



Mid-term Evaluation Report of UNDP Botswana Country Programme (2017-2021)

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ACRONYMS

AWP	Annual Work Plan
BMC	Botswana Meat Commission
BNYC	Botswana National Youth Council
CBNRM	Community Based Natural Resource Management
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CERD	Committee on the Elimination of Racial Discrimination,
CO	Country Office
CP	(UNDP) Country Programme
CPD	(UNDP) Country Programme Document.
CRC	Convention on the Rights of Children
CRPD	Convention on the Rights of Persons with Disabilities
DAC	(OECD) Development Assistance Committee
DCEC	Directorate of Corruption and Economic Crime
ECC	Environment and Climate Change Programme
EDIG	Economic Diversification and Inclusive Growth Programme
FAO	Food and Agriculture Organization
GEF	Global Environment Facility
GHR	Governance, Human Rights, Access to Justice, Women and Youth Programme
GoB	Government of Botswana
HQ	UNDP Head Quarters
HRBA	Human Rights-Based Approach
ICCPR	International Covenant on Civil and Political Rights
ILO	International Labor Organization
LAB	Legal Aid Botswana
LED	Local Economic Development
LNOB	Leave No One Behind
M&E	Monitoring and Evaluation
MTE	Mid-Term Evaluation
MTHS	Multi Topic House Hold Survey
NDP	National Development Plan
NGO	Non-Governmental Organization
NHRI	National Human Rights Institution
NIM	National Implementation Modality

NRM	Natural Resource Management
OECD	Organization for Economic Co-operation and Development
OKACOM	Okavango River Basin Water Commission
OP	Office of the President
PIR	(GEF) Project Implementation Reports
PM	Project Manager
PS	Programme Specialist
PSC	Programme Steering Committee
RF	Results Framework
ROARs	Results Oriented Annual Reports
SB	Statistics Botswana
SDGs	Sustainable Development Goals
SDP	Supplier Development Programme
SLM	Sustainable Land Management
SMART	Specific, Measurable, Achievable, Relevant and Time-bound
SMEs	Small and Medium Enterprises
SSTC	South-South and Triangular Cooperation Strategy.
TRCs	Technical Reference Committee
UNCT	United Nations Country Team
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNSDF	United Nations Sustainable Development Framework
USD	United States Dollar
VNR	Voluntary National Review
WHO	World Health Organization

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Kindly forgive for not mentioning all names, as the list goes long.

Sincerely
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EXECUTIVE SUMMARY

UNDP Country Programme Document (2017-2021) is the continuation of long standing collaboration between UNDP and Government of Botswana. The CPD has been made fully responsive and aligned with the national needs and its inception coincided with the commencement of the Botswana National Vision 2036, and the 11th National Development Plan. Primarily, the CPD draws its mandate and outcomes from the United Nations Sustainable Development Framework (UNSDF 2017-2021), which presents the framework for the partnership between Government of Botswana and the United Nations System. Overall in the longer run, CPD aims to contribute to Botswana Vision 2036; Prosperity for all. In the medium term, it intends to achieve SDGs targets by 2030, while in the short term, it intends to contribute to the 11th NDP's objectives of achieving inclusive growth and poverty eradication by 2023. The CPD outlines that the above aims will be met through realization of the following shared outcomes;

- a) Outcome 1: By 2021, Botswana will have developed quality policies and programmes towards the achievement of Sustainable Development Goals and national aspirations.
- b) Outcome 2: By 2021 Botswana will have fully implemented policies and programmes towards the achievement of the Sustainable Development Goals and national aspirations.
- c) 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 Country Programme (CP) consists of three portfolio programmes i.e. 1) Economic Diversification and Inclusive Growth (EDIG), 2) Environment and Climate Change (ECC), 3) Governance, Human Rights, Access to Justice, Women and Youth (GHR). For implementation purposes a programme approach has been adopted for EDIG and GHR portfolios, while for ECC project approach has been used, since the portfolio mainly comprises of several GEF projects. The CP has been implemented using UNDP National Implementation Modality and involves wide range of stakeholders including governmental institutions, UN Agencies, development partners, private sector, CSOs and local communities. Main Implementing partners for CP includes Ministry of Finance and Economic Development, Ministry of Investment Trade and Industry, Ministry of Environment and Ministry of Presidential Affairs.

This Country Programme Mid-term Evaluation was commissioned by UNDP Country Office and was expedited from July to November 2019. The overall aim was to review progress of the CP and to assess its relevance in the light of evolving changes in the national and international contexts. The overall objective of the MTE was to assess the relevance, effectiveness, efficiency and sustainability of the country programme, including the extent to which cross cutting issues have been mainstreamed. The findings and recommendations from the evaluation provides evidence on progress made and the existing gaps and will serve as an input for implementing the remainder of the programme within the cycle. The MTE exercise was conducted in accordance with UNDP Evaluation Guidelines and OECD/DAC standard evaluation criteria and principles. A mixed method approach has been adopted using qualitative and quantitative data collection and analysis methods and tools. In summary the overall evaluation process consisted of five standard evaluation steps i.e. Evaluation Questions, Evaluation Design, Data Collection Methods, Data Analysis and Presentation and Reporting. The MTE primarily adhered to UNDP standard assessment criteria of Relevance, Effectiveness, Efficiency, Sustainability/Scalability to assess the overall programmatic progress and performance.

Data collection methods included review of documents, key informant's interviews and group discussions and field observations. Several programme documents were reviewed and key informant's interviews and group discussions were conducted with stakeholders including governmental institutions, UN Agencies, development partners, private sector, CSOs and local communities. Acquired qualitative data was processed using validations, triangulations, interpretations and abstractions techniques. Quantitative data was analyzed using simple statistical methods to determine progress. Based upon the detailed analysis and findings of the evaluation exercise, below are the summary conclusions and lessons learnt;

Relevance

- Overall CPD addresses very relevant and pressing issues in the Botswanan context. Similarly, CPD overall outcomes and outputs are also found highly relevant, valid and consistent with Government of Botswana priorities, needs of the target groups, and United Nations national and global priorities including SDGs.

Design and Management

- The CPD design is well conceived and found relevant to address the prevailing issues in the development and implementation of policies and programmes. Similarly, CPD Results framework exhibits clear linkages among outputs and outcomes. Most of the output level indicators are found relevant and SMART. However, some of the indicators at the output level seems presently either irrelevant or couldn't be adequately measured.
- CP was implemented using UNDP National Implementation Modality and collaboration and partnerships among implementing partners and wider stakeholders mostly remained appropriate, swift and optimal. Collaborations with UN agencies, especially in the facilitation of policies development related interventions, also remained optimal. CP was guided and overseen by the UNSDF Steering Committee at the higher level, while portfolio programmes and projects were overseen by Programme/Project Steering Committees, who regularly met and monitored the progress and performance of interventions.

Effectiveness

- CP supported various government institutions in the development of a wide range of policies and strategies. These includes; Draft Poverty Eradication Policy, Draft Decentralization Policy, Draft National Anti-Corruption Policy, Revised National Disability Policy, Revised Disaster Management Policy, Strategic Plan for Business Botswana, Revised Economic Diversification Strategy, South-South and Triangular Cooperation 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 etc.
- The progress made under Outcome-1, at the mid-course, is very promising. However, presently many of the above mentioned policies and strategies documents are still in the draft formats and are awaiting finalization and approvals by the relevant forums like the Ministries, Cabinet and Parliament.
- Under Outcome-2, most of the programme implementation support pertains to ECC portfolio, which has consumed 67% of the total resources so far. Under ECC portfolio a number of GEF sponsored projects have been implemented in collaboration with stakeholders, especially local communities. These projects have made or making good progress towards achieving its intended results and have contributed in the development and promotion of community based Sustainable Land Management Practices to improve environmental conditions and livelihoods of rural communities.

- CP provided considerable support in the implementation of Local Economic Development initiatives, Suppliers Development Programme, Legal Aid Services, Gender and Youth Empowerment, Establishment of National Human Rights Institution and mainstreaming and implementation of SDGs. The support was found instrumental in building the capacities of stakeholders and strengthening and streamlining the delivery processes.
- Under Outcome-3, CP has supported, along with other development partners, the development of National Performance Monitoring and Evaluation Policy and Monitoring and Evaluation System, which has already been approved and operationalized by the government. CP also supported various government ministries in undertaking several evaluations to review the performance of existing policies and programmes.
- The availability of credible and time series data remains the main challenge to effectively monitor the progress, especially of NDP-11 and SDGs indicators. However, so far marginal support has been provided to the national statistical institutions to streamline SDGs indicators into to national level surveys and statistical systems.

Efficiency

- Total estimated budgetary resources of the CPD are USD 35.62 Million. Most of these resources comes from GEF grants and Government funding. CPD Budgetary estimates from Jan 2017-July 2019 shows that most of (62%) of the allocations has been made for environment portfolio, which are mainly acquired through GEF grants. Government currently provides a fixed sum of USD 2.5 Million/year to meet programmatic costs. Government contribution has been considerably reduced in recent years, as previously government use to provide 60% of the programme costs.
- From Jan 2017 to July 2019, the CPD has utilized around USD 13.75 Million, which is around 39% of the total CPD allocations (2017-21). Out of the total CPD spending, a major chunk (67%) has been consumed by GEF projects under the Environment portfolio. Overall, at the midterm, the overall utilization rate of 39% can be deemed satisfactory.
- Presently, UNDP is facing a great deal of difficulty in resource mobilization, due to the upper middle income status of the country. In the remaining period of the CPD, a shortfall in availability of desired programmatic resources is expected. On one hand, a portion of the GEF funds will be exhausted with the completion of some of the GEF projects. On the other hand, significant reductions in Government contributions will also have its implications for the full scale implementation of the CPD interventions.

Sustainability and Replicability

- In the wake of strong interest and ownership of governmental institutions, it is expected that the policies and strategies related work of the CP is highly likely to be sustained and the benefits will flow in times to come.
- Wider scale replication of good practices of Country Programme related interventions remains a formidable challenge. Governmental institutions and stakeholders are originally responsible and are making efforts to adopt and scale up these good practices. However, there is still a greater need for continued external financial and technical support to achieve the longer term impacts.

Mainstreaming of Crosscutting themes

- Efforts were made to incorporate gender equality, human rights, resilience and leave no one behind related outcome indicators into the results frameworks of UNSDF, from which CPD derives its outcomes. Similarly, capacity building support to duly report on various gender and human rights related international conventions, establishment of National

Human Rights Institution, facilitation of youth dialogues, formulation of disability policy and improving the coverage of legal aid services has also helped in mainstreaming the cross cutting themes.

Based upon the detailed findings of the evaluation exercise, following are the main recommendations to further improve performance of the CP;

- UNDP should further foster necessary technical and especially advocacy and lobbying support to concerned institutions for the timely approval and endorsement of developed (draft) policies in the remaining half of the CPD timeframe.
- If resources allow, UNDP should further explore opportunities to support implementation especially in the areas of poverty reduction, local economic development, business development, youth and gender empowerment, employment generation, legal aid, human rights and natural resource management etc.
- UNDP should support Statistics Botswana in incorporating relevant SDG indicators in the Multi Topic Household Survey (MTHS) and other data gathering instruments, like Census (2021). Furthermore, UNDP should also continue its support to concerned line ministries to regularly generate, compile and utilize administrative data.
- UNDP should devise and execute a robust resource mobilization strategy to generate additional resources from other international and national funding institutions. UNDP may also explore the potential of partnerships and co-financing from domestic private sector in areas of mutual interest. UNDP should also advocate and lobby for its due share and enhancement in the core funding from the HQ.
- There is a need to revise the results framework to exclude some output level indicators from the results framework, which are not relevant any more. On the other hand, there is a need to include some more suitable indicators to measure the output level progress in an effective way. (Detailed suggestions are provided in the recommendations section)
- In the coming years, a shortfall is expected in the availability of desired CP resources. Therefore, there is a greater need to mitigate this shortfall through the development of a resource mobilization strategy. However, in case the short fall is inevitable, then CO may decide to revise the CPD remaining budget downwards to correspond to the availability of resources.
- UNDP should carry out a workload assessment exercise to determine the optimal number of staff required to implement the CP. If required, UNDP should bring on board desired human resources for the delivery of quality and timely services. There is also a greater need to bring on board a Deputy Resident Representative to facilitate effective programmatic implementation.
- UNDP should further foster collaborations with UN agencies on CP common areas of interest. For example, there is a greater scope for close collaboration among UNDP, UNFPA and UNICEF on the implementation of CPD's data related outcome and outputs. Similarly, collaborations need to be strengthened with other technical agencies like FAO and ILO in the implementation of environment and employment related programmes.
- There is a greater need to regularly prepare comprehensive CP narrative Annual Reports to document experiences, progress made, challenges faced, lessons learnt and way forward, and to widely share it with all stakeholders to appraise them of the progress and accomplishments.
- UNDP should assemble all relevant knowledge products including studies, reports, publications etc., and disseminate in soft and hard copy to all stakeholders and to upload them to UNDP and respective ministry's websites for easy accessibility, reference and use.

- UNDP should invest in providing technical and capacity building support, involving relevant stakeholders especially creative youth to promote conducive environment for experimenting innovative solutions. If resources allow, UNDP should take up the matter of establishment of an incubation centre, to explore innovative solutions to achieve SDGs, with the support of government and stakeholders.

1. INTRODUCTION

1.1 The UNDP Botswana Country Programme

The current UNDP Country Programme Document (2017-2021) is the continuation of long standing collaboration between UNDP and Government of Botswana. The CPD was developed through an extensive and participatory process of consultations with Government of Botswana and other key national stakeholders. Its inception, in February 2017, coincided with the commencement of the National Vision 2036 and the 11th National Development Plan. This ensured that the CPD is fully responsive and aligned to the national needs and priorities and the engagement of national stakeholders also guaranteed the Government ownership and support during the programme's five-year implementation period. In accordance with principles of UN Delivering as One, the CPD is completely aligned with the United Nations Sustainable Development Framework (UNSDF 2017-2021) which presents the framework for the partnership between Government of Botswana and the United Nations System over the five-year period.

The CPD outlines that programmatic results will be achieved through direct technical and facilitation support and close collaboration with government, UN Agencies, development partners, private sector, civil society and local communities. Prevailing issues will be addressed holistically, using data to inform policy design and targeting, ensuring wide coverage, particularly for women, youth, and rural communities. Lessons from implementation will be used to refine policy, while data will facilitate the monitoring and evaluation of both policies and the sustainable development goals.

UNDP will develop a knowledge management system, using local and external evidence to demonstrate sustainable development models, to further inform policy. For effectiveness, this approach will be combined with innovation and knowledge brokerage through South-South initiatives. Tools, best practices and learnings will be developed, while building skills and capacities among actors for sustainability. UNDP will position itself as a thought leader in the areas of poverty, economy, environment, governance, human rights, gender and youth empowerment etc. by supporting policies that facilitate inclusive economic growth and sustainable development.

1.2 Country Program Outcomes and Outputs

CPD envisaged that UNDP will deliver, with other UN organizations, to achieve the shared outcomes of UNSDF Botswana (2017-2021). Overall the CPD in the longer run, aims to contribute to Botswana Vision 2036; Prosperity for all. In the medium term, CPD intends to achieve SDGs targets by 2030, while in the short term it intends to contribute to the 11th National Development Plan's objectives of achieving inclusive growth for the realization of sustainable employment creation and poverty eradication by 2023. The CPD outlines that the above aims will be met through realization of three shared outcomes;

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

The programme recognizes that high-quality policies and programmes are crucial to the development process. In collaboration with the Government, United Nations agencies, Private Sector and Civil Society Organizations, UNDP will ensure that policy design is informed by data that are technically sound, coherent and inclusive for the achievement of the sustainable development goals and Vision 2036. Following are the three outputs for Outcome-1, as outlined in the results framework;

- Output 1.1. Enhanced national capacities to develop integrated policies, strategies and programmes for sustainable development (economy and environment)
- Output 1.2. Enhanced national capacities to develop integrated policies, strategies and programmes for addressing multi-dimensional poverty
- Output 1.3. Enhanced national capacities to develop integrated policies, strategies and programmes to deepen democracy outcomes and strengthen governance institutions.

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

It was envisaged that the programme will support in the implementation and delivery of policies, facilitating collaboration, coordination and convergence among institutions. Innovative approaches to the delivery of collective results will be promoted through collaboration with Government, Private Sector, NGOs and communities in the areas of poverty, economy, environment, governance, human rights, gender and youth empowerment etc. Following are the outputs for Outcome-2, as outlined in the results framework;

- Output 2.1. Improved national capacities to plan for delivery, identify and resolve implementation challenges, and account for the delivery of high-quality sustainable development (economic and environmental)
- Output 2.2. Improved capacities to plan for delivery, identify and resolve implementation challenges related to addressing multidimensional poverty
- Output 2.3. Improved capacities 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.

f) 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

CPD highlights that achievement of the sustainable development goals and national development agenda requires the availability of comprehensive data to effectively plan, monitor and evaluation policies and programmes. The CPD will support the formulation and implementation of coordinated responses to national statistical capacity-building and adaption of the SDG indicator framework to the national context. UNDP will work in partnership with other stakeholders to address data gaps and to develop a monitoring and evaluation system for the national development plan. Following is the output for Outcome-3, as outlined in the results framework;

- Output 3.1. Increased institutional capacities to collect, manage, analyse, package and utilize data to improve planning, monitoring, evaluation and decision-making.

1.3 Country Programme Management Arrangements

Acknowledging the ownership of the Government, it was envisaged by the CPD that the programme will be nationally executed and implemented through mutually agreed modalities based on the most efficient and cost-effective manner, including national, direct, agency and non-governmental organization implementation. Overall the programme is coordinated by UNDP and the Ministry of Finance and Economic Development. The CPD also envisaged the constitution of a Programme Board, consisting of key government ministries, private sector and civil society to oversee and guide the implementation.

For coordination purposes, the Country Programme is divided, into three portfolio programmes i.e. 1) Economic Diversification and Inclusive Growth Project, 2) Environment and Climate Change, 3) Governance, Human Rights, Access to Justice, Women and Youth. For implementation purposes a programme approach has been adopted for EDIG and GHR while for ECC project approach is used considering that the portfolio comprises of several GEF funded projects.

1.4 Main Stakeholders

The Country Programme is implemented through involvement of a wide range of stakeholders including governmental institutions, UN Agencies, Development Partners, Private Sector, CSOs and local communities. In working with national partners, UNDP has agreed with the government that there will be leading ministries that coordinate the interaction between UNDP and other government Ministries, Departments and Agencies. Following is the summary list of main implementing partners;

- Ministry of Investment Trade and Industry –Implementing Partner for Economic Diversification and Inclusive Growth Programme.
- Ministry of Environment, Natural Resource Conservation and Tourism –Implementing Partner for Environment and Climate Change Response Programme. Ministry of Environment also remains the main implementing partner for all UNDP-GEF Projects.
- Ministry of Presidential Affairs, Governance and Public Administration –Implementing Partner for Governance, Human Rights, Access to Justice, Women and Youth Programme.
- Ministry of Finance and Economic Development –Implementing Partner for SDGs Project.

Apart from the above main implementing partners, many other relevant governmental and non-governmental institutions are involved in the implementation of the CPD. These include, but not limited to, Attorney Generals' Chambers, Directorate on Corruption and Economic Crime, Legal Aid Botswana, Ministry of Immigration, Nationality and Gender Affairs, Ministry of International Affairs and Cooperation, Ministry of Local Government and Rural Development, Ministry of Youth Empowerment, Sports and Culture Development, Statistics Botswana, National Strategy Office, Ombudsman's Office, National Parliament, Business Botswana, UN Agencies, Development Partners, District Authorities, Private Sector, Academia, NGOs and local Communities.

1.5 Purpose of the Mid-term Evaluation

The overall purpose of the mid-term evaluation is to review the progress of the Country Programme and to assess its relevance in light of the evolving changes in the national and international contexts. This was a planned evaluation, as highlighted in the Country Office

Evaluation Plan (2017–2021), which was approved by the Executive Board, alongside CPD. The findings and recommendations from the evaluation provides evidence on progress made and the existing gaps and serve as an input for implementing the remainder of the programme. The evaluation has been conducted in close collaboration with and involvement of government and other key stakeholders.

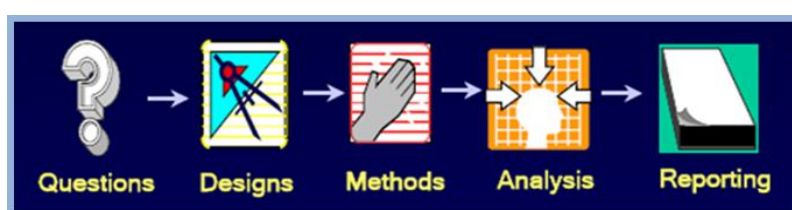
1.6 Objectives of the Mid-term Evaluation

The overall objective of the MTE is to assess the relevance, effectiveness, efficiency and sustainability of the country programme, including the extent to which cross cutting issues (gender, climate change, youth, SDGs) have been mainstreamed. In addition, the evaluation assesses the extent to which the programme has been responsive to address emerging issues in the country. The evaluation also makes an effort to determine UNDP's contribution towards effectiveness of the "Delivering as One" modality in supporting achievements of the programme in line with the national Vision 2036 and NDP 11. The specific objectives of the mid-term evaluation are;

- Assess achievements and progress made against planned results as well as assess challenges and lessons learnt over the past two and a half years of the CPD against the programme theory of change.
- Assess how the emerging issues not reflected in the current CPD such as sustainable development goals (SDGs) among others impact on outcomes and make recommendations and suggestions for future programming to realign UNDP assistance to these new priorities to achieve greater development impact.
- Review effectiveness of the UNDP results framework specifically the outcome and output indicators, baselines and targets assessing how realistic/relevant and measurable they are and make recommendations for improvement, if any.
- Assess how effectively the current CPD is compatible with national development priorities (Vision 2036 and NDP 11 goals among other national development priorities).
- Assess effectiveness of and relative advantage of UNDP in delivering strategic development assistance to the Government and non-state actors
- Document lessons learnt, challenges and future opportunities, and provide recommendations for improvements or adjustments in strategy, design and/or implementation arrangements.

1.7 Evaluation Approach & Methodology

Overall the Mid-term Evaluation exercise has been conducted in accordance with UNDP Evaluation Guidelines (2019) and OECD/DAC standard evaluation criteria and principles. Keeping in view the broad scope of the country programme, a mixed method approach has been adopted using qualitative and quantitative data collection and analysis methods, techniques and tools. In summary the overall evaluation process consisted of five standard evaluation steps i.e. 1) *Evaluation Questions*, 2) *Evaluation Design*, 3) *Data Collection Methods*, 4) *Data Analysis* and 5) *Presentation and Reporting*.



a) Evaluation Criteria

The MTE primarily adhered to UNDP standard assessment criteria of *Relevance, Effectiveness, Efficiency, Sustainability and Scalability/Replicability* to assess the overall programmatic progress and performance. In line with the ToRs, the evaluation also thoroughly assesses programme design, management arrangements, monitoring and evaluation mechanisms, collaboration among stakeholders and mainstreaming of cross cutting issues. Following is a brief explanation of the main evaluation criteria;

- **Relevance:** To assess whether the aims, objectives and interventions of the current UNDP Country Programme is still relevant and appropriate to the needs of the target population, national priorities and emerging global development agenda.
- **Effectiveness:** To assess the progress of CPD interventions and to determine whether the progress of the programmatic interventions is on track to achieve its planned results (intended and unintended).
- **Efficiency:** To assess the extent of mobilized resources (human, technical and financial) and its economic utilization, keeping in view cost effectiveness and best value for money.
- **Sustainability:** To assess the likelihood of continuity of programmatic interventions and flow of longer-term benefits, keeping in view the availability of financial and technical resources, social acceptability and environmental viability.
- **Scalability/Replicability:** To assess the likelihood of scalability and wider scale replicability of the programmatic interventions by relevant stakeholders, especially by governmental institutions.
- **Cross-cutting Issues:** To assess the mainstreaming of various cross cutting issues i.e. human rights, gender equality and capacity building etc.

b) Evaluation Questions

A number of evaluation questions have been provided in the ToRs, to assess the overall relevance, efficiency, effectiveness, sustainability and scalability of the programme. These questions were further refined and elaborated and were used during the key informant interviews and group discussions during the data collection process. A detailed evaluation matrix has been prepared, outlining evaluation criteria, respective evaluations questions, data sources/methods, indicators and data analysis methods etc. Please refer to Annex-2: Evaluation Matrix.

c) Data Collection Methods

- **Desk Review of documents**

A good deal of relevance, efficiency, effectiveness and sustainability related data has been obtained from review of relevant documents and records. Qualitative and quantitative data was extracted from various programme documents and secondary sources and was used to assess progress and performance, based on mentioned evaluation criteria and indicators of the Country Programme Results Framework. These documents included but not limited to;

- Country Programme Document (CPD 2017-2021)
- United Nations Sustainable Development Framework (UNSDF 2017-2021)
- UNDP Strategic Plan (2018-2021)
- Programme Quality Assurance Reports (2017, 2018)

- Results Oriented Monitoring Reports (ROAR 2017, 2018)
- Policy and strategy documents
- Project Documents and progress reports
- Monitoring and Evaluation Reports
- CCAs and Diagnostic Studies
- Technical Studies and Publications, Workshop and Training Reports
- National Policy and Programme Documents like NDP, Vision 2036
- Financial Statements and Audit Reports (2017, 2018)
- Minutes of PSCs and other meetings
- Annual Work Plans
- Secondary Sources and statistics

- ***Key Informants interviews and Group discussions***

Key informant's interviews and group discussions remained the main instrument for collection of primary data related to evaluation questions. Key informants among all stakeholders have been identified and selected in consultation with UNDP, keeping in view their role and level of involvement and participation in the programme design, implementation and facilitation. Required data was collected using a participatory and consultative approach, ensuring close engagement with key stakeholders. In total more than 70 key persons were met during the course of data collection exercise and interactive interviews and group discussions were conducted.

Main respondents included officials from UNDP, UNICEF, WHO, Ministry of Finance and Economic Development, Ministry of Presidential Affairs, Governance and Public Administration, Ministry of Investment Trade and Industry, Ministry of Environment, Natural Resource Conservation and Tourism, Directorate of Economic Crime and Corruption, Legal Aid Botswana, Ministry for Immigration, Nationality and Gender Affairs, Ministry for International Affairs and Cooperation, Ministry for Local Government and Rural Development, Ministry for Youth Empowerment, Sport and Culture Development, Ministry of Agriculture, Business Botswana, Private Sector, NGOs and few local communities etc. Please refer to Annex-1 for details of persons met during the MTE exercise.

d) Data Analysis and Reporting

In view of the use of mix-method approach for data collection, the acquired data has been analyzed both qualitatively and quantitatively. Since most of the primary data have been acquired in qualitative mode, it therefore was processed using qualitative data analysis techniques like validations, triangulations, interpretations and abstractions. Data collected from review of documents, key informant interviews, group discussions and field observations have been validated and triangulated through comparing data from different sources to identify similarities, contradictions and patterns. Efforts were made to logically interpret opinions and statements, keeping in view the specific context of various respondents.

Quantitative data was analyzed using simple statistical methods to determine progress and trends. CPD Results Framework was used as the main reference for assessing the progress and performance of the programme. Quantitative data related to programme outcome and outputs indicators was analyzed to assess progress towards specified targets. The same was also validated and triangulated with the data obtained from interviews and discussions with key stakeholders.

A debriefing presentation was delivered on the preliminary findings of the evaluation exercise soon after the completion of the field mission on 20th August 2019 in Gaborone. Feedback was received on the preliminary findings from the UNDP team. After a detailed analysis of the collected data, the draft Mid-term Evaluation Report was prepared and submitted for review by the UNDP team. Detailed comments were received and were duly addressed and incorporated in this final version of the report. The report describes in detail the findings of the evaluation exercise including assessment of project design and management, relevance, effectiveness, efficiency, sustainability, scalability and mainstreaming of cross cutting issues. The report also provides overall conclusions, lessons learnt and recommendations.

1.8 Timeline and Deliverables

The total duration of the evaluation exercise was 30 working days spread from July to November 2019. Following is the tentative timeframe and summary Work Plan. The data collection mission was completed from 5-21 August 2019 in Botswana. The rest of the work was home based.

Activity/Deliverable	Working Days	Tentative Timeline
Documents Review and Preparation of MTE Inception Report	5	July 2019
Data collection: Interviews, Discussions and Field visits in Botswana. Presentation of preliminary findings	12	August 2019
Data analysis and Preparation of Draft MTE Report	6	September 2019
Incorporation of comments and Final MTE Report	7	October-November 2019
Total	30 Days	

1.9 Limitations of the MTE

Like every evaluation exercise this MTE also has its own limitations. It is important to note that the Country Programme consists of diverse range of thematic programmes and projects. Therefore, in the limited timeframe of the evaluation exercise, it was not possible to capture in depth details of each and every intervention and the analysis is mostly limited to the output levels, to provide the big picture and the overall direction of the programme. Though efforts have been made to use both qualitative and quantitative methods, however most of the data was obtained and analysed in qualitative manner. Quantitative data was obtained only from programme documents, as it was not possible in the limited timeframe of the MTE to collect primary quantitative data through structured surveys etc.

It is important to highlight that the field mission in Botswana consisted of only 12 working days, although full effort was made to consult/interview maximum number of stakeholders, however some of stakeholders who could not be met include, international development partners, CSOs (only one was met), UN agencies (only two were met). Similarly, due to the time constraint and tight schedule, it was not possible to spend enough time with relevant CO team, especially GEF project teams to discuss details of all interventions. Field visits remained limited to only one GEF project, which provided little opportunity to interact with target communities to ascertain their feedback and to first hand observe the outputs and outcomes of the field interventions.

2. FINDINGS OF THE MID-TERM EVALUATION

This section describes the detailed findings of the Mid-term Evaluation exercise. The analysis and discussion are intended to assess the overall programme performance using the key evaluation criteria of relevance, effectiveness, efficiency, sustainability, replicability and mainstreaming of cross-cutting issues etc. It also assesses the programme design and results frameworks, management arrangements, monitoring and evaluation and stakeholder collaboration etc.

2.1 PROGRAMME DESIGN AND MANAGEMENT (Rating: Satisfactory)

2.1.1 Programme Design and Results Frameworks

The current UNDP Country Programme Document (2017-2021), is the continuation of long standing collaboration between UNDP and Government of Botswana. The CPD design builds upon the UNSDF (2017-2021) synthesis of country strategic needs and lessons learned from the past cooperation, as highlighted in the evaluation of UNDAF (2010-2016) and various country level diagnostic studies. UNSDF envisaged that the partners will be guided by the (UN Programming) principles arising from the values, norms and standards reflected in the 2030 Agenda, including 1) Human rights, gender equality and women's empowerment: This focuses on promoting international human rights principles and applying a human rights-based approach in the analysis, planning, implementation and monitoring, 2) Sustainable development and resilience: This principle adopts and promotes a balanced approach to development whereby interventions reflects the connections between the social, economic and environmental dimensions of development, 3) Leave no one behind: The Leave no one behind principle adopts a strong people-centred focus based on a clear identification of population groups that have been left furthest behind and the causes of inequality and 4) Accountability: This principle provides the link between right-holders and duty-bearers, requiring duty-bearers to deliver on their obligations and of right-holders to realize and utilize their rights.

UNSDF highlights that Botswana has aligned, but not totally integrated, the SDGs into the Vision 2036 and the National Development Plan (NDP-11), therefore the UN System will use its limited resources to fulfil the UN's normative and advocacy role and provide high quality support that will assist Botswana to accelerate implementation of SDGs in pursuit of sustained and inclusive economic growth, social development and environmental protection etc. After detailed situational analysis and consultations with stakeholders UNSDF has outlined three strategic priority areas of support for the UN system that are consistent with core capabilities required for achievement of national and global development agenda. These strategic priority areas include support to 1) Policy development, 2) Implementation of policies and programmes and 3) Data for planning, monitoring and evaluation. Similarly, UNSDF focusses on four thematic areas, which were drawn from the National Vision 2036 and the NDP 11, which includes; 1. Sustainable Economic Development, 2. Human and Social Development, 3. Sustainable Environment and 4. Government, Peace and Security. A detailed UNSDF Results and Resource Framework was developed outlining specific Outcomes, Outputs, Indicators and Baselines.

At the time of roll out of CPD the CO team envisaged that the implementation of the new CPD will require a shift in thinking from the old CPD approach, which mainly focused on the thematic

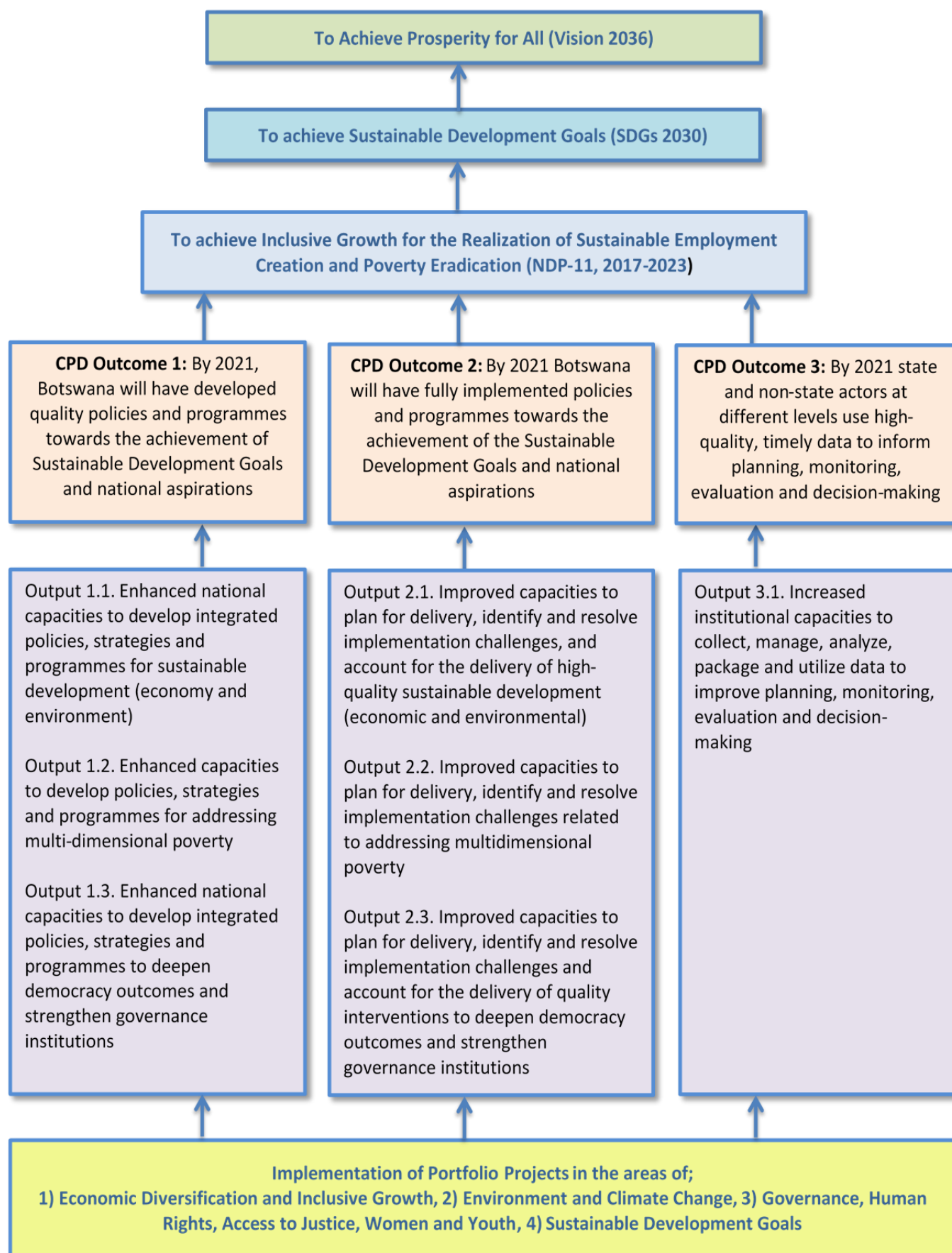
areas. The shift was required to align with the above mentioned three strategic priority areas of the UNSDF. Given the mandate of the CPD, CO wanted to ensure that the CPD roll out addresses both thematic (technical) and institutional issues. To achieve this, the UNDP Programme teams over a three-week period (January to February 2017), undertook intensive technical discussions (4 hours/day) to; a) Define how to transition from the previous to the new CPD focus, b) Review again what were the development and institutional issues facing the country, even though this was discussed during the development of the UNSDF and CPD and c) Once issues were identified, define how UNDP could support them. A step wise approach, consisting of six steps, was adopted to address the above parameters.

The CO team also identified 3 emerging issues in the post CPD scenario these include: 1. Job creation, 2. Service delivery and 3. Institutional coordination. The team undertook a number of exercises to address the emerging issues and a simple template was used to define in detail that how UNDP support might address these issues, specifically listing the steps to be taken in supporting the government, mode of delivery of UNDP inputs, and tools to be used. These discussions were guided by the newly arrived Resident Representative.

As mentioned earlier, the CPD heavily draws from and has aligned itself with the UNSDF. Overall the CPD logic model, in the longer run, aims to contribute to Botswana Vision 2036's objective of achieving Prosperity for all. In the medium term, the CPD intends to support the achievement of SDGs targets by 2030, while in the short term it intends to contribute to NDP objectives of achieving inclusive growth for the realization of sustainable employment creation and poverty eradication by 2023. The CPD RF demonstrates how the programme links and contributes to two of the UNDP Strategic Plan Outcomes i.e. Outcome-1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded, and Outcome-7: Development debates and actions at all levels prioritize poverty, inequality and exclusion, consistent with UNDP engagement principles.

The CPD logic model also suggests that the above objectives will be met through the realization of three shared outcomes related to 1) Policy and programme development, 2) Implementation of policies and programmes and 3) Data for planning, monitoring and evaluation. Subsequently, a set of outputs have to be achieved to realize specific outcomes through implementation of a wide range of UNDP portfolio programmes and projects. Please see a depiction of the CPD logic model on the following page;

CPD Logic Model



The CPD also emphasizes that Botswana requires targeted, strategic, high-end development expertise to identify and overcome policy and implementation barriers. The mainstreaming, acceleration and policy support (MAPS) approach pioneered by UNDP is a relevant strategy for effective and coherent implementation support. The proposed approach follows a logic of targeted, high-end development expertise to achieve stipulated goals, outcomes and outputs. The CPD also outlines that as an upper middle income country, Botswana's international assistance needs differ from other African countries. This is depicted by Botswana Government providing funding of around 60% for UNDP programmatic interventions. Therefore, rather than investing in large development programmes, UNDP has to deploy technical expertise in key public service areas. It is important to mention that in the past two years the government grant remained fixed at USD 2.5 Million, which is considerably lower than the previous (60%) contributions. The reduction in financial contribution is as a result of government's budgetary constraints and cautionary expenditure to avail the required funding across all sectors.

A Comprehensive Results and Resource Framework was formulated at the time of programme design consisting of Outcomes, Outputs, Indicators, Baselines, Targets, Sources of Verification, Major Partners and

Outcomes	No of Outputs	No of Indicators
Outcome 1	3	7
Outcome 2	3	7
Outcome 3	1	4
Total	7	18

Indicative Resources. In line with the UNDP CPD corporate guidance template, the CPD Results Framework has adopted, as is, the three UNSDF Outcomes. while adjustments have been made at output level to align with the UNDP specific mandate, comparative advantages and availability of resources. To measure the progress of each output, specific indicators have been identified supported by relevant baselines and targets.

Discussion with stakeholders and analysis suggest that overall CPD design and RF were well conceived and relevant to address the prevailing barriers in the development and implementation of quality policies and programmes and availability of data for planning, monitoring and evaluation. Overall the results framework exhibits clear linkages among outputs, outcomes and longer-term goals. However, analysis also suggest that CPD outcomes were found slightly broad and overarching in nature and scope. Since the CPD outcomes are basically UNSDF outcomes, these are supposed to be achieved through cumulative efforts of the whole UN System, governmental institutions and other partners in Botswana. Overall it will be difficult to attribute the level of achievement of these outcomes to the efforts of a single UN agency like UNDP.

CPD outputs are found more specific and in line with the mandate and expertise of UNDP. The indicators for outputs 1.1 and 1.2 are found relevant and SMART. However, the three indicators related to output 1.3 shows little or no progress. Indicators number 2 and 3 under output 1.3, would be deemed irrelevant due to the discontinuation of Health and HIV/AIDS portfolio in March 2018. Therefore, if the CO management opt for revision of the results framework, keeping in mind the corporate revision and approval processes, then these two indicators need to be excluded from the results framework. Regarding indicators for outputs 2.1, 2.2, 2.3, out of total seven indicators, five indicators were found relevant and SMART. While two indicators one each under output 2.1 and 2.3 i.e. 1) No. of new full-time equivalent jobs from local economic development [LED] initiatives in 16 districts and 2) No. of strategies for implementing social determinants of health and prevention of non-communicable diseases in youth and

adults in non-health ministries and communities; could not be adequately measured and no data was compiled/reported.

The indicator related to full time jobs from LED seems more of an impact level indicator. Inputs from CO team and analysis suggest that this indicator is not found relevant in the context of the output 2.1. Therefore, it is suggested to revise this indicator and introduce other realistic and attainable indicators by the CO. For example; No of new LED related enterprises established, registered and operational in target districts. Furthermore, another possible indicator which can be inserted into the RF is; No of SMEs participating in local supply chains, this will help in measuring the Suppliers Development Programme. The indicator related to; No. of strategies for implementing social determinants of health and prevention of non-communicable diseases in youth and adults in non-health ministries and communities stands somehow irrelevant in the context of the discontinuation of health-related project in 2018. The indicators for outputs 3.1 are generally found relevant and SMART. It is also suggested to include an indicator under this output related to; No of SDG indicators mainstreamed, data made available and measured in the context of Botswana.

As mentioned earlier most of the implementation work took place through GEF projects, under the ECC portfolio. However presently there is only one indicator i.e. No. of viable community/CSO-led natural resource-based enterprises in target areas that related to the ECC portfolio. To reflect and measure scale of interventions made by the ECC portfolio there is a need to include, in the RF, some more indicators under output 2.1. Here are some suggestions; 1) Hectares of rangeland that is brought under improved and sustainable land management practices, 2) No of people benefited from improved natural resource management and livelihood interventions, 3) Rates/Levels of human wildlife conflicts in target areas, 4) Hectares brought under improved protected areas management systems. These are suggestions, extracted from RF of related GEF projects. The UNDP team can think of some more.

As highlighted in the above logic model, the stipulated outputs and outcomes will be achieved through implementation of various portfolio programmes in areas of 1) Economic Diversification and Inclusive Growth, 2) Environment and Climate Change, 3) Governance, Human Rights, Access to Justice, Women and Youth. For implementation purposes a programme approach has been adopted for EDIG and GHR, while for ECC, project approach is used considering that the portfolio comprises of several GEF funded projects. Similarly, a separate SDG project has been implemented under the EDIG programme. Separate programme documents have been formulated for each of the above portfolio areas and are duly agreed and approved by UNDP and respective implementing partners.

Each programme/project has its own results framework consisting of outputs, indicators, baselines and targets. Discussions and analysis suggest that efforts have been made to fully align portfolio programme outputs to achieve CPD level outputs and outcomes. For example, the ECC Programme results framework adopted the relevant CPD outputs as is and have also selected the same indicators, relevant to environment and climate change. Similarly, under EDIG programme, one of the output is "Policy environment to promote multi-dimensional poverty measurement developed" which is directly aligned with the CPD output of "Enhanced national capacities to develop integrated policies, strategies and programmes for addressing multi-dimensional poverty".

Overall discussions with UNDP management suggest that, as one of the 4 thematic areas of the UNSDF, Social uplifting, which focuses on health and poverty issues does not predominantly feature in the CDP roll-out. Following the CPD roll-out planning session (Jan – Feb 2017) which sought to determine the best fit for country programme implementation, it was agreed by the “Planning Team” that poverty will be covered under the newly created EDIG portfolio, while any health related issues will be ceded to other UN agencies, whose mandates are aligned and best suited to respond to health issues. It is worth mentioning that from 2017 to early 2018 there was a Health and HIV/AIDS project, which was implemented by the CO and funded by the Regional Office. Due to lack of funding to support the project into subsequent years, the project activities were wrapped up and the project was closed.

2.1.2 Implementation Arrangements and Partnerships

CPD acknowledges the ownership of the government and envisaged that the programme will be nationally executed and implemented through mutually agreed modalities based on the most efficient and cost-effective manner, including national, direct, agency and non-governmental organization implementation. Government ownership is in the form of endorsing the CPD at the Executive Board meeting, which approved the country programme in January 2017. Other forms of national ownership includes continued financial support to UNDP on an annual basis (USD 2.5 Million programme cost-sharing and USD 150 K for office running expenses), co-chairing of strategic and technical level project/programme committees, providing office facilities for imbedded UNDP staff and paying subsistence allowance and transport for their staff to participate in meetings and other forums related to CPD. Overall, the country programme is coordinated by UNDP and the Ministry of Finance and Economic Development.

The CPD also envisaged the constitution of a Programme Board, consisting of key government ministries, private sector and civil society, to oversee and guide the CPD implementation. However, a separate Programme Board was not established. Discussions suggest that the UNCT had agreed to have fewer coordination and structures at the agency level and has adopted an over-arching mechanism at the UNSDF level. Therefore, at the higher level the CP receives guidance and oversight from UNSDF Programme Steering Committee (PSC), comprising senior Government officials, representatives of the United Nations System and other key stakeholders and is co-chaired by the Permanent Secretary in the Ministry of Finance and Economic Development and the UN Resident Coordinator. The UNSDF’s PSC regularly meets and provides guidance and oversight to the implementation of UNSDF, including CPD.

As mentioned in the previous section, the overall implementation of the CP interventions is expedited through UNDP portfolio programmes in the areas of; 1) Economic Diversification and Inclusive Growth Project, 2) Environment and Climate Change, 3) Governance, Human Rights, Access to Justice, Women and Youth. These portfolio programmes/projects are being implemented with relevant ministries, as implementing partners, through the UNDP National Implementation Modality (NIM). Below is the summary list of main implementing partners for the programmes and projects;

- Ministry of Investment Trade and Industry –Implementing Partner for Economic Diversification and Inclusive Growth Programme.
- Ministry of Environment, Natural Resource Conservation and Tourism –Implementing Partner for Environment and Climate Change Response Programme.

- Ministry of Environment also remains the main implementing partner for all UNDP-GEF Projects.
- Ministry of Presidential Affairs, Governance and Public Administration –Implementing Partner for Governance, Human Rights, Access to Justice, Women and Youth Programme.
- Ministry of Finance and Economic Development –Implementing Partner for SDGs Project.

Apart from the above main implementing partners, many other relevant governmental and non-governmental institutions are being involved and consulted during implementation of the CPD. These include Attorney Generals' Chambers, Directorate on Corruption and Economic Crime, Legal Aid Botswana, Ministry of Immigration, Nationality and Gender Affairs, Ministry of International Affairs and Cooperation, Ministry of Local Government and Rural Development, Ministry of Youth Empowerment, Sport and Culture Development, Statistics Botswana, National Strategy Office, Ombudsman's Office, National Parliament, Business Botswana, UN Agencies, Development Partners, District Authorities, Private Sector, Academia, NGOs and local Communities etc.

For implementation purposes a programme approach has been adopted for EDIG and GHR portfolios, while for ECC portfolio, project approach is used, considering that this portfolio comprises of several GEF projects. EDIG and GHR Programmes have their own PSCs, co-chaired by UNDP RR and Permanent Secretaries of the partner ministry (or any senior official). There is also a lower level structure called the technical reference committees, which looks after all technical issues related to the AWP and plays an advisory role to the PSCs. For ECC Programme, the coordination and accountability structures are the same as the above. The difference is that the meetings are required to take place quarterly as recommended by GEF and as captured in the respective project documents. As mentioned, the PSCs meet on regular basis, twice a year, and are responsible for review of progress and challenges and approval or revision of annual work plans, and setting the strategic direction for the programmes/projects.

The day to day management of each portfolio project, including GEF projects, is led by Programme Specialists, supported by respective Programme Managers and administrative staff. Programme Specialists and Managers, apart from their administrative roles also provides substantial technical inputs during the course of implementation. Similarly, from time to time, national and international consultants are also regularly engaged to provide technical assistance and expertise. The EDIG and GHR Programmes are also supported by an Economic Adviser and Human Rights Advisor respectively, providing technical guidance and advisory support. The Programme Specialists are directly responsible to the PSCs and report to the UNDP Resident Representative. UNDP also provides procurement, logistical, planning and quality assurance support to implementing partners in the implementation and monitoring of project related activities. Presently the total strength of UNDP staff is 35, including CO and project staff, numbers may change due to ongoing recruitments. Discussions with CO and project staff suggests that the broad scope of the CPD interventions and limited number of UNDP staff has been a source of work overload. For example, there is only one Procurement Associate and HR associate, who take care of all procurement and HR related tasks respectively, similarly EDIG and GHR Programmes doesn't have required support staff, which results into multitasking and work overload.

There is no position of Deputy Resident Representative at the CO, which necessitates the Resident Representative to be directly involved in the daily management of programmes and delivery, while also performing the RC functions. Furthermore, the turnover of the Programme

Specialists also remained a major concern (100% turnover – every PS on every programme left since 2017). Recruitment and acclimatization of new PSs took quite some time, which resulted in delays in programme implementation etc. The main reason for the limiting of staff numbers is the keeping of overhead expenses ratio below the optimal 10% threshold.

Discussions with stakeholders suggest that overall the collaboration and partnerships among various stakeholders during implementation remained appropriate, swift and optimal and there were no significant collaboration related issues among stakeholders. With the small exception of administrative and consultation issues, highlighted by the Department of Environmental Affairs, Ministry of Environment, in the implementation of GEF projects. The Department of Environmental Affairs officials, met during the mission, highlighted that they were not taken on board on staff recruitment, especially some of the Project Managers, which made the PMs more accountable to the UNDP instead of PSC. They also highlighted that some of the project interventions were implemented without their due consent and consultation etc. This lack of cooperation has its implications for the smooth implementation of projects and especially ownership and sustainability of the initiatives. Furthermore, the Project Managers for SDGs and Youth Projects, who sits (embedded) at the respective Ministries, also initially faced adjustment issues with partners. However, by now they are adjusted and collaborating effectively with their counterparts.

All UN Agencies collaborated actively in the development of UNSDF, from which the CPD draws its mandate. Participating UN agencies, along with Government and other partners, are members of the high level UNSDF Programme Steering Committee, which meets regularly and provides strategic direction and oversight to implementation of the UNSDF. Similarly, the United Nations Country Team (UNCT), under the leadership of the Resident Coordinator, also meets regularly and is responsible for the effectiveness and coordination of United Nations System development activities. UNCT members chair the three UN Coordination Groups based on the three Strategic Priority Areas, as outlined in the UNSDF: Policy and Programme Design, Implementation of Policies and Programmes and Data for Planning, Monitoring and Evaluation. Most of the coordination and collaboration among UN agencies takes place at these two higher level forums.

There is an on-going Joint Gender Programme, to which all UN agencies in Botswana have signed up, considering gender as a cross-cutting UN programming principle. UNDP also collaborated on developing the Disability policy and strategy with other relevant UN agencies, as another cross-cutting theme. Furthermore, plans are under way to develop a Joint Programme to support Statistics Botswana and the National Statistical Systems. The programme is expected to be approved and rolled in early 2020. However, discussions with UNICEF and WHO, met during the evaluation exercise, also suggest that there was little collaboration among UN agencies in the implementation of various CPD projects at the ground level, as there is no joint programme with these two agencies. Discussions also suggest that UN agencies in Botswana have very limited human and financial resources available, due to the upper middle income country status of Botswana. Therefore, they prefer to utilize the limited resources for attaining their agency specific mandate, to fulfil their part of the UNSDF.

It was also highlighted that there is a greater need for UN agencies to further foster collaboration and create synergies, to achieve the shared outcomes. The 3 UNSDF Pillar groups offer UN Agencies to collaborate more to support the Government and other national partners. Following is the summary of the three pillars;

Pillar 1: Guidance on working together as UN agencies with the lead UN agency having a very definite role to play have been developed. UN agencies are expected to jointly interrogate the national policies, programmes and strategies with IPs for the inclusion of SDGs targets. Furthermore, UN agencies are expected to guide IPs in defining the SDG targets within the context of the policy or programme and assist in breaking down the target into annual and realistic targets through action plans. This process also services as capacity building to IPs.

Pillar 2: a) UN Agencies are required to jointly interrogate the issue that is causing the bottleneck that government are unable to solve and require the assistance of a UN agency, b) state how the agency is “working better together” with other UN agencies, c) the innovation that is introduced while implementing the action and d) the new Partnerships that are created.

Pillar 3: For every strategy and implementation plan that a UN Agency support an IPs to develop, the agency should also make every effort to support them to develop a monitoring plan with clear indicators. Furthermore, to support the IPs to strengthen their monitoring system so they can effectively implement their monitoring plan.

It is also important to highlight that UNDP also partnered with Development Partners, Private Sector, Academia, Civil Society Organizations and Communities, during the implementation of the respective programmes and projects. These partners were represented in various portfolio programme steering committees and provided their inputs. CSOs were also engaged in implementation of various programmes and projects. As an example, Birdlife Botswana, met during the evaluation exercise, participated, as a partner, in the implementation of SLM Makgadikgadi Project and contributed handsomely in development of Land Use Plans and other project activities. Similarly, other development partners, along with UNDP, participated in the formulation of various policies and strategies from time to time. Nevertheless, local community organizations were also actively engaged in the implementation of portfolio programmes and projects.

2.1.3 Role of UNDP

Discussion with stakeholders suggest that UNDP role was found very instrumental in programme development and implementation. UNDP is pro-actively engaged in providing technical assistance, usually to fill a capacity gap or to provide substantive inputs, these involve providing overall guidance, identification and engagement of specialized consultants/organizations, development of terms of reference and review of studies etc. UNDP CO team also provides technical advice in specific areas and helps partners to leverage technical support. Active support is provided in process facilitation and especially in procurement and acquisition of goods and services, needed during the implementation of the programme. Discussions suggest that normally governmental procurement procedures are found cumbersome and time consuming. Therefore, UNDP’s support in procurement of goods and services is found very contributory and timely.

UNDP role is also found helpful in overall coordination among stakeholders at the programme level. UNDP enjoys very good relations with Government of Botswana and with other stakeholders. UNDP role has been appreciated, by the stakeholders, especially by the governmental institutions, for bringing diverse range of stakeholders together and to coordinate and facilitate various projects and programmes. UNDP is co-chair to all programme and project steering committees and is playing a pivotal role in organization of PSC meetings, deciding the agenda, recording minutes and perusing on follow up actions. Similarly, UNDP is

also actively engaged from time to time in organization of various consultation and training workshops, seminars and conferences, involving relevant stakeholders. It is also important to highlight that UNDP also plays an active role in promotion and mainstreaming of gender equality and human rights, at the various levels in policy design and implementation etc.

UNDP's is also diligently playing its role as the UN system integrator, especially related to mainstreaming of SDGs at the country level. In this regard it is important to highlight that UNDP is Co-chairing the SDG National Steering Committee with the Ministry of Finance and Economic Development. UNDP also provided support in mapping of SDG targets and indicators and has helped in the development of Guidelines to integrate SDGs into national policies, programmes and strategies.

2.1.4 Monitoring and Evaluation

The Country Programme Document emphasized that UNDP will pay particular attention to the monitoring and evaluation of the CPD, in line with the UNSDF, Vision 2036 and National Development Plan-11. It has also outlined that at the outcome level, monitoring and evaluation will be undertaken in partnership with other United Nations organizations through the Programme Coordination, Monitoring and Evaluation Group's joint annual reviews. Discussions with stakeholders and review of documents suggest that the CPD doesn't have a fulltime, dedicated PSC. Therefore, at the higher level, it relies on the UNSDF's PSC and the UNSDF Pillar Groups for overall oversight and guidance. UNSDF PSC regularly meets twice in a year and reviews the progress of UNSDF, of which CPD is an integral part.

As mentioned in the earlier section, each UNDP portfolio programme is monitored, evaluated and guided by separate/respective PSCs, which meets biannually. GHR Programme also has a technical level working group. Portfolio programme and projects teams are regularly involved in progress reviews and assessment of project results. The CO has put in place a monthly reporting system, whereas Project Managers submit progress on AWP's implementation, procurement status and contract tracking, using colour code progress monitoring to assess if the interventions are on or off track. Similarly, financial delivery, procurement and contract status is also reported on monthly basis. The CO is also staffed with a dedicated Monitoring and Evaluation Analyst, who is responsible for facilitating planning and implementation of all M&E related activities, including collection and processing of timely data on CPD indicators and compilation of progress reports etc.

CPD progress has been mainly reported on annual basis through corporately designed Results Oriented Annual Reports (ROARs) and since inception of the cycle two ROARs have been produced for 2017 and 2018. The main sections of ROAR consist of Strategic Overview, Indicator Reporting, Development Results Analysis, Contributions to Strategic Plan Implementation, Organisational Results Analysis and Lessons Learning and Forward Looking Agenda. Overall ROARs are found comprehensive but complex, from the perspective of a common reader, which are only used as an UNDP internal reporting mechanism and are not shared with wider stakeholders. Overall, from the perspectives of stakeholders, there is a need to prepare comprehensive CPD narrative Annual Reports to document progress made, challenges faced, lessons learned and the way forward. The Annual Report should be shared with all stakeholders, to appraise them of the progress and accomplishments. Similarly, there is also a need for preparation of Annual Progress Reports for portfolio programmes/projects in line with the respective results frameworks, which will help in assessing and documenting the progress and will finally feed into the preparation of CPD Annual Report.

Nevertheless, several Annual Project Implementation Reports (PIRs) and Mid-term and Terminal Evaluations Reports have also been accomplished, to assess the performance of GEF sponsored projects. As mentioned earlier the CPD M&E plan also envisaged a CPD Mid-term evaluation and Final evaluation. This mid-term evaluation exercise is commissioned by UNDP and has been conducted from July to November 2019. The overall objective of the MTE is to assess the relevance, effectiveness, efficiency and sustainability of the country programme, including mainstreaming of cross cutting issues. Similarly, a Final evaluation will be commissioned towards the end of CPD cycle.

2.2 PROGRAMME RELEVANCE (Rating: Highly Relevant)

UNSDF Botswana (2017-21), from which the UNDP Country Programme draws its overall mandate and outcomes, was designed, in close consultation with Government, to support and contribute, in the long run, to the achievement of Botswana's Vision 2036. Which aims at "Prosperity for All" through achieving the high-income country status by 2036. The four main pillars of the Vision include; 1) Sustainable Economic Development, 2) Human and Social Development, 3) Sustainable Environment, 4) Governance, Peace and Security.

In the short term the CPD was intended to support and contribute to NDP 11 (2017-2023), which calls for "Inclusive Growth for the Realisation of Sustainable Employment Creation and Poverty Eradication". Overall, NDP 11 focuses on six broad-based national priorities of: Developing Diversified Sources of Economic Growth; Human Capital Development; Social Development; Sustainable Use of Natural Resources; Consolidation of Good Governance and Strengthening of National Security; and Implementation of an Effective Monitoring and Evaluation System. In the medium term, the CPD is supporting the mainstreaming, implementation and achievement of SDGs targets by 2030.

UNSDF, including CPD, envisaged that to achieve the Vision 2036, NDP-11 and SDGs' targets, the Government and partners need to, 1) Formulate quality policies, strategies and programmes, 2) Considerably improve implementation of policies and programmes and 3) To generate and utilize credible data for planning, monitoring and evaluation. In view of the need for such support expressed by the Government, UNSDF, including CPD, incorporated these three areas as the main priorities. Therefore, the CPD has been diligently supporting the Government and other stakeholders in the development of quality policies, strategies and programmes, implementation of policies and programmes and data for planning, monitoring and evaluation.

As explained in details in the following sections, CPD through its portfolio programmes, in the areas of; 1) Economic Diversification and Inclusive Growth, 2) Environment and Climate Change and 3) Governance, Human Rights, Access to Justice, Women and Youth, has been supporting the Government in the development of a range of policies and plans regarding Poverty, Decentralization, Economic Diversification, Climate Change, Anti-Corruption, Human Rights, Disaster Management etc., the list goes long. Similarly, support was also provided for development of SDGs Roadmap for implementation.

The Country Programme also provides technical and facilitation support in implementation of selected programmes and projects related to Local Economic Development, Business Development, Environment and Climate Change, Community Development, Legal Aid Services,

Human rights and Youth Empowerment etc. The CP is also supporting in the development and implementation of M&E systems for government institutions in order to address their specific data and M&E needs. Discussions with Ministry of Finance also suggest that substantial efforts have been made to mainstream SDGs indicators and out of total 232 SDGs indicators, 209 indicators have been identified as relevant, whereas 158 are considered measurable in the context of Botswana. In order to generate more evidence to determine the level of alignment to SDGs, UNDP and Ministry Finance, through the SDG project, commissioned a study to map in detail the extent to which specific SDG targets and SDG indicators have been integrated/mainstreamed in policy and planning frameworks, both at national and district levels.

Overall discussions with stakeholders and synthesis of relevant documents suggest that the CPD addresses very relevant and pressing issues and its overall outcomes, outputs and interventions are found highly relevant, valid and consistent with Government of Botswana priorities, needs of the target groups and United Nations national and global priorities including SDGs.

2.3 PROGRAMME EFFECTIVENESS (Rating: Satisfactory)

The Country Programme intends to achieve three broader outcomes, which are shared and aligned with the UNSDF 2017-2021. The CPD Results Framework has outlined a number of outputs, indicators and targets to achieve respective outcomes. Since inception of the CPD, in January 2017, rigorous efforts have been made to achieve desired outputs and outcomes through implementation of range of portfolio projects in the areas of 1) Environment and Climate Change, 2) Economic Diversification and Inclusive Growth and 3) Governance, Human Rights, Access to Justice, Women and Youth Empowerment. In the following pages, an effort has been made to analyze and assess the progress and achievement status of CPD outputs and interventions, at the mid-course of implementation.

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

The CPD recognized that high-quality policies and programmes are crucial to the development process in the country. Therefore, there was a greater need to collaborate with the Government, United Nations agencies, Private Sector and Civil Society organizations, to ensure that policy design is informed by data and are technically sound and coherent with national and global priorities. Three interrelated outputs that were outlined to achieve this outcome;

Output 1.1. Enhanced national capacities to develop integrated policies, strategies and programmes for sustainable development (economy and environment).

Output 1.2. Enhanced national capacities to develop integrated policies, strategies and programmes for addressing multi-dimensional poverty.

Output 1.3. Enhanced national capacities to develop integrated policies, strategies and programmes to deepen democracy outcomes and strengthen governance institutions.

Analysis of documents and discussions with stakeholders suggest that UNDP through its portfolio projects has made strenuous efforts to enhance national capacities and to facilitate

the governmental institutions in developing range of policies, strategies and programmes for sustainable development, addressing multidimensional poverty and strengthening of democratic and governance institutions. Following is a description of portfolio wise progress made so far to achieve stipulated outputs and outcomes;

a) Economic Diversification and Inclusive Growth Portfolio

- *Draft Poverty Eradication Policy:* Discussions with officials of the Poverty Eradication Coordination Unit, within Office of the President, suggest that work on the Poverty Eradication Policy originally started in 2015, with the technical assistance and support from UNDP. Consultation with stakeholders and development of the 1st draft took considerable time. Overall the draft policy focuses on multidimensional approaches to eradicate poverty. In 2018 UNDP facilitated organization of an international conference on Poverty Eradication: Leave No One Behind (LNOB), where inputs by international experts were provided on LNOB approaches, which were incorporated into the draft policy. Presently the draft policy is undergoing final round of consultation and refinements and is expected to be presented to the new cabinet and the parliament for endorsement in early 2020. UNDP has also provided capacity building support and has facilitated government officials and experts to participate in international trainings/conferences on multi-dimensional approaches to poverty etc.
- *Draft Decentralization Policy and Institutional Framework:* Discussions with officials of Ministry of Local Government and Rural Development suggest that the Decentralization Policy has been under development for the past several years. UNDP continually provided technical and facilitation support for the development of the policy. Recently, work on finalization of the draft has been further accelerated and according to Ministry of Local Government officials, the 2nd Draft of Policy document is ready and is expected to be presented for the approval of parliament around March 2020.
- *Strategic Plan (2018-23) for Business Botswana:* Discussions with CEO Business Botswana suggest that UNDP technical and facilitation support was found very instrumental in development and adoption of the Strategic Plan for Business Botswana (2018-23). The Strategic Plan consists of specific strategic thrusts, objectives and necessary actions. Discussions also suggest that the plan is found very instrumental in strengthening and streamlining the role of private sector in promotion of economic diversification in the country.
- *Revised Economic Diversification Strategy:* With technical and facilitation support of UNDP the Ministry of Investment, Trade and Industry has already started work on the development of revised Economic Diversification strategy. In this regard the Evaluation of Economic Diversification Drive Strategy (2011-16) has already been completed, which will inform the development of the revised strategy. Furthermore, a mission from the UNDP Regional Service Centre for Africa, also visited Botswana and have provided necessary technical assistance for this purpose. It is expected that the revised strategy will be completed and endorsed sometime next year.
- *South-South and Triangular Cooperation Strategy:* Discussions with the officials of the Ministry of International Affairs and Cooperation suggest that, with the technical support of UNDP, a South-South and Triangular Cooperation Strategy has been developed, with

active involvement of all stakeholders. The strategy has the primary objective of supporting the implementation of the SDGs and encouraging engagements in south-south exchanges to support the development aspirations of Botswana across the various sectors and in the country.

- Regulatory Impact Analysis: Ministry of Investment, Trade and Industry is presently carrying out a regulatory impact analysis to improve business regulatory environment, with the technical support of UNDP.
- Revised Botswana Exporter Development Programme (RBEDP): UNDP is supporting the Botswana Investment and Trade Centre in the development of the BEDP. The work is currently in progress.

b) Environment and Climate Change Portfolio

- National Climate Change Strategy (NCCS) and Action Plan: UNDP supported the Ministry of Environment in formulation of a comprehensive NCCS for Botswana. The NCCS and accompanying action plan were finalized in Nov 2018. The strategy is designed to provide stimulus for Botswana taking long strides on adaptation and mitigation, whilst meeting its socio-economic development goals, realizing Vision 2036, and achieving the UN Sustainable Development Goals (SDGs).
- Draft Integrated Waste Management Policy: UNDP has supported the Ministry of Environment in the development of IWM Policy. The policy has been developed to provide a framework for sustainable waste management that integrates socio-economic, political, technical and legal factors, necessary for protection of public health and the environment.
- Community Based Natural Resource Management Strategy and Action Plan: UNDP provided technical and facilitation support to Ministry of Environment in the development of CBNRM Strategy (2019-2023). The strategy was developed to enhance the CBNRM programme's contribution to people's livelihoods, whilst achieving biodiversity conservation. This strategy is expected to improve the quality and nature of support provided by government, to develop capacity of Community Based Organisations to manage natural, human and financial resources effectively.
- Third National Communication Report to the United Nations Convention on Climate Change: UNDP provided technical assistance and facilitated the Ministry of Environment in formulation of the 3rd National Communication Report to the UNFCCC. The report analyses climate change situation in Botswana and provides information on the levels of greenhouse gas emissions, as well as vulnerability assessment for key sectors of the economy.
- Draft Access to Genetic Resources and Benefit Sharing (ABS) legal framework: UNDP through its GEF sponsored Nagoya Protocol project has supported Ministry of Environment to develop a communication strategy, as well as Policy and Institutional Review. The two studies recommended the development of ABS Law. The objective of the law is to facilitate the domestication of the Nagoya Protocol as a vehicle to ensure conservation, sustainable use of biological resources and the fair and equitable sharing of the benefits.

c) Governance, Human Rights, Access to Justice, Women and Youth Portfolio

- Draft National Anti-Corruption Policy: Discussions with officials of Directorate of Corruption and Economic Crime (DCEC) suggest that UNDP has been actively providing technical support and facilitation in stakeholder's consultations for the formulation of draft AC policy. The Draft Policy has been presented to Cabinet several times but never approved. In due course it will be presented again to Cabinet and the Parliament for approval, it is expected to get endorsed sometime next year.
- Revised National Disability Policy: UNDP has been supporting Office of the President (OP) in formulation of a National Disability Policy and a new Disability Strategy that are compliant with the Convention on the Rights of Persons with Disabilities (CRPD), and will help in the development of a new disability law i.e. The Rights of Persons with Disabilities Act. UNDP has also helped in devising a communication plan for OP, to disseminate information on the CRPD and implementing key activities in that plan. The Policy and Strategy are finalised and officials of the Office of President expect that these will be submitted to Attorney General's Office and then to the upcoming cabinet and parliament for endorsement.
- Draft Law Reform Strategy: UNDP is providing technical assistance and supporting Office of the Attorney General to formulate a Law Reform Strategy. In this regard a Law Reform Unit has been established at Attorney General's chambers and the draft reform strategy has been finalised, subject to verification, including its implementation plan. The same will be approved in due course.
- Work Plan for Inter-Ministerial Committee on Human Rights: With the support of UNDP a 3-year Work Plan for inter-ministerial committee on human rights has been developed in 2018 and approved April 2019. A Human Rights Unit in the Office of the President has been recently established, to coordinate the implementation of the plan and similarly UNDP is supporting the 3-year work plan for that HR Unit.
- Draft Reports on International Conventions for Human Rights: UNDP has been providing capacity building support to the Ministry of International Affairs and Cooperation to coordinate reports on various international human rights conventions and the Universal Periodic Review and have also provided technical assistance in the drafting of reports on International Covenant on Civil and Political Rights (ICCPR), Committee on the Elimination of Racial Discrimination (CERD), Convention on the Rights of Children (CRC) and Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) etc.
- National Strategic Plan for a comprehensive response to Human Rights related barriers to HIV services: UNDP has provided support to formulate the Strategic Plan for human rights related barriers, to ensure expanding HR programming, including strengthening the legal and policy environment for HIV/AIDS.
- Revised Disaster Management Policy: UNDP also supported the development of revised disaster management policy, which is presently in draft stage awaiting final endorsement. The Policy aims, amongst other, to support the coordination of Disaster Management efforts at national and subnational level and recognizes the particular needs of vulnerable

groups in disasters, in alignment with the principles of the Sendai Framework for Disaster Risk Reduction.

d) Sustainable Development Goals

- National SDGs Roadmap (2017-23): UNDP in collaboration with other UN Agencies has supported Ministry of Finance and Economic Development, the focal point for SDGs coordination and implementation, and relevant stakeholders to develop a comprehensive SDGs Roadmap (2017-23), to guide the implementation of SDGs agenda and achievement of specific targets and goals. The roadmap was prepared through extensive consultation with all relevant stakeholders and has been launched and endorsed by the Ministry of Finance in 2018. The roadmap highlights two implementation phases; 1) awareness, sensitization, advocacy and capacity building etc. and 2) transformation of the main drivers of development towards sustainability, with application of standards to enable realize SDGs. An appropriate institutional framework (National Steering Committee) has also been put in place to effectively coordinate the implementation of SDGs, supported by a Technical Task Force on SDGs. Furthermore, a guidance note has also been drafted to facilitate the coordination and implementation of SDGs roadmap.
- National SDGs Communication Strategy and Action Plan: UNDP, in collaboration with other UN agencies, supported the formulation of SDGs Communication Strategy and Action Plan. The strategy clearly outlines the communication messages that will be used for advocacy, sensitisation and awareness raising on the SDGs, as well as the channels and key actors that will be involved in this process. Similarly, UNDP and UN Agencies also supported the Ministry of Finance and Economic Development in formulation of Botswana SDGs Voluntary National Review Report 2017.

The below table summarizes the progress of CPD Output level indicators, under Outcome-1, as outlined in the CPD Results Framework

Outcome 1: By 2021 Botswana has high-quality policies and programmes towards the achievement of sustainable development goals targets and national aspirations.				
Outputs	Indicators	Baseline	Target	Progress at Mid-term (August 2019)
Output 1.1: Enhanced national capacities to develop integrated policies, strategies and programmes for sustainable development (economy and environment)	I-1. No. of inclusive policies/strategies integrating environment, social and economic dimensions	3	5	1. Decentralization Policy and Institutional Framework (Draft) 2. Strategic Plan (2018-23) for Business Botswana (approved) 3. Revised Economic Diversification Strategy (under development) 4. National Anti-Corruption Policy (Draft) 5. Revised National Disability Policy (Draft) 6. Law Reform Strategy (Draft) 7. Work Plan for Inter-Ministerial Committee on Human Rights 8. Reports on International Conventions for Human Rights (Draft)
	I-2. No. of measures - plans, strategies, policies designed to achieve low-emission and climate-resilient development and	2	4	1. National Climate Change Strategy (NCCS) and Action Plan (Draft) 2. Third National Communication Report to the United Nations Convention on Climate Change 3. Integrated Waste Management Policy (Draft)

	reduce environmental degradation.			4. Community Based Natural Resource Management Strategy and Action Plan (Draft) 5. Access to Genetic Resources and Benefit Sharing (ABS) legal framework (Draft)
	I-3. No. of disaster and climate risk reduction frameworks that are sector specific and gender responsive developed at national and subnational levels	1	3	1. Revised Disaster Management Policy (Draft)
Output 1.2: Enhanced national capacities to develop integrated policies, strategies and programmes for addressing multi-dimensional poverty	I-1. Existence of a comprehensive Botswana poverty eradication policy and strategy (BPEPS) targeting vulnerable populations in target areas	No	Yes	1. Botswana Poverty Eradication Policy (Draft)
Output 1.3: Output 1.3. Enhanced national capacities to develop integrated policies, strategies and programmes to deepen democracy outcomes and strengthen governance institutions.	I-1. No. of laws and policies in place to secure women's participation in political decision-making	1	2	No information is available on this indicator.
	I-2. No. of policies, strategies, or legislation put in place to address issues of stigma and discrimination leading to unequal access to HIV preventive services for key populations, women and youth.	1	3	1. National Strategic Plan for a comprehensive response to Human Rights related barriers to HIV services (Draft)
	I-3. No. of policies and strategies addressing social determinants of health and prevention of non-communicable diseases in youth and adults in non-health ministries and communities	1	3	No activities done to achieve this indicator. The Health and HIV/AIDS portfolio was discontinued in March 2018.

Conclusion:

From the above review and analysis of progress made so far, it can be concluded that UNDP, along with partners, have made strenuous efforts towards achieving the stipulated Outcome-1 related Outputs. The indicators for outputs 1.1 and 1.2 are found relevant and SMART and the progress made, at the mid-course of CPD, is very promising and is on track or sometime exceeds the targets of the CPD Results Framework. However, the three indicators related to output 1.3 shows little or no progress. The main reason is the discontinuation of Health and HIV/AIDS portfolio in March 2018. Presently, the health related indicators number 2 and 3 under output 1.3 seems irrelevant in the absence of any health related initiatives. Therefore, if

the management opt for revision of the results framework, keeping in view the RF revision and approval processes, then these indicators need to be omitted from the results framework.

Furthermore, all partners, met during the evaluation exercise, highly appreciate and value UNDP's role and contributions, especially provision of technical assistance, global expertise and facilitation support to relevant institutions to develop range of policies, strategies and programmes, to achieve national and global sustainable development agenda. It is slightly beyond the scope of this evaluation exercise to discuss the details and quality of above policies and strategies. However, overall discussions with relevant governmental institutions suggests that these policies and strategies were developed in close consultation with and involvement of relevant stakeholders, keeping in view the specific issues and needs of the targets groups, through employment of best practices and approaches etc.

Having said this, as an example, here is a brief quality assessment of the South-South and Triangular Cooperation Strategy. The Ministry of Internal Affairs and Cooperation (MIAC), opted to develop a SSTC in support of the SDGs, which was supported by UNDP's Regional Service Centre for Africa. The strategy development process included literature review and examination of existing national policy documents, the Government had formed a Reference Group to provide inputs to the Strategy. The reference group involved several government ministries/institutions, UN agencies, bilateral and multilateral organizations, private sector organizations, civil society, academia and research institutions. The SSTC adopted UN definition of South-South Cooperation and describes in detail the; 1) Institutional Frameworks, 2) Priority Focus Areas, 3) Overview of Current Geographical Focus, 4) Scaling up Support and 5) Implementation and monitoring Plans. In nutshell, SSTC is a means by which Botswana can achieve its national priorities, as such the Strategy is closely aligned to Vision 2036, the National Development Plan 11 (NDP11) and the Urban and District Development Plans.

It is also important to note that discussions with stakeholders also suggest that formulation of national policies and strategies remains a complex and time consuming undertaking, involving rigorous consultation with diverse range of stakeholders, at the national and sub-national levels. At times, policies formulation processes have consumed several years for example the Poverty Eradication, Decentralization and Anti-Corruption Policies have been under formulation for quite some time, which goes even before the timeframe of this CPD.

The most formidable challenge is securing the final approval and endorsement of the developed policies and strategies from higher forums like the cabinet and parliament. Analysis of the above list of developed policies and strategies suggest that many of the policies and strategies are still either in the finalization stages or awaiting presentation to the cabinet and parliament for approval and endorsement. Overall, there is a greater need to rigorously pursue the approval and endorsement of the developed policies, as the benefits will only flow once these policies are duly endorsed, adopted and implemented. Although it is the prerogative of relevant governmental institutions to timely pursue the approval processes, however UNDP should continue providing necessary support and to advocate for the timely approval of developed policies in the remaining half of the CPD timeframe.

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

CPD recognized that Botswana requires targeted, strategic, high-end development expertise to identify and overcome policy and especially implementation barriers, to unlock its potential and to achieve sustainable development goals. It was envisaged that country programme will support implementation of specific policies and programmes through its portfolio programmes and projects and will provide desired technical assistance and facilitation and coordination support, to improve and strengthen implementation mechanisms. Three interrelated outputs were outlined to achieve the Outcome 2, these includes;

- Output 2.1. Improved national capacities to plan for delivery, identify and resolve implementation challenges, and account for the delivery of high-quality sustainable development (economic and environmental)
- Output 2.2. Improved capacities to plan for delivery, identify and resolve implementation challenges related to addressing multidimensional poverty
- Output 2.3. Improved capacities 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

Analysis of documents and discussions with stakeholders suggest that UNDP, through its portfolio programmes and projects, has made strenuous efforts to enhance national capacities and to facilitate partners in implementation of projects and programmes for sustainable development, addressing multidimensional poverty and strengthening of democratic and governance institutions. Below is a short description of the progress made so far, to achieve stipulated outputs;

a) Economic Diversification and Inclusive Growth Portfolio

- Support to implementation of the Local Economic Development (LED): UNDP supported Ministry of Local Government and Rural Development, since 2013, in the development a LED framework to promote new and existing efforts for local economic development and poverty reduction. The framework was approved by Parliament in 2017, and was expected to provide a suitable policy environment for piloting of specific LED initiatives across the country, mainstreaming LED in local councils and develop a cadre of LED officers and tools etc. A UNDP technical expert was imbedded within the MLGRD in order to build capacity of the Ministry for piloting and eventual upscaling of LED initiatives across the country.

Most recently, during the timeframe of this CPD, UNDP continued its support and helped MLGRD in the Evaluation of the LED programmes and projects at the district level. According to MLGRD officials, the evaluations of the LED initiatives highlighted that generation of economic benefits was limited for local people, due to lack of partnerships from private sector. UNDP also supported the development of LED strategies at the district level, and 6 strategies have already been developed and development of 4 more district LED strategies is in progress. Similarly, profiling of local economies has been supported and 11 out of 15 profiles have been produced.

According to progress reports, data on the total number of operational enterprises is not available, however some of the active projects include; harvesting and sales of seasonal

veld products [sengaparile], Kgalagadi sand building block project, processing of hides and skins and fish farming project in Chobe district. Furthermore, 13 LED projects were also identified in Sowa and 14 in Chobe districts but none has taken off so far. UNDP also provided support in the development of a Curriculum for the rolling out of LED and work on identification of local institutions, to incorporate LED in their curriculum is in progress.

- Support to implementation of Supplier Development Programme (SDP): UNDP along with partners has initiated the SDP, which aims to create demand-based, market-driven opportunities for SMEs, to increase their competitiveness through the innovative Suppliers Development Methodology, while connecting essential small-scale producers/suppliers to larger markets locally as well as abroad. SDP focuses on the development of mining, infrastructure, textile, agro-processing and leather value chains. In the spirit of south-south cooperation, a partnership with UNDP Pakistan has been established, to provide capacity building and mentoring support.

Analysis of progress reports suggest that so far 18 Suppliers (SMEs) have been selected to be part the SDP Programme, while the overall target is 150 SMEs by 2020. Accordingly, a number of business development consultants has been identified and trained on the Supplier Development Methodology. The business consultants will mentor the SME suppliers to increase their productive capacities and to become competitive in the domestic market. The work is ongoing and will further gain momentum in the coming years to fully build the capacities of SMEs and operationalize effective value chain mechanisms.

b) Environment and Climate Change Portfolio

UNDP provided support in the implementation of several environment and climate change related projects, mostly funded by GEF. A number of these projects were initiated during the previous CPD tenure and implementation has been carried on during the current CPD timeframe. Following is the summary description and achievement status of these projects;

- Support to implementation of Sustainable Land Management in rangeland areas of Ngamiland District (2014-19): The overall objective of the project was to mainstream SLM in rangeland areas of Ngamiland District productive landscapes for improved livelihoods. The project overall target was to bring 1 Million Hectares of rangelands under improved management, through building capacities of local communities and institutions and implementation of wide range of interventions.

The project has ended in March 2019 and a Terminal Evaluation of the project has just concluded and according to the preliminary findings of the TE, following are the highlights of the main achievements;

- Overall 589,000 Ha of range lands have been covered and brought under improved SLM practices through introduction of holistic land livestock management approaches.
- Extensive reduction in the area burned from fires (from 1.1M ha to 0.2M ha in 2016)
- Production of charcoal and livestock feed pellets, made out of bush encroachment products and training of farmers in charcoal production.
- Capacity building of Governmental institutions, local communities and stakeholders in adoption and implementation of SLM practices.

- Multi-stakeholder forum was put in place for effective promotion and implementation of SLM, however mainstreaming of SLM into sectoral policies is lacking, due to absence of comprehensive SLM policy and strategy.
- Overall insufficient time for adoption, testing and demonstration, which makes the replication of good practices difficult.
- limited implementation timeframe constrained the completion of some of the initiated activities.
- The evaluation recommends the consolidation of project interventions, to allow continuity and sustainability of benefits in the post project period.

➤ *Promoting production and utilisation of biogas from agro-waste in South-Eastern Botswana Project (2015-19):* UNDP is supporting the implementation of the GEF financed Biogas project in partnership with Botswana Institute for Technology, Research and Innovation (BITRI) and other stakeholders. The project aims to facilitate low-carbon investments and public-private partnerships in the production and utilisation of bio-methane from agro-waste in the districts of South-Eastern Botswana. The Evaluation Consultant had the opportunity to visit three of the project sites and held discussions with local communities, project staff and BITRI officials. Following are some of the preliminary impressions from the brief interaction with partners and field observations;

- So far, the project has successfully constructed 26 small scale biogas digesters for the individual households and small agro businesses as demonstration projects. Out of which 11 are functional, 15 yet to be fed and the rest yet to be constructed. Observations and discussion with beneficiaries suggest that the installed plants are working very efficiently and effectively and is producing sufficient biogas to cater the energy needs of the beneficiaries. Beside environmental benefits the beneficiaries are also enjoying economic gains, like significant reductions in energy costs etc.



Household Biogas Digester in Otse village



- The energy generation through small biogas digesters are found very effective in providing low cost energy solutions and reducing carbon emissions. It is important to highlight that the project total target is installation of 1000 small scale biogas plants. It is important to highlight that the project is already in its last year of implementation, therefore keeping in view the present pace of progress, it seems unlikely that the project will be able to achieve its overall targets.
- Discussions with communities and BITRI officials suggest that high installation cost (around USD 2000 per plant) is the major impediment for the large scale adaptation and replication of the model by households and small agro-businesses. In this regard BITRI is also working on various low costs construction materials to lower the cost of installation for large scale replication of the model.
- The project targets also call for installation and operationalization of 3 medium-scale agro-waste biogas plants, installed by the medium size agro-industries to produce power and heat for their industrial operations. Discussion with BITRI suggest that a detailed feasibility for medium scale digesters has been prepared for Botswana Meat Commission (BMC). The feasibility indicates that they can produce 200kW and BMC have since agreed to going ahead with the project, however, they have requested UNDP to assist with facilitation of funding for the project. NDB is currently on the table with regards to this and are evaluating how they could offer financial assistance. The project is also assisting BMC to become an accredited National Entity for GCF through the NDA Ministry of Finance, to secure required funding.
- Other objective level targets of the project like energy generation, through biogas, (Target 350,000 MWh) and public-private partnerships is also significantly lagging. Overall it can be concluded, being in the last year, the project needs to significantly accelerate its implementation and find ways to achieve as much of the stipulated targets. Further details can be found in the Mid-term review of the project, which has already been completed.



- *Kgalagadi and Ghanzi Drylands Project (2017-2023):* UNDP is supporting the implementation of this GEF financed project with the help of governmental agencies, CSOs and local communities. The overall objective of the project is to promote an integrated landscape approach to manage the Kgalagadi and Ghanzi drylands for ecosystem resilience, improved livelihoods and reduced conflicts between wildlife conservation and livestock production. Discussions with UNDP staff and review of progress reports (PIR) suggest that the project is in the initial stages of implementation and activities will further gear up in the coming years. Below are the highlights of the progress made so far;
- Environmental Compliance and Forensic trainings for law enforcement agencies and relevant government institutions conducted.
 - Development of ToRs for National Capacity Assessment study for the establishment of Inter-Agency Diffusion Centers and equipping of the National Veterinary Laboratory and supporting COBRA operations and clean up campaigns.

- Target communities and their respective governance structures or organizations have been identified and communication channels opened. Consultations with these communities and other stakeholders, at district level, on possible initiatives are continuing.
- Developed a DWNP Awareness Raising Strategy to inform stakeholders of the importance and benefits of their involvement in assisting authorities in combating wildlife crimes.
- Value Chain Study to determine viable business ventures undertaken.
- Training conducted for communities/CBOs, which have already on-going ventures e.g. fodder production
- Dialogues held on a quarterly basis with stakeholders, with active community participation to determine discuss issues pertinent to project implementation.
- Draft Business plans for recommended value chain enterprises developed.
- Project is also planning to develop the Human Wildlife Conflict Strategy which amongst others will lay the basis for reducing HWC, by facilitating the adoption of locally relevant strategies for reducing HWC and also facilitate HWC training of communities.
- The project has also held two multi stakeholder forums, with focus on unpacking the HWC from stakeholder's perspective.

➤ *Support to the Cubango-Okavango River Basin Strategic Action Programme Implementation (2017-2022):* UNDP is supporting the implementation of this GEF project with the help of the Permanent Okavango River Basin Water Commission (OKACOM) and relevant national and international partners. The objective of the project is to strengthen the joint management and cooperative decision making capacity of the Cubango- Okavango River basin states on the optimal utilization of natural resources in the basin, with the aim to support the socio-economic development of the basin communities, while sustaining the health of the basin ecosystems. Discussions with UNDP staff and review of progress reports (PIR) suggest that the project has made considerable progress. Below are highlights of the progress made so far;

- Preparation of discussion paper, which outlines the need on revision of the 1994 agreement among Cubango- Okavango River basin states.
- OKACOM Secretariat has been working with its Institutional and Policy Development Technical Committee (IPDTC), to clearly define scope of work for the review of the agreement.
- The project has co-facilitated with others International Cooperating Partners to OKACOM, the revitalization of its five Technical Committees for Water Resources, Biodiversity and Environment, Socio-Economic, Land Management and Institutional and Policy Development.
- Workshops conducted, targeting the above indicated areas of expertise, as well as served to redefine their roles and responsibilities. Technical Committees terms of references has been reviewed accordingly and member states notified to review the composition of its team that composes each technical committee.
- Joint water quality and quantity surveys, involving members of the WRTC from the 3 member states piloted. WRTC members were trained in sediment monitoring, to ensure that the team is skilled to operate the associated tolls/devises.

- The Secretariat is working towards establishing a joint planning and budgeting process that will ensure appropriate M&E and reporting on the investments that every development partner is providing to OKACOM.
- The Cubango Okavango River Basin Endowment Fund being established, which will contribute in addressing the priorities under SAP.
- A number of farmers in Botswana, Angola and Namibia have been identified and involved in agricultural demonstration projects, related to upper tourism market, conservation agriculture and fisheries etc.
- The Gender Mainstreaming Strategy and Action Plan was approved in November 2018, at the 37th OBSC meeting held in Luanda.
- A value proposition for the Endowment Fund is being developed by The Nature Conservancy (TNC), a key partner of OKACOM in the CORB.

➤ *Makgadikgadi Sustainable Land Management Project (2014-2017):*

UNDP supported the implementation of GEF financed Project 'Using SLM to improve the integrity of the Makgadikgadi ecosystem and to secure the livelihoods of rangeland dependent communities. The project's overall Objective was to mainstream SLM in rangeland areas of the Makgadikgadi for improved livelihoods. Most of the project duration (2014-16) fell under the previous CPD time frame, however the last year of the project i.e. 2017, coincided with the 1st year of this Country Programme. A Terminal Evaluation of the project was completed in July 2018. Following are some abstracts, extracted from the Terminal Evaluation Report;

- The project is clearly highly relevant to context of SLM in the Makgadikgadi region and specifically to the Southern Sua Pan.
- Overall, the project has met almost all the Targets established in the Results Framework. It achieved a remarkable amount within the confines of the time and resource constraints and weaknesses in project design etc. However, the project has not mainstreamed SLM in rangeland areas across the 1,900,000 hectares of the Makgadikgadi rangelands, as required by the Objective level indicator and target.
- The project has contributed valuable support across the key SLM issues identified in the situational analysis in the Project Document i.e. 1) Fire and impact of burning on rangeland areas, 2) Arable farming and unsustainable harvest of veld products, 3) Conservation Agriculture, 4) Meaningful participation by local communities to mainstream SLM principles into rangeland management and governance, 5) Integrated Management and 6) Implementation of Grazing Regimes etc.
- The project has achieved significant results under all three Outputs within Outcome 1. It has supported the development of land-use plans for each of the five village areas within the Southern Sua Pan (SSP), which have been combined within an overarching summary document covering all of the Southern Sua Pan, as an 'integrated land use plan' (ILUP).
- The project has provided support across the three component Outputs, which has resulted in the development of tools for land-use planning and management within the Boteti sub-District and strengthening of a key Makgadikgadi regional SLM forum.

➤ *Supporting Improved Management Effectiveness of the Chobe-Kwando Linyanti Matrix of Protected Areas (2014-2017):* UNDP supported the implementation of GEF financed Bio-Chobe Project, during 2014-2017. Specific objective of the project was to Strengthen

Management Effectiveness of the Chobe Kwando Linyanti Matrix of Protected Areas to respond to existing and emerging threats. Most of the project duration (2014-16) fell under the previous CPD time frame, however the last year (2017) of implementation coincided with the 1st year of this Country Programme. A Terminal Evaluation of the project was completed in June 2018. Following are some abstracts, extracted from the Terminal Evaluation Report;

- Project has not achieved the development results intended under either of its two Outcomes. It has not met any of the Targets specified within the Results Framework (RF) and has contributed little to the intended development results described in the project strategy across all Outputs.
 - The management effectiveness of the Chobe-Kwando-Linyanti matrix of PAs to respond to existing and emerging threats, remains very similar at project end to the baseline situation described in the Project Document. Indeed, the core reports produced under the Bio-Chobe project emphasise the urgent need to address the majority of core issues highlighted in design. Neither of the two barriers identified in the baseline analysis have been addressed and the intended 'GEF alternative situation' is not in place at project end.
 - The main reasons for the lack of progress towards achievement of intended results under Outcome 1, appear to have been linked to a lack of understanding of the project approach and intended results by the project manager and project partners, alongside a weak inception process, poor facilitation of stakeholder engagement and a lack of monitoring of intended results, targets and indicators throughout project implementation. The project was rated "unsatisfactory" by the Terminal Evaluation.
- *The Biodiversity Finance Initiative Project (BIOFIN) (2019-2022)*: UNDP has recently initiated the 2nd phase of the project in collaboration with the Ministry of Environment, Wildlife and Tourism and support from Biodiversity Finance Initiative (BIOFIN), to mobilise resources for biodiversity and sustainable development. The 1st phase was implemented from 2013-2018. The main outcomes of the previous phase were the review of policy and expenditures on biodiversity and preparation of Biodiversity Finance Plan. The 2nd Phase has just started and interventions will be implemented in due course.

c) Governance, Human Rights, Access to Justice, Women and Youth Portfolio

- *Support to Legal Aid Services*: UNDP supported Legal Aid Botswana (LAB), an independent public entity, to improve the coverage and access of legal aid services, especially for the vulnerable sections of the society in the country. LAB was facilitated in development of a basic cell phone application that facilitates citizens to request for legal aid services from anywhere in Botswana. UNDP also facilitated LAB to improve service delivery in remote areas through rolling out of mobile legal aid clinics, to provide on spot legal aid to needy members of local communities. Similarly, awareness has also been raised through information brochures, production of videos and mass and social media.

Discussions with LAB official suggest that the support was found very instrumental in reaching out and providing legal aid to the needy communities, especially marginal and vulnerable groups. According to rough estimates of LAB, around 2500 people benefited from the phone service in 2018. However, it was also highlighted that lack of human and

technical resources at LAB is the main constraining factor in scaling up the coverage of the services.

- *Support to Gender and Youth Empowerment:* UNDP supported the Ministry of Youth Empowerment, Sport and Culture Development, and has provided a full time Project Manager, embedded in the Ministry, to provide technical assistance and facilitation in youth affairs. Discussions with PM and Ministry officials suggest that UNDP has facilitated the implementation of youth dialogues across the country. The purpose of these dialogues is to facilitate discussions on some of the development challenges facing young people in the country, such as youth unemployment, youth behaviour, character building and government initiatives on youth empowerment. So far six youth dialogues have been conducted in partnership with Botswana National Youth Council (BNYC).

UNDP is also facilitating the Ministry to conduct youth dialogues using the virtual (online) platforms, to ensure maximum participation of youth from all regions of the country. The intention is to infuse critical messages to the youth such as human rights, disability, environment, economic development etc. Furthermore, UNDP has also helped in building the capacities of ministry's staff and several studies and reviews has been planned for the near future these include; 1) Needs, opportunities and constraints of youth entrepreneurship in Botswana, 2) Evaluation of Youth Development Fund, 3) Review of National Internship Programme (NIP), 4) Review of Ministry's M&E system, 5) Development of national youth mentorship guidelines, 6) Design of youth entrepreneurship development training, 7) Strengthening BNYC capacity for grant making process and 8) Review of National Youth Policy.

- *Support to establishment of National Human Rights Institution:* UNDP is supporting the establishment of a National Human Rights Institution in Botswana. In collaboration with the Office of the President, UNDP has convened a national symposium with speakers from GANHRI and 5 Paris Principle Compliant African NHRIs, to generate consensus on the model to be adopted and the necessity to comply with the Paris Principles. The symposium increased awareness of the Government's intention to establish an NHRI. The event was on live feed broadcasting on BTV, Botswana's national broadcaster, and on the Government's Facebook page, and was reached by national and global audience.

UNDP is also supporting the strengthening of coordination between Government and civil society on human rights issues by encouraging consultation. For example, support was provided to the Office of the President to convene a National Consultative Conference on the National Disability Framework (including the National Disability Policy, Strategy and Law). Support was also provided for the Universal Periodic Review Reporting process, which was developed in a consultative manner.

d) Sustainable Development Goals

- *Support to mainstreaming and implementation of SDGs:* In view of the importance of SDGs agenda, UNDP has taken a lead role and has initiated a separate four year SDG project (2018-2021), to support to the Ministry of Finance and Economic Development to lead in the coordination of SDGs implementation in Botswana. It is important to highlight that Ministry of Finance is the national secretariat for coordination, mainstreaming and implementation of SDGs at the country level. The SDGs Project is led by a Project Manager,

who sits fulltime at the Ministry of Finance, providing technical and facilitation support in SDGs related affairs.

Discussions with Ministry of Finance officials suggest that UNDP and UN System support was found very instrumental in the development of National SDGs Roadmap (2017-23) and National SDGs Communication Strategy and Action Plan. However, the implementation support is of more crucial nature, since National Development Plan 11, was rolled out before finalization of SDGs indicators, therefore presently the Ministry, with the support of SDG project and stakeholders, is working on the alignment of the NDP and other sub-national level plans with SDGs targets and indicators. The Ministry has identified 209 relevant SDGs indicators, in the context of Botswana, out of total 232. However, availability of credible and time series data remains the main challenge, to effectively monitor the progress of indicators. The Baseline Indicators Report released by Statistics Botswana in December 2018, shows that only 55 indicators have a credible baseline data available.

The project has also provided capacity building support to the relevant governmental institutions and stakeholders on mainstreaming, monitoring and reporting of SDGs in sector plans and planning frameworks. Implemented activities also included workshop on mainstreaming SDG targets and indicators into NDP 11 Performance Framework, sensitization of media practitioners on SDGs agenda and briefing of Parliamentary select committee on SDGs. A number of activities are in the pipe line to fully mainstream SDGs in the national and local level plans and to effectively monitor and report the progress of SDGs targets and indicators.

The below table summarizes the progress of CPD Output level indicators, under Outcome-2, as outlined in the CPD Results Framework

Outcome 2: By 2021 Botswana fully implements policies and programmes towards the achievement of sustainable development goals targets and national aspirations				
Outputs	Indicators	Baseline	Target	Progress at Mid-term (August 2019)
Output 2.1: Improved national capacities to plan for delivery, identify and resolve implementation challenges, and account for the delivery of high-quality sustainable development (economic and environmental)	I-1. No. of new full-time equivalent jobs (from local economic development [LED] initiatives in 16 districts	0	8000	No jobs created yet from the LED project intervention. In 2018, implementation of the LED actions was paused in order to conduct an evaluation. There is no data on the number of enterprises, however, the following projects are active; <ul style="list-style-type: none"> • harvesting and sales of seasonal veld products [sengaparile] • Kgalagadi Sand Building Block Project • Processing of hides and skins • Fish farming project in Chobe district 13 projects identified in Sowa and 14 in Chobe district but all have not taken off.
	I-2. No. of viable community/CSO-led natural resource-based enterprises in target areas	0	3	<ol style="list-style-type: none"> 1. Lake Ngami Trust Charcoal production. 2. Kgetsi ya Tsie Community development trust 3. Annual Tsodilo Hills Heritage Walk

	I-3: No. of additional sustainable development advocacy and implementation platforms for sustainable development goals	2	5	1. National SDGs Roadmap (2017-23) 2. National SDGs Communication Strategy and Action Plan 3. Support project for mainstreaming and implementation of SDGs
Output 2.2: Improved capacities to plan for delivery, identify and resolve implementation challenges related to addressing multidimensional poverty	I-1. Existence of integrated implementation strategy to effectively coordinate the BPEPS	No	Yes	BPEPS has not yet approved therefore no implementation strategy developed yet.
Output 2.3: Improved capacities 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.	I-1. Increase in the percentage of beneficiaries satisfied with service delivery by public institutions	23%	50%	No customer satisfaction survey at the national level has not been conducted as yet.
	I-2. Existence of operational national human rights institution (NHRI)	No	Yes	Provision of support for the establishment of the NHRI (ongoing)
	I-3. No. of strategies for implementing social determinants of health and prevention of non-communicable diseases in youth and adults (e.g., alcohol, tobacco, lifestyle) in non-health ministries and communities	1	3	The health related project was discontinued in 2018, without completion or achievement of the indicators.

Conclusion:

From the above review and analysis of progress made so far, it can be concluded that UNDP, along with partners, have made strenuous efforts towards achieving the stipulated Country Programme Outcome-2 related Outputs. Overall UNDP through its portfolio programmes and projects has made commendable efforts to support governmental institutions and stakeholders in the implementation/piloting of selected projects and programmes.

Most of the implementation support pertains to environment and climate change portfolio. It is important to highlight that analysis of the CPD allocations and expenditures from 2017-July 2019, suggest that 67% of the CPD financial resources have been utilized under the environment and climate change portfolio, by implementing a number of GEF sponsored projects in partnerships with governmental institutions, local communities and other stakeholders. A big chunk of these resources are provided through GEF grants. The details of progress of various individual GEF projects has been elaborated in above. Most of these projects have made or making good progress towards achieving its intended results. However,

one of the completed projects faced several implementation challenges and was not able to achieve the desired outcomes.

Regarding the CPD Results Framework's output level indicators, out of total seven output indicators, five indicators were found relevant and SMART and considerable progress has been made towards achievement of stipulated targets (see table above). While two indicators one each under output 2.1 and 2.3 i.e. 1) No. of new full-time equivalent jobs from local economic development [LED] initiatives in 16 districts and, 2) No. of strategies for implementing social determinants of health and prevention of non-communicable diseases in youth and adults in non-health ministries and communities, couldn't be adequately measured and no data was compiled or reported.

The indicator related to full time jobs from LED seems more of an impact level indicator. Inputs from CO team and analysis suggest that this indicator is not found relevant in the context of the output 2.1, which basically calls for capacity building of stakeholders in implementation of programmes. Therefore, it is suggested to revise this indicator and choose other measurable indicators to assess the progress of implementation of LED initiatives. For example; No of new LED related enterprises established, registered and operational in target districts. Furthermore, another possible indicator to measure Supplier Development Programme could be; No of SMEs participating in local supply chains. The indicator related to; No. of strategies for implementing social determinants of health and prevention of non-communicable diseases in youth and adults in non-health ministries and communities stands somehow irrelevant in the context of the discontinuation of health related project in 2018.

As mentioned earlier most of the implementation work took place under the ECC portfolio. However, presently there is only one indicator in the RF i.e. No. of viable community/CSO-led natural resource-based enterprises in target areas. To reflect and measure the due share of this portfolio there is a need to include some more indicators under output 2.1. Here are some suggestions; 1) Hectares of rangeland that is brought under improved and sustainable land management practices, 2) No of people benefited from improved natural resource management and livelihood interventions, 3) Rates/Levels of human wildlife conflicts in target areas, 4) Hectares brought under improved protected areas management systems. These are only some suggestions, extracted from RF of related GEF projects.

Furthermore, all partners, met during the evaluation exercise, highly appreciate and value UNDP's role and contributions, especially provision of technical assistance, global expertise and facilitation support to relevant institutions to implement range of policies, strategies and programmes to achieve national and global sustainable development agenda. However, all partners, especially government institutions also highlighted the need for continued financial, technical and capacity building support in implementation of policies and programmes for the remainder of the programme cycle and beyond.

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 CPD outlined that achievement of the, NDP 11, Vision 2036 and SDGs requires availability of credible and time-series data to inform development of policies and programmes and to track progress towards achievement of stipulated targets. The CPD highlighted, the same is also confirmed in discussions with stakeholders, that overall there is serious deficiency of authentic

and reliable data across all sectors and the national data systems lack the required robustness to cater the needs for generation and processing of required data. Therefore, under this outcome, it was envisaged that the CPD 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. There is a single output, under Outcome 3;

- Output 3.1. Increased institutional capacities to collect, manage, analyse, package and utilize data to improve planning, monitoring, evaluation and decision-making.

Analysis of documents and discussions with stakeholders suggest that UNDP in collaboration with UN Agencies and partners have made efforts to enhance national capacities to collect, manage and analyze required data and to utilize it to inform policy making, programme planning and monitoring and evaluation. Following is a short description of the main accomplishments so far to achieve related outputs;

- *National Performance Monitoring and Evaluation Policy and System*: While the World Bank supported the government in initiating the development of National Performance M&E Policy and operationalization of M&E System, UNDP and other UN Agencies provided the quality assurance support leading up to the approval of the NMES by Cabinet. The policy and the systems have been put in place to capture, analyse and disseminate national level data. The NMES institutional structure is inclusive, comprising representatives from government, private sector, civil society and development partners, who meet quarterly to discuss progress on areas related to the NMES. It is expected that operationalization of the NMES will greatly help in assessing the performance of various governmental policies and programmes through regular collection, analysis and reporting of desired data.
- *Support for data availability for policies, strategies and programming*: UNDP has supported various government ministries in undertaking several evaluations to assess the performance of existing policies and programmes and to generate data to inform the next generation of policies and plans.

These evaluations included; 1) Evaluation of the Botswana Economic Diversification Drive, 2) Evaluation of Botswana Exporter Development Programme, 3) Evaluation of Botswana Local Economic Development Programme and 4) Multiple Evaluations of Environment and Climate Change related projects and programmes. Discussions suggest that the information and knowledge generated from these evaluations has been used to improve performance of existing initiatives and will greatly help in providing evidence for the development of next generation of policies and programmes. It is important to highlight that implementation and evaluation of various UNDP-GEF projects have also helped in generating a good deal of sub-national level information related to environment, climate change and livelihoods, which can be of great use to inform sub-national level plans and programmes.

Furthermore, as mentioned in the previous sections, UNDP has provided support for preparation of reports on various international conventions including; International Covenant on Civil and Political Rights (ICCPR), Committee on the Elimination of Racial Discrimination (CERD), Convention against Torture (CAT) and Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) etc. These reports, on one hand,

are found very helpful in monitoring the progress of these conventions. On the other hand, these reports also compile and analyse valuable data, which can be utilized to inform future policies and programming in the relevant areas.

Analysis of progress reports also suggest that UNDP supported the Ministry of Local Government and Rural Development, to develop and launch its Sector Strategy for the Development of Statistics. The strategy will enhance the ministry's capacity to effectively manage and use data within the sector. Similarly, UNDP has also supported the Ministry of Employment, Labour Productivity and Skills Development, regarding data innovation project which sought to gather insights on customer satisfaction from public services using social media.

- *Availability and use of data for monitoring and implementation of SDGs:* As mentioned in the previous sections, UNDP is providing support to the Ministry of Finance and Economic Development in the coordination of SDGs implementation across all sectors in Botswana. Progress monitoring and data collection on SDGs implementation will be done by different stakeholders at sectoral, ministerial and district levels. Among others, UNDP in collaboration with UN System and has provided support to the production of Botswana 2017 Voluntary National Review (VNR) Report, on the status of Sustainable Development Goals in the country. The VNR is a reporting mechanism for SDGs through which countries voluntarily report progress they are making with respect to implementation of selected SDGs in any given year.

Presently efforts are under way at the governmental level, with the support of UNDP, UN agencies and stakeholders to mainstream SDGs targets and indicators at national and sub-national levels. Out of total 232 SDGs indicators, Statistics Botswana has identified 209 relevant SDGs indicators, out of which 158 are measurable in the context of Botswana. However, the Baseline Indicators Report released by Statistics Botswana in 2018, shows that currently only 55 SDGs indicators have a credible baseline data available. This indicates that presently baseline data is unavailable for a large number of SDGs indicators. This makes the monitoring, evaluation and reporting of SDGs exceptionally challenging. Efforts are currently underway to support Statistics Botswana to increase the SDGs statistical monitoring capacity in the country, with special focus on indicators for which data is feasible to obtain.

The Following table summarizes the progress of CPD Output level indicators, under Outcome-3, as outlined in the CPD Results Framework

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	Indicators	Baseline	Target	Progress at Mid-term (August 2019)
Output 3.1. Increased institutional capacities to collect, manage, analyse, package and utilize data to improve planning, monitoring,	I-1. Existence of an approved M&E policy	No	Yes	National Performance Monitoring and Evaluation Policy (Approved by Cabinet and Parliament)
	I-2. Existence of a national M&E system for the National Vision, programmes, policies and sustainable development goals.	No	Yes	1. National Monitoring and Evaluation System (NMES) is operational

evaluation and decision-making.				
	I-3. No. of knowledge products (bulletins, policy briefs) from the knowledge management system and South-South initiatives	0	5	1. South-South and Triangular Cooperation Strategy (under development) 2. 6 evaluations have been done that include LED initiatives, BEDP, EDD, Bio-Chobe Project, SLM Makgakgadi Project, SLM Ngamiland Project.
	I-4. No. of national surveys supported that include disaggregated data on vulnerable groups	0	5	No national survey has been supported yet.

Conclusion:

From the above review and analysis of progress made so far, it can be concluded that UNDP, along with partners, have made strenuous efforts towards achieving the stipulated Country Programme Outcome-3 and related Outputs. As mentioned under Outcome-1, UNDP supported various institutions in the formulation of a number of policies, strategies and plans. In regard of the above updates, it is evident that efforts have been made to utilize available data to make the policy and decision making process evidence based and data driven.

Overall the indicators for outputs 3.1 are found relevant and SMART. The targets related to development of the National Performance Monitoring and Evaluation Policy and National Monitoring Evaluation System has already been achieved, demonstrated by the approvals and operationalization. Good progress has been made on the indicator related to production of knowledge products to inform development of national policies and programmes. However, the indicator related provision of support to the number of national surveys that include disaggregated data on vulnerable groups is lagging, because up to this point of the CPD implementation, no support has been provided to any national level survey. It will be useful to include an indicator under this output related to; No of SDG indicators mainstreamed, data made available and measured in the context of Botswana.

Discussions with stakeholders suggest that most of the time-series and disaggregated data regarding SDGs and other indicators is generally generated through national level household surveys, conducted by specialized statistical governmental institutions. On the other hand, individual ministries are also engaged from time to time in generation of data mostly through compilation of administrative data. Statistics Botswana is presently responsible for generating or compiling most of the data through undertaking various national level surveys and other data instruments. However, discussions suggest that capacities and resources of Statistics Botswana are currently very limited to cater for the huge demand for various types of data sets. In this regards UN system in Botswana have principally agreed on the need for joint programme with Statistics Botswana for the implementation of the Botswana Strategy for the Development of Statistics. However, so far UNDP and UN agencies have only provided marginal support to Statistic Botswana to streamline SDGs indicators into to national level surveys and statistical systems.

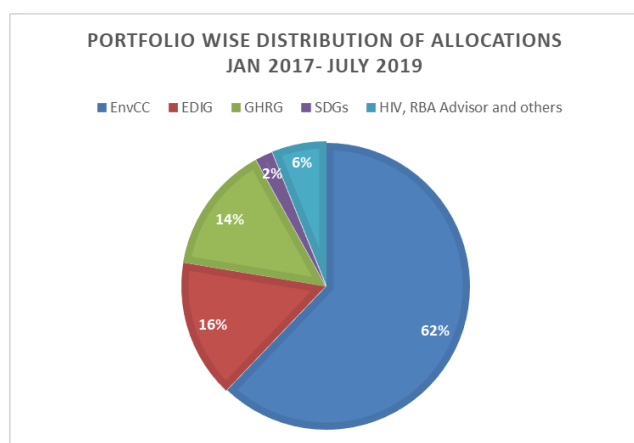
Overall it can be concluded that, in view the importance and the central role and mandate of Statistics Botswana, there is a greater need to considerably build the capacities of the

organization in generating comprehensive, disaggregated and time series data sets for the large number of SDGs and other development indicators. Support needs to be provided to incorporate especially SDGs indicators in the Multi Topic House Hold Survey (MTHS). Similarly, provision of support is also crucial in the design, execution, analysis and reporting of MTHS and other data generation instruments. Furthermore, support also needs to be continued to concerned line ministries to generate, compile and utilize administrative data and setting up of relevant databases.

2.4 PROGRAMME EFFICIENCY (Rating: Moderately Satisfactory)

According to the CPD Results and Resource Framework, the total estimated budgetary resources of the programme are USD 35.62 Million, out of which 0.79 Million are expected from regular UNDP resources and the rest from other sources. Most of the other resources consists of GEF grants and Government contributions. GEF funds have been provided for the implementation of several environment and climate change related projects. While Government used to reimburse 60% of programme expenditure based on previous year's performance (i.e. programme financial delivery). However, the amount coming from government over the past 2 years has remained fixed/capped at USD 2.5 Million, even if the programme delivery increases or increases. Reasons provided by government are based on affordability to continue supporting the country office and other cooperating partners. Another financial support that government provides to the CO on an annual basis is USD 150,000 to meet office running costs.

Analysis of the portfolio allocations from Jan 2017-July 2019, suggest that 62% of the allocations have been made for environment and climate change portfolio, these resources are mainly provided through GEF grants for implementation of GEF projects, the details of these GEF projects has been elaborated in the previous section on effectiveness. The rest 38% allocations are distributed among the rest of portfolios and other interventions. Most of the remaining resources are contributions from the Government. It is also important to highlight that UNDP TRAC funding has been considerably reduced in the recent years due to the CO graduation into a UNDP differentiated presence status



Discussions with UNDP and the Ministry of Finance and Economic Development suggest that a great deal of difficulty is faced in mobilizing external funding due to the upper middle income status of the country. Botswana, as an upper middle income country, is presently not on the priority list of major development donors. It is assumed that the Government can afford to provide necessary funding to UN Agencies for implementation of interventions. Therefore, apart from GEF funding, government is presently providing USD 2.5 Million, per year, to meet the remaining programme costs. As mentioned earlier, before 2018 Government used to provide 60% of the programme costs on reimbursable basis. Discussions with the Ministry of Finance and Economic Development also suggest that the Government is thinking of reducing their funding for UNDP in the coming years, as they want to renegotiate the 60% funding ratio

downwards. In case the funding from the Government is reduced, it will considerably hamper the implementation of CPD and achievement of outcomes and outputs.

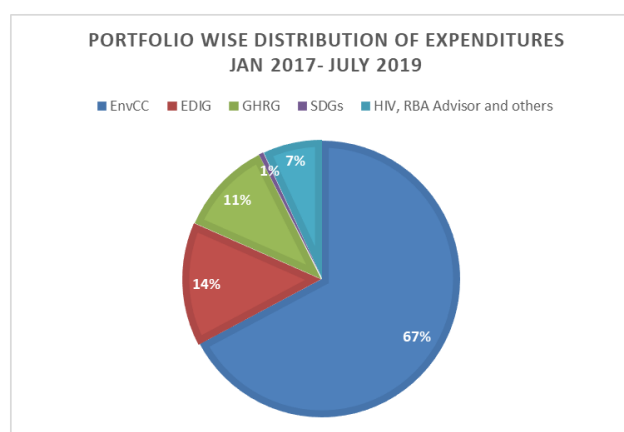
The reduced/capped financial support from government poses a financial sustainability risk to CPD and calls the CO to action to urgently contain its costs and diversify its funding base. Though this is an uphill task, there is a strong need for development and execution of a robust resource mobilization strategy to generate resources from international development partners and local funding institutions. UNDP may also explore the potential of partnerships and co-financing from private sector in areas of mutual interest for example renewable energy, environment, tourism and supply chain development etc. Needless to emphasize that UNDP should also advocate and lobby for the enhancement in the core funding from the HQ. Discussions with CO team suggest that in the wake of reduction in the Government funding and expiry of some of the GEF projects, a shortfall is expected in the coming years. Therefore, there is a greater need to mitigate this shortfall through the resource mobilization from other non-traditional sources. However, if CO is unable to cover for the inevitable funding shortfall a decision may have to be taken to revise downwards the CPD total financial requirements in order to correspond to the availability of resources.

According to financial statement provided by the CO, so far, from Jan 2017 to July 2019, the Country Programme has utilized around USD 13.75 Million, which is around 39% of the total CPD allocated resources (2017-21). Overall, at the midterm, the utilization rate of 39% can be deemed satisfactory and it is expected that in the coming years implementation will further accelerate to meet the targets, subject to consistent availability of resources. Furthermore, outcome wise expenditures are difficult to aggregate as the implementation was mainly carried out through portfolio projects, therefore, expenditures have been aggregated at portfolio level. Please see the below table for CPD allocations and Utilizations from 2017 to July 2019.

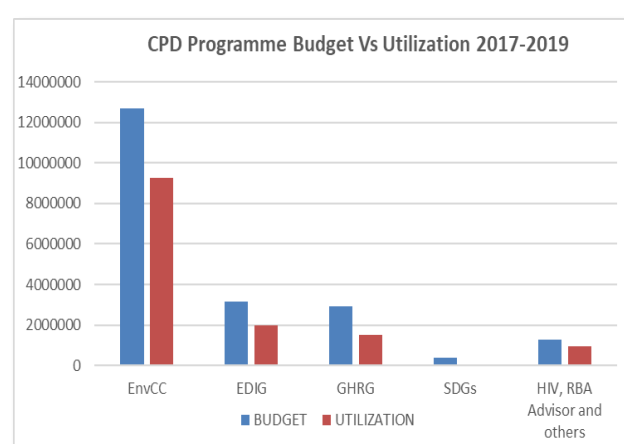
CPD Allocations and Utilization from Jan 2017—July 2019* (USD)		
PORTFOLIO	ALLOCATION	UTILIZATION
Environment and Climate Change	12,701,960	9,244,613
Economic Diversification and Inclusive Growth	3,172,503	1,974,340
Governance, Human Rights, Gender and Youth	2,924,590	1,511,528
Sustainable Development Goals Project	396,130	74,151
HIV, RBA Advisor, innovation and other support	1,251,940	947,652
Total	20,447,125	13,752,284

*Figures provided by the CO

Analysis of portfolio projects expenditures from Jan 2017 to July 2019, suggest that a major chunk (67%) of the total CPD resources were utilized under the Environment and Climate Change portfolio. This includes implementation of a number of GEF projects. Economic Diversification and Inclusive Growth Portfolio consumed around 14% of the total spent resources, followed by Governance, Human Rights, Access to Justice, Women and Youth Portfolio at 11%. Around 7% of the resources were consumed by HIV/AIDS project, RBA Economic Advisor, Innovation and support to national statistics etc. While the SDGs project has consumed around 1% of the total expenditures so far. The SDGs project is perhaps not only the smallest in terms of budget allocation, but also the last to be operationalized in 2018. The above analysis points out to the huge disparity among the portfolios in terms of availability and spending of funding.



Analysis of CPD Allocations and Utilizations suggest that all portfolios have been under spent as compared to their cumulative allocations 2017-2019. This under spending can be attributed to the late start and slow pace of implementation of portfolio projects, as project documents for all portfolio programmes/projects took almost a year to be prepared and approved and were finally signed in early 2018. Year wise expenditure grew steadily, the lowest being in 2017 and then gradually increasing in 2018 and 2019, which indicates the gradual increase in pace of implementation. Overall it can be concluded that available financial resources and inputs were managed using Government and UNDP standard financial management and tendering/procurement systems and procedures, taking into consideration the best value for money principle.



2.5 SUSTAINABILITY AND SCALABILITY (Rating: Moderately Likely)

Sustainability and scalability of programmatic interventions in the short and long run normally depends on the availability of desired policies, institutional frameworks, human and technical skills, social acceptance, environmental viability and most importantly availability of desired financial resources. Overall in view of the high level of acceptance and ownership of relevant governmental institutions for the CPD interventions, it can be deduced that the policy and programme development and implementation related work will continue and the benefits will flow in the short and long run. However, because of the resource intensive nature of the field interventions/infrastructure, wider scale replicability of good practices poses greater challenges in terms of availability of required financial resources.

It is important to highlight that UNCT has agreed to adopt a three pronged approach on how to sustainably utilize its human and financial resources, in order to adequately respond to the Government's request for support. These include; 1) Added value: The UN should not pay for more of the same activity. For example, it is not appropriate for the UN to pay for more teachers to be trained or more NGOs to be capacitated. Once a training or programme has been proven to work, the government should fully adopt and scale it up, not the UN, 2) Multiplier Effect: The UN should aim to spend funds on research or testing new concepts that result in government or society committing substantial funds to scale up interventions, 3) Scale and sustainability: This means that to reach out to all relevant target people in Botswana and that scaling up of activities should be done and paid for by Government. Small-scale initiatives, however useful for the people they serve, are the domain of NGOs and civil society. The United Nations, with the global influence and access to wide resources, must aim at much larger impact.

UNDP has been supporting the government and stakeholders in the development/revision of wide range of policies, strategies and programmes. 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 under implementation and benefits will be duly sustained and continue to flow. Similarly, many of the policies and programmes are in the final stages of preparation or ready for approval and endorsement by the relevant forums. In the wake of strong interest and ownership of government institutions, it is expected that in the near future, during the life time of CPD, all draft policies and strategies will be duly approved, endorsed and put to implementation. Overall it can be concluded that the policy related work of the CPD is highly likely to be sustained and the benefits will be experienced in times to come.

UNDP has been providing support in implementation of several projects and programmes in the areas of Environment, Governance, Economy, SDGs etc. 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. In total, implementation of six GEF projects fall within the duration of this CPD, out of which two have already ended in 2017, two will end in 2019 and the remaining two will continue beyond the duration of this CPD. Most of these GEF project were/are community based and aimed at improving environmental management and livelihoods in respective geographical areas. Review of documents suggest that these projects have introduced and demonstrated several environment friendly and sustainable land management, conservation and livelihood improvement practices.

However, discussions with stakeholders and 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 organisations 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,

and whether they would have the support at the national level to prioritise these initiatives within annual work plans”.

Similarly, implementation support to relevant institutions in the areas of Local Economic Development, Supplier Development Programme, Legal Aid Services, Youth Empowerment Human Rights and SDGs will also need technical and financial resources during CPD timeframe and beyond to sustain the existing intervention and to replicate and scale up the good practices to increase the coverage of benefits to wider population.

As mentioned in the previous section, UNDP is facing a great deal of difficulty in resource mobilization for CPD, due to the upper middle income status of the country. Presently UNDP resource base is very limited and only consists of GEF grants and Government contributions. Similarly, the Governance Programme has also mobilized almost \$500,000 in 2019 (\$300,000 TRAC2 funding from UNDP to support youth programming and over \$170,000 from the Irish Government to support the scaling up of GBV training for traditional leaders). Some of the GEF projects have already ended, some will end before the end of CPD. Therefore, the share of GEF funding in CPD will considerably reduce in the coming years. On the other hand, Government has also capped its funding share at USD 2.5 Million per year.

Discussions with the Ministry of Finance and Economic Development suggest that the Government is presently thinking of renegotiating downwards their funding contribution to UNDP, which was previously 60% of the programme cost, and now from the last two years being capped at USD 2.5 Million per year. In case the funding from the Government is reduced, then it will severely hamper the implementation of CPD and especially continuity and sustainability of programmatic interventions and results, both in the short and long run. There is a greater need to mitigate this sustainability risk through development and execution of a robust resource mobilization strategy focussing on diversification of funding sources.

Nevertheless, Government is also putting in considerable resources to implement programmes, which will complement the CPD interventions. Optimistically speaking, keeping in view the resolve and the strong ownership of the Government, it can be expected that Government will be able to allocate adequate financial resources for replication and scalability of the good practices in times to come to multiply and enhance the benefits. As mentioned earlier UNDP supported Ministry of Local Government since 2013 in the development an LED framework to promote new and existing efforts for local economic development and poverty reduction. The framework was approved by Parliament in 2017 was expected to provide a suitable policy environment for piloting of specific LED initiatives across the country, mainstreaming LED in local councils and develop a cadre of LED officers and tools etc. UNDP supported the piloting of LED initiatives and now the Ministry is upscaling of LED initiatives across the country, in this regard 13 projects have been identified in Sowa and 14 in Chobe district.

Regarding environmental sustainability, the CPD itself was a greatly advocated to promote environmental, climate change and sustainable development agenda through implementation of range of environmental projects and inducing SDGs agenda into national and sub-national level development planning and implementation, to give way to longer term environmental sustainability. Discussions also suggest that overall all CPD interventions, especially community based initiatives were found socially very acceptable and helped in enhancing social cohesion and inclusion.

2.6 MAINSTREAMING OF UN PROGRAMMING PRINCIPLES AND CROSSCUTTING THEMES

(Rating: Satisfactory)

UNSDF, from which CPD draws its outcomes and mandate, envisaged that the programme will be guided by the UN Programming principles arising from the values, norms and standards reflected in the 2030 Agenda. These includes;

1) Human rights, gender equality and women's empowerment: This principle focuses on promoting international human rights principles and applying a human rights-based approach in the analysis, planning, implementation and monitoring of all SDGs and targets in order to effectively address the root causes of poverty, inequality and discrimination to ensure that development is more equitable, sustainable, participatory and accountable to people. This principle also mainstreams a gender perspective in order to transform discriminatory social institutions recognizing that discrimination can be embedded in laws, cultural norms and community practices.

2) Sustainable development and resilience: This principle adopts and promotes a balanced approach to development whereby interventions reflect the connections between the social, economic and environmental dimensions of development. It also seeks to increase the resilience of societies, economies and the natural environment to withstand shocks and manage risks and uncertainties.

3) Leave no one behind: The Leave no one behind principle adopts a strong people-centred focus based on a clear identification of population groups that have been left furthest behind and the causes of inequality. It also reaffirms the responsibilities of all States to "respect, protect and promote human rights, without distinction of any kind as to race, colour, sex, language, religion, political or other opinions, national and social origin, property, birth, disability or other status." This principle includes recognition of individual rights to enjoy social protection, economic opportunity, access to essential services, participation in decision-making processes and a response to sudden shocks and changes in the needs of vulnerable populations.

Furthermore, the approval of United Nations Disability Inclusion Strategy in 2019 will also require mainstreaming disability through the CPD. Overall discussion with stakeholders and review of documents suggest that the CPD through implementation of portfolio programmes and projects has made strenuous efforts to mainstream the crosscutting themes into its design, management and implementation.

Efforts were made to incorporate gender equality and human rights related outcome indicators into the results frameworks of UNSDF, from which the CPD derives its outcomes. A number of indicators were identified to monitor and evaluate the gender and human rights related dimensions. These indicators include but not limited to; 1) Multi-dimensional poverty rates (by sex, location, age and by income, age, race, ethnicity, migratory status and geographic location and other relevant characteristics), 2) Global Gender Gap Index, 3) Number of policies, strategies, programs in Gender Equality and Women's Empowerment developed and approved, 4) Availability of approved Gender Budgeting Frameworks, 5) Number of viable community/CSO-led natural resource-based enterprises in target areas, disaggregated by sex, age, location. Inclusion of these indicators in the results frameworks of UNSDF and CPD suggest

that considerable efforts were made to mainstream gender equality and human rights into the design and implementation of the UNSDF and CPD.

The UNSDF also called for mainstreaming of the principle of “Leave No One Behind (LNOB)”. In this regard in 2018 UNDP facilitated organization of an international conference on Poverty Eradication with the overall theme of Leave No One Behind and inputs by international experts were provided on LNOB approaches, which were incorporated into the draft poverty eradication policy. Similarly, a multi-dimensional poverty approach was adopted to address poverty and inequality issues in the country and UNDP has facilitated governmental officials and experts to participate in international trainings/conferences on multi-dimensional approaches to poverty eradication approaches etc.

Overall, it can be concluded that the CPD has made greater strides in mainstreaming the cross cutting themes of Gender Equality and Human Rights into the policies, strategies and implementation of programmes. However, discussions with stakeholders, especially Ministry of Nationality, Immigration & Gender Affairs suggest that there is still a long road ahead to fully mainstream, particularly gender equality in the overall development related work in the country.

2.7 Capacity Building, Knowledge Sharing and Innovations (Rating: Satisfactory)

In the implementation of the country programme, UNDP has adopted a deliberate approach to focus on capacity development in each action of each project/programme. As explained in the above sections, efforts have been made to provide all stakeholders including governmental institutions, partners and communities with relevant knowledge and skills to address prevailing issues and to implement various programmes and projects. Various workshops and training sessions have been organized from time to time to enhance the capacities of stakeholders, to effectively design, implement and monitor relevant policies, strategies and programmes etc. At the policy level UNDP also supported government officials in acquiring new skills by attending international trainings and workshops etc. As an example, officials of Office of the President were facilitated to attend international training on multidimensional poverty approaches in Seychelles. Discussions with OP officials suggest that this was found very instrumental in building their capacities to devise the Botswana poverty eradication policy using multidimensional approaches to poverty etc. In another example UNDP facilitated the organization of conference on LNOB, where capacities of stakeholders were enhanced in the design and application of LNOB approaches in the policies and programmes.

Similarly, capacity building also remained the hall mark during implementation of various programme and projects. A number of community-based environmental projects have been implemented under the ECC portfolio, which focussed on building the capacities of governmental institutions and local communities in the best practices for natural resource management and sustainable land management, to improve environmental and livelihood conditions. UNDP also help build the capacities of stakeholders involved in LED initiatives and has provided support in the development of a curriculum for the rolling out of LED and identification of local institutions to incorporate LED in their curricular. Similarly, in the spirit of south-south cooperation, under the supplier development programme, a partnership with UNDP Pakistan has been established to provide capacity building and mentoring support to SMEs, to operationalize effective value chain mechanisms. Accordingly, UNDP also provided capacity building support to the relevant governmental institutions and stakeholders on

mainstreaming, monitoring and reporting of SDGs into sector plans and planning frameworks. Further details are provided in the previous sections of the report.

Accordingly, UNDP was also actively involved in acquisition and sharing of required knowledge during the various stages of the programme implementation. Experts were engaged from time to time to bring in updated and new knowledge and best practices during implementation of various components. The main source of knowledge sharing exercises remained various workshops, seminars and conferences, where stakeholders were provided opportunities to share knowledge and best practises to improve performance and effectiveness of various policies and programmes. Furthermore, social media (Facebook and Twitter) and CO website were also used as a tool for sharing of knowledge and best practises. It is also important to mention UNDP has produced a number of knowledge products including studies, reports, publications etc. Having said this, presently these knowledge products are in scattered form and can't be easily assessed. Therefore, there is a need to sort out and disseminate these to all relevant stakeholders. Furthermore, as part of knowledge sharing, UNDP also need to compile comprehensive Annual Reports, outlining experiences, progress, challenges and way forward and to share it with all stakeholders.

UNDP also promoted a number of innovative approaches during country programme implementation. These included; 1) Data Innovation Project to gather data on SDG 16: With the support from Office of the President, UNDP partnered with the Ministry of Employment, Labour Productivity and Skills Development, on a data innovation project which seeks to gather insights on customer satisfaction from public services using social media. This experimental initiative is part of the broader mandate to come up with data collection approaches to SDG 16 Tier 3 indicators. The prototype for data collection has been tested and the actual data collection will start in due course. The data collected will contribute towards informed decision for service delivery improvement within the Ministry.

2) Legal Aid Mobile Application: As mentioned in previous sections UNDP supported Legal Aid Botswana to develop a Mobile Application that facilitates citizens to request for legal aid services from anywhere in Botswana, using a cell phone, given the high cell phone usage. This application will allow vulnerable persons living in remote villages and urban centres to request for free legal services. 3) Production of Charcoal using bush encroachment, Acacia species, in Lake Ngami: Because of the concentration of large numbers of livestock around the Lake Ngami, the land was considerably degraded and was encroached by bushes of Acacia species. The bush encroachment took over the grazing area and depleted the soil moisture. In order to resolve bush encroachment, the GEF project trained members of Lake Ngami Trust on how to remove the unwanted bush through making charcoal. The charcoal is then packaged and sold locally at shops in Maun which is also creating employment opportunities.

4) Using livestock to fertilize crop fields: Ngamiland District is covered by the deep sands which lack nutrients. UNDP, under the GEF project, trained farmers to use night kraaling of livestock in the crop fields to fertilize them. Depending on the number of cattle or goats or sheep, a ratio of livestock has been devised and the farmer's night kraal the livestock for seven days per kraal, until they cover the entire field where they intend to grow the crops. This method was found innovative, cheap and effective way of improving soil fertility, resulting in increased crop yields.

3. SUMMARY CONCLUSIONS AND LESSONS

Based upon the detailed analysis of the evaluation exercise, following are the summary conclusions and lessons learnt;

a) Programme Design and Management

- Overall, the CPD was aligned with UNSDF and its design is well conceived and relevant to address the prevailing barriers in the development and implementation of policies and programmes and availability and use of data. Results framework exhibits clear linkages among outputs, outcomes and longer term goals. Most of the output level indicators are found relevant and SMART. However, some of the indicators at the output level seems presently irrelevant due to the discontinuation of health related initiatives. Therefore, they need to be excluded. The indicators under output 2.1; i.e. 1) No. of new full-time equivalent jobs from LED] initiatives, could not be adequately measured, and no data was compiled or reported. Since this indicator is more an impact level indicator, it therefore needs to be replaced by other suitable indicators to measure the progress of output 2.1. Since, most of the implementation work took place under ECC portfolio, there is also a need to include some more indicators under output 2.1 (Suggestions provided under recommendations).
- A dedicated CPD Steering Committee was not established, instead the CPD receives guidance and oversight from the UNSDF Programme Steering Committee (PSC). The UNCT had agreed to have fewer coordination and structures at the agency level and has adopted an over-arching mechanism at the UNSDF level. For implementation purposes a programme approach has been adopted for EDIG and GHR portfolios while for ECC portfolio, project approach is used considering that this portfolio comprises of several GEF projects.
- The broad scope of the CPD and limited number of UNDP staff has been a source of work overload. The main reason provided was to try and keep the overhead expenses ratio below the maximum allowed threshold. Furthermore, the CO does not have the position of DRR, which has considerably increased workload for Resident Representative. Since 2017, the CO has also experienced 100% turnover of Programme Specialists across all portfolios, which has also hampered the programmatic progress, while new recruitments of portfolio specialists took considerable time to complete.
- The overall collaboration and partnerships among stakeholders mostly remained appropriate, swift and optimal, with small exceptions of some administrative issues. Collaborations with other UN agencies, in the area of policies development remained optimal. However, collaboration with UN Agencies in the area of implementation of projects and programmes remained limited.
- The CPD implementation was mainly reviewed by the UNSDF PSC and the PSCs of portfolio programmes and projects, which regularly met and monitored the performance of interventions. CPD reported progress on annual basis through standard Results Oriented Annual Reports (ROARs), which are not shared with wider stakeholders. Overall, from the perspectives of stakeholders, there is a greater need to prepare comprehensive CPD narrative Annual Progress Reports and to share it with all stakeholders.

b) Programme Relevance

- Overall CPD addresses very relevant and pertinent issues in the Botswana context. Similarly, CPD overall outcomes and outputs are also found highly relevant, valid and consistent with Government of Botswana priorities, needs of the target groups, and United Nations development agenda including SDGs.

c) Programme Effectiveness

Outcome 1: Development of policies and programmes:

- CPD supported the government in development of a wide range of policies and strategies. These mainly includes; Draft Poverty Eradication Policy, Draft Decentralization Policy, Draft National Anti-Corruption Policy, Revised National Disability Policy, Revised Disaster Management Policy, Strategic Plan for Business Botswana, Revised Economic Diversification Strategy, South-South and Triangular Cooperation Strategy, National Climate Change Strategy, Draft Waste Management Policy, Community Based NRM Strategy, Draft Law Reform Strategy, National SDGs Roadmap and SDGs Communication Strategy and Action Plan etc.
- The progress made, at the mid-course of CPD, is on track and stakeholders highly appreciated the technical and facilitation support of UNDP. However, presently many of these policy and strategy documents are still in the draft format and are awaiting finalization and approvals by the relevant forums like the Cabinet and Parliament. Therefore, there is a greater need to rigorously pursue the approval and endorsement process of the developed policies, as the benefits will only flow once these policies are duly endorsed, adopted and implemented.

Outcome 2: Implementation of policies and programmes

- CPD through its portfolio projects has made continuous efforts to support governmental institutions and stakeholders in the implementation/piloting of selected projects and programmes, through provision of technical support and capacity building interventions.
- Most of the implementation support pertains to environment portfolio, which consumed around 67% of the total resources. A number of GEF sponsored projects were implemented or under implementation in partnerships with stakeholders. The timeframe of 6 GEF projects coincides with the CPD timeframe, of which some have already ended. Most of these projects have made good progress towards achieving the intended results and have helped greatly in developing Community Based NRM Strategy and have promoted community based Sustainable Land Management Practices to improve livelihoods of rural communities. For example, in one of the projects around 589,000 Ha of range lands have been brought under improved sustainable land management. On the other hand, the Bio Chobe GEF Project faced several implementation challenges and was not successful in achieving its outcomes.
- Regarding other portfolio programmes considerable support has been provided to Governmental institutions and stakeholders in the implementation of Local Economic Development initiatives, Suppliers Development Programme, Legal Aid Services, Gender and Youth Empowerment, Establishment of National Human Rights Institution and

mainstreaming and implementation of SDGs. The support was found instrumental in building the capacities of stakeholders and strengthening the delivery processes.

Outcome 3: Data for Planning, Monitoring and Evaluation

- CPD has made strenuous efforts towards achieving the stipulated Outcome-3, regarding use of quality data to inform planning, monitoring, evaluation and decision-making. UNDP supported governmental institutions in the development of National Performance Monitoring and Evaluation Policy and Monitoring and Evaluation System, which has already been approved and operationalized. Similarly, CPD is also supporting various governmental institutions in development and operationalization of internal monitoring and evaluation systems and administrative databases.
- CPD has supported various government ministries in undertaking several evaluations to assess the performance of existing policies and programmes. These included evaluations of the Economic Diversification Drive, Exporter Development Programme, Local Economic Development Programme and several GEF environmental projects. The knowledge generated from these evaluations will greatly help in providing evidence for the development of next generation of policies and plans.
- The availability of credible and time series data remains the main challenge to effectively monitor the progress, especially of NDP-11 and SDGs indicators. Government has identified 209 relevant SDGs indicators, in the context of Botswana, out of total 232 SDG indicators. However, the Baseline Indicators Report released by Statistics Botswana, shows that currently only 55 indicators have a credible baseline data available. This points out to the huge gap in availability of relevant time series and disaggregated data.
- Statistics Botswana is responsible for generating and processing of most of the statistical data. However, discussions suggest that the capacities and resources of Statistics Botswana are very limited. So far UNDP and UN agencies have only provided marginal support to streamline SDGs indicators into to national level surveys and statistical systems. There is a greater need to considerably build the capacities of the SB in generating comprehensive, disaggregated and time series data sets for the large number of SDGs and other indicators.

e) Programme Efficiency

- Total estimated budgetary resources of the CPD are USD 35.62 Million. Most of these resources comes from GEF grants and Government funding. From Jan 2017-July 2019, 62% of the allocations have been made under environment portfolio, provided through GEF grants. The rest 38% allocations are distributed among the rest of portfolios. Government currently provides a fixed amount of USD 2.5 Million/year to meet programmatic costs. Previously it used to provide 60% of the total programmatic costs. It is also important to mention that UNDP TRAC funding has been considerably reduced in the recent years.
- From Jan 2017 to July 2019, the CPD has utilized around USD 13.75 Million, which is around 39% of the total CPD allocations (2017-21). Overall, at the midterm, the utilization rate of 39% can be deemed satisfactory. Out of the total CPD spending, a major chunk (67%) has been consumed by the Environment portfolio. The rest 33% were spent on other portfolio programmes. Which points out to the huge disparity in the availability of funding among portfolios.

- Presently, UNDP is facing a great deal of difficulty in resource mobilization, due to the upper middle income status of the country. In the remaining period of the CPD, a shortfall in availability of desired programmatic resources is expected. On one hand, a portion of the GEF funds will be exhausted with the completion of some of the GEF projects. On the other hand, significant reductions in Government contributions will also have its implications for the full scale implementation of the CPD interventions.

f) Programme Sustainability

- In the wake of strong interest and ownership of Government institutions, it is expected that in the near future, in the life time of CPD, all draft policies and strategies will be duly approved, endorsed and put to implementation. Overall the policy related work of the CPD is highly likely to be sustained and the benefits will flow in times to come.
- Regarding implementation support, among others, the implementation of several GEF environmental projects remained the hallmark of the UNDP implementation. Terminal and Mid-term Evaluations of completed 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. Furthermore, the sustainability of existing CPD interventions, heavily depends on the availability of desired CPD resources, therefore any shortfall in UNDP funding in the coming years will have implications for the overall continuity of implementation support and sustainability of longer term benefits.
- Wider scale replication of good practices of Country Programme related interventions remains a formidable challenge. Governmental institutions and stakeholders are originally responsible for and are making efforts to adopt and scale up these good practices. However, there is still a greater need for continued external financial and technical support to achieve the longer term impacts.

g) Mainstreaming of UN Programming principles and Crosscutting themes

- Efforts were made to incorporate gender equality, human rights, resilience and leave no one behind related outcome indicators into the results frameworks of UNSDF. A number of indicators were identified to monitor and evaluate the gender and human rights related dimensions. These include; 1) Multi-dimensional poverty rates (by sex, location, age and by income, age, race, ethnicity, migratory status and geographic location and other relevant characteristics), 2) Global Gender Gap Index, 3) Number of policies, strategies, programs in Gender Equality and Women's Empowerment developed and approved, 4) Availability of approved Gender Budgeting Frameworks and 5) Number of viable community/CSO-led natural resource-based enterprises in target areas, disaggregated by sex, age, location. Inclusion of these indicators has helped considerably in mainstreaming of gender equality and human rights into the policy and implementation work.
- UNDP support included capacity building to duly report on various gender and human rights related international conventions, establishment of National Human Rights Institution, preparation of work plan for inter-ministerial committee on human rights, technical assistance and facilitation for youth dialogues including girls, formulation of a revised National Disability Policy and Strategy, improving access to justice through improving the

coverage of legal aid services for the vulnerable groups and building capacities of women groups in women based enterprises to empower rural women and to improve livelihoods etc.

- Overall UNDP has made greater strides in mainstreaming the cross cutting themes of Gender Equality and Human Rights in to its development work. However, discussions with stakeholders also suggest that there is still a long road ahead to fully mainstream, particularly gender equality in the overall design of policies and implementation of development programmes.

4. RECOMMENDATIONS

Based upon the detailed findings of the evaluation exercise, following are the main recommendations to further improve performance of the CP;

1. UNDP has supported handsomely in the development/revision of wide range of policies and strategies. Many of these documents are still in draft form and are awaiting finalization and approvals by the relevant forums like Miniseries, Cabinet and Parliament. Therefore, there is a greater need to rigorously pursue the approval and endorsement process of the developed policies. UNDP should further foster necessary technical and especially advocacy and lobbying support to concerned institutions, for the timely endorsement and approval of developed policies in the remaining half of the CPD timeframe. The benefits will be realized once these policies are duly endorsed, adopted and implemented.
2. UNDP has been providing necessary support in the implementation of several policies and programmes through its portfolio projects. However due to the weak implementation capacities of some governmental institutions, there is still a greater need to continue and further expand on the support to unlock implementation bottlenecks. UNDP should further foster its support efforts to accelerate the implementation of existing initiatives, and if resources allow UNDP should further explore opportunities for technical and capacity building support especially in the areas of poverty reduction, local economic development, business development, youth and gender empowerment, employment generation, legal aid, human rights and natural resource management etc.
3. Data for Planning and M&E remains one of the important outcomes of the CPD. In view the importance and the central role and mandate of Statistics Botswana (SB), the main governmental statistical institution, there is a greater need to considerably build the capacities of the organization in generating comprehensive, disaggregated and time series data for SDGs and other relevant indicators. UNDP should support SB in incorporating relevant SDG indicators in the Continuous Multi Topic Household Survey (CMTHS) and other data gathering instruments, such as the Census (2021). Similarly, provision of support is also crucial in the design, execution, analysis and reporting of CMTHS and other data generation instruments. Furthermore, UNDP should also continue its support to partner line ministries to generate, compile and utilize administrative data. There is also a good demand for establishment of ministry and department level monitoring and evaluation systems and databases to facilitate effective planning, monitoring and evaluation. UNDP should further foster support for establishment and functioning of such systems for relevant institutions.

4. UNDP has been facing a good deal of difficulty in resource mobilization for CPD, due to the upper middle income status of the country and the differentiated presence of the CO. Presently UNDP resource base is very limited and significantly consists of GEF grants and Government contributions. There is a greater need for diversification of funding sources to sustain and scale up the implementation of CPD. Therefore, UNDP should devise and execute a robust resource mobilization strategy to generate resources from other international and national funding institutions. This can be done by engaging a resource mobilization expert to facilitate the development of the strategy. UNDP may also explore the potential of partnerships and co-financing from domestic private sector in areas of mutual interest for example renewable energy, environment, tourism and supply chain development etc. Organizing a donor's conferences, involving multiple donors, can be an effective tool to obtain required resources. Among others, Green Climate Fund (GCF) could be one of the potential donors. Needless to say, that UNDP should also advocate and lobby for its due share and enhancement in the core funding from the HQ.
5. Overall CPD Results and Resource Framework exhibits clear linkages among outputs, outcomes and longer term goals. However, some indicators under output 1 and output 2, i.e. 1) No. of policies, strategies, or legislation put in place to address issues of stigma and discrimination leading to unequal access to HIV preventive services for key populations, women and youth, and 2) No. of policies and strategies addressing social determinants of health and prevention of non-communicable diseases in youth and adults in non-health ministries and communities, appear to be irrelevant in the wake of discontinuation of health related initiatives. Therefore, the RF needs to be revised and to exclude these indicators. Similarly, the indicator under output 2.1 i.e. 1) No. of new full-time equivalent jobs from local economic development [LED] initiatives in 16 districts, is more of an impact indicator than output level. Therefore, it is suggested to choose other measurable indicators to assess the progress of implementation of LED initiatives. The suggested replacements could be; No of new LED related enterprises established, registered and operational in target districts. Furthermore, another possible indicator to measure Supplier Development Programme could be; No of SMEs participating in local supply chains.

As mentioned earlier most of the implementation work took place through GEF projects, under the ECC portfolio. However presently there is only one indicator i.e. No. of viable community/CSO-led natural resource-based enterprises in target areas. To reflect and measure this portfolio there is a need to include some more indicators under output 2.1. Here are some suggested indicators; 1) Hectares of rangeland that is brought under improved and sustainable land management practices, 2) No of people (men and women) benefited from improved natural resource management and livelihood interventions, 3) Rates/Levels of human wildlife conflicts in target areas and 4) Hectares brought under improved protected areas management systems. These are only some suggestions, extracted from RF of related GEF projects. The CO can come up with of some more if desired.

6. UNDP is facing good deal of difficulty in mobilization of stipulated financial resources for CPD, and a shortfall is expected in the coming years, in the wake of reductions in Governmental contributions and expiry of some of the GEF projects. There is a greater need to mitigate this shortfall through mobilization of additional resources. However, in case that UNDP is unable to timely address the shortfall, the CO may have to take a decision of

revising downwards the CPD's remaining required financial resources to correspond to the availability of resources.

7. Discussions with UNDP CO and project teams suggest that the wider scope of CPD and limited number of staff, is generating a work overload for CO and project teams. The CO also does not have a Deputy Resident Representative. Therefore, UNDP should carry out a workload assessment and determine the optimal number of staff required to implement the CPD. If required, UNDP should bring on board required human resources for the delivery of quality and timely services. There is also a greater need to bring on board a Deputy Resident Representative, in support of the Resident Representative, to facilitate effective programmatic implementation.
8. Collaboration among UN Agencies remained very instrumental at the UNSDF and policy level, however at the implementation level, every agency focuses on its own specific mandate. Therefore, there is a greater need to further strengthen collaboration among UN agencies at the implementation level. UNDP should foster collaboration with UN agencies on CPD common areas of interest. For example, there is a greater scope for close collaboration among UNDP, UNFPA and UNICEF on the implementation of data related outcomes and outputs. Fostering collaboration with FAO in the implementation of environment and natural resource management related projects will generate synergies and partnerships with ILO can help in addressing youth employment related issues etc. Similar venues for collaborations need to be explored with other UN agencies. If possible, it is also suggested that once a year the whole UN System team, consisting of all staff of all UN agencies in Botswana and non-resident agencies, should come together in conference set-up to deliberate on the shared goals and explore opportunities for joint implementation.
9. CPD has been reporting its annual progress through UNDP standard Results Oriented Annual Reports (ROARs), however, it is not for the consumption of broader stakeholders. There is a greater need, from the perspectives of stakeholders, to regularly prepare comprehensive CPD narrative Annual Reports to document experiences, progress made, challenges faced, lessons learnt and way forward and to widely share it with all stakeholders to appraise them of the progress and accomplishments. Similarly, there is also a need for preparation of Annual Progress Reports for portfolio projects in line with the respective results frameworks, which will help in assessing and documenting the progress of portfolio project and will finally feed into the CPD Annual Report.
10. CPD implementation has resulted in production of a number of knowledge products, however presently these are in scattered form and are not easily assessable. Therefore, UNDP should compile all relevant knowledge products including studies, reports, publications etc., and disseminate in soft and hard copy to all stakeholders and to upload them to UNDP and respective ministry's websites for easy accessibility, reference and use.
11. There is also a need to formulate a timely and pragmatic exit strategies, towards the last year, especially for GEF projects, outlining issues, ways and means to smoothly phase out and handover interventions to partners, to ensure sustainability and continuity. The exit strategy shall also highlight possible future options for replicability and scaling up of interventions in future.

12. Nevertheless, there is always a greater need for innovative solutions to address complex sustainable development challenges. With the rise of information and communication technologies the possibilities of innovative solutions have considerably enhanced to tackle various poverty, socio-economic, environment, governance, human rights related issues. UNDP should invest in providing technical and capacity building support, involving relevant stakeholders to promote conducive environment for experimenting new solutions. Establishment of various types of incubation centres to facilitate and nurture creative young individuals and groups to develop and apply innovative solutions is proving to be quite fruitful in many countries. Therefore, if resources allow, UNDP should take up the matter of establishment of an incubation centre, to explore innovative solutions to achieve SDGs, with the support of government and stakeholders.

Annex-1: People Met/Consulted during the MTE Exercise

NAME	DESIGNATION	ORGANIZATION
Jacinta Barrins	Resident Representative	UNDP
Bame Mannathoko	M&E Analyst	UNDP
Kelebogile Dikole	Operations Manager	UNDP
Wilmot A. Reeves	Economic Advisor	UNDP
Innocent Magole	Programme Analyst – Environment and Climate Change Programme	UNDP
Bonolo Oratile Sefhemo	Project Manager Economic Diversification and Inclusive Growth	UNDP
Natasha Hirschfeld	Programme Specialist, Governance,	UNDP
Joella Marron	Human Rights Specialist	UNDP
Dineo Gaborekwe	ABS Project Manager	UNDP
Rethobogile Botebele	Project Lead – BIOFIN Project.	UNDP
Masego R. Maika	Programme Associate	UNDP
Janeiro Avelino Janeiro	Project Manager OKACOM Project	UNDP
Ludo Moroka	Project Engineer Biogas Project	UNDP
Boitumelo Gofhamodimo	Project Manager, SDGs Project	UNDP
Johnson Maiketso	Programme Specialist, Economic Diversification and Inclusive Growth	UNDP
Julianna Lindsey	Country Representative	UNICEF
Ulugbek Olimov	Social Policy Manager	UNICEF
Gape Machao	Monitoring and Evaluation Officer	UNICEF
Dr Josephine Namboze	Country Representative	World Health Organization
Joel Mutswasele	--	World Health Organization

Kentse MOAKOFHI	National Professional Officer, Malaria	World Health Organization
Ian Tema	Director Operation, Poverty Unit	Office of the President
Nyendi Moloyi	Assistant Poverty Eradication Coordinator	Office of the President
Thapelo Moshia Moalusi	Principal Disability Officer	Office of the President
Phinda Khame	Chief Disability Officer	Office of the President
Tebatso L. Chalashika	Director – Population and Development Coordination Section	Ministry of Finance and Economic Development
Ms. Onaletshepo L. Phikane	Principle Planning Officer- Population and Development Coordination Section	Ministry of Finance and Economic Development
Ellah Moseu	Senior Commercial Officer	Ministry of Investment trade and industry
Patricia G. Modise	Principal Commercial Officer	Ministry of Investment trade and industry
Ellen M Galetshetse	Chief Commercial Officer	Ministry of Investment trade and industry
Kereetsaone Sedumedi	-	Ministry of Investment trade and industry
Oaitse Modiakgotla	-	Ministry of Investment trade and industry
Wendy Kerapeletswe	Industrial Officer II	Ministry of Investment trade and industry
Rosinah Bontsi	-	Ministry of Investment trade and industry
Batlhaedi Atamelang	-	Ministry of Investment trade and industry
Lithan G. Mosiabako	Senior Industrial Officer	Ministry of Investment trade and industry
Robert K. Kesiilwe	-	Ministry of Investment trade and industry
Keabetswe Ronmokwane	Senior Commercial Officer	Ministry of Investment trade and industry
Ntotanu Q. Swapu	Deputy Director DLGDP	Ministry of Local Government
Wada Monyika	Development Officer	Ministry of Local Government
William Mphala	Chief Development Officer	Ministry of Local Government
Kerileng Thela	Chief Development Officer	Ministry of Local Government
Elisah Oeme	Development Officer	Ministry of Local Government

Thapelo Phuthogo	Director (Gender Affairs Department)	Ministry of Nationality, Immigration & Gender Affairs
Matshidiso Thathana	Policy Division	Ministry of Nationality, Immigration & Gender Affairs
Rachel Namutosi-Leoto	--	Ministry of Nationality, Immigration & Gender Affairs
Norman Moleele	Chief Executive Officer	Business Botswana
Botshabelo Othusitse	Deputy Director, Department of Environmental Affairs	Ministry of Environment
Mosimanegape Nthaka	Principle Natural Resources Officer, Department of Environmental Affairs	Ministry of Environment
Benetia T. Chingapane	Director, Multilateral Affairs	Ministry of International Affairs and Cooperation
Daphne Keboneilwe	Deputy Director	Agricultural Planning & Stats
Erica T. Ndluvu	DDG-P	Directorate of Corruption and Economic Crime
Poenlidh Oaitse	PACOI	Directorate of Corruption and Economic Crime
Thebe Itumeleng	ACOI	Directorate of Corruption and Economic Crime
Lucas J. Matthys	SACO	Directorate of Corruption and Economic Crime
Mophuthoudi O. Molatudi	SAD-CP	--
Vincent Lefebvre	Terminal Evaluation Consultant GEF project	Independent Consultant
Keabetswe Lesiela	Policy Specialist Youth	Ministry of Youth, Sport and Culture
Boitshepo Neo Nape	Coordinator Development Projects	Ministry of Agriculture
John Kgosiemang	Project Coordinator-Dept of Veterinary services	Ministry of Agriculture
Motshereganyi Virat Kootsositse	Director	Bird Life Botswana
Some names may be missing, furthermore met a number of local communities/beneficiaries during field visits to a few project sites.		

Annex-2: Evaluation Matrix

Evaluation criteria	Key questions	Data Sources/Methods	Indicators	Methods for Data Analysis
Relevance	<ul style="list-style-type: none"> Is the current UNDP assistance still relevant and appropriate to the national priorities, and emerging global development agenda? How is the programme aligned to national priorities like national Vision 2036 and NDP 11 etc.? To what extent the programme addresses the priorities of global development agenda, especially SDGs and are there any divergence from SDGs? As the programme was designed before SDGs. Has UNDP recognized and effectively responded to urgent and emerging priorities like political, legal, economic, institutional, etc., which were not originally part the CPD? To what extent the programme interventions are aligned with the needs of common citizens especially the poor and vulnerable segments? 	<ul style="list-style-type: none"> Review of documents including secondary sources Key informant interviews Focus group discussion Physical observation of interventions 	<ul style="list-style-type: none"> - Alignment with National developmental policies and plans - Alignment with global development agenda (SDGs) - Alignment with needs of the target communities 	<ul style="list-style-type: none"> Qualitative methods - Triangulation - Validations - Interpretations - Abstractions
Effectiveness	<ul style="list-style-type: none"> What progress has been made, so far, against targets for outcome and outputs indicators of CPD Results Framework? What have been the major achievements and lessons learnt since the CPD commenced in 2017? To what extent is the CPD on track to achieve planned results (intended and unintended), by 2021? How were the UN programming principles mainstreamed in the design, implementation and monitoring and evaluation of the CPD? To what extent has UNDP been able to form and maintain partnerships with other development actors including bilateral and multilateral organizations, civil society organizations, academia and the private sector to leverage results? What were the major factors influencing the achievement or non-achievement of the results? To what extent the design, implementation and results of the programme have incorporated the principles of Human Rights Based Approach to planning, gender equality, environmental sustainability, 	<ul style="list-style-type: none"> Review of documents Key informant interviews Focus group discussion Physical observation of interventions in the field 	<ul style="list-style-type: none"> - Outcome and output indicators from the programme results and resources framework 	<ul style="list-style-type: none"> Qualitative methods - Triangulation - Validations - Interpretations - Abstractions Quantitative methods - Progress and trend analysis

	<p>capacity development and results-based management.</p> <ul style="list-style-type: none"> • What is the quality of the results? How do stakeholders perceive them and what is the feedback of the stakeholders on the programme effectiveness? • What have been the principal limiting factors to effective implementation and achievement of programmatic results? • What adjustments are required to the programme to enhance its effectiveness and ensure that outcomes are achieved in the remaining period? 			
Efficiency	<ul style="list-style-type: none"> • To what extent and how has UNDP mobilized and used its resources (human, technical and financial) to achieve its planned results since implementation started? • To what extent has UNDP increased synergies with other UN agencies? • How economically the programme resources/inputs (in terms of funding, expertise, time) are being used to produce results? • Will the expected results be achieved within the original budget or the budget need to be revised? • How timely is the programme in producing outputs and initial outcomes? Are there implementation delays and why? • Are the programmatic interventions cost-effective, as compared to similar interventions? 	<ul style="list-style-type: none"> • Review of documents especially budget/financial statements • Key informant interviews • Focus group discussion 	<ul style="list-style-type: none"> - Programme outcome level allocations per resource framework - Programme outcomes and output level spending, so far - Programme timelines for interventions 	<p>Qualitative methods</p> <ul style="list-style-type: none"> - Triangulation - Validations <p>Quantitative methods</p> <ul style="list-style-type: none"> - Progress and trend analysis
Sustainability	<ul style="list-style-type: none"> • Does the CPD have the capacity to sustain its operations in terms of financial and programmatic implementation? • Are there any financial risks that may jeopardize sustainability of programme outputs and outcomes? • Are the programme interventions socially, economically, environmentally viable and beneficial in the longer run? • What is the level of ownership of the programme with partners and are there any risks that the level of stakeholder ownership will change in the longer run? • Are policy and institutional mechanisms put in place through national systems to continue delivering quality services? • What are the major factors influencing the sustainability and what lessons can be drawn from the execution of the programme in terms of sustainability? • Does the programme have or is planning to develop an exit strategy? 	<ul style="list-style-type: none"> • Review of documents • Key informant interviews • Focus group discussion • Physical observation of interventions in the field 	<ul style="list-style-type: none"> - Financial, Social, Institutional and Environmental risks to sustainability of interventions and benefits 	<p>Qualitative methods</p> <ul style="list-style-type: none"> - Triangulation - Validations - Interpretations - Abstractions

Scalability/ Replicability	<ul style="list-style-type: none"> • What components of the CPD show greater likelihood for scalability and why? • How likely is the programme or its components to be scaled or replicated by relevant ministries in government? • Are required resources financial, technical and human available to scale up specific interventions? 	<ul style="list-style-type: none"> • Review of documents • Key informant interviews • Focus group discussion • Physical observation of interventions 	<ul style="list-style-type: none"> - Level of wider scale acceptability and utility of interventions 	<ul style="list-style-type: none"> Qualitative methods - Triangulation - Validations - Interpretations - Abstractions Quantitative methods - Progress and trend analysis
Cross-cutting Issues	<ul style="list-style-type: none"> • Human Rights: To what extent have the poor, people with disabilities, women and other marginalized groups benefitted from implementation of the CPD • Gender Equality: To what extent has gender been addressed in the design, implementation and monitoring the different interventions? • To what extent has programme support promoted positive changes in gender equality? Were there any unintended effects? • Capacity Building: Did the programme adequately invest in, and focus on, national capacity development to ensure sustainability and promote efficiency. Are the knowledge products (reports, studies, etc.) delivered by the programme utilized by the country? 	<ul style="list-style-type: none"> • Review of documents • Key informant interviews • Focus group discussion • Physical observation of interventions 	<ul style="list-style-type: none"> - No of women and other marginalized groups benefited - No of people benefited from programme capacity building interventions - Knowledge products produces and disseminated 	<ul style="list-style-type: none"> Qualitative methods - Triangulation - Validations - Interpretations - Abstractions Quantitative methods - Progress and trend analysis