversification, sustainable environment and governance and peace. Significant reforms and changes in the economic, social, health, sustainable environment, and in the CSOs and private sectors have been reported. For example, through the involvement of some UN agencies in advocacy work, Botswana was

able to complete a draft Bill on Refugee Law now with the Attorney General Chambers and awaiting presentation to the winter sitting of Parliament in 2021.

In addition to issues captured in Table 3.3 above, a number of activities were carried out, among these were workshops conducted by UNICEF and UNDP for the Police, other Law enforcement agencies and NGOs with the responsibility to handle cases of victims of abuse and gender-based violence. The focus of these workshops was on the introduction of child and women friendly services to address child abuse. In addition, through a structure established by UNICEF with leaders of the private sector (Private Sector CEOs Forum), a series of meetings on childcare and GBV were held during 2018 and 2019 where a number of pertinent issues covering children's rights and childcare were discussed. The CEOs interviewed reported that they have taken these issues to their shop-floor meetings and some reforms such as introduction of paternity leave have been made by some private sector organisations.

The Department of Social Protection in the Ministry of Local Government and Rural Development also provided a qualitative account and evidence of how through the UNSDF responsiveness, UN agencies such as UNDP, UNICEF and UNFPA responded positively to support the Government of Botswana and NGOs to address the COVID-19 induced dire situation that negatively affected the private sector particularly the Small Micro Medium Enterprises (SMMEs) and informal sector businesses commonly referred to as the 'Hussle Economy'. Many people who were laid off their jobs, had no or limited means of survival during the COVID-19 induced lockdown. Available evidence suggests that funding of COVID-19 related interventions was sourced from the various UN agencies' budget related to the Framework.

The Department of Gender Affairs (DeGA) reported as one of the implementers, that they received UN system's support to engage the justice system with a view to establishing a GBV referral system with standardized operational procedures for use by the police, social protection officers, and other professions working with victims of GBV such as nurses, social workers and teachers. The proposed system advocates for the establishment of GBV special courts to speed up the hearing of GBV cases. This process of advocacy led to establishment of the Special Court which started its operations during the course of this Evaluation on the 1st December 2020 in Molepolole (one of the largest urban villages outside Gaborone). However,

the referral system project had not yet been implemented because the funds allocated for the project were re-directed to COVID-19 prevention interventions. Various initiatives have also been undertaken by UNJGP to support GoB efforts to address GBV (refer to Table 3.4 below).

Table 3.4: UNJGP GBV Results Achieved during UNSDF 2017 -2021

UNJGP Outcomes	Results
Outcome 1: By 2020 have improved social, cultural norms, attitudes, and behaviours at community and individual levels for effective prevention of GBV <i>(to address harmful cultural practices & norms perpetuating GBV / promote positive norms</i>	<ul style="list-style-type: none"> • Advocacy and Community mobilization for the prevention of GBV, including against children is strengthened through public education and the media Radio Programmes on GBV; Duma FM (3); Gabz FM (1); BTV-Molemo wa Kgang (1); Radio Botswana (3) . • Developed the capacity of young women and adolescent girls to have the knowledge, skills and capacity to reduce their vulnerability to GBV and HIV and new infections in the selected areas- • Conducted an assessment on norms and practices that drive sexual exploitation and abuse of boys and girls • Specific Actions: Conduct a knowledge, Attitudes and Practices (KAP on Sexual Exploitation and Abuse of Children-SEA); Dissemination; Strategy for the SEA and GBV Campaign (<i>ESENG MO NGWANENG</i>)

The above notwithstanding, a number of CSOs that work with the poor and marginalized population groups who are often victims of GBV, including (WAR, MBGE, Gender Links and Childline) were of the view that government and UN system should do more to support them so that they can be able to scale up interventions targeting the most vulnerable in local communities. The box 1 below captures their sentiments on this matter:

Figure 4: Voices of CSOs

“In our work on the ground, it is essential to empower girls. We want girls to take control of planning their lives. We want them to address the barriers they face because of tradition, to be able to deal with these challenges and move forward. It is essential to interrogate gender norms and analyse how these patriarchal socio-cultural practices become barriers to gender equality. WAR advocates for the provision of a comprehensive sexuality education in schools and lobby for youth friendly health services especially in partnership with health clinics.” WAR CEO, 17-11-2020.

With regard to GBV, Outcome 1 on improved social, cultural norms, attitudes and behaviour was effectively achieved through advocacy and community mobilization; capacity development of adolescent girls and young women; and an assessment of sexual exploitation. The UN agencies support to achieve outputs 1.1 and 1.2 came in the form of technical expertise, funding of programmes, advocacy, convening of meetings to discuss development challenges, identification of emerging gaps and developing relevant interventions to address them.

3.2.3 Outputs 1.3 and 1.4

Global development partners such as GEF were mobilized by UN system to support the GoB to address the environmental and climate change issues for sustainable livelihoods in partnership with local communities in Kgalagadi South, Ghanzi and Ngamiland districts (refer to Table 3.5 below). For instance, the UN system used its strategic leverage to put in place enhanced fundraising efforts that raised financial resources within a short space of time to finance community projects in the foregoing districts. In addition, the UN system supported the Ministry of Finance and Economic Development (MFED) on preparation of the Mid-Term Review of NDP 11 and preparation of the Transitional post-COVID - 19 Economic Recovery Strategy (UNDP, 2019). Achievements were also recorded under output 1.4 with respect to support for various law reforms, development of Ombudsman Bill and advocacy action plan to promote increased women participation in major decision -making bodies like Parliament (refer to Table 3.5). The major challenge was the slow pace of implementing agreed upon reforms.

**Table 3.5 UNSDF 2017 -2021 results by planned Outcomes and Outputs – Outcome 1
(Outputs 1.3 and 1.4)**

UNSD Outcome 1: By 2021 Botswana will have developed quality policies and programmes towards the achievement of the sustainable development goals and national aspirations.			
Outputs	Activities planned to deliver outputs and performance	Supporting UN agencies and international development partners	Summative Evaluations Findings (Progress at end of term)
Output 1.3: Enhanced national capacities to develop integrated policies, strategies and programmes for the management of the trade-off between economic growth and environmental sustainability	Development of National Environmental Health policy Health Adaptation Plan to Climate change. Conduct Legal Environmental Assessment for Sexual Orientation and Gender Identity Rights Land Use Plans and Holistic Ranch Management Plans for Heinna Veld Farms.	UNDP, UNEP, and WHO supported GoB develop a National Environmental Health policy UNDP Tshabong Satellite Office and GEF support MENT, KDC, NWDC, CDC and local communities with technical and financial support to implement environment and climate change projects WHO, IOM and UNEP support to GOB to develop Health Adaptation Plan to Climate Change. UNDP supported GoB to develop land use plans for ranch	<u>Completed:</u> -CBNRM Strategy and Action Plan; -District Land Use Plans and Holistic Ranch Management Plans for Heinna Veld Farms

		management of Heinna Veld Farms	
Output 1.4: Enhanced national capacities to develop integrated policies, strategies and programmes to deepen democracy outcomes and strengthen governance institutions.	<p>Support the development and implementation of a Law Reform Unit at the Attorney General's Chambers including design of structures and mandate, staffing, strategic priorities</p> <p>Number of governance related policies/strategies/ plans developed. Support legal analysis of the Ombudsman Amendment Bill to advocate for a Paris Principle Compliant Office of the Ombudsman</p> <p>development of a National Advocacy Action Plan for increased representation of Women in Politics and Decision Making</p>	<p>UNDP supported GoB implement the development of the law reform unit at AG Chambers</p> <p>UNDP supported the development of several policies, programmes and strategies to strengthen governance and human rights unit at OP; advocated for a review of the Ombudsman Act such that it is compliant with international norms and standards.</p> <p>UN Women advocated for a national plan of Action to increase women representation in parliament and other decision-making structures</p>	<p><u>-Concerns -expressed about the following:</u></p> <p>-the slow process of the establishment of the law reform unit and developing the strategy.</p> <p>-the slowness in the completion of the legal analysis of the Ombudsman Amendment Bill to advocate for a Paris Principle Compliant Office of the Ombudsman.</p> <p>-lack of national advocacy to establish effective mechanisms for women political participation and decision making.</p>

3.3.4 Policies and Interventions Not Completed

However, some policies and interventions were not completed on time or were partially completed. For example, the National Migration Policy, under Output 1 on sustainable economic development were not completed. There were several other key policies, frameworks and strategies that focus on strengthening human and social development that were not completed. These included the National Social Protection Strategy and Draft Poverty Eradication Policy. Several key policies and strategies related to economic growth and environmental sustainability were partially completed by 2020. These included the Integrated Waste Management Policy; Review of the Disaster Management Policy; Review of the National Policy on Agricultural Development; Gender in Agriculture Strategy and National Irrigation Policy and Strategy. The Evaluation also brought to the fore concerns from stakeholders regarding human rights and gender equality. These included the slow process of establishing the law reform unit and developing the strategy (refer to Table 3.5, Output 1.4 above).

A notable number of implementers and beneficiaries interviewed pointed to the need for policy reforms in the areas of social protection, employment, health and education of refugees.⁶ Delay in timely implementation of laws, policies and strategies was attributed to several factors.

⁶ These were the views of some implementers and beneficiaries interviewed in Gaborone some of them People of Concern (Refugees). These views were also confirmed by the evidence from the Dukwi Refugee camp (refer to Annex 11 for details)

including: the impact of COVID-19; poor work ethic, slow and ineffective delivery of results and misunderstandings in operationalization of the UNSDF partnership.⁷

3.3.5 Conclusion on Effectiveness of OUTCOME 1 Results

Evidence on assessment of the effectiveness of OUTCOME 1 show that UN agencies and GoB, together with other development partners, have made concerted efforts towards achieving the stipulated Outcome-1 related Outputs. The indicators for all the outputs 1.1; 1.2; 1.3 and 1.4 were found appropriate, relevant and aligned to Botswana's national development priorities. Even where there were no baseline data, the partners performed relatively well in most indicators, thus making the UNSDF progress measurable and in some cases, it exceeded the targets on the UNSDF Results Framework.

Although implementation was reported to be a major challenge, there has been progress in some important areas under Outputs 1.2 and 1.3 such as gender, child protection, health, education, human rights and disability, environment and climate change for sustainable livelihood as shown in Tables 3.4 and 3.5 above. For example, the various UN agencies supported implementation of policies and programmes in various parts of Botswana, particularly in locations where some agencies have a presence like Tshabong (Kgalagadi South), Bobonong (Bobirwa sub-district) and Dukwi Refugee Camp. For example, UNDP is implementing GEF supported projects in Ngamiland, Makgadikgadi, Chobe, Kgalagadi, South East and Ghanzi districts. The Kgalagadi South programme implementation support focused on the Environment and Climate Change (ECC) portfolio, which had consumed 67% of the total resources as at 2019 (UNDP Mid-Term Evaluation Report - UNDP Botswana Country Programme (2017-2021; 2019). WHO is supporting implementation of Malaria Elimination projects in the Bobirwa sub-district. The same can be said about the UNHCR programmes implemented by Skill Share Botswana to support GoB – Ministry of Defence, Justice and Security in caring for refugees resident at Dukwi Refugee Camp.

However, some tasks were not carried out as planned and some challenges were met during implementation of UNSDF interventions. The challenges found revolved around **coordination and implementation of planned outputs** resulting in little or no progress made in some outputs and indicators. In particular, the principle of delivering as one (DaO) was reported as

⁷ These were the views of some implementers and beneficiaries interviewed in Gaborone..

problematic by both the UN agencies and government ministries and departments. The same challenge was reported to exist between local level and central government level institutions. The consequences of lack of coordination and coherence of the UNCT delivery machinery were that human and monetary resources were not put to optimal use and as such the results were limited to individual rather collective efforts.

3.2.6 Lesson Learned

The next Framework must focus on designing working strategies for deepening relationships (coordination, partnerships, coherence) and promoting the delivering as one principle within and between partners at different levels in the Framework.

Overall, the results of OUTCOME 1 show that 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 disability. Some effectiveness is observable in the areas of sustainable environment and health sector evident in the different district and sub-district level projects and programmes implemented under UNSDF.

3.2.7 GAPS

Until recently, refugees and people with disabilities were not 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 “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.

3.3 OUTCOME 2 - Results and Effectiveness

The main objective of this Outcome was to address implementation bottlenecks limiting Botswana from achieving higher results and attaining a better quality of life for her people.

Tables 3.6 and 3.7 below present data for Outcome 2 and its four outputs and related activities. The tables capture the activities undertaken to achieve each output, show support provided to the implementing partners by the various UN agencies and the findings of the summative

evaluation. Data on Output 2.1 is instructive on achievements made during the UNSDF period (Table 3.6 below). A consistent message coming through, during the evaluation process, from the various UN agencies was that “as a collective” they have made concerted efforts to support GoB and other partners achieve UNSDF Outcome 2. They have individually and at times collectively (e.g. in Health, Education and the Environment) supported the various policy and programme interventions with a view to assist Botswana achieve the SDGs as well as her own national goals and objectives.

Table 3.6 UNSDF 2017 -2021 Results by Planned Outcome 2 (Outputs 2.1 and 2.2)

UNSDF Outcome 2: By 2021 Botswana will have fully implemented policies and programmes towards the achievement of the sustainable development goals and national aspirations			
Outputs	Activities planned to deliver outputs and performance	Supporting UN agencies and international development partners	Summative Evaluation Findings (Progress at end of term)
Output 2.1: Improved capacity to plan for delivery, identify and resolve implementation challenges, and account for the delivery of quality interventions for Sustainable development of the economy.	Activities plan under this output focused mainly on: -inclusive economic growth, economic diversification poverty eradication, environment and climate change and human rights. All the activities are meant to support Botswana achieve the SDGs and its national priorities	<p>_To deliver on its UNSDF obligations, the UN system provided both technical and limited financial support to the UNSDF partners. For example, UNDP support to GoB. - _Implementing partners, MITI, UNDP support to OP and MOGPAPA to host the International Conference on Poverty Eradication in the context of the SDGs _UNDP supported the National SDGs Roadmap (2017-23); UNDP supported the National SDGs Communication Strategy and Action Plan; UNDP supported project for mainstreaming and implementation of SDGs</p> <p>UN Women support to GoB, training of women entrepreneurs to reduce dependency on men which often result in GBV; produce training manuals and impart skills</p> <p>IOM supported GoB to revitalize the Economy of Selibe Phikwe following the closure of the Phikwe mine</p> <p>UNESCO supported the review of the BEAR project</p>	<p>_Evidence from the UN satellite sites in Tshabong, Kgalagadi District and Bobonong, the Bobirwa district show the existence of some employment opportunities in some of the Local Economic Development (LED) areas and areas of UN projects. _Evidence from Botswana Chamber of Mines and GoB confirmed that with support from UNDP the forum for training citizen suppliers of mining equipment has helped them to grow their businesses and increase their profit margins MITI - -_Reviewed (EDD) Strategy (2011-2016). Preparing the new EDD strategy that is to be implemented from 2021. _Finalization of the strategy delayed by COVID-19. _Business Botswana confirmed support from UNDP on the implementation of a Private Sector Strategic Plan and M & E Plan. _Within the strategy there is a recommendation for Market Intelligence.</p>

3.3.1 Output 2.1 and Output 2.2

UNDP for instance, has supported MLGRD and MITI to deliver LED and EDD programmes respectively. UNDP has also supported the private sector through the Chamber of Mines to provide a forum for training citizen suppliers of mining equipment and services. The suppliers have been equipped to grow their businesses and increase their profit margins (refer to Table

3.6 above). As a result of this support some employment opportunities have been created in both the government and the private sector.⁸

UNDP in collaboration with international development partners has also supported Botswana to develop, review and implement a number of policies and programmes in the areas of economic diversification and sustainable environment. The support came in the form of both technical expertise and limited funding (See Outcome 1 above for GEF funding).

Progress has also been made in the achievement of this output, particularly in the area of education, health and social protection. For instance, UNICEF supported the development of the ECD Policy Framework signed in 2018. Implementers and CSOs who are stakeholders in the education sector endorsed cross-sectoral coordination of the ECD Framework. In their view, the ECD Policy Framework was vital to broadening quality basic education to ensure that it becomes more inclusive especially for the most vulnerable children.

UNDP supported The Office of Coordinator of People Living with Disability to review the National Policy on People with Disability of 1996, develop National Disability Framework and advocated for the ratification of the Convention on the Rights of People with Disability (CRPD). In the health sector, WHO is making good progress in the project on Malaria Elimination in Bobirwa sub-district. The various components of the project such as malaria surveillance, detection, investigation and response have been achieved (**refer to Annex 11 for details on the project**). At the Dukwi Refugee Camp, UNHCR in partnership with Skill Share Botswana, a local NGO, is supporting the GoB in implementing policies and programmes to address many challenges facing the refugees at the camp. From the Evaluation responses and document reviews, some reforms in the areas of GBV, education and health are among others beginning to be felt at various levels.⁹

⁸ These were views obtained from private sector top management interviewed.

⁹ UNHCR works with UNESCO, UNFPA and UNICEF and implementers such as MOTE, MoBE, MoHW, MYSC and MLGRD to implement Comprehensive Sexuality Education (CSE), Early Unintended Pregnancies (EUP), Sexual Reproductive Health and Rights (SRH & R) and Early Childhood Education (ECD) for refugees in the country.

3.3.2 Outputs 2.3 and 2.4

Data showed that some progress has been made with respect to the implementation of Output 2.3 (Table 3.7) below. The UNDP has and is currently supporting three (3) projects with funds sourced from the Global Environment Facility (GEF). UNDP reported on potentials for downstream job creation among local communities involved. UNDP projects are implemented in the Kgalagadi, Chobe, Ghanzi Central, Southern, North East and North West (Ngamiland) districts. These projects are implemented in partnership with local NGOs and CBOs on behalf of local communities. Communities are trained on entrepreneurial skills and sustainable utilization of wildlife resources and income generation from tourism.

Biogas project in South Eastern Botswana (2015 -2019) is a partnership between UNDP and a research institution - Botswana Institute for Technology, Research and Innovation (BITRI) and other stakeholders. Reported progress showed that the project has successfully constructed 26 small scale biogas digesters for the individual households and small agro-businesses as demonstration projects (UNDP Mid Term Evaluation, 2019). Kgalagadi and Ghanzi Dryland project (2017 – 2023) is one of the major collaborative projects between UNDP, GEF, GoB, CSOs, CBOs and local communities. Discussions with UNDP staff and project beneficiaries suggest that the project implementation is progressing as planned and the communities are fully engaged.

Table 3.7 UNSDF 2017 -2021 Results by Planned Outcome 2 – Outputs 2.3 and 2.4.

UNSD Outcome 2: By 2021 Botswana will have fully implemented policies and programmes towards the achievement of the sustainable development goals and national aspirations			
Outputs	Activities planned to deliver outputs and performance	Supporting UN agencies and international development partners	Summative Evaluations Findings (Progress at end of term)
Output 2.3: Improved capacity to deliver quality intervention for the management of the trade-off between economic growth and environmental sustainability	<p>Activities under this output focused mainly on interventions geared towards management and deriving economic outputs from the environment and in the process ensuring environmental sustainability. For example, establishment of an Elephant Sanctuary managed by a Community Based Organization and work on GEF supported projects in Ngamiland, Makgadikgadi, Chobe, Kgalagadi, South East and Ghanzi districts</p> <p>Develop community -based fire management strategies for 10 villages linking implementation to existing national and international environment funds.</p>	<p>UNEP and UNDP provided support to GoB, in particular, MENT, KDC, GDC, CDC and local communities to conduct research, feasibility studies and a number of sustainable livelihood projects such as biogas production, community-based fire management, sustainable land management, and capacity building of relevant stakeholders in wildlife conservation and management.</p> <p>UNDP in collaboration with GEF provided both technical and financial support to climate change and environment projects in the Ngamiland, Makgadikgadi, Chobe, Kgalagadi, South East and Ghanzi districts.</p>	<p>The UNDP confirmed:</p> <ul style="list-style-type: none"> -provision of support to 3 projects with funds sourced from the Global Environment Facility (GEF) in the area of environment and climate change portfolio. -UNDP reported on potentials for downstream job creation among local communities. Projects in Kgalagadi, Chobe, Ghanzi districts are creating capacities for wildlife human interface and helping to avoid wildlife human conflicts. <p>The projects are ongoing and are implemented by CBOs as implementing partners</p>

<p>Output 2.4: Improved capacity to plan for delivery, identify and resolve implementation challenges and account for the delivery of quality interventions to deepen democracy outcomes and strengthen governance institutions.</p>	<p>Most of the activities carried under this output revolves around, Identification and resolution of implementation challenges as well as accounting for the delivery of quality interventions to deepen democracy outcomes and strengthen governance institutions. To this end, a number of activities including efforts for increased representation of women in politics and decision making. And development of a step-by-step manual to Manage the Women's Economic Empowerment Fund at the Gender Affairs Department and technical support to DCEC to complete Code of Conduct for Private Sector.</p>	<p>UNDP and UN Women provide technical and limited financial support to GoB – office of the President, MOGPAPA, MDJS and other implementing partners such as women NGOs to promote human rights of vulnerable groups such as women and children UNDP and UN Women also supported GoB to develop SoPs to guide policy and programme implementation.</p>	<p>Data showed that: The gender policy development and reporting on norms and standards 2019-2020 results were achieved: CEDAW Domesticated and reporting done. The Beijing Platform for Action. SDG5 on gender equality at the CSW; M& E Plan developed for the implementation of National Policy on Gender and Development. Advocacy for the SADC Protocol on Gender and Development Ratified. Initiatives on women political participation (WPP) has been ineffective. This was confirmed by Gender Links, Challenges reported were that: Initiatives on women political participation (WPP) has been ineffective. This was confirmed by Gender Links. The DeGA WPP initiative for training aspiring women politicians and the media to prepare for the 2019 elections. With funding from the EU, British Council and IDEA International was dropped. Since 2019 women economic empowerment initiative has stalled because of inadequate funding.</p>
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Output 2.4 seeks to promote human rights of the vulnerable and disadvantaged groups in line with the values and principles of the SDGs, including: gender equality and women's empowerment, human rights, rights of people with disability, refugees, minority groups and children in line with the principle of *“leave no one behind and prosperity for all”*. Regrettably, with respect to gender issues, data obtained from the DeGA & Gender Links revealed that initiatives on women political participation (WPP) have not been effective. Gender Links, a CSO, supported the DeGA WPP initiative by training aspiring women politicians and the media to prepare for the 2019 national and local government elections. The training was funded by the EU, British Council and IDEA International. The UNJGP dropped the initiative in 2019. The number of women in Parliament is a testimony of this reality. Only two women from Kgalagadi North and Lentsweletau – Mmopane constituencies were elected to Parliament the other four currently in Parliament are on specially elected MPs ticket. In other words, there are only six (6) women in Parliament out of 63 MPs which translates to a paltry (9.5%).

3.3.3 Summary of the Findings on Outcome 2

There were acknowledgements that some progress has been made in achieving Outcome 2 (refer to Tables 3.6 and 3.7). At the same time, evidence also revealed that major challenges remain. These revolve around inefficiencies in implementing policies and programmes. There were delays resulting in policies piling up and awaiting approval by Cabinet and Parliament.

The identified inefficiencies tended to undermine the good intentions by partners in the Framework to achieve progress on improvements on people's lives. In addition, implementers called for strengthening of UN system's support in capacity building of government technical staff to ensure availability of the required expertise for effective implementation of programmes to take place.¹⁰

3.3.4 GAPS/Challenges Found

The principle of delivering as one (DaO) is evidently still difficult to implement. UN agencies, government ministries and departments and local institutions are mostly still individualized in administrative ethos as reflected through their budgets, use of human resources and in the interventions. This has limited optimal achievements of desired results. There were also concerns about unavailability of disaggregated and real-time data on gender, disability and other indicators that are related to vulnerable groups such as children, youth, ethnic minorities and older people. Further and with regard to advancing gender equality, there is inadequate advocacy on GBV as highlighted by stakeholders¹¹.

3.3.5 Lessons Learned

There is need to strengthen support to both DeGA and the newly re-established Gender Commission. Lessons can be drawn from countries like Sweden, Chile, South Africa and Namibia where government has effective gender equality institutions because in these countries the gender equality institution has been established as a separate ministry (Government Offices of Sweden, 2016).

3.3.6 Conclusions on Effectiveness of OUTCOME 2

This outcome was the main challenge in 2017 when UNSDF 2017 – 2021 was designed. Four years later the implementation capacity of the GoB at central and local government and within state owned enterprises (SOEs) was reported as a major huddle delaying the country's progress. Across the board evidence showed that a lot more needed to be done on the part of both the UN system and internally in the GoB. Without adequate implementation action, effectiveness of so many policies and programmes that have been developed is limited.

¹⁰ Both implementers and beneficiaries recommended much more strategic involvement of local universities and accredited training institutions in the professional development of government officials through short courses and also online courses.

¹¹ Stakeholders from government, CSOs and the UN system all agreed gender equality and gender based violence was a national emergency that required cooperation and committed efforts from government and all male and female members of society.

3.4. Outcome 3: Results and Effectiveness

The achievements of the UNSDF are predicated on availability of quality timely and relevant data. Such data must be credible and time-specific to inform development of policies and programmes and to track progress towards achievement of stipulated targets. Under this outcome, it was envisaged that the UN system will support the formulation and implementation of coordinated responses to national statistical capacity-building, explore methods for data generation in line with United Nations data revolution commitments and strengthen capacities to adapt the goals indicator framework to the national context. Tables 3.8 and 3.9 below present data for the four outputs of OUTCOME 3. As in the previous tables, data on tables 3.8 and 3.9 capture the activities undertaken to achieve each output, support provided to the implementing partners by the various UN agencies and the findings of the summative evaluation. Based on table 3.8 below, there are indications that progress has been made in outputs 3.1; 3.2; 3.3 and 3.4, albeit with some challenges. A brief discussion of the data presented with respect to progress made under each output is presented below.

3.4.1 Outputs 3.1 and 3.2

Output 3.1 focused on increased institutional capacities to collect, manage, analyse, package and utilize data to improve planning, monitoring, evaluation and decision-making towards sustainable development of the economy. Partners to the UNSDF have made concerted efforts to enhance national capacities to collect, manage and analyse required data and to utilize it to inform policy making, programme planning; and monitoring and evaluation.¹² The summative evaluation lists several studies that were done to inform output 3.1 (Refer to Table 3.8 below). For instance, in 2019, a Multi-dimensional Poverty Index was officially launched and adopted as a poverty and deprivation measure for Botswana. The National Performance Monitoring and Evaluation Policy and Operationalization System (NMES) was completed in 2020. It is expected that operationalization of the NMES will greatly help in assessing the performance of various government policies and programmes through regular collection, analysis and reporting of desired data.

¹² Evidence from documents review and discussions with the KIIs and FGDs in the UN System, Government and CSO.

Table 3.8 UNSDF 2017 -2021 Results by Planned Outcomes and Outputs – Outcome 3
(Outputs 3.1 and 3.2)

UNSDF Outcome 3: By 2021 state and non-state actors at different levels use high-quality, timely data to inform planning, monitoring, evaluation and decision-making			
Outputs	Activities planned to deliver outputs and performance	Supporting UN agencies and international development partners	Summative Evaluations Findings (Progress at end of term)
Output 3.1: Increased institutional capacities to collect, manage, analyses, package and utilize data to improve planning, monitoring, evaluation and decision-making towards sustainable development of the economy	The activities undertaken to deliver all the outputs under Outcome 3 revolved primarily around strengthening the partners capacity to collect, manage, analyze package and utilize the data for purposes of planning and decision making to achieve the SDGs and Botswana's national development priorities. For example, some activities focused on an evaluation of EDD, Botswana Export Development Programme (BEDP), review of economic development progress and development of action plans	UN agencies provided both technical and limited financial support to ensure effective delivery of the envisaged activities. For example, UNDP supported MITI to evaluate EDD and BEDP and the conduct of skills assessment in Selibe-Phikwe UNDP supported MLGRD to review LED And IOM provided support to MNIG and MDJS and the Department of Immigration to develop a Migration Profile Policy.	-Market Intelligence Information System (MIIS) for the private sector complete and operational. -In 2019,the Multi-dimensional Poverty Index was officially launched and adopted as a poverty and deprivation measure for Botswana. -Botswana Export Development Programme (BEDP) was evaluated in 2019 -The MIIS which is an internet-based portal to find information about Investment and business in Botswana was completed <u>Partially Completed-</u> Development of a monitoring and evaluation framework for the Local Economic Development (LED) initiated in 2019 Challenges experienced include; Poor quality reports produced by consultants. The time taken to review, and quality assure reports causes delays in completing assignments within planned dates.
Output 3.2: Increased institutional capacities to collect, manage, analyses, package and utilize data to improve planning, monitoring, evaluation and decision-making to strengthen human and social development outcomes.	Activities under this output included: The development of tracking tools for monitoring, evaluation and inclusion of key indicators and targets for the realization of social protection programmes, education, health, gender and human rights issues in the national development agenda. For example, ensuring that national surveys include disaggregated data on gender equality, women's empowerment, children's rights and other vulnerable population groups. Data is important for evidence-based planning and decision making.	Various UN agencies provided both technical and financial support in building the partners capacity to collect, manage, analyze, package and utilize data to inform and guide their interventions with women groups, children, youth and other vulnerable groups in Botswana. The UN support to the GoB targeted vulnerable and disadvantaged population groups with a view to protect their human rights and promote people centred development in line with the SDGs principles. For example; WHO support MHW, DHMTs, local communities on elimination of Malaria UN Women support DeGA to disaggregate data on gender, women's empowerment and gender equality, UNDP advocacy to protect the rights of minority groups and discrimination on the basis of sexual orientation; UNICEF advocacy on laws that protect children's rights. UNAIDS support to MHW and NAPH (NACA) to monitor implementation of HIV and AIDS policies and programmes. UNESCO support MOBE and MOTE and NGOs such as Stepping Stones Botswana to	Data revealed that: -Baseline study of early childhood in 4 districts; Adolescents living with HIV in Gaborone conducted in 2018 The WHO Malaria Project in Bobirwa sub-district is being implemented and successful. There were concerns with respect to: -shortage of funding in certain projects because of budgetary constraints (children and women projects are underfunded). -unavailability of real time, disaggregated data as a key bottleneck that needs to be addressed to improve planning, monitoring, evaluation and decision-making in implementation. -The Botswana AIDS Impact Survey (BAIS) should be institutionalized but this has not been done.

		develop policies on CSE and EUP, youth empowerment. UNFPA support to MYSC, MHW, MOTE, MOBE to implement SRH&R. Support was also provided to NGOs implementing SRH &R such as BOFWA	
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Output 3.2 required that UN agencies support partners to the UNSDF to collect comprehensive data for purposes of planning and decision making. It also required agencies to identify, prioritize and track progress made with respect to targeting and meeting the needs of the most vulnerable and disadvantaged groups. Table 3.9 provides a short description of the main achievements related to output 3.2. This included technical support provided towards the development of the Country CEDAW Report and provision of regular support to Government to participate in processes related to CEDAW, CSW, and SDG 5 at continental and global levels. The Strategy Framework (2018 -2023) that guides the country to deliver on and fast-track targets such as ending AIDS as a public health threat by 2030 was developed.

3.4.2 Outputs 3.3 and 3.4

Under output 3.3 the UN system was to support relevant ministries and departments, private sector, NGOs and development partners to generate data that would assist them in planning and decision making (Refer to Table 3.9). This included UNDP support to the DWMPC to conduct analysis on the potential impacts of the Ghanzi landfill on ground water. This project is now completed. Research and development of affordable above and underground fixed dome Biogas Digesters of different sizes from different materials that includes Brick and Mortar and Fiber glass is ongoing and completed in some villages in south-eastern Botswana. Monitoring of the construction, commissioning and operation of small-scale biogas plants was undertaken and ongoing.

Table 3.9: UNSDF 2017 -2021 Results by Planned Outcomes and Outputs – Outcome 3 (Outputs 3.3 and 3.4)

UNSDF Outcome 3: By 2021 state and non-state actors at different levels use high-quality, timely data to inform planning, monitoring, evaluation and decision-making.			
Outputs	Activities planned to deliver outputs and performance	Supporting UN agencies and international development partners	Summative Evaluations Findings (Progress at end of term)
Output 3.3: Increased institutional capacities to collect, manage, analyse, package and utilize	The following activities were undertaken to achieve this output:	UNDP support to roll out of Environment Information System to track Environment & Climate	Data revealed that: - Terminal evaluation of the Makgadikgadi land Management process is completed, and report drafted.

data to improve planning, monitoring, evaluation and decision-making for the management of the trade-off between economic growth and environmental sustainability .	Develop M&E Plan in support of adaptive land management practices Conduct project terminal evaluation of Sustainable Land Management Makgadikgadi Generate both live and static data (at basin and nationals levels) for Cubango-Okavango River Basin Strategic Action Programme (OKACOM) -Research and development of affordable above and underground fixed dome Biogas Digesters of different sizes from different materials that includes Brick and Mortar and Fiber glass.	Change SDGs (13, 14 and 15) and NDP 11 indicators. UNDP support MENT, Department of Water Affairs, NGOs and local communities to facilitate the Transboundary Diagnosis Analysis (TDA) review process for Cubango-Okavango River Basin (CORB) Member States. UNDP collaborated with an international development partner – GEF which provided both technical and financial support to facilitate implementation of the environment and climate change projects.	- Monitoring of the construction, commissioning and operation of small scale biogas plants undertaken.
Output 3.4: Increased institutional capacities to collect, manage, analyse, package and utilize data to improve planning, monitoring, evaluation and decision-making to deepen democracy outcomes and strengthen governance institutions.	Technical support Review of Community Based Monitoring “Village Scorecards” system Integrate access to justice data into Sector Statistics Plans	UNDP provided technical support to DCEC, MITI, OP, MOGPAPA, Statistics Botswana (National SDG Indicator Framework), Chamber of Mines, Business Botswana, and BURS to strengthen their data capability i.e., assist them develop data bases as well as monitoring and evaluation tools in order to achieve	Data revealed that the following outputs were delivered: -Technical support to DCEC on Capacity Building of M&E Officers and M&E Focal persons -Technical support to DCEC for the development of M&E Framework and Manual for results-based performance measurement and reporting -Technical support to OP – Human Rights Unit to finalise customisation of human rights recommendation database

UNDP and GEF funded projects to support the Transboundary Diagnosis Analysis (TDA) review process for Cubango-Okavango River Basin (CORB) Member States is ongoing and being implemented. UNDP in collaboration with the Ministry of Agriculture has trained 20 selected Conservation Agriculture (CA) farmers in MOMS. Technical support to DCEC on Capacity Building of M&E Officers and M&E Focal persons, including development of an M and E Framework; technical support to OP – Human Rights Unit to finalise customisation of human rights recommendation database and technical support to MIAC for their Database to include user access levels, email notification system, auto-referencing system, renewal of SSL certificate, addition of UPR and treaty body progress reports, and awareness-raising and training on database.

3.4.3 GAPS

While partners recognize that the UN has been able to build capacity on data, they indicated that more initiatives were required in data development. Further, the absence of data repository made it difficult for users to access data. The UNSDF failed to exploit the opportunities on open data, open science started by GoB with engagement of the World Bank in 2015 and re-initiated in 2018 by the Botswana Open Data and Open Science¹³ Forum through MoTE, University of Botswana, Botswana International University of Science and Technology, Botswana Innovation Hub, BITRI, Statistics Botswana, National Science and Technology Research Department, Botho and Ba Isago and private entities in the country. ODOS was facilitated through data workshop initiatives of Joint Minds Consult. This network of institutions in ODOS needs GoB support in creation of infrastructure such as capacities for national data repository and global data management policy and will need to be included in the next Framework.

The DeGA requires access to gender disaggregated data on the gender equality outcomes of government policies and programmes to monitor and evaluate progress on gender programmes. In addition, the Office of the President – Coordinator – People living with Disability and MLG & RD is also facing challenges regarding beneficiaries of the various social protection programmes under their portfolio responsibility. Currently, the absence of such data constitutes a major challenge in targeting and effective service delivery in the country.

Given the absence of the SDGs Indicator Framework, progress of some indicators that have been developed and the associated targets are difficult to track. Further, there is limited integration of targets/indicators into planning instruments.

3.4.4 Conclusion

The effectiveness of Outcome 3 has been limited. From the above review and analysis of progress made so far, it was clear that the partners to the UNSDF have made tremendous efforts towards achieving outputs 3.1, 3.2, 3.3 and 3.4 but with limited success. The UN system supported various ministries, departments, CSOs, private sector and communities to generate adequate data to inform and guide policy development and implementation, strategies and plans

¹³ The collaboration of Botswana network of institutions that form ODOS establishes a base for sustainable national data policy, strategy planning management, resource sharing and implementation.

with a view to promoting evidence-based policy making approach. Moreover, some progress has been made on the indicator related to output 3.2 on strengthening of human and social development outcomes. However, the indicator related to provision of support to the number of national surveys that include disaggregated data on vulnerable groups was lagging behind because currently there are no, or if any limited efforts to ensure the existence of high-quality disaggregated data and that such data become an integral part of national development planning.

During the Evaluation concerns were raised by the partners to the Framework who said they lack capacity to systematically collect, analyse, and utilize disaggregated data to improve UNSDF Outcomes. This is an area that needs to be strengthened in order to (a) improve citizens' access to data, and (b) increase the ability of institutions to receive, analyse, interpret and utilize citizens' feedback. Data must be findable, accessible, interoperable and re-usable (FAIR) to support knowledge development and innovation (Mwelwa, Boulton, Wafula, and Loucoubar (2020).

In addition, the UN support to assist GoB, private sector and CSOs to generate robust data and information for policy formulation, programme design and implementation is lacking. This undermines the UN support in strengthening the existing demographic data, including: programme data, censuses, surveys, administrative data and civil registration systems as well as making available data accessible to users through "open data" approaches. The information sources for the Evaluation also revealed that the UN system has not been able to do enough to strengthen impact evaluations and research to help Government ensure that programmes meet their objectives and that developed policies are evidence based.

Overall Assessment of Results Achieved and Effectiveness of Implementation of UNSDF

A considerable number of policies, programmes and strategies that were planned have been achieved under the UNSDF 2017 – 2021 as tables 3.1 to 3.9 showed. Several factors have facilitated the achievements of these results. Such factors are peculiar to Botswana's political culture and development approaches adopted at independence in 1966. These positive factors were frequently reported by evaluation respondents and are summarised below in Table 3.10. However, the flipside of these same factors is the slow pace of implementation that results in

delays and inefficiencies which ultimately affect the effective delivery of policies and programmes to impact on the quality of life of the people.

3.4.5 Lessons Learned

The next Framework for development cooperation should focus on addressing gaps referred to above. In particular, continue its work with Statistics Botswana to further develop and finalise the SDGs Indicator Framework. It should also include concerted effort to disaggregate the data with a view to generate evidence-based data and information for policy formulation and implementation.

Table 3.10: Summary of the Factors, Strengths and Weaknesses Contributing to the Results in Outcomes 1, 2 and 3 of UNSDF 2017 - 2021

FACTOR(S)	STRENGTH(S)	WEAKNESSES	OWNER
1. Political Stability and Good will.	Botswana has an open and stable political system that is open to innovation and reforms.	The system is too open-ended and causes delay in decisiveness in decision making – red-tape has been widely reported (WEF Reports on Botswana).	Generally true of the local and central GoB system.
2. Participatory and Inclusiveness of Decision Making.	The culture of inclusiveness and accommodation of varying inputs is entrenched.	The same culture has negative inconclusiveness thus impacts on delivering on the results on time. The monitoring of results is weak.	True of GoB and it is negatively affecting partners as well – laissez-faire ethics.
3. Financial Stability and Budget Support	Botswana's economic and budget system is strong and carefully implemented.	There is a general weakness in efficient budgeting and utilisation of budgets.	Government ministries, departments and state-owned enterprises.
4. Delivering as One	Delegation of authority must lead to efficient and collective delivery of planned results.	-Several bottlenecks and poor communication evident even in using CSOs to help deliver services. -Agencies pursuing individual mandates within the UN system.	Relations between key actors in GoB and UN system Weak and DaO a challenge.
5. Relevance	The system is able to identify challenges and come up with relevant interventions – policies and programmes.	A slow red-tape bureaucracy causes lots of delay in implementation.	GoB, UN system

3.5 Effectiveness of Implementing Structures (Objective 3)

This part of the Evaluation assessed the extent to which the implementing structures were effective in delivering the UNSDF planned results. The Evaluation found that structures

presented on Table 3.11 below were central to the implementation, co-ordination and management of the UNSDF.

Table 3.11: The Main Structures Responsible for Implementation of UNSDF 2017 – 2021

Implementing structure	Membership	Frequency of meetings
MFED/ UNRCO (Chairship)	PS – MFED and UNR Co-Chairs and Coordinators	Bi-annually
PSC	Heads of UN Agencies and Deputy Permanent Secretaries	Bi-Annually
PSC Secretariat	Population and Development Unit – MFED	Quarterly
UNCT and Implementing partners	Heads of UN Agencies and Heads or alternate designates of GoB, CSOs, private sectors and communities	As and when necessary

The above structures are entrenched in the governance and management of the UNSDF and were responsible for “the coordination and implementation” of the UNSDF Strategic Priority Areas’ outcomes 1, 2 and 3 and associated outputs. To assess their effectiveness, the evaluation focused on the following areas:

3.5.1 Structures Effectiveness and Stakeholder Engagement

The UN system in Botswana is a complex organisation of 23 entities half of which operate in Botswana and the other half outside the country in neighbouring states of South Africa, Zimbabwe and elsewhere. All these entities contributed to the implementation of the UNSDF’s priority areas. The UN Regional Coordinator Office (UN RCO) was established as part of the UN reforms to coordinate heads of agencies and to ensure that their respective UN Teams ensures that all development partners in the country, including: the business/private sector, CSOs/Non-Governmental Organizations, academia and others promote the values of the UN Sustainable Development Goals that have been aligned to the strategic priority areas in Botswana’s national development goals.

The Evaluation collected data that revealed that with respect to coordination of the UN system vis-a-viz implementation of the UNSDF, several challenges were met.¹⁴ Even when pursuing their individual mandates, UN agencies should continue to take advantage of the Framework by promoting joint projects. However, Delivery as One is a major challenge that needs to be

¹⁴ The UN system as one respondent put it, “is historically made up of entities that are independent in their mandates and budgets, getting these entities to Deliver as One is still a serious challenge.

addressed in the next Framework. This is because evidence from a few joint projects in the health, education and the implementation of SDGs showed that pooling and sharing of resources and information improved the results significantly

Lesson Learnt

The next framework must, in addition to finding innovative ways of promoting better communication and inclusiveness of key partners in decision making on programming, encourage joint plans and programmes which engenders feelings of ownership and produce better results than individualised agency projects.

3.5.2 Effectiveness and Stakeholders Engagement – The Government of Botswana

The Government of Botswana is made up of over seventeen (17) ministries with several departments, divisions and units each with defined mandate and lines of responsibility and accountability. In addition, the government system is decentralized to over thirteen district and six town/city councils, land boards and other semi-autonomous bodies. Most ministries also supervise state owned enterprises (SOEs) often referred to as parastatal organizations. A traditional system of chieftaincy also operates parallel and in-collaboration with both central and local government systems in towns/cities and rural areas.

It is this complex system of the Botswana Government that informs the structures that drive the implementation of the National Development Plans, Vision 2036 and directly and indirectly, the UNSDF. Throughout the Evaluation, data were provided that revealed concerns and dissatisfaction with the slowness in decision making and implementation capacity of the government system. From such evidence, the system is far from being efficient and effective when it comes to delivering as one. Even as individual entities, ministries and departments were reported as generally slow and lacking in appropriate work ethics that promote efficiency and effectiveness of service delivery.¹⁵ As part of the literature review, the Consultant found that literature on Botswana's development is replete with evidence of GoB's slow implementation capacity accompanied by lack of monitoring and evaluation of policies and programmes (The World Economic Forum – Annual Business Competitiveness Reports; SONA 2017/18/19).

¹⁵ Interviews with Private Sector and CSOs Stakeholders, Gaborone, November 2020

3.5.3 UNSDF 2017 – 2021 Coordinating Structures

The implementing structures of UNSDF relied on the existing institutional structures and infrastructure to deliver on the objectives of the Framework. At the highest level, is the Permanent Secretary - MFED and the UN Resident Coordinator who provide oversight on the implementation of the Framework. Both the PS – MFED and UNRCO serve as a One Stop Shop for information about the UNSDF. They have a responsibility to support UNSDF coordination as the liaison between the UNCT, the GoB, private sector, CSOs, local communities, international development partners and other stakeholders. Specific UN agencies have been appointed to head each UNSDF Strategic Priority Areas (SPA). For example, UNDP is the head of UNSDF strategic priority area 1; UNICEF heads the second SPA and UNFPA is responsible for the third SPA.

The Programmes Steering Committee (PSC) is co-chaired by Permanent Secretary, Ministry of Finance and Economic Development on behalf of the GoB and UN RCO. It was created to provide oversight to the implementation of the UNSDF. The PSC secretariat is located in the Ministry of Finance and Economic Development. In terms of meetings, the PSC met twice (2) in a year in February/ March and November/December of each year. The February / March meeting was about presentation and signing of annual work plans by the partners, while the focus of the November/December is on reviewing the plans and assessing progress made in the implementation of work plans.

The structures referred to above have guided the implementation the UNSDF over the past 4 years. All the UN agencies interviewed reported that they worked well with the government and that they had a good relationship under the present structure. However, some felt that at times government was a bit slow to respond to policy and programme demands. Other respondents pointed out that through the PSC and other joint planning processes, the partners had identified gaps, challenges and other key priority areas for implementation during the UNSDF. The Evaluators also found that while the understanding of UNSDF mechanisms and processes was good among GoB macro level stakeholders as was their participation in UNSDF activities, the same could not be said about other partners to the Framework such as NGOs, private sector and communities. For example, data from KIIs and FGDs with most NGOs, private sector and the beneficiaries suggested a different picture. They pointed out the lack of consultation on major development activities.

Further, by government own admission, the UNSDF was not well coordinated because of its design as a loose structure meant to support the GoB to achieve the SDGs and its national development priorities. Joint planning was a challenge as reflected in the minutes of the PSC meetings. Due to lack of effective coordination, the UNCT has tended to take over implementation of agreed upon annual plans with little or no involvement of other partners save for soliciting the inputs and providing feedback in one of their annual meetings to review the work plans.

The Evaluation team received concerns that the GoB side of the PSC including the secretariat, was not sufficiently involved at the earliest stages of identifying and formulation of the plans for UNSDF programmes that finally required PSC's approval. The respondents indicated that the GoB system (in particular, critical officers in the PSC secretariat, Deputy Permanent Secretaries and Directors of line ministries) and not just the UNCT should be fully involved in the initiation and formulation of plans for the UNSDF programmes. This will not only increase efficiency at the approval stage but also coordination and ownership of these plans. At the moment approval of the plans takes a long time because those in government ministries and departments who were not fully involved at the initiation and formulation stages of the planning process but are required to endorse them for PSC's approval are reluctant to do so and hence the delay in signing off the plans.

Lessons Learnt

The next framework must find a more creative and inclusive way of coordinating project initiation process and formulation of plans to promote coherence and coordination between the partners as it used to be done between the UN system and GoB prior to the UNSDF approach. Useful lessons are available from the implementation of UNPOP.

3.5.4 Partnerships

Partners to the UNSDF process in Botswana include the UN, the GoB, private sector, Civil Society Organizations (CSOs) and the local communities. The UNCT is expected to promote the national ownership in the UNSDF throughout its design and implementation cycles. This means promoting inclusion and participation of all partners to the Framework in decision making processes. The current UNSDF PSC membership include representation from the

majority of relevant stakeholders. However, other stakeholders such as Trade Unions, Media, Human Rights Organizations and Academia said they were not involved in the UNSDF's implementation. They reported that their engagement in the current UNSDF has been nominal.

Participants in the Evaluation were asked the questions whether the partnership that forms the basis of UNSDF Outcomes 1, 2 and 3 is effective? Are the partners able to work together, deliver as one (DaO) and meet the needs of those left furthest behind? Data conveyed consensus on the sentiments that the partnerships and collaborations with the UN, international development partners, CSOs and the local communities have been modestly effective in achieving planned outcomes. The importance of partnerships was underscored by UNSDF 2017 -2021 thus:

The partnerships required to deliver on the 2030 Agenda represent a paradigm shift away from relationships based on delivery of activities. The new paradigm demands “the development of shared understanding of challenges, solutions and roles in achieving the SDGs; coordination of multi-stakeholder partners; promotion of broad ownership of progress by all relevant stakeholders; strengthening issue-based coalitions and platforms; and leveraging greater knowledge, capacities and resources (UNSDF, 2017 – 2021 pg. 1).

This was underscored by the majority of the participants who expressed the view that in order to succeed UN agencies had to work together and deliver as one (DaO) as envisaged in the Framework. However, some participants felt that the UN was not walking the “delivery as one” talk. Most UN agencies worked in isolation. In fact, some agencies preferred to execute their day-to-day activities alone and seldomly made reference to the Framework. This had the effect of undermining the effectiveness of the Framework.

3.5.5 Conclusion

The implementing structures of the UNSDF have been relatively effective in delivering the results presented and discussed under outcomes 1, 2 and 3 of the Framework. These implementing structures were the Programmes Steering Committee (PSC) co-chaired by the PS Ministry of FED on behalf of the Government of Botswana and the RCO representing the UN system. Below the PSC were the Strategic Priority Areas groups chaired by the different UN agencies as discussed above. Within each SPA there were technical working groups which also dealt with programme implementation and monitoring. These structures operated within the broader and complex systems of the GoB and the UN. On the whole, these structures were able to meet, discuss issues and chart the way forward. However, the constraints were identified by respondents as irregular meetings, poor attendance of such meetings and sometimes failure

especially of the Government representatives to attend what other stakeholders considered to be critical meetings.

In terms of engaging with partners in the design and implementation of the Framework, the implementing structure were able to involve other partners such as the European Union (EU), the United States Agency for International Development (USAID), the GEF and local CSOs, academia, media and local government institutions and communities. Although as earlier noted, some key stakeholders such as the private sector and labour unions were initially excluded, some were later involved in the implementation of the different programmes. Overall, there is ample room for improvement in the next Framework. The implementing structures and partners have been relatively effective in delivering the planned results but will need to be more creative going forward in the context of shrinking national and global resources, the impact of COVID-19 and mounting challenges for supporting the needs of the most disadvantaged sections of the population of every country.

3.6 Efficiency of Resource Mobilization and Budget Utilization

3.6.1 Efficiency of the UNSDF 2017 - 2021

This objective seeks to provide answers to the questions; (i) to what extent were the outcomes of the UNSDF achieved using appropriate amount of resources and within set timeframes and (ii) to what extent did the UN coordination structures for Delivering as One (DaO) jointly and efficiently deliver the UNSDF planned policies and programmes to the benefit of the people of Botswana?

3.6.2 Efficiency of Resource Mobilisation

Resource mobilisation in the UNSDF was conducted through agencies whose activities were funded based on the respective agency budget allocations from headquarters not from the local UN RCO entity. The conduit for financing the Framework therefore was not through one UN common account but through respective UN agencies who pooled their funding into the Framework activities. This approach did not necessarily optimise efficient use of both technical and financial resources to support partners in the Framework implementation.

The source of funding for the UNSDF is characteristically twofold: (i) From the UN system who, from their limited financial resources are able to mobilise funding amongst themselves

as a UNCT. These “commitments by each participating United Nations Agency as well as “soft” commitments and unknown other sources “(UNDF, 2017 – 2021, p.29) formed the partial funding required for implementation of the UNDF. In this instance, the agencies were either resident or non-resident for example, IFAD is non-resident but contributed. The other important source of funding was the Global Environment Facility (GEF) that funded sustainable development projects in climate change, environment and conservation

(ii) The Government of Botswana is arguably, the largest contributor to the funding of the Framework because of the nature of development projects and its mission to fulfil expectations of Botswana. The examples of projects below demonstrate GoB and the UN systems’ capacity to fund and implement complex projects. The UN system budgetary commitment for the whole period of UNSDF was US\$ 49,675 102. The rest of the Framework’s funding came from the Government of Botswana. Additional resources were raised from other development partners including the European Union (EU), the United States International Development Assistance (USAID) and the Global Environment Facility and others. As noted in earlier sections of this Report, UNDP in particular, raised some significant funding for sustainable environment and conservation projects undertaken in Kgalagadi, Ghanzi and Ngamiland districts.

3.6.3 Budget Utilisation

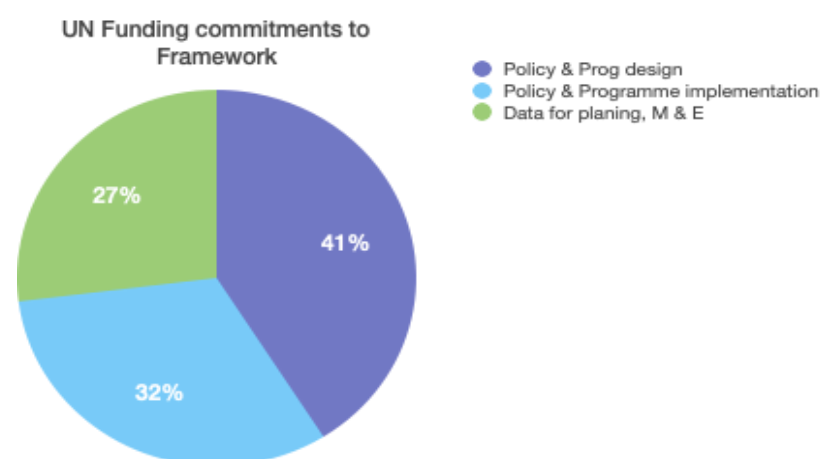
The allocations show that US \$20, 206 122 million (41%) of the total budget was allocated to Pillar 1 while Pillars 2 and 3 got US\$16, 206 764 (32%) and \$13 457 216 (27%) respectively (refer to table 3.12 below).

Table 3.12 UN system’s budget allocations

No.	Total funding committed to UNSDF	Source of Funding	Framework Priority Area	Funding Allocation.	%
1	USD 49 675 102.00	Participating UN Agencies -Global Environment Facility (GEF)	Policy & Prog design	20 206 122.	41.0
2			Policy & Programme implementation	16 206 764	32.0
3			Data for planning, Monitoring and Evaluation	13 457 216	27.0
			Totals	49 675 102.	100.0

The funding allocations provide a glimpse of prioritization of how the funders of UNSDF perceived the priority areas and their importance to the success of the Framework. For example, Strategic Priority Area 1: - Policy and Programme Design was allocated the largest proportion

of the funding. In contrast, Strategic Priority Areas 2 and 3 Policy and Programme



Implementation, and Data for Planning, Monitoring and Evaluation received lower funding allocations as the pie chart in Figure 5 below shows.

Figure 5: UN Funding Commitments

Given the importance of the activities and the anticipated results (baseline indicators) and the potential impact on social, economic development of the activities, one would have thought that more funding would have been committed to Outcome 3 of the Framework activities.

3.6.4 Under-utilization of Committed Budgets

Evidence from analyzing the financial allocations and expenditure on activities in the resource and results matrices from 2017 – 2019 suggest that a lot of committed funding per year is returned to the respective UN agencies.¹⁶ Table 4.15 below illustrates a sample of the resource utilization in the UNSDF matrix. In the sample, a total of \$400,000 was budgeted for the implementation of seven planned activities in the policy and programme design area (Outcome 1).

Table 3.13: Budget Allocation to Outcome 1 in 2017

UNSDF Year	2017		
Outcome:	By 2021, Botswana has quality policies and programmes towards the achievement of Sustainable Development Goals targets and national aspirations		
Output 1.1	Enhanced national capacities to develop integrated policies, strategies and programmes for sustainable development of the economy.		
Total number of activities			
Budget	Expenditure	Unspent funding	%Expenditure
\$ 400,000	\$194,527	\$205,473	47%

¹⁶ Key Informant Interviews confirmed the suggestion that substantial funds were returned to the respective UN agencies every year of the Framework.

Under Outcome 1; output 1.1 of the UNDF in 2017, only \$205,473 was utilised representing 47% of total expenditure. However, of the seven planned activities, two were deferred¹⁷ to 2018 while 5 activities were incomplete¹⁸. This level of utilisation is inefficient considering that none of the planned activities were actually completed and it is not known how much each of the remaining or deferred activities would require to complete.

The Summative Evaluation also established that the budget and expenditure side of the yearly review resource matrix showed budget allocations for every item but generally did not show corresponding expenditure amounts leading to the assertion that activities would have been implemented at no cost to the Framework¹⁹. However, a plausible explanation was that some of the activities that required technical capacity would have benefited from employees of the UN.

This level of financial resource under utilisation would suggest inefficiencies in the Framework. In most cases, the funding could not be rationalised against expenditure as data in this area was not available across the years. Some of the respondents recommended that given that financial resources are crucial to implementation of planned activities, the next Framework should ensure thorough planning on budget funding and expenditure on activities. A costed Financial Plan for each outcome and its related outputs must be signed on by the RCO and Permanent Secretary MFED. This will ensure easy tracking of budget utilisation and ensure that all allocated funds are spent, and results measured against initial project goals and outcomes.

3.6.5 Funding Partnership

The following example of funding partnership does not explain the breakdown of the total funding commitment highlighted in the UNSDF. As the examples show, this could be additional funding from the GEF and GoB, that compliments the overall UNSDF budget.

¹⁷ The deferred activities involved Support the development of gender responsive LED strategies in 6 districts and Support the development of bilateral labour agreements

¹⁸ The activities in these areas were incomplete: Support the development of a decentralization policy and Strategy; Review and revision of existing economic diversification strategy for Botswana; Development of the South-South Cooperation Strategy for Botswana; Develop youth employment policy and action plan and Development of labour migration strategies

Support to Economic Diversification and Inclusive Growth

- a) In 2017, through the Implementing Partner, the Ministry of Trade and Industry (MITI), Botswana addressed the challenge of diversifying the sources of economic activity through economic diversification and inclusive growth. This project contributes directly to the implementation of SDGs 1, 8 and 10: - poverty eradication, sustained, inclusive and sustainable growth, full and productive employment, decent work for all and reduced inequalities. The project responds to Strategic Priority Areas 1 and 2 and Outcome 1 and 2 of the UNSDF. The total funding committed was USD 5,924,858.00 sourced from the GEF. Although figures were not available to the Consultant, GoB has committed more to get the project aims realised by the year 2021.
- b) The second project that provided a glimpse of funding resource mobilisation, partnership and commitment was the “Managing the Human-Wildlife Interface to sustain the flow of agro-ecosystem services and prevent wildlife trafficking in the Kgalagadi and Ghanzi Dry Lands. The Implementing partner is the Ministry of Environment, Natural Resources, Environment, Wildlife and Tourism. Below in Table 3.14, is how the partnership, in 2017, contributed funding to a complex project that is part of the UNSDF 2017 -2021 under review.

Table 3.14 Funding of Managing the Human- Wildlife Interface Project - 2017

		TOTAL
GEF TRUST FUND	USD 5,996,789	
Government Grant	USD 21,000,000	
UNDP	USD 1,000,000	
Bird Life	USD 500,000	
Totals	USD 28,496,789.00	
GRAND TOTAL		USD 28,496,789.00

Using the criterion of relevance, policy and programme design results have been achieved to a high extent and this evidence is acknowledged by the Joint Partnerships and Mobilisation Strategy (2013-2021). This was also evidenced by the substantial number of high-quality policies that have been developed in critical areas such as immigration, environment, health,

human rights and gender equality. The UNDP mid-term review (2019) established under utilisation of committed funds. For example,

“..., from Jan 2017 to July 2019, the Country Programme ... utilized around USD 13.75 Million, which [was] around 39% of the total CPD allocated resources (2017-21). Overall, at the midterm, the utilization rate [was] 39% (UNDP, 2019, p.49)”.

Given that the Framework had only a year to go before this current review, chances are that committed funds would not have been exhausted. The evaluation established that initial spending at the beginning of the Framework was sluggish because of the slow pace in decision making on implementation and procurement.²⁰ The spending picked up pace in the mid-term of the Framework and accelerated towards the end of the Framework. This calls for an improvement in efficiency levels. However, it is important to point out that, some UN agencies such as UNICEF had expended their budget allocation on implementation of some of the UN Joint Gender Programmes discussed elsewhere in this Report. These programmes were all aimed at achieving Outcome 1 (Outputs 1.1 – 1.3; Outcome 2 (Output 2.1 – 2.2) and Outcome 3 (Outputs 3.1 – 3.3). Table 3.15 below demonstrates UNSDF’s effective utilisation of its budgetary allocation to achieve Outcome 1 of the Framework.

Table 3.15: Programme Budget for United Nations Joint Gender Programme by UNICEF

Programme Budget Total	Operations Costs (Staff USD 4,500 X 36 Months)	Admin Costs for AA (9%)	Grand Total For 3 Years
USD 860,000	USD 162,000	USD91,980.00	USD1,113,980

3.6.6 Conclusion on Efficiency in Resource Mobilisation and Utilisation of Partnerships

Given the leverage and the goodwill the UN system has in the country and internationally, it should develop one common budgetary framework as opposed to agency specific budgets. Then, the UN in Botswana should move towards mobilising resources for the framework and locking up such resources in one framework account. Respective agencies will then draw from this account to implement their respective UN mandates under the common Framework. This would free the UN agencies from working in silos but would encourage them to deliver as one.

²⁰ Key Informant Interviews of respondents in the UN system

3.7 Sustainability

If the UNSDF is relevant, efficient, effective and produce the desired outcomes and outputs it is likely to be sustained in the short, medium and long term. However, an irrelevant, inefficient and ineffective programme that cannot deliver on its objectives would be very difficult to sustain. This section assesses whether the UNSDF can be sustained or not. In assessing the sustainability or otherwise of the UNSDF, the evaluators reviewed and analysed programme document, conducted KIIs and FGDs. Questions asked revolved around issues of sustainability of the UNSDF after 2021, activities, results and effects.

3.7.1 Sustainability of UNSDF after 2021

The critical question is - To what extent will the activities, results and effects of the activities be expected to continue after the tenure of UNSDF 2021? The UNSDF results matrix provides a clear outline of outputs to be achieved, indicators, targets and time frames. All these are aligned to national development priorities and the values and principles of the SDGs. In terms of the policies, programmes and initiatives which are directly linked to the national development priority areas, the UNSDF design process plays a significant role in the sustainability of results. Many UN development initiatives are now part of government responsibilities, included in the National Development Plans. Currently all the UN support is geared towards effective implementation of NDP 11 which is a vehicle towards the delivery of national aspirations contained in Vision 2036.

Further, data revealed that sustainability of the UNSDF programmatic interventions is to a large extent dependent on the availability of desired policies, institutional frameworks, human and technical skills, social acceptance, environmental viability and most importantly availability of desired financial resources. Botswana, as an upper middle-income country, has capacity to sustain delivery of its national development priorities and the UN agenda with limited external assistance. In addition, available evidence suggests high level of acceptance and ownership of the UNSDF interventions by relevant government institutions, private sector, CSOs, NGOs and CBOs as well as by local communities. For example, the WHO and UNDP -Bobirwa sub-district – Malaria Elimination Project and Kgalagadi South – Tshabong –environment and climate change projects are classic examples of partnership between GoB, UN agencies and local communities, NGOs and CBOs that promote sustainability beyond the end of UNSDF

2021 term. Under the circumstances, the sustainability of policies, programmes and intervention under Outcomes 1 and 2 has great potential and are likely to continue beyond the current UNSDF. Given the success of the Bobirwa and Kgalagadi South projects, where the UN has presence at community level, it is advisable that the next Framework should build on these valuable lessons.

3.7.2 Results and effects.

As reflected in Tables 3.1 – 3.9 above, the results show that Outcomes 1 and 2 have largely been achieved and are likely to be sustained in the short, medium and long term. For example, with the UNSDF technical and limited financial support, the government of Botswana and other partners have been able to develop, renew and implement policies, programmes and interventions across all the Vision 2036 Pillars and the strategic objectives of NDP11. Some of the policies include: Draft Poverty Eradication Policy, the Draft Decentralization Policy, Draft National Anti-Corruption Policy, Revised National Disability Policy, Revised Disaster Management Policy, Revised Economic Diversification Strategy, National Climate Change Strategy, Draft Waste Management Policy, Community Based NRM Strategy, Draft Law Reform Strategy and National SDGs Roadmap, SDGs Communication Strategy and Action Plan (UNDP Mid-Term Review, 2019). The support is provided in different sectors of the economy such as in Health, HIV and AIDS, Environment, Agriculture, Education, Economic Diversification, Poverty and Sustainable Livelihoods, Gender issues, and Technology.

Most importantly, the UNSDF's emphasis on building government capacity has had notable results in areas like improving the quality of social protection programmes, environment and climate change as well as provision of social services such as education, health and responding to gender and human rights issues in order to protect the rights of the most vulnerable in society. According to the UNDP Mid Term Evaluation Report of November 2019, the support has greatly helped in inducing greater quality in the policy and programme formulation processes, by providing the required technical expertise and facilitation support. Some of the policies and strategies have already been duly approved, adopted and are being implemented, hence benefits are expected to be duly sustained and continue to flow.

Many of the policies and programmes are in the final stages of preparation or ready for approval and endorsement by the relevant authorities of GoB. The Evaluation received information

showing strong interest and ownership of government institutions to the policies and programmes that remain to be approved during the life of the UNSDF. On the basis of this evidence, there exists a high possibility that all draft policies and strategies will be approved, endorsed and put to implementation. Overall, data suggests that, policies related to the work of the UNSDF is highly likely to be sustained and the benefits will be experienced in times to come.

With particular reference to UNDP data, there is ample evidence to suggest that UNDP has been very active during the life cycle of the UNSDF. UNDP has supported implementation of several projects and programmes in the areas of Environment and Climate Change, Governance, Economic Diversification and Poverty Eradication, SDGs and protection of the Human Rights of vulnerable groups in the Botswana society. The implementation of several GEF environmental and climate change projects remained the hallmark of the UNDP implementation work, which consumed a big chunk (67%) of the total CPD resources during 2017-19. Most of these are GEF funded community-based projects and are aimed at improving environmental management and sustainable livelihoods in respective geographical areas (UNDP – Midterm Report, 2019). Review of documents confirm positive effects that these projects have introduced and demonstrated several environment friendly and sustainable land management, conservation and livelihood improvement practices.

However, discussions with stakeholders and the review of some of the Terminal Evaluations of completed GEF projects 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. The terminal evaluation of Makgadikgadi SLM Project notes *“All local partners consulted during the TE have expressed a strong interest in continuing with the work initiated under the project, but they also expressed significant concern as to whether the financial and technical support would be available to enable them to do so effectively”*. Community organizations currently have very limited resources and local Government Departments also expressed concerns as to whether they would have the budget available to provide support on the scale necessary to sustain the initiatives started through the project. Similar sentiments were expressed by the Beneficiaries and Implementers of the WHO supported *“Community Working Together to Eliminate Malaria Project in the Bobirwa sub-*

district.” They were concerned that the DHMT will not sustain the WHO project when its term comes to an end.

COVID-19 was also cited as another challenge that has huge potential to undermine continuation of programmes and interventions supported under the UNSDF. COVID 19 was reported to have exacerbated the already dire financial situation of many poor people, small business enterprises and local community projects. This raises fundamental questions on whether under the current circumstances, it is possible to sustain the UNSDF beyond 2021?

There is no doubt that the devastating impact of COVID-19 on the Botswana economy has led to a decline in budgetary allocations and reprioritization. This has the effect of undermining policy and programme implementation. The current COVID-19 situation calls for the next Framework to be creative on matters of sustainability. For example, the next framework will need to engage more closely with the local private sector to explore how they can financially and in other ways support some local community initiatives so as to increase their sustainability. The partners should focus on alternative sources of funding and intensify its resource mobilization efforts. The establishment of an Endowment Fund, with contribution from partners and a sharing formula could provide an answer to the sustainability challenge.

3.7.3 Conclusion

From the data provided to the Evaluation team, 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. Botswana has adopted the SDGs and is committed to deliver on its values and principles, including: gender equality, women’s empowerment and human rights, leave no one behind, accountability and sustainable development resilience. These principles and other related issues have been institutionalized through the development of relevant national policies and legislation. Key Achievements by SPAs also suggest that UNSDF outcomes in those areas will be sustained beyond 2021.

CHAPTER 4: KEY CONCLUSIONS AND RECOMMENDATIONS

Introduction

The Summative Evaluation of Botswana's first UNSDF 2017-2021 was conducted between October and December 2020. The Evaluation assessed the Framework's outputs and outcomes in the three priority areas against the evaluation criteria of: Relevance, Effectiveness, Efficiency and Sustainability. The Evaluation assessed the extent to which the design process of the Framework was relevant and responded to the country's development goals and national aspirations; how inclusive it was in involving the different stakeholders and partners; its ability to identify and weave together strategic priority areas with the SDGs and other international protocols and targets which Botswana seeks to implement within her development agenda. The Framework was assessed to have been inclusive, flexible and relevant though there is room for improvement. The following are the key conclusions and recommendations from the evaluation.

Key Conclusions

In terms of the effectiveness, the Summative Evaluation assessed implementation of planned policies, programme and strategies that were developed into three core outcomes, each with defined outputs, indicators and targets to be achieved at the end of the implementation of the Framework. A step-by-step analysis of the Results Matrix in Chapter 3 showed that overall the planned results were successfully achieved. There is however a number of areas around implementation speed, coordination and communication within the partners that require careful attention and re-thinking. The third objective of the Summative Evaluation was to assess the extent to which the structures driving the implementation of the Framework were effective and efficient in utilizing allocated human and financial resources? Again, although a number of issues emerged concerning effectiveness and efficiency of the governing structures of the Framework, the overall assessment showed some good degree of effectiveness and efficiency in the existing structures.

The last aspect of the evaluation was to determine the extent to which the outcomes and/or results achieved under the UNSDF 2017- 2021 would be sustainable after the framework ceases to exist. The evaluation found that sustainability was lowest among the non-governmental organisations who relied heavily on funding from government and external partners. In fact,

those interviewed showed that budgetary constraints were the main reason why they 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. With regard to the GoB, the programmes in the Framework which are also related to the National Development Plan 11 were assessed to be more likely to be sustained after the life of the current Framework.

In addition, the framework was evaluated in terms of the extent to which it covered cross-cutting issues of gender equality and human rights, poverty, the environment and climate change consistent with the values and principles of the SDGs and "leave no one behind" which dovetail with the Vision 2036 mantra "Prosperity for All". 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 disability. However, as the recommendations below show, the next framework needs to accelerate efforts in order to make the gains sustainable.

Recommendations

UNSDF 2017 – 2021 Design Process

The Evaluation was able to gather evidence from different data sources that show that the design process of the UNSDF was relevant to Botswana's development priorities and national aspirations articulated in the NDP 11 and Vision 2036. The design process involved not only the UN system and the Government of Botswana but also other stakeholders and partners, including: international development partners, civil society organizations, private sector and academia. The Framework design process used a participatory, inclusive and a flexible approach. Gender equality, for example, was made integral to the Framework by incorporating a UN Joint Gender Programme (UNJGP) in the UNSDF.

However, the Evaluation found that some key stakeholders such as the private sector and labour unions, media and some human rights groups who could have made useful contributions to the Framework's design and implementation were not included. Some other stakeholders such as academia and media though involved at the design stage, were not fully involved throughout the implementation of the UNSDF. Full participation of the latter stakeholders would have increased the ownership of the Framework and better assisted in dealing with sticky areas such

as data generation development and utilization while the media would have enhanced communication of the results.

In addition, the design process did not adequately address the issue of funding the Framework. Particularly in terms of creating certainty on funding sources and their reliability with respect to continuity in resources mobilization and budgetary allocations.

Three important recommendations for the next framework related to the design process are:

Recommendation 1: The design process of the next Framework must carefully select stakeholders who are representatives of the wider interests in the economy and can effectively contribute to the relevance of the priority areas and become genuine owners of the Framework. *It is therefore, recommended that 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.*

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.*

Performance and Delivery of UNSDF Planned Outcomes

New policies, strategies and programmes have been developed within the period of the UNSDF. Many of the policies and programmes directly intended to improve the quality of life of the poor and disadvantaged members of the population, though planned and delivered, are still awaiting Cabinet approval and some are awaiting consideration by Parliament. A case in point is the slow pace in policy decision making and implementation of the agenda on gender equality including: the roll out of the GBV Referral System; the passing of the Gender Equality Bill on the Domestication of CEDAW; gender mainstreaming including the training of Dikgosi on GBV training; and capacity development in gender equality for the Department of Gender Affairs (DeGA) in gender equality.

The slow pace in decision making, and delayed implementation of government ministries and departments was identified at the design stage of the current Framework - Outcome 2 sought

to address these bottlenecks to policy and programme implementation. The Evaluation found that the slow pace of decision making in government was still a major bottleneck that limits success of development programmes and their impact on the lives of the population.

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.

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.

Comprehensive Data Collection, Monitoring & Evaluation

Participants in the Evaluation emphasized that development of effective research data and data management systems were critical for harnessing the data for evidence-based decision making, a revolution that is essential for growing a data driven economy. Disaggregated, real time data for monitoring and evaluation systems were identified by the current Framework under Outcome 3. However, the Evaluation was informed that “*there is a data management crisis*”, starting from baseline data to measurement of results. Scarcity of socio-cultural, economic, financial, environmental and political participation sex-disaggregated data weakens, and undercuts policies and policy implementation meant to support children and women. For example, Botswana, like other countries in Africa has been unable to provide sex disaggregated data on the COVID-19 pandemic. There is infrequent and irregular reporting of crime statistics required to halt the scourge of gender-based violence especially against women and children. Data is fragmented, dispersed and comes from a variety of sources, be they from ministries, CSOs or research institutions. There is a dire need to generate, store and retrieve real time gender disaggregated data to inform programming and improve outcomes.

The Evaluation found that many initiatives related to data provision were started during the implementation of UNSDF. However, across all policies and programmes of the current Framework, data unavailability, deficiencies and inaccessibility to users and decision makers were identified as the areas of least achievement and formed major bottlenecks during

implementation of UNSDF. Whilst data were collected daily in clinics and hospitals, schools and universities and generated through research activities and business operations such as the banks and other financial and non-financial institutions, systematic and systemic weaknesses in data management capacities impair data analysis and use. Botswana has a growing institutional infrastructure, but has yet to develop, analyze and produce disaggregated data useable by decision makers and other consumers.

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.*

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.*

Strengthening Legal, Policy and Institutional Frameworks on Gender Equality and Human Rights

A large number of policies and programmes have been initiated and others strengthened. Efforts were made to develop capacities of implementers in line with UNSDF expected results. The evaluation identified some targeted policies and programmes that were developed addressing gender equality and human rights. However, evidence showed that the pace of the implementation was not only slow but that there was also inadequate monitoring, evaluation and reporting of progress. There were ongoing policy implementation challenges in the areas of governance, gender budgeting, child protection and also new challenges such as COVID-19 that reduced the effectiveness of the implementing structures. There continues to be a need to strengthen gender mainstreaming, positive socio-cultural practices, women's economic empowerment and political participation as key aspects of gender equality and human rights.

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.

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.*

Efficiency in the Use of Structures and Resources

The Evaluation identified that partners in the Framework did not sufficiently work in tandem to pool human and financial resources to achieve optimal results. Although there were regular planning meetings of the implementing structures such as PSC and Pillar groups, these were dominated by UN agencies with limited active participation of government ministries and departments as well as other partners. The Evaluation found that some of the CSOs had capacity to scale up their activities but felt constrained by limited financial support. Many of the CSOs, especially those dealing with gender equality and human rights issues including social protection and HIV and AIDS have many years of experience and skills to implement programmes without close supervision.

Recommendation 9: The partners in the Framework should develop an accountability matrix to enable CSOs to maximise their capacities and scale up their service delivery activities.

The budget figures found in the current Framework were noted but it was difficult to get data on spending. It is not clearly evident whether or not funds were actually received and utilized for the activities they were acquired for. More work needs to be done to address budget management challenges.

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.*

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.

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.*

Sustainability of UNSDF 2017-2021 Policies and Programmes Beyond 2021

As an upper middle-income country, with the ambition to become an upper income economy by 2036, Botswana government has a higher chance than many countries to sustain many policies and programmes initiated under UNSDF. However, while this is true of the government, it is not so with many civil society organizations interviewed during the Evaluation. Many CSOs currently depend on short term grants and fundraising from international global funds such as GEF and Global Fund for HIV and AIDS. The evaluation also identified policy and programme interventions that can be adapted in specific situations to increase the efficiency, effectiveness and sustainability. Interventions in the areas of gender equality, child protection and COVID-19 made effective use of the mass media and online technical applications to campaign, educate and counsel children, youth and women.

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.*

Recommendation 14: *Strengthen sharing of Framework results through schools, higher 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.*

Recommendation 15: *Partners in the Framework should advocate for implementing gender budgeting and ensure that each Ministry prepares a budget accordingly.*

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ANNEXES

ANNEX 1: TERMS OF REFERENCE



INDIVIDUAL NATIONAL CONSULTANT PROCUREMENT NOTICE

Date: 24 September 2020

Country: Botswana

Description of the assignment: Summative evaluation of the Botswana-UN Sustainable Development Framework 2017-2021

Project name: Resident Coordinator's Office

Project number: 00117169

Period of Assignment / Services: To be completed within 30 Days

Proposals with reference should be submitted in a sealed envelope clearly labelled, **“Individual Consultant - Summative evaluation of the Botswana-UN Sustainable Development Framework 2017-2021”** Should be submitted

to:

*The Resident Representative
United Nations Development Programme
P.O. Box 54
Gaborone*

Email submissions are also welcome and can be submitted to procurement.bw@undp.org

Submission deadline is **6 October 2020 at 12:30pm** (Botswana Time)

Any request for clarification must be sent in writing by e-mail to enquiries.bw@undp.org. UNDP Botswana will respond in writing or by standard electronic mail and will send written copies of the response, including an explanation of the query without identifying the source of the inquiry to all prospective facilitators.

NOTE: *Consultancy firms/companies interested in applying for this assignment are free to do so provided they submit a CV of only one qualified consultant and present its bid in a manner that would allow for evaluation of the bid in accordance with the evaluation criteria specified in these solicitation documents. That is, the experience required is that of the individual whose CV would have been submitted by the company rather than that of the company. Further, if the submitted bid wins, the ensuing contract will be between the UNDP and the company/firm, not the individual.*

1. BACKGROUND

The United Nations Office of the Resident Coordinator in Botswana is seeking services of a consultant to undertake the Summative Evaluation of UNSDF 2017-2021. The evaluation will be conducted mainly in Gaborone and the 3 satellite offices at Dukwi Refugee Camp, Bobonong WHO Office and Tsabong UNDP Office. In light of current travel restrictions, it will be ideal if the consultant is locally based as there will be local travel necessary. In the event travel to some sites is not possible, remote work is to be expected and should be factored into planning.

The United Nations Sustainable Development Framework (UNSDF) 2017 defines and facilitates the delivery of a partnership between Government of Botswana and the UNDS that reflects the requirements for achieving the 2030 Agenda as adapted to national and local contexts and reflected in the Botswana Vision 2036. Aligned to NDP 11, the UNSDF 2017-2021, focus is on inclusive partnerships for the delivery of a broadly shared agenda to achieve sustained and inclusive economic growth, social development and environmental protection. It reflects a stronger partnership between the Government of Botswana and the United Nations to achieve the SDGs.

The UNSDF 2017-2021 is focused on three strategic priorities and their outcomes that cut across the four National Priorities:

Strategic Priority 1 - Policy and Programme Design

Outcome 1: By 2021, **Botswana has quality policies and programmes towards the achievement of Sustainable Development Goals targets and national aspirations**. The focus of Outcome 1 is on **strengthening policy and programme development** ensuring both technical soundness and coherence in relation to population groups that are furthest behind.

Strategic Priority 2 - Implementation of Policies and Programmes

Outcome 2: By 2021 Botswana fully implements policies and programmes towards the achievement of the Sustainable Development Goals targets and national aspirations. It focuses on **the identification and resolution of implementation gaps and constraints in the delivery of integrated policies, recognising the need for different implementation arrangements across policy areas** and objectives.

Strategic Priority 3 - Data for Planning, Monitoring, Evaluation and Decision Making

Outcome 3: By 2021 **state and non-state actors at different levels use quality and timely data to inform planning, monitoring, evaluation, decision-making and participatory accountability processes**. Work under this outcome will be guided by a human rights-based approach to data in order to best support the formulation and implementation of coordinated responses to national statistical capacity development needs; explore new, innovative methods for data generation, in line with the UN's data revolution commitments; and strengthen capacities to adapt the SDG indicator framework to the national context and strengthen national data and statistical systems.

Fourth national Priority???

In order to achieve the expected outcomes, the United Nations System pledged to provide sound technical support and cutting-edge policy advisory services as well as limited financial resources to supplement those availed by the Government and other partners. The United Nations pledged an estimated US\$49,675,102.00 to achieve the UNSDF 2017-2021

outcomes; about US\$20,206,122.00 was to be spent under Strategic Priority Area 1; US\$16,011,764.00 under Strategic Priority Area 2; and US\$13,457,216.00 under Strategic Priority Area 3. It was anticipated that other partners, especially the Government, would be forthcoming in providing financial (and other required) resources to support activities aimed at achieving the UNSDF 2017-2021 strategic results.

The high-level UNSDF 2017-2021 Programme Steering Committee (PSC) comprising senior Government officials, representatives of the United Nations System and key development partners, was to be established to provide strategic direction and oversight to implementation of the UNSDF 2017-2021. Co-chaired by the Permanent Secretary in the Ministry of Finance and Economic Development (MFED) and the United Nations Resident Coordinator (RC), PSC should bi-annually review Annual Work Plans, progress against the UNSDF '2017-2021 Results and Resources Framework and approve preparation of joint programmes.

In preparation of the next Country Framework, it is imperative to learn what has worked (i.e. results achieved) and what needs to be improved going forward. Through an external, independent evaluation, the UNCT aims to generate an independent assessment of results, successes, challenges and lessons learnt throughout the 2017-2021 period, including from evaluations of Country Programme Documents, that inform the next programming cycle. The evaluation will be conducted in an inclusive manner and promote national ownership through the meaningful engagement of relevant national partners throughout the evaluation process.

2. SCOPE OF WORK, RESPONSIBILITIES AND DESCRIPTION OF THE PROPOSED ANALYTICAL WORK

Purpose

The main objective of the End of Term Evaluation is to assess progress on implementation of UNSDF; relevance to current national context and global commitments of the country; effectiveness of UNSDF management arrangements; and status of UNSDF budget. The review will examine results achieved, lessons learnt, assess UN Joint Programmes, achievement on securing the budget, examine challenges and opportunities and will recommend best practices to consider in the next Country Framework (CF).

Objectives

The main objectives of the End of term evaluation will be to:

- i. Assess the design process of the UNSDF 2017-2021; prioritization of strategic areas, identification and engagement of stakeholders as well as the development of resource and results matrices.
- ii. Assess extent to which UNSDF 2017-2021 planned outcomes were achieved results achieved.
- iii. Assess effectiveness of implementing structures and stakeholder engagement.
- iv. Assess efficiency of resource mobilization and budget utilization.
- v. Facilitate the development of the UNDAF evaluation management response
- vi. Assess the extent to which UNSDF activities, results and effects are sustainable following the end UNSDF 2017-2021 term.
- vii. To provide actionable recommendations for the way forward

TERMS OF REFERENCE

Scope

The summative evaluation of the UNSDF 2017-2020 is conducted at the end of its term to **determine the extent to which anticipated outcomes were produced as well as determine their worth.** The evaluation will cover [1] contributions to UNSDF outcomes of all programmes, projects and activities conducted in Botswana, at both national and sub-national levels, by the UNCT and non-resident agencies. [2] It will also examine the UNSDF cross-cutting issues and the global UN programming principles such as leaving no one behind (LNOB) human rights, gender equality and women's empowerment, sustainability and resilience, and accountability. [3] The UNSDF evaluation will take into account emerging issues, such as, related to change Government, droughts, and the COVID-19 pandemic in both the evaluation contents (e.g. the UNCT's responsiveness, adaptation and reprioritization) and operation (e.g. methods for managing stakeholder participation and inclusiveness in the COVID context).

[4] The evaluation also assesses the contribution and accountabilities of the Government of Botswana as a partner to the UNSDF together with the UNCT toward the UNSDF implementation.

SPECIFIC TERMS OF REFERENCE

Specifically, the evaluation will assess the implementation, monitoring and reporting as well as in facilitating multi-stakeholder coordination and mechanism and mobilizing resources for smooth and efficient UNSDF implementation.

RATIONALE FOR THE SUMMATIVE EVALUATION

Findings and recommendations on this will be useful for the Government of Botswana partners and the UN System to strengthen and identify relevant coordination and implementation modalities for the next Country Framework.

Due consideration should be given to the activities of agencies without a formal country programme, activities implemented as part of global or regional programmes and projects, and the activities of non-resident agencies.

In principle, the UNSD evaluation does not evaluate the individual programmes or activities of UN agencies, but build on the available programme and project evaluations conducted by each agency. Where a paucity of data necessitates a quick assessment of a contribution, this should be carried out (based on efficient use of human and financial resources available) using appropriate evaluation methodologies (see Section 6 on evaluation methodology) that identify contributions at the outcome level and ascertain the plausibility of causal relationships between activities and outcomes.

The evaluation will be conducted mainly in Gaborone and the 3 satellite offices at Dukwi Refugee Camp, Bobonong WHO Office and Tsabong UNDP Office. These visits should be proposed by the Evaluation Team in the inception report in consideration of data availability and areas for in-depth analysis and upon UN approval, cost for field trips will be paid separately following UN cost norms in a contract amendment.

Methodology

The consultants are expected to carry out desk reviews of various documents as well as conduct interviews with key stakeholders. Guidance will be provided to the consultants throughout the process to ensure that dialogue is promoted among key stakeholders. Gender equality, human rights²¹ and LNOB are to be integrated throughout the analysis

Evaluation Design

The summative evaluation of the UNSDF 2017-2021 will not adopt any experimental designs but rather a participatory theory-based evaluation to assess how the interventions made a difference. The evaluators will assess possible contribution UN System and Government of Botswana to the achievement of the UNSDF Outcomes.

The evaluation questions

The aim of the summative evaluation of UNSDF 2017-2021 is to determine the relevance and fulfillment of objectives, development efficiency, effectiveness, impact and sustainability.

1. Relevance

- i. To what extent are the UNSDF strategic areas and outcomes consistent with country needs, national priorities, the country's international and regional commitments, including on SDGs, leaving no one behind, human rights, sustainable development, environment, and gender equity?
- ii. How resilient, responsive and strategic the UNCT was in addressing emerging and emergency needs? For example, in assessing the COVID-19 impacts and in reprioritizing/adapting its support to provide timely support to the country and to ensure the achievement of the UNSDF outcomes.
- iii. To which extent the UN's comparative advantages and unique mandates (that other stakeholders would not/cannot have) are relevant with the OSP strategic areas (especially in addressing sensitive issues) and help strengthen the UN position, credibility and reliability of the UN as a partner for the GOB and other actors in the efforts to achieve the SDGs in Botswana?

2. Efficiency

- i. To which extent the UNSDF outcomes were achieved/contributed to with the appropriate amount of resources, maintenance of minimum transaction cost (funds, expertise, time, administrative costs, etc.), and within the planned time-framed?
- ii. How efficient was the 'fit for purpose' UN coordination structure for Delivering as One (DaO) and UNSDF implementation in jointly supporting Botswana?

3. Effectiveness

- i. To what extent have the outcomes of the UNSDF been achieved?
- ii. To which extent the UNCT contributed to the outcomes defined in the UNSDF? The evaluation should also note how the unintended results, if any, have affected national development positively or negatively and to what extent have they been foreseen and managed.

²¹ UNEG Handbook, "Integrating Human Rights and Gender Equality in Evaluation - Towards UNEG Guidance"

- iii. How effective was the GOB's roles in contributing to UNSDF design and approval, implementation, monitoring and reporting as well as in facilitating multi-stakeholder coordination and mobilizing resources for smooth and efficient UNSDF implementation?
- iv. What factors were crucial for the achievement or failure to achieve the UNSDF outcomes (indicate strengths and weaknesses)?

4. Sustainability

- i. To what extent will activities, results and effects be expected to continue after UNSDF 2017-2021 has ended?

Data Collection

The UNSDF summative evaluation will draw on a variety of data collection methods including, but not limited to, the followings:

- Document review focusing on One Plan planning documents, progress reviews, annual reports and past evaluation reports (including other UN entity specific country programme development evaluations, those on projects and small-scale initiatives, and those issued by national counterparts), strategy papers, national plans and policies and related programme and project documents. These should include reports on the progress against national and international commitments.
- Semi-structured interviews with key stakeholders including key government counterparts, donor community members, representatives of key civil society organizations, UNCT members, and implementing partners.
- Focus Group discussions involving groups and sub-groups of stakeholders, decisionmakers.
- Other methods such as outcome mapping, observational visits, photo stories, etc.

Data Analysis Plan

- Provide credible answers to the evaluation questions
- Ensure that the information collected is valid, reliable and sufficient to meet the evaluation purposes, scope and approach and that the analysis is logically coherent and complete (and not speculative or opinion-based);
- Use a mixed method, employing the most appropriate qualitative and quantitative approaches, data types and methods of data analysis;
- Ensure triangulation of the various data sources to ensure maximum validity, reliability of data and promote use;
- Apply participatory and utilization-focused approach to involve key stakeholders and boost ownership of the evaluation;
- Ensure a Leave No One Behind lens, particularly gender equality and human rights;
- Ensure linkage with the SDGs.

Timelines and Key Milestones

The Evaluation will be conducted in 30 working days (spread over 6 weeks) as per the following tentative timelines:

Phase	Content	Deliverables	Time frame
Phase 1	Produce inception report for review and approval by the UNCT, Joint	Inception report	5 days

	National-UN Steering Committee and Regional Quality Assurance Team			
Phase 2	Consultation with key stakeholders including travels to the three UN Satellite offices.	Presentation of initial findings based on data collected and analytical information	10 days	
Phase 3	Prepare and submit first draft to Joint National-UN Steering Committee and Regional Quality Assurance Team for comments then incorporate input.	Draft Evaluation report	5 days	
Phase 4	Present Draft Evaluation Report for Stakeholder validation and incorporate feedback	Draft Evaluation report	5 day	
Phase 5	Based feedback received from stakeholders, finalize Evaluation Report and submit for approval.	Final Evaluation report	5 days	
Total number of days			30 days	

Management of the Evaluation process

The UNSDF 2017-2021 End of Term Evaluation will be participatory and consultative process involving government and other implementing partners along with UN agencies participating in the its implementation. The Evaluation process is commissioned by UN-RCO and will be jointly led by the UN-RCO and Ministry of Finance and Economic Development (MFED).

- **Consultant** - Taking into consideration the participatory nature of the Evaluation process, the major role of the consultants will be to review and analyze relevant documents from implementing partners; collect any additional relevant information; preparing and presenting the draft Evaluation report based on the information collected at various levels and finalizing the Evaluation report with actionable recommendations.
- **Evaluation Management Group** – This task is assigned to the inter-agency M&E Group (Pillar III). The group will facilitate recruitment of the evaluation consultants, facilitate the consultants’ activities and stakeholder engagements and avail the necessary documents for review. The Group will ensure that the evaluation abides by UNEG Evaluation Norms and Standards, including gender-responsive and human rights-based evaluation processes. The Group will ensure the development of a management response to UNSDF evaluation.
- **Joint National-UN Steering Committee** - assumes the role of the Evaluation Steering Committee. It is a multi-stakeholder consultative group with members from the UN System, Government of Botswana and other stakeholders.
- **Regional Quality Assurance Team** – will ensure that the CF Evaluation Quality Assurance criteria is followed and provide inputs at various key milestones of the evaluation process: TORs, selection of consultants, draft report and a post-hoc assessment of the final report.
- **The focal point for the UNSDF 2017-2021 Evaluation** is the RCO Data Management Specialist, under the supervision of RCO Team Leader, supported by the UN Botswana Country Team (UNCT).

DELIVERABLES

1. Inception report with detailed methodologies and timelines in line with the UN Evaluation Group guidance²². The report will be submitted to the UNCT for validation
2. Draft Evaluation Report for stakeholder validation. The consultant will present the key highlights (findings and recommendations) of the report to the programme stakeholders. The feedback provided from the meeting will be incorporated as input to the final draft
3. Final Evaluation Report - Report format will include but not limited to: Executive summary, introduction, the development context, findings and conclusions, lessons learned, and recommendations.

The submission of the Final Evaluation Report and Management Report should be in electronic copy. The Report should be submitted with an executive summary in English and should be of high quality in terms of presentation, relevance and utility, presented in Times New Roman Text, font size 12 and have the following attributes:

- Concision: The report should cover the required material without being irrelevant and unwieldy.
- Readability: The report should be written in jargon-free language. Its language should be simple, clear and reader friendly.

All reports should be produced in English following UN Guidance.

3. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

I. Academic Qualifications:

- Advanced University Degree (Masters or PhD) in public administration, development studies, economics, human rights or other relevant field;

II. Required experience:

- Minimum ten years of relevant professional experience;
- A strong record in designing and leading evaluations;
- Extensive knowledge of, and experience in applying, qualitative and quantitative evaluation methods;
- Demonstrated managerial competence and experience in organizing, leading and coordinating evaluation teams;
- Technical competence in undertaking complex evaluations which involve use of mixed methods;
- Prior experience in working with multilateral agencies;
- In-depth knowledge and strong research record of Botswana socio-economic development;
- Process management skills such as facilitation skills and ability to negotiate with a wide range of stakeholders

²² [UNEG Quality Checklist for Evaluation Terms of Reference and Inception Reports](#), 2010

- Knowledge of UN role, UN reform process and UN programming at the country level, particularly UNDAF/UNSDF;
- Strong experience and knowledge of the UN programming principles including leaving no one behind LNOB, human rights, gender equality and women's empowerment, sustainability and resilience, and accountability; and
- Fluency in English, excellent oral, written, communication and reporting skills.

III. Competencies:

- Uses substantive mastery of technical content to model excellence and motivate performance;
- Ability to lead effectively, using mentoring and conflict resolution skills;
- Sets strategic goals and builds the means to achieve results;
- Demonstrates openness to change and ability to manage uncertainties and complexities;
- Remains calm, in control and good humored even under pressure;
- Demonstrates excellent oral and written communication skills.

4. DOCUMENTS TO BE INCLUDED WHEN SUBMITTING THE PROPOSALS.

Interested **individual** consultants must submit the following documents/information to demonstrate their qualifications:

- Technical Proposal – this should include the following:
 - Profile of consultant and an outline of recent experience on assignments of a similar nature.
 - References from the consultant's clients for similar assignments.
 - The consultant's interpretation and demonstrated understanding of the assignment as per the TORs (interpretation of the TORs)
 - A clear description of the methodology and work plan that the consultants propose to execute the assignment with illustrations - describing the objectives, tasks and deliverables.
 - A work plan with indicative timelines that the consultant proposes to employ in executing the assignment, with graphical illustrations where appropriate.
 - Links to samples of previous work done.
- Financial proposal:
 - Lump-sum consultancy fee
 - The lump sum should be broken down to clearly indicate travel, per diems, and actual consultancy fees (daily fee)
 - An indication of whether this rate is flexible
- Personal CV including past experience in similar projects and contacts of at least 3 referees

NOTE: *Consultancy firms/companies interested in applying for this assignment are free to do so provided they submit a CV of only one qualified consultant and present its bid in a manner that would allow for evaluation of the bid in accordance with the evaluation criteria specified in these solicitation documents. That is, the experience required is that of the individual whose CV would have been submitted by the company rather than that of the company. Further, if the submitted bid wins, the ensuing contract will be between the UNDP and the company/firm, not the individual.*

5. FINANCIAL PROPOSAL

The financial proposal will specify the daily fee, travel expenses and per diems quoted in separate line items, and payments are made to the Individual Consultant based on the number of days worked.

All envisaged travel costs must be included in the financial proposal, however, travel related cost may require revision in line with evolution of the COVID-19 pandemic and related restrictions. This includes all travel to join duty station/repatriation travel. In general, UNDP should not accept travel costs exceeding those of an economy class ticket. Should the IC wish to travel on a higher class he/she should do so using their own resources.

In the case of unforeseeable travel, payment of travel costs including tickets, lodging and terminal expenses should be agreed upon, between the respective business unit and Individual Consultant, prior to travel and will be reimbursed.

6. EVALUATION

Individual consultants will be evaluated based on the following methodology:

Cumulative analysis

When using this weighted scoring method, the award of the contract should be made to the individual consultant whose offer has been evaluated and determined as:

- a) responsive/compliant/acceptable, and*
- b) Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation.*

** Technical Criteria weight; [70%]*


** Financial Criteria weight; [30%]*

Only candidates obtaining a minimum of 50 point will be considered for the Financial Evaluation

Criteria	Weight	Max. Point
Advanced University Degree (Masters or PhD) in public administration, development studies, economics, human rights or other relevant field	Mandatory exclusionary criteria	
Minimum ten years of relevant professional experience	Mandatory exclusionary criteria	
Complete proposal submitted as per Item 4 Documents to be Included when Submitting the Proposal;	Mandatory exclusionary criteria	
Fluency in written and spoken English.	Mandatory exclusionary criteria	
<u>Technical</u>	70%	70
Demonstrated a strong record in designing and leading evaluations;	30	30
Extensive knowledge of, and experience in applying, qualitative and quantitative evaluation methods	20	20

In-depth knowledge and strong research record of Botswana socio-economic development;	20	20
Process management skills such as facilitation skills and ability to negotiate with a wide range of stakeholders	10	10
Prior experience working with multilateral agencies;	10	10
Knowledge of UN programming at the country level, particularly UNDAF/UNSDF: Strong experience and knowledge of the UN programming principles including leaving no one behind LNOB, human rights, gender equality and women's empowerment, sustainability and resilience, and accountability	10	10
<i>Financial</i>	30%	30

ANNEX 2 Results Framework

			DATA SOURCES				PARTNERS
UNSD F PRIORITY AREAS - OUTCOMES	POLICY /PROGRAMMES	OUTPUTS					
Outcome 1: By 2021, Botswana will have developed quality policies and programmes towards the achievement of Sustainable Development Goals and national aspirations	International and regional protocols on gender equality, protocols and legislation on child rights, HIV and AIDS, Surveys and census support, EDD Strategy Business Botswana Strategies	Output 1.1: Enhanced national capacity to develop integrated policies, strategies and programmes for sustainable development of the economy					Document review Key Informant Interviews (KII) Focus Group Discussions (FGDs) e-Surveys
	Bill on professionalization of social workers; <i>National Migration Profile policy</i> End AIDS as public health threat by 2030 HIV and AIDS Strategy framework (2018 -2023) -National remediation plan	Output 1.2: Enhanced national capacity to develop integrated policies, strategies and programmes to strengthen human and social development outcomes.					MITI, MLGRD, MoBE MH&W, MYSC, MFED, MoPAPA, MNIG, MENRCT, RCO, IOM, UNDP, UNESCO, UNFPA, UNICEF, WORLD BANK, WHO, UNHCR, UN WOMEN, SB, BB, BCM, Botswana Baylor, Childline, Gender Links, WAR, MBGE, Masiela Trust, DUMA FM, GABZ FM, 

		Output 1.3: Enhanced national capacity to develop integrated policies, strategies and programmes for the management of the trade-off between economic growth and environmental sustainability						
		Output 1.4: Enhanced national capacity to develop integrated policies, strategies and programmes to deepen democracy outcomes and strengthen governance institutions.						
Outcome 2: By 2021 Botswana will have fully implemented policies and programmes towards the achievement of the Sustainable Development Goals and national aspirations	Economic diversification, Supplier capacity development to the mining sector; <i>National Migration Profile Central Database;</i> <i>Capacity building in government and Civil society-</i> accreditation to international standards for ethical recruitment; <i>Deliver 10 commitments on ending HIV AIDS by 2030</i> - 5 key, e.g VMC, Key pops, Condom distribution, PREP – pre-exposure prophylaxis <i>OSEC support</i>	Output 2.1: Improved capacity to plan for delivery, identify and resolve implementation challenges, and account for the delivery of quality interventions for sustainable development of the economy.	Satisfactory					

	Policy implementation and addressing gender-based violence; Inclusive programme implementation for Children, Women and Youth; Strengthening Capacities of CSOs; Women political participation and decision making; Childcare, rights and abuse; Private sector CEO's initiative on Child and Gender Issues; Impacts and response to the COVID 19, HIV and AIDS	Output 2.2: Improved capacity to plan for delivery, identify and resolve implementation challenges and account for the delivery of quality interventions to strengthen human and social development outcomes						
		Output 2.3: Improved capacity to deliver quality intervention for the management of the trade-off between economic growth and environmental sustainability						
Outcome 3: By 2021 State and non-State actors at different levels will use quality and timely data to inform planning, monitoring, evaluation, decision-making and participatory accountability processes	Monitoring and evaluation capacity; providing GoB with evidence to support its decision making:- e.g. Investment case + ARVS for noncitizens.	Output 3.1: Increased institutional capacity to collect, manage, analyze, package and utilize data to improve planning, monitoring, evaluation and decision-making towards sustainable development of the economy	Poor					

	Data Monitoring, Evaluation and Reporting; Resources for Gender Programming. Strengthening institutions and Governance for gender equality	Output 3.2: Increased institutional capacity to collect, manage, analyze, package and utilize data to improve planning, monitoring, evaluation and decision-making to strengthen human and social development outcomes.						
		Output 3.3: Increased institutional capacity to collect, manage, analyze, package and utilize data to improve planning, monitoring, evaluation and decision-making for the management of the trade-off between economic growth and environmental sustainability						
		Output 3.4: Increased institutional capacities to collect, manage, analyze, package and utilize data to improve planning, monitoring, evaluation and decision-making to deepen democracy outcomes and strengthen governance institutions.						

ANNEX 3: FOCUS GROUP DISCUSSION GUIDELINES

Demographic Information

Sex		
Male: 1	Female: 2	Other (specify)

Marital Status						
Single: 1	Married: 2	Separated: 3	Divorced: 4	Widowed: 5	Cohabiting: 6	Not Applicable: 7

Current Occupation			
Male	Female	Other	

Focus Group Discussions Checklist at the Sites

- What is the mandate of your organization?
- Gender sensitive analysis of stakeholders (UN system, Implementers & Beneficiaries) with interests in policy and programme implementation.
- Assess each project's performance, change process, highlight outcomes, derive lessons learned and good practice in terms of relevance, effectiveness, efficiency and sustainability.
- The case study activities will include interviews with male and female frontline and management staff involved in service delivery, key business and finance staff, business advisor/mentor and other relevant contacts.
- Male and female stakeholders understanding of the UNSDAF
- Are the stakeholders working together to deliver the outcomes of the framework as one (partnerships and collaboration) NB: UNSDF makes reference to Collective Aspirations in which – under the UNSDF the focus is to move towards greater collaboration, focus and coherence in programming and improve quality of life for all especially the most vulnerable social groups.
- UN Support to the GoB in implementing the framework (probe contributions of UN agencies) – Multi - Stakeholder partnerships
- Challenges and Opportunities, Lessons Learned and Way Forward in terms of actionable recommendations

ANNEX 4: DATA PRESENTATION MATRIX

No.			Evaluation Questions on			
1			Relevance	Efficiency	Effectiveness	Sustainability
	Summative Evaluation Study Objective		-Was UNSDF strategic areas and outcomes consistent with country needs, national priorities, the country’s international and regional commitments?			
	Assess the design process of the UNSDF 2017-2021, prioritization of strategic areas, identification and engagement of stakeholders as well as the development of resource and results matrices.	Responses from the UN system	“We also work hand in hand in government and assist them with integrated management of guidelines/operations.” I am highly involved in providing support to GoB in area of policy and programme design - Assisted in drafting new legislation that covers space/asylum provision and the new management of refugees.	“... works across all the three Strategic Priority Areas and provides high level support at policy and programme design and works with implementing partners. “	No one is left behind and so all normative principles are incorporated in all the UNICEF programmes” “There is a lot of technical expertise but there is a need to tweek on performance of staff in Government.” we as agencies drive country programmes from the UN side of the	“Funding in Botswana does not seem to be a problem. Programmes can be sustained.” “focus should be on the right capacities and making funding available on the right capacities and allocating it on the right things”

					<p>partnership: We draw annual plans which are amalgamated into metrices / – pillar plan.</p> <p>There is no jointness among the agencies to solve country issues together.</p>	
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Efficiency	Was the time efficiently utilised and respected in the implementation of the UNSDF projects and programmes?
Annex – 5 Evaluation Matrix	Are data related to the UNSDF projects and programmes systematically collected?
	The UN System is developing local technical capacity in government ministries to ensure that data is
	How efficient was the implementation of the UNSDF programme?
Criteria/Factors	Describe the partnerships in the UNSDF 2017-2021 in terms of efficiency, effectiveness, relevance and sustainability
Relevance	What do you think should be done to increase the relevance of the UNSDF programmes?
	The UNSDF programmes have a clear exit strategy?
	The UN System is developing local technical capacity in government ministries to ensure that data is
Effectiveness	Was there any unwillingness to accept the UNSDF programme as an effective implementation of the UNSDF?
Cross-cutting themes	What do you think should be done to increase the effectiveness of project/programmes you are implementing in the UNSDF?
	To what extent were the UNSDF objectives achieved on time?
Efficiency	Was the time efficiently utilised and respected in the implementation of the UNSDF projects and programmes?
	Are data related to the UNSDF projects and programmes systematically collected?
	The UN System is developing local technical capacity in government ministries to ensure that data is
	How efficient was the implementation of the UNSDF programme?
Sustainability	Describe the partnerships in the UNSDF 2017-2021 in terms of efficiency, effectiveness, relevance and sustainability
	The UNSDF programmes have a clear exit strategy?
	The UN System is developing local technical capacity in government ministries to ensure that data is
	To what extent will the benefits of the UNSDF continue after UN funding stops?
Cross-cutting themes	

ANNEX 6- Focus Group Discussions for Implementers

Confidentiality: *Your answers to the questions and all other information you give will be held in strict confidence.*

Total Participant Time required: 45 minutes

Introduction, Explanation and Interview Process (5 minutes)

A. Interviewer introduces her/himself and explains the purpose of the evaluation.

Hello, my name is _____, I am a consultant/researcher with JMC, a local consultancy firm. My assistant is _____.

Background and Aims of the Summative Evaluation

The United Nations Office of the Resident Coordinator in Botswana in collaboration with the government of Botswana, represented by the Ministry of Finance and Economic Development and the UNCT have engaged an independent consultant to undertake the Summative Evaluation of UNSDF 2017-2021. In preparation of the next Country Framework, it is imperative to learn what has worked (that is results achieved)) and what needs to be improved going forward.

The main objective of the Summative Evaluation is to assess progress on implementation of UNSDF; relevance to current national context and global commitments of the country; effectiveness of UNSDF management arrangements; and status of UNSDF budget. The review will examine results achieved, lessons learnt, assess UN Joint Programmes, achievement on securing the budget, examine challenges and opportunities and will recommend best practices to consider in the next Country Framework (CF).

For the purpose of this study you have been selected as a key informant. You have been asked to join us here because of your position in the UN/Government / NGO etc. We would like to thank you for agreeing to be interviewed. The information will be used to assess the relevance, effectiveness, efficiency and sustainability in respect to progress made in the implementation of the UNSDF (2017 – 2021) as a strategy to deliver the SDGs agenda, AU Agenda 2063, Vision 2036 and NDP 11 aspirations in Botswana. Please share as much information as you can so that issues of concerns regarding the UNSDF could be known with a view to make recommendations on the crafting of the next Framework for Development Cooperation.

The interview may be recorded and pictures may be taken with your permission. This will allow me to go back and listen, take notes, and then write a short summary of our discussions. I want to reassure you that all your comments will remain anonymous. Your names will not be directly linked to anything that you said during the interview. *We would therefore appreciate you taking your time to answer the following questions to the best of your ability as part of the process of providing information for assessing the extent to which anticipated outcomes were produced as well as determine their worth.*

Code:

DEMOGRAPHIC INFORMATION

sex		
Male:1	Female: 2	Other (specify)

Marital Status						
Singl e: 1	Marrie d: 2	Separate d: 3	Divorce d: 4	Widowe d: 5	Cohabitin g: 6	Not Applicabl e: 7

Highest Educational Level Attained						
	Junior Certificate: 3	O levels: 4	Certificate:5	Diploma: 6	Degree: 7	Post Grad

Current Occupation		
Male	Female	Other

1. What is the mandate of your organization?
2. Which programme are you implementing in your area of operation and when did you start implementation? Month & Year?
3. What progress have you made in the implementation of these policies and programmes in the past 4 – 5 years (2017 - 2020? That is, to what extent were the planned outcomes and outputs of the programme achieved or not achieved?

Probe for: Relevance, Effectiveness, Efficiency and Sustainability of policies and programmes. Are you getting any support from the UN to ensure efficient, effective and sustainable delivery of the outcomes and outputs of the UNSDF?

4. What has been the focus of the programme you are implementing?
5. What support are you receiving from the UN to implement the programmes?
6. How have you been able to generate, store, access and retrieve data related to your programme?
7. How have you used data for decision making to improve policy or programme output?

8. State any challenges and/or bottlenecks affecting the efficient and effective implementation of the programmes under the UNSDF 2017 – 2021 as well as sustainability of such policies and programmes?
9. How are they being addressed?
10. To what extent is the UN System developing local technical capacity for the next UNSDF for development cooperation?

11. **Lessons Learned**

11. a) What lessons can be drawn from the implementation of the UNSDF 2017 - 2021?

b) How are lessons learnt being used to maximize attainment of the desired outcomes and outputs under the programmes?

12. What progress do you think has been made in the implementation of these policies and programmes since you became the beneficiary? That is, to what extent do you think the programmes are successful or not in improving your life and life in the community in general?

Probe for: Relevance, Effectiveness, Efficiency and Sustainability of policies and programmes. Are you getting any support from relevant government departments to ensure efficient, effective and sustainable delivery of the programmes implemented in your area?

13. What has been the focus of the programme from which you are the beneficiary?
14. Have you ever been asked to provide feedback on the programme from which you are the beneficiary i.e. in terms of your perception about the usefulness or lack thereof of the programme to your life in general?
15. Do you think the very poor people, ethnic minorities, youth, women, elderly, people with disability benefit the same way you do from the programmes?
16. Are women actively participating in the programmes as beneficiaries or leaders in some programmes?
17. State any challenges and/or bottlenecks affecting the efficient and effective implementation of the programmes as well as sustainability of such policies and programmes?
18. How are they being addressed?

19. **Lessons Learned**

A.). What lessons can be drawn from the implementation of the government programmes in your area?

- B.) How are lessons learnt being used to maximize attainment of the desired outcomes and outputs under the programmes?

20. Suggest recommendations for improvement...what do you think should be done to improve programme delivery to maximize your benefits.

ANNEX 7: UNSDF KEY INFORMANT INTERVIEWS: UN SYSTEM

Confidentiality: *Your answers to the questions and all other information you give will be held in strict confidence.*

Total Participant Time required: 1 hour

Introduction, Explanation and Interview Process (5 minutes)

A. Interviewer introduces her/himself and explains the purpose of the evaluation.

Hello, my name is _____, I am a consultant/researcher with JMC, a local consultancy firm. My assistant is _____.

Background and Aims of the Summative Evaluation

The United Nations Office of the Resident Coordinator in Botswana in collaboration with the government of Botswana, represented by the Ministry of Finance and Development and the UNCT have engaged an independent consultant to undertake the Summative Evaluation of UNSDF 2017-2021. In preparation of the next Country Framework, it is imperative to learn what has worked (that is results achieved)) and what needs to be improved going forward.

The main objective of the End of Term Evaluation is to assess progress on the implementation of UNSDF; relevance to current national context and global commitments of the country; effectiveness of UNSDF management arrangements; and status of UNSDF budget. The review will examine results achieved, lessons learnt, assess UN Joint Programmes, achievement on securing the budget, examine challenges and opportunities and will recommend best practices to consider in the next Country Framework (CF).

For the purpose of this evaluation you have been selected as a key informant for the study. You have been asked to join us here because of your position in the UN/Government / NGO etc. We would like to thank you for agreeing to be interviewed. The information will be used to assess the relevance, effectiveness, efficiency and sustainability in respect to progress made in the implementation of the UNSDF (2017 – 2021) as a strategy to deliver the SDGs agenda, AU Agenda 2063, Vision 2036 and NDP 11 aspirations in Botswana. Please share as much information as you can so that issues of concerns regarding the UNSDF could be known with a view to make recommendations on the crafting of the next Framework for Development Cooperation. *We would therefore appreciate you taking your time to answer the following questions to the best of your ability as part of the process of providing information for assessing the extent to which anticipated outcomes were produced as well as determine their worth.*

Code:

Demographic Data

1. Name of UN Agency:
2. Gender

3. Age
4. Nature of Business:
5. What is your current staff establishment?
6. Of the staff establishment, how many posts are filled?
7. If there are unfilled posts, what are the reasons for not filling them?

Relevance

8. Through the UNSDF 2017-2021, the United Nations has partnered and collaborated with the GoB to support delivery on Botswana's aspirations of Vision 2036, NDP11, Agenda 2030, and AU 2063. As part of the UN system, what is your level of support
 - a) Policy and Programme Design
 - b) Policy and Programme Implementation
 - c) Data for Planning , Monitoring and Evaluation and decision making
9. What specific programmes have been implemented by your agency in the UNSDF?
10. How resilient, responsive and strategic was the Agency in addressing emerging and emergency needs, for example COVID-19 impacts.
How effective was GoB's participation in the design of policies and programmes in the UNSDF?

Effectiveness

11. How effective was the GoB's role in contributing to the UNSDF design and approval?
How effective was the GoB through its ministries and departments in implementing policies and programmes in the UNSDF?
12. How did the GoB facilitate multi-stakeholder coordination and mobilization of resources for smooth and efficient UNSDF implementation?
13. What were the major factors influencing the achievement or non-achievement of the objectives in the UNSDF?
14. How did you coordinate the activities to ensure achievement of planned outputs in UNSDF?
 - a) What planned outputs in the UNSDF were not achieved? Why?
15. To what extent did the design, implementation and results of the programmes incorporate:
 - a) a gender equality perspective?
 - b) people living with poverty?
 - c) people living with disabilities?

- d) leave on one behind?
- 16. How can the GoB achieve
 - a) quality Policy and Programme Design
 - b) effective Policy and Programme Implementation
 - c) efficient and effective Data for Planning, Monitoring and Evaluation
 - d) How did your agency identify, train and prepare implementers of the programmes in the UNSDF?
 - e) How did you build capacity for sustainability in your beneficiaries?

Efficiency

- 17. Were your programmes implemented in the most efficient way?
- 18. What was the original budget for the programme?
- 19. Was there counterpart funding for these programmes?
- 20. Were these funding arrangements fulfilled?
- 21. Did you have sufficient resources for effective implementation of the programmes?
- 22. What management challenges affected efficient implementation of the programmes?

Effectiveness

- 23. How effective were the institutional arrangements of the management of the programmes at;
 - a) National level
 - b) Regional level
 - c) District level
 - d) Community level?

Suggest recommendations for improvement.

Sustainability

- 24. To what extent will activities, results and effects being expected to continue after UNSDF 2017-2021 has ended?
- 25. What were the major factors which influenced the achievement or non-achievement of sustainability of the UNSDF programme?
- 26. To what extent is the UN system developing local technical capacity for quality policy and programme design?
- 27. How is the UN system developing GoB's ministries and departments' technical capacity for policy and programme implementation?
- 28. How is the UN system developing GoB's ministries and departments' technical capacity for programme monitoring and evaluation to generate data?
- 29. How is the UN system developing GoB's ministries and departments' technical capacity for research data management?

30. How is the UN system developing GoB's ministries and departments' technical capacity for FAIR²³ data in the UNSDF?

Lessons Learned

31. What lessons can be drawn from the implementation of the UNSDF 2017 - 2021?
32. How have you used the lessons to maximise attainment of outcomes?

²³ FAIR – In Open Science, this this means data must be findable, accessible, interoperable and reusable. For the Framework to be effective, data must be produced, analysed and used to inform decision making across all programmes.

ANNEX 8: LIST OF PERSONS INTERVIEWED

No.	Name of person	Gender	Organisation	Title	Date
1	Alexander Ngungi	M	UNHCR (Dukwi refugee Camp)	Data Management Officer	11/11/2020
2	Mmakeng Leepile	F	UNHCR	Assistant Protection Associate	11/11/2020
3	Godira Segoea	M	Bobirwa Malaria project	WHO Malaria Project (AFROII Project) Coordinator	11/11/2020
4	Solomon Feleke Asnakew	M	Implementing Partner – Bobirwa-	WHO Malaria Surveillance Consultant	11/11/2020
5	Dr. Kaite Machini	M	Bobirwa DHMT	Head of Preventive programmes	11/11/2020
6	Seinamo Gadilefhe	F	Bobirwa DHMT	Transport Officer	11/11/2020
7	Dr. Enock Mulomba	M	Bobirwa DHMT	Medical officer	11/11/2020
8	Lulu Keipile	F	Bobirwa DHMT	Nurse	11/11/2020
9	.Parksonchicks Mompoti Marole	M	Bobirwa DHMT	officer	11/11/2020
10	Tefo Kgorobutswe	M	Malaria Vector Control Project	WHO Malaria Project (AFROII Project) - Student	11/11/2020
11	Bobelo	F	Mathathane clinic	Spray Operator	12/11/2020
12	Samuel Makola	M	Mathathane mothusa kgosi	kgosi	12/11/2020
13	Girly Sengaali	F	Mathathane clinic	Nurse	12/11/2020
14	Osego Olebogeng	F	Mathathane clinic	Nurse	12/11/2020
15	Ikgopoleng Keipidile	F	Bobirwa clinic	Matron of Bobirwa Clinics	12/11/2020
16	Nelson Machete	M	Mathathane clinic	Indoor Residual Spraying Operator	12/11/2020
17	Palesa Lesola	F	Mathathane clinic	Indoor Residual Spraying Operator	12/11/2020
18	Kagiso Madikwe	M	Mathathane clinic	Indoor Residual Spraying Operator	12/11/2020
19	Onneetse Ratanang	F	Mathathane clinic	Indoor Residual Spraying Operator	12/11/2020

No.	Name of person	Gender	Organisation	Title	Date
20	Boitumelo Gagoitseope	F	Mathathane clinic	Indoor Residual Spraying Operator	12/11/2020
21	Gofaone Semaatla	F	Mathathane clinic	Indoor Residual Spraying Operator	12/11/2020
22	Orapeleng Sekgwake	F	Skills Share Botswana		13/11/2020
23	Mogogi Leburu	F	Skills Share Botswana		13/11/2020
24	Molly Molosankwe	F	Skills Share Botswana	Warehouse Manager	13/11/2020
25	Mpho Mmesesi	F	UNAIDS	Strategic Information advisor	13/11/2020
26	Tshego Phaphe	F	Skills Share Botswana	Community Support officer	13/11/2020
27	Prinless Tshwere	F	Skills Share Botswana	Community Support officer	13/11/2020
28	Bakoetse Tsiane	F	Skills Share Botswana	Project Manager	13/11/2020
29	Helen Andreasson	F	UN ORC	Team Leader- Strategic Planning	16/11/2020
30	Sarah Ng'inja	F	UNICEF	Deputy Representative	16/11/2020
31	Gape Machao	M	UNICEF	Monitoring and Evaluation	16/11/2020
32	Leseka Mukokomani	F	UNICEF	Education Specialist	22/11/2020
33	Gomolemo Rasesigo	M	UNICEF	Child Protection Specialist	17/11/2020
34	Johnson Maiketso	M	UNDP	Programme Specialist, Economic Diversification and Inclusive Growth	17/11/2020
35	Charles Siwawa	M	Botswana Chamber of mines	Chief Executive Officer	17/11/2020
36	Norman Moleele	M	Business Botswana	Chief Executive Officer	17/11/2020
37	Mr.Gupta	M	UNHCR	Head of Mission	17/11/2020
38	Moitshepi Matsheng	F	Young Love	Country Coordinator	17/11/2020
39 40	B Atamelang	F	Min.of Trade and Industry, Economic Diversification	Deputy Director	17/11/2020
41	Dr.Kabelo Senyatso	M	Department of Wildlife and National Parks	Director	18/11/2020
42	Mareledi Segotso	F	UNFPA	Assistant Country Representative	18/12/2020
43	Thomas Motingwa	M	Office for People with Disabilities (OP)	Director	18/11/2020
44	Tapologo Baakile	M	Statistics Botswana	Director of Social and Demographic Statistics	18/11/2020
45	Peggy Ramaphane	F	Women Against Rape-Maun	Executive Director	18/11/2020

46	O.B Machete		Childline Botswana	Chief Executive Officer	18/11/2020
47	Lydia Mathoko-Ditsa	F	UN Women	Gender Specialist	19/11/2020
48	Dr. Matshaba	F	Baylor Botswana	Executive Director	19/11/2020
49	Donald Seberane	M	Duma FM	Station Manager	19/11/2020
43	Thomas Motingwa	M	Office for People with Disabilities (OP)	Director	18/11/2020
44	Tapologo Baakile	M	Statistics Botswana	Director of Social and Demographic Statistics	18/11/2020
45	Peggy Ramaphane	F	Women Against Rape-Maun	Executive Director	18/11/2020
46	O.B Machete	F	Childline Botswana	Chief Executive Officer	18/11/2020
47	Lydia Mathoko-Ditsa	F	UN Women	Gender Specialist	19/11/2020
48	Dr. Matshaba	F	Baylor Botswana	Executive Director	19/11/2020
49	Donald Seberane	M	Duma FM	Station Manager	19/11/2020
50	Neo Matlapeng	F	Gabz FM	Head of programs	19/11/2020
51	Lydia Mathoko-Ditsa	F	UN Women	Gender Specialist	19/11/2020
52	Bame Mannathoko	M	UNDP	Monitoring and Evaluation	20/11/2020
53	Martin Mosima	M	UNESCO	National Program Officer, HIV & Health Education	20/11/2020
54	Magdeline Madibela	F	UN Women	Gender Advisor	21/11/2020
55	Grace Karugaba	F	Baylor	Training Coordinator	23/11/2020
56	K. Kelly	F	MYSC HQ	M& E	23/11/2020
57	K Lesiela	M	MYSC HQ		23/11/2020
58	Kenneth Katse	M	Baylor	Senior Program Officer	23/11/2020
59	Desmond Lunga	M	Men & Boys for Gender Equality	Founder and Team Leader	23/11/2020
60	Tebatso Chalashika	M	Population and Development Coordination-MFED	Director	23/11/2020
61	Oneetse Makhumalo	F	Gender Links	Country Manager	23/11/2020
62	V.Dabutha	F	Masiela Trust	Executive Director	23/11/2020
63	Phemelo Maiketso	F	Min. of Nationality, Immigration and Gender Affairs	Deputy Director	24/11/2020
64	E.L. Motshubi-Nthobatsang	F	Min. of Nationality, Immigration and Gender Affairs	PGO 1; Research	24/11/2020
65	Bessie B. Kelebonang	F	Min. of Nationality, Immigration and Gender Affairs	SGO Projects	24/11/2020

66	Boemo Mpolokeng	F	Min. of Nationality, Immigration and Gender Affairs	Chief Gender Officer	24/11/2020
67	R.R Malema	M	Min. of Nationality, Immigration and Gender Affairs	Principal Gender Officer Policy (PGO 1	24/11/2020
68	Lentswe Motsamai	M	Min. of Nationality, Immigration and Gender Affairs	PGO Research	24/11/2020
69	Rachel Namutosi-Loeto	F	Min. of Nationality, Immigration and Gender Affairs	PGO 2 Policy	24/11/2020
70	Philipp Baumgartner	M	IFAD	Programme Specialist	24/11/2020
71	Chimbidzani Bratonozi	F	UNDP	Programme Specialist - Environment & Climate Change Portfolio	24/11/2020
72	Guido Rurangwa	M	World Bank	Resident Presentative	24/11/2020
73	Elsie Alexander	F	Putting Women First Trust	Member	28/11/2020
No.	Name of person	G	Organisation	Title	Date
74	Khulekani Mpofu	M	Implementing Partner - Tsabong	Project Manager	30/11/2020
75	Mosimanegape Hengari	M	Implementing Partner - Tsabong -Tsabong	Intern	30/11/2020
76	Tabona Nyakane	M	Implementing Partner - Tsabong -Tsabong	Community Support and Outreach	30/11/2020
77	Julias	M	Implementing Partner - Tsabong -Tsabong	Community Support and outreach	30/11/2020
78	Kagoetsile Motlokwa	M	Implementing Partner - Tsabong -Tsabong	Finance and Administration	30/11/2020
79	Jolly Hule	M	-Tsabong	Principal Wildlife Ranger	30/11/2020
80	Tiroyaone Mokoti	M	Tsabong	Senior Wildlife Ranger	30/11/2020
81	Zia Choudbury	M	UN ORC	Resident Coordinator	15/12/2020
82	Priscilla K. Israel	F	International Cooperation Unit, Directorate of Public Prosecutions	Assistant Director of Public Prosecutions, Head of Unit	28/12/2020
83	Rosinah Dialwa	F	UNROC	Data Analyst	2/02/21
84	Taimur Khilji	M	UNROC -	Economist	2/02/21
85	Vanilde Furtado	F	UN ROC – Gender specialist	Gender Specialist	27/01/21
86	Natasha Hirschfeld	F	UNDP	Programme Specialist, Governance	8/02/21

ANNEX 9: DOCUMENTS REVIEW LIST

“A Spirit of Togetherness” – 25 Years of Women Against Rape (WAR).

2020 UNSDF Pillar II AWP

April 19-20 April 2018

Baseline Study for Early Childhood Development Programme in Four Selected Districts of Botswana

Botswana Biogas MTR Final 16 July 2019: Promoting production and utilization of biogas from Agro-waste in South Eastern Botswana

Botswana UNCT Report on the UN Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW), June 2018.

Botswana’s UN Joint Gender Programme Document on Gender Based Violence (2018-2020).

Country Program Document for Botswana (2017-2021)

CSO Workshop on Strategy Development and Programme Design 2017 syllabus, Empowerment of Non-State Actors in Botswana Component 1: Support to NGO Empowerment

Development Results Framework (with budget) for the UN Joint Gender Programme Document (2018-2020)

Dipolelo, Girls Against GBV.

Government of Botswana, United Nations Sustainable Development Framework (UNSDF) 2017 – 2021.

Government of Botswana/United Nations Programme Operational Plan Programme Steering Committee Meeting Minutes.

United Nations Botswana . Joint Mobilisation and Partnership Strategy 2013 - 2016

Managing the Human Wildlife Interface to sustain the flow of Agro-ecosystem services and Prevent Illegal Wildlife Tracking on the Kgalagadi and Ghanzi Dry Lands

Mokoro with Botswana Institute for Development Policy Analysis: The Investment Case for Nutrition, The Government of Botswana and UNICEF, Gaborone.

Monitoring and Evaluation Framework for the Joint Gender Programme on Gender Based Violence.

National Review for Implementation of the Beijing Platform for Action-Beijing+25 June 2019, Final Report Botswana.

National Policy on Gender and Development (2015) Ministry of Labour and Home Affairs Gender Affairs Department, Botswana.

National Policy on Gender and Development, Operational Plan (2016-2020), Ministry of Labour and Home Affairs Gender Affairs Department.

National Review for Implementation of the Beijing Platform for Action-Beijing +25 (June 2019) Final Draft, Botswana.

National Strategy for Gender and Development (2016) Bridging the Gender Gap, Ministry of Labour and Home Affairs, Gender Affairs Department

National Strategy Office. (2017, December). Performance Monitoring and Evaluation Manual. Gaborone: Office of the President.

National Strategy Towards Ending Gender Based Violence in Botswana, “Breaking the Cycle of Gender-Based Violence” (2016-2020) Ministry of National, Immigration and Gender Affairs. Gender Affairs Department.

Reflections on Child, Early and Forced Marriages: Anecdotes from Botswana.

Social and Economic Impacts of the Closure of the Bamangwato Concessions Ltd. (BCL) Mine in Selebi Phikwe, Botswana (*Assessment Report*)

Stop Malaria Consultant End of Mission Technical Report.

Support to the Cubango-Okavango River Basin Strategic Action Programme Implementation

Signed Governance Project Document 2018- Support to the Fulfillment of Human Rights, Access to Justice and Empowerment of Youth and Women

Signed SDG Project Document June 2018: Support to the Ministry of Finance and Economic Development to Lead in the Coordination of SDG’s Implementation in Botswana.

Transformative Policy Solutions to Support Women-Led Businesses in Africa in a Post covid-19 World.

UN Country Team 2019 Results Report

UN Country Team Annual Report: Thailand.

United Nations Development Country: Botswana project Document.

UN Women Report of the Capacity Assessment of the Organizations in the Okavango Delta

UNCTAD (2020) Beyond Uncertainty Annual Report 2019 Highlights.

UNSDF 2017 - 2021 Project minutes- PSC, Pillar group presentations (2017; 2018; 2019).

Vector control for malaria elimination in Botswana: progress, gaps and opportunities.
Women Against Rape Trust Profile – 1995 to 2020.

ANNEX 10: AUDIT TRAIL

UNSDF – Summative Evaluation Report Audit Trail (October – November, 2020)

The United Nations Summative Evaluation Audit Trail is one of the major deliverables of the Summative Evaluation. The Audit Trail captures all the comments and feedback received from the Evaluation Management Group (EMG) members and other commentators who were given the report to read. Comments and feedback on the report were received in October and November 2020 respectively. The consultant received valuable comments and feedback that were dully incorporated and helped in shaping the content of the final submission of the Inception Report. Responses from the EMG will go a long way in shaping the contents of both the draft and final Inception Report due on the 4th December 2020.

Table 1 below is a summary of comments and feedback provided to the consultant following the presentation of the draft Inception Report to the EMG on the 29th October 2020. Some of the comments were made via email, others verbally during the virtual report presentation and other sourced from documents available on Microsoft Teams. All the comments/feedback received were found useful and duly incorporated into the final Inception Report. It is important to point out that, some of the comments will be expanded and fully incorporated into the Final Summative Evaluation Report, in particular comments that deals with gender analysis and inclusion of those left furthest behind. This Audit Trail will be included as an Annex in the Final Report of the Summative Evaluation.

Table 1: Summative Evaluation Audit Trial Matrix

Author	Comments, location and number	Comments/feedback on the draft Inception Report	Response and Action taken by Independent Consultant
Evaluation Management Group (EMG)	Gaborone (Partners to the UNSDF)	Making relevant document for the desk-review in Teams. These documents (quarterly, annual reports, meetings etc) are critical for tracking partner organizations and entities to contribution made towards implementation of UNSDF and subsequent results. In particular, UN support to the government of Botswana to deliver on the aspirations of the SDGs.	Downloaded the documents, read and used data to enhance the quality of the Inception Report
Evaluation Management Group (EMG)	Verbal comments and feedback during the virtual presentation of the Inception Report on the 29 th October, 2020	Verbal comments and feedback coming from the EMG were found very useful and duly incorporated into the Inception Report. Comments and feedback revolved mainly on sampling methods used. And how the consultant will ensure a wider representation of all the stakeholders in the review of the UNSDF Some EMG members send in a check-list to consider in order to ensure the mainstreaming of gender across the evaluation process. .	Feedback noted and incorporated to enhance the quality of the Inception Report Consultant connection to Microsoft Teams made it easier to access relevant documents, reports, individual comments and feedback and other literature made available on the Microsoft Teams
Vanilde Furtado < vanilde.furtado@gmail.com >	Comments/feed back sent by email	1.The objectives of the stakeholders’ mapping and analysis needs to be more concrete and guided by key questions for UNSDF evaluation, including the following: <i>· did the UNDAF make the best use of the UNCT's comparative advantages in gender equality in the country?</i>	To address issues raised by the Gender Specialist, the consultant, took the following steps: 1. Ensured that the Gender National Policy and National Strategy for ending GBV is among the list of key policies to be consulted. These are key policies guiding

		<p>· <i>did the UNSDF help achieve the gender equality priorities in the national development framework and helped to meet international commitments and standards?</i></p> <p>· <i>Are data for GE and gender-sensitive results being collected and reported as planned?</i></p> <p>· <i>Are gender-related results and gaps in implementation being addressed in the UNSDF annual review and RC annual report?</i></p> <p>· <i>How well do UNSDF monitoring mechanisms and processes enable the collection of gender equality and gender-sensitive results information?</i></p> <p>· <i>How well did the UNSDF address intersecting and multiple forms of discrimination in order to ensure no one is left behind?</i></p> <p><i>Overall, the main goal of a gender responsive UNSDF evaluation is to determine if results made a contribution to gender equality and if yes, how.</i></p> <p>2. I couldn't find any mention that data will be collected in a sex disaggregated way and gender indicators collected, or to the effect of a gender analysis of the UNSDF M&E framework vis-à-vis achieved results (to assess whether contributions benefits and contributions were fairly distributed by the implementation of the UNSDF).</p>	<p>strategic outcomes and outputs of the UNSDF and Joint Programmes;</p> <p>2. During field visits and data collection, the consultant ensured that as a tool for qualitative data collection, gender balance of the participants during FGDs, KII and survey were maintained. The same procedure was followed during sampling</p> <p>3. Further, there is an easy to use checklist on Gender Mainstreaming in UNDAF Monitoring, Reporting and Evaluation found page 55 (resource in attachment). This was found to be a very useful tool for the Summative Evaluation.</p>
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ANNEX 11: UN Satellite Sites

It is important to point out that, in addition to work done by the UN System in Gaborone, the has UN expanded delivery and implementation of policies and programmes to the districts and at community level: Case studies - DUKWI, Tshabong and Bobirwa sub-district (UN Satellite Offices) are presented below.

a). Human rights and governance related policies and programmes

Table 1: Service delivery – UN Satellite Office Dukwi Refugee Camp

Name of UN site:	Purpose and focus of the Satellite		
UNHCR Field Office – Dukwi	The office focuses on the Dukwi Refugee Camp which houses the predominant population of asylum seekers and refugees in Botswana. UNHCR field office works collaboratively with the Government of Botswana, through its line Ministry being Defence, Justice & Security to ensure the concerned population has access to basic rights and needs.		
Partners on the ground	Skillshare International Botswana		
Stakeholders on the ground	Ministry of Defence, Justice & Security <ul style="list-style-type: none"> Refugee Management office; Dukwi Police Station Ministry of Health (Dukwi Clinic) Ministry of Education (Dukwi Primary School)		
Brief description of the intervention on the ground	UNHCR Dukwi office provides protection-based assistance to the concerned population of asylum seekers and refugees. Protection based assistance of UNHCR includes, access to shelter and sanitation, in-kind assistance in the form of food and non-food items, education and healthcare (including psych-social intervention). Further, there is promotion of a dignified and empowering environment where the population is encouraged and assisted to engage in livelihood programmes to increase self-sustenance through agriculture-based programs, opening of salon/barber shops, tuckshops, <i>inter alia</i> . The Agency also aims to promote social cohesion between the refugee and host community.		
Results From the projects	Adequate shelter and sanitation provided to the community.		
	Access to high learning opportunities for a portion of the population.		
	Access to basic education & primary healthcare for the population		
	Development of livelihood programs for the population		
	Reduced teenage pregnancy, school dropouts, HIV infection and reported SGBV cases		

b). Health related services: WHO Bobirwa sub district – Bobonong Satellite Office - WHO

Table 2: Service delivery Bobirwa sub district – Health Sector -WHO

Name of UN site: WHO Bobirwa sub district - Bobonong	Bobirwa – Sub-District (Bobonong)	Purpose and focus of the Satellite	
	Malaria surveillance, prevention, control and management. The project is implemented in three clusters, namely; Bobonong, Mmadinare and Selebi Phikwe. The goal of the project is to eliminate Malaria in the Bobirwa sub district.		
Partners on the ground	DHMT (MoH & W and Bobirwa Sub-District Council	Local community leadership	WHO
Stakeholders on the ground	Community members and village leadership	Community members and village leadership	Community members and village leadership
Brief description of the intervention on the ground	1. Malaria Vector Control and Surveillance Programme – this project involves malaria surveillance, investigation of cases, environmental assessment and the design of appropriate interventions to address the problem. For example, spraying, distribution of mosquito nets, target and kill mosquito in their breeding places especially during the transmission season which runs from October to September (year cycle).	2. Malaria investigation and case management Investigation and case management involve intense community engagement in which the community participate actively to eliminate malaria in their communities under the mantra “ <i>Community Working Together to Eliminate Malaria</i> ”.	3. Integrated Vector Management Project (implemented in 6 countries of Eswatini, Namibia, Zimbabwe, Zambia, Mozambique and Botswana). The project started in 2019 and is based in the Bobirwa sub district Bobonong

Results of the Intervention

According to the Epidemiologist Mr. Solomon and Malaria programme manager Mr. Mpho Godira, the programme is successful as measured against the 4 pillars stated above. For example, since the inception of the project, progress towards reaching the goal of eliminating malaria is firmly on course. The various components of the project such as malaria surveillance, detection, investigation and response has been achieved. Malaria detection is now at 90 percent (90-98) and spraying is at 83 -87 percent. Which means the district has succeeded in detecting, followed by taking appropriate interventions such as spaying, distribution of mosquito nets and community education. However, in order to achieve critical indicators, the need for timeliness, coverage and quality interventions were emphasized.

Integrated Vector Management Project - progress on this project is also proceeding according to plan thanks to the UN and partners support for the project.

Data is generated continuously and shared among partners. Data is used for planning, decision making as well as informing policy and programme implantation and future direction in research. At the

community level, the projects recognizes the importance of active community participation in malaria elimination. To this end, has recruited 24 members of the community to work in the project as advocates for community mobilization (ACM). Modelled on CATCH model for HIV and AIDS. Out of the total 8 are males and 16 are females, The project is therefore sensitive to gender issues and that females are vulnerable and often left behind.

Overall, the projects were rated as relevant, effective, efficient and sustainable with support from both partners (UN and GoV). The UN provide mainly technical support (experts, research, data generation and reporting, monitoring and evaluation, vehicles and limited funding) government provide funding, institutional support and human resources through the DHMT).

Challenges

The above notwithstanding, the following challenges were highlighted:

1. Lack of communication between the various government departments and WHO and DHMT offices in Bobonong. For example, MoHW entomology team found doing work in the district without informing other partners on the ground
2. A general disregard for data when data is so critical in evidence based policy making and programming
3. Women sprayers are exposed to rapists in the rural and remote areas. They said ... ***“we are not afraid of elephants, they are not a problem but we are afraid of men hiding in the bushes and raping women”.***

Lessons Learned

- Community engagement is key to the success of the malaria elimination projects (sustainability)
- Onsite planning, training and supervision is most important than traditional training workshops and seminars.

c). Tshabong – Environmental protection

Tshabong

Name of UN site: Tshabong UNDP	Purpose and focus of the Satellite		
	For management of the project called: Kgalagadi and Ghanzi Drylands Ecosystem Project		
	Involves: - i) coordinating capacity for combating wildlife crime; ii) providing incentives and systems for wildlife protection by communities; iii) integrating landscape planning in the conservation areas; iv) securing wildlife migratory corridors. ender mainstreaming, knowledge management, monitoring and evaluation		
Partners on the ground	Most government departments in the districts of Kgalagadi, Ghantsi and Tshabong: i.e Tourism, local government, Environment, Education, Water affairs. District commissioners, NGOs, private business		
Stakeholders on the ground	Communities, Village Development committees, Government departments, BURS, police, army		
Brief description of the intervention on the ground	Project provides scope for sustainable natural resource management. Empowers communities with governance knowledge and skills for them to manage resources – land, water, plants, wild life as a source of income to sustain livelihoods and contribute to the economy of the communities and country		
Results From the projects	Stronger community partnerships leveraging off each other’s knowledge and skills		
	Sustainable communities dependant on their natural resources		

	Economic viability from projects spinning off the Framework activities (Crafts design and merchandising)
	Community based Natural Resources Management
	Stronger and well governed village development committees

From the evidence presented by the beneficiaries and implementers who participated in FGDs and as KIIs, it is clear that they were generally appreciative of the services provided by both the government and the UN System. For example, In Bobirwa sub-district the partnership between the community, government and WHO has resulted in a substantial reduction of malaria cases. The outreach project was all inclusive and reached those in the rural and remote areas. This is consistent with the values and principles of the SDGs and strategic objectives of NDP 11 as well as the aspirations of Vision 2036. The broad consensus is that through the UN support communities have been able to address critical challenges of health, poverty, environmental degradation and human rights.

Performance and Delivery: Evidence from Implementers

- UN System supported the DeGA to engage with the justice system with a view to establish a GBV referral system with standardized operational procedures for use by the police, social protection officers, in the MLGRD and other professions that work with victims of GBV such as nurses, social workers and teachers. The policy advocates for the establishment of GBV special courts to speed up hearing GBV cases. The Special Court started its operations today (1st December, 2020 in Molepolole) Though the referral system project has not yet been implemented because the funds allocated for the project were re-directed to COVID-19 prevention interventions.
- A consistent message coming through during the KIIs and FGDs with the various Implementers was that the UN System “as a collective” have made a profound contribution to ensure that UNSDF outcome 1 and 2 are realized. The GoB corroborated the UN agencies assertion that they have individually and at times collectively been able to develop and implement a number of policies and programmes with a view to support Botswana achieve the SDGs. For example, the UN has supported the review of numerous policies in different government ministries, departments and sectors, including; the review of the National Policy of people with Disability, the design of the National Policy on Poverty Eradication etc.
- In terms of policy implementation, by government own admission, the various UN agencies with their portfolio responsibilities are supporting the implementation of the following policies and programmes in various parts of Botswana, particularly in locations where some agencies have a presence like Tshabong (Kgalagadi South), Bobonong (Bobirwa sub-district) and Dukwi refugee camp. For example, UNDP is implementing GEF supported projects in Ngamiland, Makgadikgadi, Chobe, Kgalagadi, South East and Ghanzi districts. The Kgalagadi South programme implementation support focuses on the Environment and Climate Change (ECC) portfolio, which has consumed 67% of the total resources at the time of its (UNDP **Mid-term Evaluation Report - UNDP Botswana Country Programme (2017-2021)**).



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