



**IEO** | INDEPENDENT  
Evaluation Office  
United Nations Development Programme

# INDEPENDENT COUNTRY PROGRAMME REVIEW **BOTSWANA**

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## INDEPENDENT COUNTRY PROGRAMME REVIEW: BOTSWANA

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# ACRONYMS AND ABBREVIATIONS



<b>BPEPS</b>	Botswana Poverty Eradication Policy and Strategy
<b>CBO</b>	Community-based organization
<b>COVID-19</b>	Coronavirus 2019
<b>CPD</b>	Country Programme Document
<b>DIM</b>	Direct implementation modality
<b>ECC</b>	Environment and Climate Change portfolio
<b>EDDS</b>	Economic Diversification Drive Strategy
<b>EDIG</b>	Economic Diversification and Inclusive Growth portfolio
<b>GBV</b>	Gender-based violence
<b>GEF</b>	Global Environment Facility
<b>GEWE</b>	Gender equality and women's empowerment
<b>GHR</b>	Governance, Human Rights, Access to Justice, Women and Youth portfolio
<b>HDI</b>	Human Development Index
<b>HHD</b>	Health and HIV/AIDS Development project
<b>ICPR</b>	Independent Country Programme Review
<b>IEO</b>	Independent Evaluation Office
<b>LED</b>	Local Economic Development programme
<b>M&amp;E</b>	Monitoring and evaluation
<b>MFED</b>	Ministry of Finance and Economic Development
<b>MITI</b>	Ministry of Investment, Trade and Industry
<b>MLGRD</b>	Ministry of Local Government and Rural Development
<b>MPI</b>	Multidimensional Poverty Index
<b>NDP</b>	National Development Plan
<b>NHRI</b>	National human rights institution
<b>NIM</b>	National implementation modality
<b>SDG</b>	Sustainable Development Goals
<b>SDP</b>	Supplier Development Programme
<b>SLM</b>	Sustainable land management
<b>SME</b>	Small-medium enterprise
<b>SSTC</b>	South-South and triangular cooperation
<b>UNCT</b>	United Nations country team
<b>UNDP</b>	United Nations Development Programme
<b>UNICEF</b>	United Nations Children's Fund
<b>UNSDCF</b>	United Nations Sustainable Development Cooperation Framework

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# ICPR RATINGS AT A GLANCE

## Report structure and components

The Independent Country Programme Review (ICPR) report is composed of three components:

- The **summary of ratings**, based on the indicators in the Country Programme Document (CPD) Results Framework, provides an overview of ratings for two areas: UNDP progress towards expected outputs; and the level of UNDP contribution to these outcomes, as defined in UNDP Botswana's CPD Results and Resources Framework. Detailed assessments are provided in Annex 1 and the methodology in Annex 3.
- The **narrative section** presents findings from the ICPR, to complement the ratings. Following a brief introduction to the country context and UNDP country programme, the section discusses UNDP performance in relation to programme delivery and programmatic decisions and practices during the review period. It concludes with key recommendations from the ICPR.
- The report includes a series of **annexes**, including a table of the results of the Botswana ICPR by outcome and output; the ICPR methodology; key country and programme statistics; and the list of projects under review.

Summary of ratings by CPD Results Framework indicators		IEO Rating <sup>1</sup>	CO Rating <sup>2</sup>
<b>Outcome 1</b>	By 2021 Botswana has high-quality policies and programmes towards the achievement of Sustainable Development Goals, targets and national aspirations	Insufficient evidence	Moderate level
Output 1.1	Enhanced national capacities to develop integrated policies, strategies and programmes for sustainable development (economy and environment)	On track	On track
Output 1.2	Enhanced national capacities to develop integrated policies, strategies and programmes for addressing multidimensional poverty	On track	On track
Output 1.3	Enhanced national capacities to develop integrated policies, strategies and programmes to deepen democracy outcomes and strengthen governance institutions	Off track	At risk
<b>Outcome 2</b>	By 2021 Botswana fully implements policies and programmes towards the achievement of Sustainable Development Goals, targets and national aspirations	Insufficient evidence	Moderate level
Output 2.1.	Improved national capacities to plan for delivery, to identify and resolve implementation challenges, and account for the delivery of high-quality sustainable development	On track	On track
Output 2.2	Improved capacities to plan for delivery, identify and resolve implementation challenges related to addressing multidimensional poverty	On track	On track
Output 2.3	Improved capacities to plan for delivery, to identify and resolve implementation challenges, and account for the delivery of quality interventions to deepen democracy outcomes and strengthen governance institutions	Off track	On track
<b>Outcome 3</b>	By 2021 State and non-state actors at different levels use high-quality, timely data to inform planning, monitoring, evaluation and decision-making	Insufficient evidence	High level of influence
Output 3.1	Increased institutional capacities to collect, manage, analyse, package and utilize data to improve planning, monitoring, evaluation and decision-making.	On track	On track

<sup>1</sup> Evaluative judgement and ratings by the Independent Evaluation Office of UNDP, based on the assessment of progress towards indicators in the CPD results framework.

<sup>2</sup> Rating proposed by the country office as part of the ICPR questionnaire response.

# 1. INTRODUCTION

## Purpose and scope of the ICPR

The Independent Country Programme Review (ICPR) is an independent validation of the self-assessed performance of the United Nations Development Programme (UNDP) Botswana country office, for the period 2017-2021.

The Independent Evaluation Office (IEO) of the UNDP conducts an ICPR in the penultimate year of a UNDP country programme, to support the development of the next UNDP CPD and strengthen UNDP accountability to the Executive Board and national stakeholders.

The ICPR is expected to address two questions in relation to the current CPD:

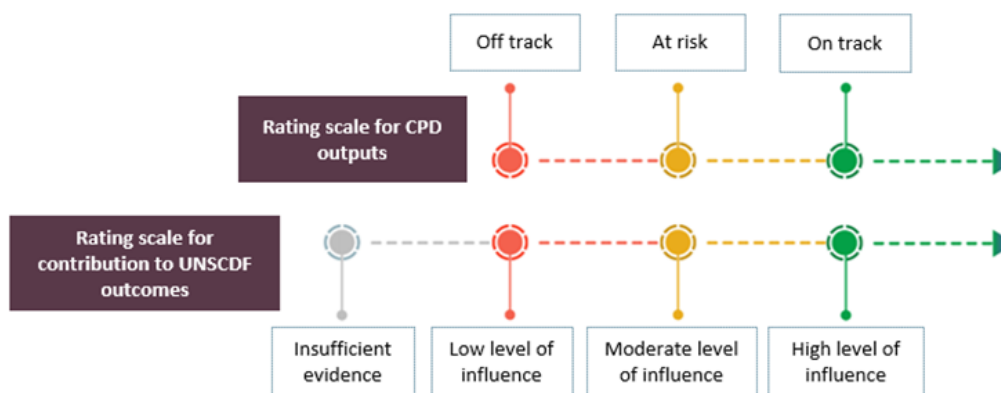
- What progress has UNDP made in delivering planned CPD outputs, and how is this contributing to UNDP/ United Nations Sustainable Development Cooperation Framework (UNSDCF) outcomes in the current programme period?
- How has UNDP performed in the planning, implementation, reporting and evaluation of development results?

## Methodology

The Botswana ICPR adheres to the United Nations Evaluation Group Norms and Standards,<sup>3</sup> and is carried out within the overall provisions of the UNDP Evaluation Policy.<sup>4</sup> Starting with a review of the CPD Results and Resources Framework design, the ICPR included an extensive desk review of evidence supporting the self-reported performance, a standard ICPR questionnaire, and interviews with selected stakeholders. The detailed methodology of the ICPR is presented in annex 3.

The ICPR employs the following rating system:

- Country programme's progress towards planned CPD outputs: To determine the appropriate rating, the IEO examined the results chain between support to interventions and the CPD outputs and associated indicators.
- Country programme's assessed contribution to/ level of influence over UNSDCF and UNDP outcomes and outcome indicators: the IEO examined the results chain between UNDP CPD outputs and support to interventions and the agreed outcome indicators.



<sup>3</sup> <http://www.uneval.org/document/detail/1914>

<sup>4</sup> UNDP Evaluation Policy

## Country context

Over the past six decades, since independence, Botswana has transformed itself from one of the world's poorest countries to an upper-middle-income country.<sup>5</sup> Significant mineral wealth, good governance,<sup>6</sup> prudent economic management, political stability and a relatively small population of 2.3 million<sup>7</sup> underpin this development success.

Botswana has enjoyed stable growth since independence, at 4.2 percent in 2018.<sup>8</sup> However, the structure of the economy hasn't changed since the 1990s, and it continues to be highly dependent on the mineral sector, mainly diamonds, and the Southern Africa Customs Union.<sup>9</sup> Farming and livestock only contributes 2% to GDP, due to a reliance on subsistence, rather than commercial, agriculture. Over half of Botswana's population live in rural areas and are dependent on subsistence farming. The economy is expected to contract by an estimated 8.9 percent due to the impact of Coronavirus 2019 (COVID-19).<sup>10</sup> In April 2020, in response to the economic slowdown, the Government launched an economic relief package worth an estimated US\$ 366 million, approximately 2 percent of GDP.<sup>11</sup>

The Botswana economic model has generated strong State-dependence and limited private sector job creation. Unemployment is high, at approximately 23.3 percent,<sup>12</sup> with youth unemployment posing a critical challenge. Around 31.3 percent of 15 to 35 year-olds are unemployed.<sup>13</sup> Significant unemployment is expected due to the major economic contraction deriving from the COVID-19 situation.

Poverty declined from 30.6 per cent in 2002 to approximately 16 per cent in 2016,<sup>14</sup> mainly due to the implementation of social safety nets. While income inequality is declining, Botswana is the seventh most unequal country in the world, with a Gini coefficient of 0.52. According to the 2020 Multidimensional Poverty Index (MPI) report, 17.2% of the Botswana population are in multidimensional poverty, higher in rural areas at 32.9 percent, and lower in urban areas at 8.5 percent.<sup>15</sup> In 2018, Botswana's Human Development Index (HDI) value was 0.728, which puts the country in the high human development category and 94<sup>th</sup> of 189 countries.<sup>16</sup>

Gender disparities persist in the country. Botswana has a Gender Inequality Index value of 0.464, ranking it 111 out of 162 countries in 2018. In 2019, the High Court decriminalized same-sex sexual activity by unanimously declaring Section 164 of the Botswana Penal Code unconstitutional, in line with the International Covenant on Civil and Political Rights.

Botswana continues to be hailed for its governance, its commitment to rule of law and engagement in several international human rights instruments.<sup>17</sup> The country has ratified several human rights treaties, though there are several core treaties to which it is not yet party.<sup>18</sup> Most importantly, international treaties and conventions are

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<sup>5</sup> World Bank (2015) Botswana Systematic Country Diagnostic

<sup>6</sup> Botswana ranks 5th in Africa on governance according to the Ibrahim Index of African Governance 2019, and 34th of 180 countries globally on transparency according to the Transparency International Corruption Perceptions Index.

<sup>7</sup> Botswana National Statistics

<sup>8</sup> African Economic Outlook, 2018

<sup>9</sup> African Economic Outlook, 2018

<sup>10</sup> Government of Botswana Economic Recovery and Transformation Plan, approved by Parliament in August 2020.

<sup>11</sup> Econsult (March 2020) Economic impact of COVID-19, Economic Review

<sup>12</sup> Quarterly Multi-Topic Survey: Labour Force Module Report Quarter 1: 2020

<sup>13</sup> *ibid*

<sup>14</sup> Botswana UNSDF 2017-21

<sup>15</sup> Multidimensional Poverty Index Report, July 2020

<sup>16</sup> Human Development Report, 2019

<sup>17</sup> For example, the International Covenant on Civil and Political Rights, the Convention on the Rights of the Child, the Convention on the Elimination of all forms of Discrimination Against Women.

<sup>18</sup> For example, the Convention on Economic, Social and Cultural Rights or the Convention on the Rights of Persons with Disabilities.

not automatically part of the law of Botswana, and therefore do not create justiciable rights. Domestication of international commitments is still an important challenge for the country.

The Kalahari Desert occupies approximately 77 percent of the land in Botswana, and less than 1 per cent of land is arable. This makes the country especially sensitive to climate change, which is expected to adversely impact agricultural production and water resources.<sup>19</sup> Erratic rain, floods and drought are the country's most frequent natural disasters, but it is also faced with land degradation due to overgrazing and desertification. Annex 2 provides an overview of the key country and programme statistics.

### Limitations of this review

This review has been conducted in challenging circumstances, created by the COVID-19 pandemic. No field visits were made, and the review relied expensively on a desk review of available documents and a limited number of remote interviews.<sup>20</sup> While the overall availability and adequacy of documentation was fair, results reporting and evidence to substantiate claims made by the country office on contribution were limited (see finding 11 on monitoring and evaluation). There were also difficulties in scheduling interviews with some informants, particularly government counterparts.

These limitations were mitigated by the use of data collected in March 2020 for the IEO evaluation of the UNDP contribution to middle-income countries, which included field work in Botswana, and the midterm evaluation of the UNDP Botswana CPD from November 2019.

## 2. PROGRESS TOWARDS OUTPUTS AND CONTRIBUTIONS TO OUTCOMES

The CPD results framework is organized around three strategic priorities, set in the UNSDCF 2017-2021:

- **Policy development** - strengthening capacities for the development of policy and programmes for economic development, environmental protection and greater democratic governance.
- **Implementation of policies and programmes** - identifying bottlenecks for the effective implementation of existing policies, programmes and legislation at national and district levels.
- **Data for planning, monitoring and evaluation** - collection of comprehensive data to identify, prioritize and track progress of the most vulnerable and disadvantaged groups.

The country programme consists of three portfolio programmes: Economic Diversification and Inclusive Growth (EDIG); Environment and Climate Change (ECC); and Governance, Human Rights, Access to Justice, Women and Youth (GHR). For implementation purposes a *programme* approach has been adopted for the EDIG and GHR portfolios, while a *project* approach has been used for the ECC portfolio which mainly comprises Global Environment Facility (GEF) projects. The overall CPD programme budget for 2017-2021 is \$35.6 million.

An overview of progress and ratings for UNDP outputs and contribution to outcomes is presented for each of the three outcome areas. This overview is complemented by a set of findings on strategic priorities and practice areas (see detailed table in Annex 1). Findings in each section can refer to multiple outcomes.

### Outcome 1 - Policy development

**Overview of outcome 1 progress and ratings** – The UNDP Botswana country programme is making progress towards most of the policy development outputs. UNDP has met, or is likely to meet, all indicators for outputs 1.1 and 1.2 related to enhancing national capacities for addressing multidimensional poverty and developing policies for sustainable development in the areas of economy and environment. Indicators for output 1.3 on deepening democracy and strengthening governance institutions were yet to be achieved. This is mainly due to

<sup>19</sup> African Development Bank strategic programme

<sup>20</sup> 21 interviews were conducted, including of United Nations and UNDP personnel, international development partners, programme coordinators and private sector actors.



the link between the indicators selected and a discontinued project on health and HIV/AIDS (HHD). The review team was unable to assess the direct influence of UNDP on outcome 1 using the existing results framework, due to the overreaching nature of the indicators selected (including the HDI and MPI), which does not allow for change to be attributed only to UNDP. The level of UNDP contribution at outcome level was rated as having “*insufficient evidence*”. However, UNDP leadership support for policy development has been significant, creating the necessary foundation for change with tangible results, including its timely response to COVID-19.

**Finding 1 – UNDP direct engagement in advocacy, facilitation of technical advisors, provision of training and financing of key background studies have shaped the development of policies in a wide range of areas. Nevertheless, several policies are still pending approval and their implementation has been lagging.**

UNDP Botswana has played a relevant role in supporting the development of policies and strategies in a wide range of sectors.<sup>21</sup> UNDP led the policy and programme development pillar of the United Nations Sustainable Development Cooperation Framework (UNSDCF), and interviewees recognized its positive contribution. Additionally, UNDP advocated strongly with other United Nations agencies for the inclusion of relevant sustainable development goal (SDG) indicators in policies being developed.

UNDP has played an instrumental role in enhancing national capacities to develop a comprehensive strategy for addressing multidimensional poverty. With UNDP support, Botswana has for the first time added the MPI to the mix of indices used to measure poverty for the Botswana Poverty Eradication Policy and Strategy (BPEPS).<sup>22</sup> UNDP also co-organized a well-publicized international conference on “Leave No One behind - The fight against Poverty, Exclusion and Inequality” in March 2018, the first in Africa. The conference report included inputs from international experts and was incorporated into the preparation of BPEPS. UNDP financial support enabled technical intervention from the Oxford Poverty and Human Development Initiative, through which relevant ministries, departments and agencies acquired the technical know-how to develop an MPI index. As a result, Botswana’s first MPI report was launched in July 2020.

However, many policies and strategies are awaiting approval, causing a significant challenge for the completion of this output.<sup>23</sup>

Another recurring challenge in Botswana is the implementation of policies and strategies. UNDP is addressing this by supporting the development of implementation instruments or plans associated to each policy or strategy it supports. It is, however, too early to observe tangible results of this approach.

**Finding 2 – UNDP has quickly responded to the COVID-19 crisis and positioned itself as a key interlocutor to support the Government of Botswana in its recovery efforts.**

The recent global COVID-19 pandemic has shifted government priorities and impacted the UNDP country programme and delivery, including the postponement and cancellation of some planned activities and repurposing of some programme funds to the urgent COVID-19 response.

The Government requested UNDP support in a wide range of areas as part of its COVID-19 response, and UNDP has quickly adapted to assist. This included UNDP support for setting up institutional mechanisms for the coordination and supervision of the Government’s COVID-19 response.<sup>24</sup> For example, through the use of Rapid Response Facility funding, UNDP provided support to set up the National Emergency Operations Centre and

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<sup>21</sup> Indicators OP1.1 i1 and OP1.1 i2 were achieved and rated on-track and OP1.1 i3 is at risk (annex 1). Output 1.1 was rated on-track.

<sup>22</sup> The consultation process was constrained by COVID-19, and the document is waiting for endorsement of the Parliament. Indicator OP1.2 i1 and output 1.2 are rated on-track. OP2.2 i1 follows the same legislative cycle as OP1.2 i1, and was rated on track. See annex 1.

<sup>23</sup> Several policies and strategies under OP1.1 i1 and OP1.1 i2 are awaiting finalization, such as BPEPS, the revised National Anti-Corruption Policy or the Decentralization Policy and Institutional Framework. This is mainly due to the lengthy approval process.

<sup>24</sup> These were the National COVID-19 Operating Centre and the President’s COVID-19 Taskforce.

COVID-19 Secretariat workstations. This support comprised the provision of technical support, procurement, installation and operationalization of ICT equipment.

UNDP was also approached by the national private sector body, Business Botswana, to support the development of a private sector economic recovery plan. This aimed to provide recommendations to the Government of Botswana regarding support for the private sector in the context of Botswana's planned COVID-19 Economic Stimulus Programme and help build a more diverse and resilient economy. UNDP is also collaborating with Business Botswana on a registration process for both formal and informal sector small-medium enterprises (SMEs) through the Local Enterprise Authority. The information acquired for the registration process is intended as an input for rapid analysis of the impact of COVID-19 on the informal sector and the development of a response plan.

Subsequent to the SME registration process, UNDP supported the Ministry of Investment, Trade and Industry (MITI) to develop an informal sector recovery plan.<sup>25</sup> Furthermore, the country office led the United Nations in conducting a socioeconomic impact analysis, followed by the development of a social protection recovery plan, which has been completed and will be operationalized by the Ministry of Local Government and Rural Development (MLGRD). All of the recovery plans developed were underpinned by the principle of 'building back better'.

UNDP also collaborated with the Botswana Innovation Hub to develop a digital monitoring dashboard for the COVID-19 Relief Fund, which reflects the utilization rate of funds allocated to the various strategic intervention areas set up to mitigate against the effects of the pandemic.

COVID-19 is accentuating incidents of gender-based violence (GBV), and UNDP has proactively taken rapid action to deal with this urgent challenge. UNDP led the United Nations in Botswana to draft the National GBV Response Plan which includes: i) a nationwide awareness-raising campaign on GBV; ii) ensuring that legal aid is available to GBV victims through Legal Aid Botswana; iii) the development of a curriculum on GBV prevention and response; and iv) the development of remote training guidelines and successful piloting of online training for community responders. UNDP also provided financial support to a GBV prevention centre in Gaborone where GBV victims were provided with safe shelter for 60 days during the lockdown period.

**Finding 3 – The UNDP programme doesn't yet have a significant gender profile and lacks a gender responsive strategy to effectively integrate gender in its programme. UNDP is slowly progressing towards improved mainstreaming of gender with more GEN 2 projects, but lacks adequate financial and human resources for a more responsive and transformative contribution to gender equality and women's empowerment in the country.**

According to the gender markers, work on gender equality and women's empowerment (GEWE) cuts across all interventions of the UNDP Botswana portfolio.<sup>26</sup> The country office participated in the Gender Seal exercise in 2018, but wasn't awarded the seal. This could have been an opportunity for the country office to adopt a holistic approach toward GEWE. Since then, the proportion of gender-focused projects has increased and annual expenditure figures show an increase in programme resources spent on projects designed to promote gender in a significant way (GEN2) (see figure 11, annex 2). However, the country office does not yet have a dedicated, holistic gender strategy to adequately integrate gender, with the necessary buy-in from staff and partners, and strategies for engaging with relevant stakeholders such as women's associations and civil society organisations (CSOs).

UNDP is an active participant in the ongoing Joint Gender Programme, which involves all United Nations agencies in Botswana. Through UNDP support,<sup>27</sup> the alcohol policy desk review highlighted the importance of integrating the fight against GBV in the policy and strategy, and the Ministry of Health has integrated the conclusions of this review into its strategic plan development process. UNDP is providing technical support to the Ministry of

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<sup>25</sup> The Informal Sector Recovery Plan is now in place.

<sup>26</sup> All projects are coded GEN1 or GEN2.

<sup>27</sup> Under the Health and HIV/AIDS Development project.

Nationality, Immigration and Gender Affairs to domesticate the Convention on the Elimination of all Forms of Discrimination Against Women through a gender and equality bill.

Local gender mainstreaming strategies and action plans were approved in 2018 for the ‘Cubango-Okavango River Basin’ project, and in 2019 for the ‘Kgalagadi and Ghanzi Drylands Ecosystems’ project.<sup>28</sup>

Other examples of UNDP progress in integrating gender include its involvement in capacity development and public awareness. 35 local chiefs and 25 members of the tribal administration and civil society in the Chobe District received training on GBV response and prevention. 20 women were trained in tourism-related activities along the trail between Gcwihaba and the Tsodilo Hills World Heritage Site. With UNDP support, ten women from the Matute-A-Mongongo women’s group were supported to manufacture cooking oil from Mongongo fruits. Finally, two women-led community-based organizations (CBOs) in Central and Ngamiland districts developed biocultural community protocols to assist women-led CBOs to derive maximum benefit from the natural resources they trade. During the ongoing COVID-19 pandemic, UNDP partnered with the United Nations Children’s Fund (UNICEF) and the Botswana Red Cross Society to roll out a GBV-aware COVID-19 response through Local Emergency Operation Centres. To date 700 members and community leaders from 50 operation centres across 16 Districts have been trained on GBV risk communication and response.

Efforts to mainstream GEWE into the design of the UNSDCF and CPD can be noted, with the inclusion of GEWE indicators in their results frameworks. There is also an output indicator to capture women’s capacities and representation in decision-making positions.<sup>29</sup> The country office undertook advocacy and training activities with the electoral body, though significant results in terms of gender integration and inclusive policies are not yet evident.

There is an opportunity for increased focus on GEWE with the current Government. The President has been more vocal on gender issues, and the First Lady is a leading advocate for the empowerment of rural girls, among other gender-related initiatives.<sup>30</sup>

In terms of a conducive environment in the country office to promote gender equality and women’s empowerment, As of February 2020, UNDP Botswana staff are 56 percent male and 44 percent female, and women appear to be well represented in managerial positions. The Global Staff Survey shows that 56% of female respondents felt treated with respect and dignity as employees of UNDP,<sup>31</sup> and 44% of women felt that good ideas are taken seriously regardless of who suggests them.

## Outcome 2 - Implementation of policies and programmes

**Overview of outcome 2 progress and ratings** – UNDP met most of the output indicators for the implementation of policies and programmes. Indicators for outputs 2.1 and 2.2 were mostly achieved. This includes the development of an advocacy and implementation platform for the SDGs and the preparation of a draft implementation plan for BPEPS. The unverified status of indicators for output 3 on improving capacity to deepen democracy outcomes and strengthening governance institutions resulted in an “*off-track*” rating. However, UNDP has been redefining its governance portfolio during the period under review, having advanced on its human rights efforts. As with outcome 1, the overreaching nature of indicators selected for outcome 2 (including the HDI and MPI) does not allow an assessment of the contribution of UNDP programming. The level of UNDP influence was rated as having “*insufficient evidence*,” although numerous activities delivered are considered promising.

<sup>28</sup> No information was provided on the results of the implementation of those policies on GEWE.

<sup>29</sup> OP1.3 i1 is rated off-track, as were OP1.3 i2 and OP1.3 i3 were also rated off-track (annex 1). Accordingly, output 1.3 is off-track.

<sup>30</sup> The “She Trades” initiative

<sup>31</sup> 25% of female respondents and 40% of male answered negatively.

**Finding 4 – UNDP has responded to Botswana’s need for economic diversification and inclusive growth in various ways. While they have generated some output-level results, tangible changes to the economy are yet to be observed at the outcome level.**

UNDP is supporting key pillars of Botswana’s response to the challenge of economic diversification, by enhancing central and local public sector capacities, strengthening national economic policies, supporting the private sector to reinforce competitiveness and developing youth entrepreneurship.

UNDP provided the Ministry of Investment, Trade and Industry with technical assistance and support for the evaluation of the Economic Diversification Drive Strategy (EDDS), to inform the development of the revised strategy. Due to the poor quality of the evaluation, UNDP was also involved in additional stakeholder consultation for the preparation of an EDDS roadmap. This additional step, and the recent COVID-19 situation, impacted the preparation and launch of the initiative. Technical and financial support was also provided to the Botswana Investment Trade Centre to evaluate the 2013-2017 Botswana Export Development Programme, and develop the revised programme for 2019-2023<sup>32</sup> informed by the evaluation findings and recommendations.

Another flagship programme to address the country’s economic diversification is Local Economic Development (LED), designed to empower local governments to diversify sources and sustain inclusive national economic growth. LED identifies alternative instruments to plan and implement interventions to achieve rapid, inclusive and sustainable economic growth. UNDP has supported the design, roll-out and evaluation of the programme since 2013, working with MLGRD to develop the LED framework, leading to its parliamentary approval in 2017 and subsequent implementation plan. Through the UNDP technical expert embedded in MLGRD, the LED concept has been integrated into subnational and national development planning processes. The framework was initially piloted in four districts and is now implemented, with varying degrees of progress, in all 16 districts.<sup>33</sup> The pilots involved the production of local economic assessment reports to facilitate the identification of opportunities for growth and diversification, associated strategies and business plans for four LED catalytic projects. However, several projects were identified with LED support but not started, thirteen in Sowa and fourteen in Chobe district. The project faces challenges in tracking key outcome results achieved,<sup>34</sup> in particular relating to the economic benefits.

UNDP supported several activities targeting the business environment, entrepreneurship and private sector competitiveness, including the Supplier Development Programme (SDP), the creation of the Better Regulation Unit within MITI,<sup>35</sup> the development of the Business Botswana Strategic Plan 2018-2023 to enhance the competitiveness of the private sector, and several entrepreneurship programmes targeting youth.<sup>36</sup>

**Finding 5 – UNDP has played a pivotal role in advancing the human rights agenda in Botswana during the period under review, amid a challenging operational environment. However, a human rights lens needs to be fully adopted across the country office programme areas.**

The CPD human rights approach was narrowly defined and focused mainly on setting up the National Human Rights Institution (NHRI). However, during the period under review, UNDP Botswana revisited its programme approach on human rights to broaden engagement.

UNDP provided assistance to the Office of the President to convene a national symposium, to generate consensus on the model to be adopted regarding human rights. The event was broadcast live on Botswana TV and the Government’s Facebook page to increase awareness of the Government’s intention.

UNDP hasn’t yet achieved its target<sup>37</sup> for the creation of the NHRI within the Office of the Ombudsman. However, it was successful in supporting the establishment of a Human Rights Unit within the Office of the President in

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<sup>32</sup> This programme aims to increase skills and entrepreneurial development for export-led growth.

<sup>33</sup> In Chobe, Kgalagadi, Sowa and Francistown

<sup>34</sup> Indicator OP2.1 - i1 is rated ‘at risk’ (annex 1)

<sup>35</sup> Mandated to conduct regulatory impact assessments to improve the ‘doing business’ environment.

<sup>36</sup> E.g. Incubation Centre for Youth Agro-business, Leadership ‘programme, Youth Development Fund.

<sup>37</sup> Indicator OP2.3 – i2 is rated off-track, as are OP2.3 - i1 and OP2.3 - i3. Output 2.3 is rated off track (annex 1)

August 2019, to provide strategic guidance for the promotion and protection of human rights in Botswana. UNDP has been working with the Unit to establish a tripartite Human Rights Consultative Committee, to guide the preparation of the upcoming Human Rights Strategy and Action Plan. UNDP also supported the creation of a human rights recommendations tracking database,<sup>38</sup> to facilitate recording, tracking and reporting on the implementation of human rights recommendations at national level.

In the area of access to justice, UNDP has helped the Government to make justice more accessible to the broader population, especially the poor and vulnerable. Through Legal Aid Botswana, coverage and access to legal aid services has been improved, especially for poor sections of society, most of whom are in remote areas. This was achieved through the use of mobile legal aid clinics that enable on the spot legal aid provision, as well as phone system using code messaging which enables case initiation and referrals to relevant legal support. Ongoing collaboration with AfricaLii aims to publish all laws of Botswana online to make them easily and freely accessible through the BotswanaLii platform. The process to create the BotswanaLii website is ongoing, and it is expected to be launched in 2021.

UNDP continues to bring about changes in the area of human rights, but the depth and breadth of its efforts and subsequent results have been faced with challenges inherent to the sensitivity of the topic. These challenges include the need for more government commitment and the lengthy, bureaucratic consultation processes. Programmatically, UNDP has relied on the national implementation modality (NIM) and Government cost-sharing, and has been able to leverage the cost-sharing arrangement and channel it toward these important areas. However, there is room for UNDP to explore using the direct implementation modality (DIM) for selected interventions and engagement with alternative implementing partners, such as civil society.

Without a United Nations human rights advisor in the country, UNDP has coordinated efforts on human rights in Botswana with the United Nations country team (UNCT), particularly focusing support on people with disabilities through relevant United Nations working groups.

At the time of the review, a human rights lens had not yet been fully adopted across UNDP Botswana programme areas. The UNDP human rights advisor could be involved at early stages of programme and project design to identify opportunities to advance the human rights agenda in areas beyond UNDP programme support to governance and human rights.

**Finding 6. UNDP has contributed to climate change adaptation and natural resource management, offering a mix of upstream and downstream support. It also relied on community support to mainstream sustainable land management, achieving results in relation to fire management and farmer revenues.**

Environment and Climate Change is the largest practice area for UNDP Botswana in terms of the number of interventions and level of expenditure.<sup>39</sup> UNDP provided support to strengthen national policies,<sup>40</sup> for the preparation of essential ECC knowledge products,<sup>41</sup> to reinforce the governance<sup>42</sup> and capacity of key institutions in this area, as well as implementing community-based projects in rural areas.

UNDP assisted the Permanent Okavango River Basin Water Commission to strengthen the joint management and cooperative decision-making capacity of the Cubango-Okavango river basin States. This region is facing several threats and competing demands on the use of the basin's resources. UNDP supported preparative analysis to structure the depth and scope of revisions to the 1994 agreement among the three States. UNDP also supported

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<sup>38</sup> The database is soon to be operational. It was delayed by the COVID-19 pandemic.

<sup>39</sup> 12 ECC projects, mainly GEF funded for almost \$10 million expenditure.

<sup>40</sup> E.g. Access to Benefit Sharing Act framework, National Climate Change Strategy, Community Based Natural Resource Management strategy 2019-2023.

<sup>41</sup> E.g. Biodiversity Finance Initiative Plan, Third National Communication Report to the United Nations Convention on Climate Change and the draft of Botswana's First Biennial Update Report is in preparation.

<sup>42</sup> E.g. Permanent Okavango River Basin Water Commission, Ministry of Environment, Natural Resources Conservation and Tourism



the establishment of the Cubango-Okavango River Basin Endowment Fund to finance livelihoods and ecosystem interventions in the area.

A good example of coordinated upstream and downstream support is the UNDP intervention in the production and utilisation of biomethane from agro-waste. UNDP supported the preparation of the Integrated Waste Management Policy, which creates the legal obligation to manage agro-waste in a specific manner.<sup>43</sup> UNDP was also engaged downstream with the training of 40 masons (60 percent male, 40 percent female) on the construction, operation and maintenance of small-scale biogas digesters. This led to the construction of 30 demonstration sites, an interesting result given that Botswana did not have a single working biogas digester before this intervention. Those biogas digesters generate 40 percent savings on household liquefied petroleum gas expenses.

UNDP has promoted community-level approaches to ecosystem resilience, biodiversity and strengthening the livelihoods of local populations<sup>44</sup> across several of its projects. For example, a project in the Kgalagadi and Ghanzi drylands developed three eco-tourism projects and business plans. The 'Cubango-Okavango River Basin' project is working on livelihoods and socio-economic development in community-based tourism, fisheries co-management and conservation agriculture. The mainstreaming of sustainable land management (SLM) in rangeland areas of the Makgadikgadi has raised awareness on SLM issues amongst local communities, and contributed to increases in resources. An income assessment for the 2017 ploughing season showed that 80 percent of farmers who practiced the sustainable approach had increased their revenue, generating an average of \$312 per hectare for each farmer.<sup>45</sup> Under the SLM project in rangeland areas of Ngamiland, local farmers were trained in charcoal production, and an extensive reduction in the occurrence of fires<sup>46</sup> and area burned<sup>47</sup> has been reported.

### Outcome 3 - Data for planning, monitoring and evaluation

**Overview of outcome 3 progress** – Based on the evidence gathered, UNDP has achieved all output indicators under the data for planning, monitoring and evaluation outcome. This includes the approval of the monitoring and evaluation (M&E) policy and systems, and the preparation of key knowledge products such as the Third National Communication Report to the United Nations Convention on Climate Change. According to the outcome indicators, evidence of UNDP outcome-level influence was '*insufficient*.' However, UNDP has made a significant contribution in bringing the SDGs to the centre of the national agenda.

**Finding 7– UNDP has played a pivotal role in the nationalization and mainstreaming of the SDG agenda, including development of the national architecture for its implementation. National institutions are now better equipped to integrate the SDGs, though further work is required to effectively develop integrated strategies for their achievement, including to ensure the access, use and availability of data.**

UNDP provided technical support to the Ministry of Finance and Economic Development (MFED) to strengthen its role as the focal point for the coordination, mainstreaming and implementation of the SDGs at country level. A full-time project manager at MFED provided technical and facilitation support on SDG integration. UNDP support was instrumental in development of the Botswana SDGs Roadmap and National SDGs Communication Strategy and Action Plan.<sup>48</sup>

Through the SDG project, steps were taken to ensure the mainstreaming of the SDGs through:

<sup>43</sup> Even though the policy was approved, it is not yet implemented.

<sup>44</sup> Indicator OP2.1 - i2 on CSO led natural resource-based enterprises is rated on-track (annex 1)

<sup>45</sup> This is a considerable contribution of 40 percent to the target of income level only from the selling of green mealies and threshed maize.

<sup>46</sup> The number of fire occurrences decreased drastically (21 in 2016, 19 in 2017, 0 in 2018) recorded by the SLM project.

<sup>47</sup> Before the SLM interventions fires would cover an area of 44,700 ha and during the SLM period the extent of burnt area reduced to 4,200 ha.

<sup>48</sup> Indicator OP2.1 - i3 is rated on-track (annex 1) as is output 2.1.

- Setting up the institutional mechanisms to effectively coordinate implementation of the SDGs, namely the SDG National Steering Committee, technical task force and SDG National Secretariat.
- Development of the SDG coordination and implementation guidelines in 2019, to unpack the complexities of SDG coordination and facilitate MFED to carry out its coordination role effectively.<sup>49</sup>
- Preparation of planning guidelines for integrating SDGs, targets and indicators into national/ sectoral plans and programmes, with a structured five-stage planning process.
- Providing capacity building support to relevant governmental institutions for mainstreaming, monitoring and reporting on the SDGs in sector plans and planning frameworks, including a workshop on mainstreaming SDG targets and indicators into the National Development Plan (NDP) 11 Performance Framework.
- Undertaking awareness and communication activities such as the sensitization of media practitioners on the SDG agenda, briefing of the Parliamentary Select Committee on the SDGs, and dialogue sessions with civil society and academic institutions.

Important results are the Voluntary National Review on the SDGs produced under the guidance of the new SDG National Steering Committee, the National Report on the Status of Implementation of the SDG Agenda in Botswana, in June 2020. This has allowed the country to take stock of the status of SDG implementation at target/ indicator level.

Six line ministries<sup>50</sup> are currently participating in a pilot initiative to align their national policies and plans with the SDG targets and indicators, although efforts were slowed down by COVID-19.

The availability of data and time series remains an important challenge. A relevance mapping exercise for the SDGs was conducted by Statistics Botswana and showed that, of 232 SDG indicators, 209 were applicable to the local context in Botswana.<sup>51</sup> Of those, only 55 were found to have baseline data available, and some were based on data obtained prior to 2015, impeding accurate tracking of progress against the SDG targets. UNDP assisted Statistics Botswana to analyse in detail the data they have available for 46 SDG indicators, to enable them to identify missing elements with a view to defining baselines for those indicators.

UNDP has successfully supported the development of the National Monitoring and Evaluation Policy,<sup>52</sup> though its operationalization,<sup>53</sup> and synergies with other interventions of UNDP and development partners,<sup>54</sup> are still required. Addressing this challenge will be critical to ensure that the country is able to track its progress in general, and on SDGs in particular. Important efforts are needed to construct the required robust database, capacity and coordination mechanisms across ministries and with Statistics Botswana, to inform implementation and track progress. The broad nature of this challenge should lead to a wider United Nations and development partner response to improve data availability, dissemination, utilization and coordination mechanisms.<sup>55</sup>

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<sup>49</sup> Seven key SDG functions are identified for ministries on: planning and budgeting; advocacy, sensitization and awareness; implementation; monitoring, data collection and reporting; research; stakeholder coordination and resource mobilization.

<sup>50</sup> Line ministries in the areas of finance, environment, agriculture, local government and rural development, industry and trade and health.

<sup>51</sup> Referred as the domesticated SDGs Indicator Framework.

<sup>52</sup> Indicator OP3.1 - i1 is rated on-track (annex 1).

<sup>53</sup> Indicator OP3.1 – i2 is rated on-track (annex 1) as well as output 3.1.

<sup>54</sup> Many development actors have on-going projects in this area (e.g. African Development Bank is supporting the National statistical System).

<sup>55</sup> A joint programme is in preparation with the following participating agencies; UNDP, WHO, UN WOMEN, UNFPA and UNICEF. These on-going efforts are outlined in the NMES Data Management Stream Workplan of which the UN RCO and UNDP are substantive members. One of the key deliverables under this workplan is the data automation pilot project across an initial six government ministries. This pilot will be scaled up to all other remaining ministries and non-state actor organizations within the current NDP 11 cycle and the subsequent NDPs.

SDG mainstreaming efforts are also reflected in many other UNDP activities, including the development of a South-South and Triangular Cooperation (SSTC) Strategy in support of the SDGs, the integration of the SDGs in the COVID-19 private sector recovery plan, and the upcoming integrated national financing framework for the SDGs,<sup>56</sup> to name a few.

### 3. PROGRAMME STRATEGY AND MANAGEMENT

**Finding 8 – UNDP has leveraged its existing knowledge and research results available internally and externally to design its CPD. However, the use of lessons learned during operationalization of each of the programme areas was limited. The country office has yet to adopt a theory of change approach to its programming, missing an opportunity to strengthen the CPD design and results framework and reinforce synergies between interventions.**

There is evidence that the UNCT conducted country-specific analysis to identify key challenges faced by the country, which guided development of the UNDP CPD.<sup>57</sup> The CPD also drew on preceding UNDP work, government documents and analyses by other external partners.<sup>58</sup> This includes lessons learned from final evaluations of the 2015 United Nations Development Assistance programme and the previous CPD.<sup>59</sup> The UNSDCF also reports the utilization of lessons learned on strategic approaches with middle-income countries in crafting the document.<sup>60</sup>

At project level, all project documents systematically identify core issues and define subsequent approaches for solutions. However, there is significant variation between projects in the depth and comprehensiveness of the situation analysis. Most importantly, few projects have been built on lessons learned drawn from existing literature or past projects in the same field. The ‘Managing the Human Wildlife Interface in the Kgalagadi and Ghanzi Drylands’ project is one of few exceptions, as it has made extensive use of lessons learned from similar projects in other countries.

The evaluation team found limited application of the theory of change during CPD design, as a tool for modelling and testing programme capacity to achieve each CPD outcome. While the country office revisited the underlying theories of change<sup>61</sup> to ensure rigour of the root cause analysis, the evaluation team found that those analyses were not sufficiently incorporated into the CPD results framework. The theory of change could have guided programme design and the results framework and reinforced synergies between interventions.<sup>62</sup> The theory of change approach could also have been used to communicate and agree with the Government and other stakeholders during the formulation of the CPD. At the time of the review, the new country office management

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<sup>56</sup> UNDP was successful in a call of proposal to the SDGs Funds.

<sup>57</sup> E.g. United Nations (2016) Botswana Country Assessment, as well as several problem tree analyses for environment, governance and poverty.

<sup>58</sup> E.g. World Bank (2015) Botswana Poverty Assessment, World Bank (2015) Botswana Systematic Country Diagnostic, World Bank (2016) Macro-Poverty Outlook for Botswana.

<sup>59</sup> United Nations (2015) United Nations Development Assistance Framework terminal evaluation and UNDP Botswana country programme, 2010-2014 terminal evaluation

<sup>60</sup> The evaluation couldn't validate this statement as no evidence was provided to support the capitalization of UNDP experience in middle-income countries into the UNSDF. One interview reported that this was assured by the inclusion in the CPD formulation team of members from other regions. The multi-stakeholder team from Addis and New York were deployed to Botswana to guide the theory of change process in 2016.

<sup>61</sup> Two theories of change were accessed for Governance and Poverty as well as three problem tree analyses for Environment, Governance and Poverty.

<sup>62</sup> A new manager arrived shortly after the CPD endorsement in January 2017. At her arrival, it was reported that an in-depth review of the proposed CPD was performed to ensure that the UNDP programme addressed pertinent national issues. This review process led to the development of the portfolio programme (EDIG) and Governance documents and the inclusion of other critical dimensions not included in the CPD KPIs. It resulted in some proposed CPD KPIs being downgraded in importance.



was reported to have adopted the approach, particularly for developing the programme for the new cycle, facilitating the participation of all staff in a participative manner.

As a plausible result of the above, there could be missed opportunities for synergies across portfolios and between interventions. Little evidence<sup>63</sup> was found of a strategic planning and programme approach where initiatives were built on clear results chains to show how results are expected to contribute to CPD outputs and outcomes.

**Finding 9 – UNDP made significant efforts to align its programme with the country’s needs and national priorities. UNDP is strategically positioned, and there is scope to further strengthen its programme delivery by fully exploring its comparative strengths in the country and opportunities for operating in an integrated manner.**

UNDP is strategically positioned to demonstrate the highest degree of relevance and responsiveness to Botswana’s development priorities and needs. The CPD is aligned with national needs and priorities as defined in the Botswana National Vision 2036 and NDP 11. UNDP Botswana is currently active in three practice areas which cover a wide range of development needs,<sup>64</sup> and are considered relevant to address prevailing barriers to development in Botswana.

The breadth<sup>65</sup> of the programme has affected UNDP ability to achieve more concrete, integrated and sustainable results in each of the programme areas, given the limited financial resources available. The extensiveness of the programme has also impacted the perception of some stakeholders, including partners, of the UNDP positioning and value proposition. UNDP is sometimes mistaken for a donor and valued as such by some partners.

Nevertheless, UNDP Botswana has several comparative advantages,<sup>66</sup> including its long history of engagement with the full range of Government ministries in Botswana. However, at project level,<sup>67</sup> only three projects<sup>68</sup> specifically identified UNDP comparative advantages, and only one<sup>69</sup> outlined the positioning and linkages between the UNDP project and other organizations’ interventions in the sector and/or geographical area. Beyond opportunities for complementarities and building of synergies, an *ex-ante* positioning or stakeholder analysis could have strengthened UNDP engagement, partnership approach and value-added in each outcome and/ or project.

**Finding 10 – The results framework contained in the current CPD does not adequately capture or support measurement of success and UNDP performance in its areas of intervention.**

The UNDP outcome-level goals, which directly stem from UNSDCF 2017-2021, are atypical in that they are not oriented thematically but sequentially, covering three areas of institutional challenge faced by the country: i) development of policy and programme design; ii) implementation of policies and programmes; and iii) data for planning, monitoring and evaluation, and decision-making.

The CPD results framework defines specific contribution areas for UNDP for each outcome, and performance indicators at the level of both outcome and output, and identifies major national and international partners.

However, there are several weaknesses in the results framework, which prevent UNDP from capturing and measuring the extent of its programme delivery and the results in relation to people’s lives and the SDGs. This

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<sup>63</sup> The Environment and Climate Change Response project, funded by UNDP, is an exception as it positions itself considering the other GEF funded projects in the current UNDP portfolio.

<sup>64</sup> i) EDIG, ii) ECC, iii) GHR

<sup>65</sup> UNDP supported the development of a range of policies, strategies and plans regarding poverty, decentralization, economic diversification, climate change, anti-corruption, human rights, disaster management to name a few.

<sup>66</sup> For example, as a network of experts, neutral platform for development, multipurpose agency that favours a sector-wide approach, with a pro-poor strategy, trusted relationship with Government, supporting soft development processes, ability to bring together specialized United Nations agencies, innovation, etc.

<sup>67</sup> It was reported that UNDP did a comparative advantage assessment for the preparation of the CPD. The document was however not made available to the evaluation team.

<sup>68</sup> BIOFIN I, BIOFIN II and Nagoya Protocol

<sup>69</sup> SLM in Ngamiland

framework may also have hindered the conceptualization of interventions' results frameworks. These weaknesses include:

- The results framework was not based on a theory of change;
- Almost all outcome indicators are chosen at a very high level and not appropriate to measure the singular contribution and programmatic performance of UNDP (e.g. use of the HDI for outcomes 1 and 2);
- Weaknesses in baseline data to support M&E (no baseline, insufficient frequency or scope of the baseline);
- The results framework does not present any midterm targets to monitor progress and identify lessons for timely adaptation of the programme;
- A large number of output indicators<sup>70</sup> are linked to the enactment of new or revised legislation, creating dependencies outside of direct UNDP influence;
- Some output indicators do not adequately capture UNDP achievements;
- Several indicators under outputs 1.3 and 2.3 became irrelevant due to the discontinuation of the Health and HIV/AIDS Development (HDD) project;<sup>71</sup>
- Some output indicators can't be measured as no data were compiled (e.g. 2.1 I-1 and 2.3 I-2);
- ECC is the largest portfolio, but presently there is only one ECC-specific indicator (2.1 I2);
- Data sources identified are sometimes inadequate or incomplete. For example, indicator 1.1 I-1 identifies only the Ministry of Environment, Natural Resources Conservation and Tourism;

As a result of the CPD midterm evaluation, the country office is currently reviewing the CPD output level indicators. Moreover, beyond these M&E challenges, the current structure of the results framework reportedly created practical difficulties for operationalization at the level of the UNCT, including continuity and collaboration across pillar groups. In recognition of those difficulties, the UNCT is considering revising the UNSDCF structure for the next programme cycle.

Each initiative reviewed had its own results framework, with wide variation in structure and quality between projects. Some show clear alignment between the project outputs and the CPD outputs and outcomes. For example, the 'Support to Economic Diversification and Inclusive Growth' project and the 'Environment and Climate Change Response' project adopted a results framework aligned to CPD outputs and some indicators. Also, there are several inconsistencies in project results frameworks, including missing indicators and baselines, mixing outcomes and outputs, and differences in the wording and ordering of outcomes between the project strategy description and results framework.

**Finding 11 – The monitoring system exhibits shortcomings in terms of the quality, frequency and accuracy of results and reporting. UNDP has yet to take full advantage of its evaluation mechanism in its results-based management.**

While all project documents contained an M&E plan, the evaluation team did not find evidence of a strong and reliable monitoring system. This was confirmed during interviews and led some programmes to develop parallel *ad hoc* reporting systems. The evaluation team obtained limited results documentation such as implementation progress reports, annual reports, supervision reports or evaluations (midterm or final).<sup>72</sup>

There is significant variability in the quality and comprehensiveness of results reporting across projects. GEF projects<sup>73</sup> have stronger reporting. Implementation progress reports from GEF projects provide a good example of a solid and consistent reporting structure (for example, the 'Managing the Human-Wildlife Interface' project). In some cases, there are discrepancies in outputs and indicators between the results frameworks and the

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<sup>70</sup> E.g. 1.1 I-2, 1.3 I-1

<sup>71</sup> The Health and HIV/AIDS Development project was discontinued in 2018.

<sup>72</sup> Nine projects with no results documentation and four with only one. The evaluation team received on average two progress results documents per project for GEF funded projects, while other projects have an average of 0.3 documents per project.

<sup>73</sup> Two GEF projects are exemplary in term of reporting results (SLM in Makgadikgadi and SLM in Ngamiland).

reporting of results (for example, the ‘Project to Support Governance and Human Rights’). Most importantly, the M&E system mostly focuses on capturing outputs rather than higher-level results.

The country office has conducted all evaluations in its evaluation plan.<sup>74</sup> The quality of those evaluations was assessed by IEO and 80% achieved the rating of “*moderately satisfactory*”.<sup>75</sup> The coverage of the evaluation plan is somehow unbalanced in favour of the ECC portfolio (around 80% of evaluations conducted), doesn’t address the GHR portfolio and includes only one UNDP intervention from the EDIG portfolio. Most importantly, at the time of this review, no evaluation management response had been uploaded, despite some having been completed for over two years.

Beyond the country office capacity to collect sufficient evidence to account for its work and the results achieved, this could have direct implications for adaptive management, results-based management<sup>76</sup> and resource-mobilization opportunities. Moreover, as the Botswana programme has an important innovative component, including several pilot activities (see finding 15), there is a need for UNDP to clearly demonstrate results by systematically tracking and writing up lessons for replication.

**Finding 12 – The mobilization of resources is a significant challenge for UNDP, with a declining forecast. Diminishing aid flows to Botswana imply that UNDP needs vigorous resource mobilization efforts from the country office.**

According to the CPD resource framework, an estimated \$35.62 million in budgetary resources would be required over the cycle. Of this, \$0.79 million were expected from regular UNDP resources and the rest from other sources.<sup>77</sup>

The country office relies on two main sources of income, government contributions (37 percent) and vertical trust funds, namely GEF (53 percent). GEF has been the only steadily growing source of funding, from \$1.4 million in 2013 to \$3.15 million in 2020.

The Government used to provide around 60 percent of funding for UNDP programmatic interventions, in an “unsigned” agreement. However, over the past few years, the government contribution remained capped at \$2.5 million, mainly due to budgetary constraints. The current COVID-19 situation will have a significant budgetary implication for the Government, and consequently for the country office.

Bilateral and multilateral funds have significantly decreased and account for less than 1 percent of programme expenditure today, down from 23.5 percent in 2013. Botswana’s upper-middle income status has resulted in a decrease in the number of donors supporting the country, and a decline in official development assistance. Coupled with the decline in Target for Resource Assignment from the Core (TRAC) resources<sup>78</sup> from \$0.92 million in 2014 and \$0.66 million in 2017 to \$0.60 in 2019, this funding challenge is rightly identified in the CPD as a key risk and has affected the scope of work in the CPD.

With a shortfall in funding expected in the coming years, the country office is taking steps to address the situation. This includes exploring new opportunities<sup>79</sup> and partnerships,<sup>80</sup> looking to increase its value-added proposition to the Government, and developing a resource mobilization action plan, revised in 2017.<sup>81</sup> The latter lists several outputs and activities, including actions for the country office to reduce costs. However, this document has a limited focus on better identifying and diversifying sources of funding or approaches to incrementally add other sources of co-financing such as the private sector or emerging donors. The country office has started to mobilize private sector actors as alternative funding partners, with some success so far.

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<sup>74</sup> Three evaluations were cancelled in May 2019.

<sup>75</sup> Equivalent to a 4 on a six-point scale.

<sup>76</sup> According to the documentation available, no project results framework was reviewed or updated.

<sup>77</sup> Programme budget for 2017-2019 was approximately \$20 million and expenditure of approximately \$15 million.

<sup>78</sup> Similar to other country offices in middle-income countries

<sup>79</sup> UNDP was successful in securing SDG funds

<sup>80</sup> SDP is a good example of the potential for private sector engagement.

<sup>81</sup> The country office didn’t have a resource mobilization strategy at the time of this review.

**Finding 13 – The sustainability of results is a key objective of UNDP Botswana. The country office has adopted specific approaches to ensure sustainability, sometimes at the expense of implementation. There is however insufficient focus on sustainability at the intervention design phase.**

The sustainability of results is a key objective mentioned across the UNSDCF, the CPD and several evaluations.<sup>82</sup> The country office is addressing sustainability in several ways:

- **By using NIM:** Almost 60 percent of the UNDP Botswana portfolio is implemented under this modality. Interventions implemented under NIM can help to increase national ownership and the sustainability of results. The downside of this approach is that it can reduce efficiency, impeding smooth portfolio implementation and compromising results. This is mainly due to the low capacity of some implementing partners or dependency on bureaucratic government processes or approval. The lower implementation ratio (58 percent)<sup>83</sup> can be partially explained by a comparatively high use of NIM.<sup>84</sup>
- **By addressing sustainability at project design stage:** 45 percent of project formulation documentation addressed sustainability. However, the majority does not include a clear sustainability or exit strategy. This is particularly important for pilot demonstration projects, where it is expected for stakeholders to be empowered through the delivery of activities. For example, communities and community trusts have been critical for project delivery in many GEF projects. However, those partners present weaknesses and vulnerabilities (e.g. remoteness, lack of technical or management skills). These realities make the ground-level layer of the project a weak link<sup>85</sup> regarding sustainability and scale-up.
- **By providing capacity development activities within projects:** Adequate capacity-strengthening activities, especially in institutional projects, have taken place to support the sustainability of results. The country office portfolio also includes many capacity injection activities (such as advisory or technical support).<sup>86</sup> While the model of embedding consultants may accelerate work in critical areas and strengthen the efficiency of UNDP, it does not necessarily lead to the long-term creation of capacity within an institution. The weakness of many project results frameworks to track outcome results has probably hindered the observation of this challenge (see finding 11).
- **By creating financial incentive mechanisms:** A good example is the pioneering SDP, which creates a business incentive to the private sector by linking suppliers with buyers and facilitating expansion to various sectors, in particular the mining industry. In the case of the Biogas project, affordability constraints and the absence of a subsidy or financial structure affected the scalability of results.

Insufficient evidence on results is yet available to be able to draw conclusions on their sustainability.<sup>87</sup> In some cases, it is also too early to observe the tangible results of this approach to sustainability or correlations between the approaches adopted and the results sustained.

**Finding 14 – UNDP Botswana has been a trusted and valued partner of the Government but has made limited advances in partnerships with non-state partners. There is scope for UNDP to forge relevant long-term, more systematic partnerships in its programmes.**

UNDP Botswana enjoys a strong relationship with the Government and a range of national entities. According to partnership surveys in 2012, 2015 and 2017, UNDP is found to be a valuable partner (75 percent in 2015 and 100

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<sup>82</sup> In particular with the buy-in from national counterparts, lack of adoption from local partners and financial sustainability.

<sup>83</sup> Results slightly below neighbouring countries, Namibia (68.6 percent) and Zimbabwe (67.7 percent), over the period 2017-2020.

<sup>84</sup> NIM implementation ratio of 79 percent while DIM implementation ratio is 85 percent over the period of 2017-2019.

<sup>85</sup> These projects continue to be seen as subsidies or grants, which affects the business viability of new initiatives according to the interviews conducted for the IEO middle-income countries case study.

<sup>86</sup> E.g. SDGs in MFED economic development and in the EDDS in MITI.

<sup>87</sup> GEF evaluations try to assess the likelihood of sustainability. The four evaluations conducted during the period covered by this review rate sustainability as moderately likely for three, and unlikely for the fourth.

percent in 2017, above the UNDP regional and global average of 85 percent in 2017), and aligned to national priorities (100 percent over the three surveys).

UNDP engages with the UNCT, and in the UNSDCF shares a common strategic framework, and there is regular exchange of information between United Nations agencies and other development actors, including the participation of the World Bank in UNCT meetings. While these have created a unified view of Botswana's needs and challenges, not many partnerships or joint programmes are forged with other United Nations agencies or development partners.<sup>88</sup> UNDP has no partnerships with multilateral development banks and there are few other development actors in the country due to its upper-middle income status. UNDP is nonetheless ideally positioned within the United Nations system, and there is a substantive opportunity to engage more with other development actors engaged in similar strategic areas, such as the European Union, African Development Bank and the World Bank. The COVID-19 situation is opening up new avenues for collaboration.<sup>89</sup>

UNDP has also worked with some private sector partners or representative bodies, including the Botswana Chamber of Mines, Kwando Safaris and Business Botswana. The private sector<sup>90</sup> is a key stakeholder that could play a more significant role<sup>91</sup> in areas of interest for UNDP (such as job creation or value chains),<sup>92</sup> and make the scale up of successful pilot projects more likely.

Civil society is a key partner identified in the CPD results framework. Within projects there are some partnerships with non-governmental organizations and community trusts, with positive results. In some cases, such as Birdlife Botswana, the organization was active as a partner, financier and implementer while contributing significantly to the development of land use plans and other project activities.

UNDP also partnered and collaborated with research centres and universities.<sup>93</sup> Within the 'Nagoya Protocol' project, UNDP partnered with the Centre for Scientific Research, Indigenous Knowledge and Innovation to develop knowledge platforms and a communication strategy, and engaged with the University of Botswana to develop and incorporate a local economic development curriculum.

The country office has, however, missed some partnership opportunities, possibly partially due to limited stakeholder analysis. At the level of intervention, only five project documents contained a clear and comprehensive stakeholder analysis.<sup>94</sup> In most cases, there is no identification of key actors, determination of the interests or influence of different stakeholders, or generic stakeholder engagement statement. This process is helpful to increase the focus on gaps and intervention targeting, improve the buy-in of key stakeholders and identify potential partners within the sector and/or geographical area.

**Finding 15 – Innovation is a key value proposition for UNDP in Botswana, but the existing projects have not yet fully incorporated it in their design or knowledge management systems.**

Innovation is central to what UNDP does in Botswana. 85 percent of its interventions in the 2017-2020 portfolio were tagged by the country office as innovative and/or pilot projects.<sup>95</sup> Nevertheless, the partnership surveys

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<sup>88</sup> On-going Joint Gender Programme, collaboration for the development of the Disability Policy and Strategy and plans are underway to develop a Joint Programme to support Statistics Botswana and the National Statistical System.

<sup>89</sup> e.g. Socio-Economic Impact Analysis in response to COVID-19 with other development actors or the Private Sector recovery plan with World Bank, ILO and FAO.

<sup>90</sup> CPD results framework, private sector is not identified as a key partner.

<sup>91</sup> E.g. building on support to the Private Sector Economic Recovery Plan with Business Botswana, SDP or the biodigester project.

<sup>92</sup> Similar conclusions were reached in several evaluations, including BIOFIN and Economic Diversification Drive.

<sup>93</sup> E.g. University of Botswana, Okavango Research Institute, Oxford Poverty and HDI or Botswana Institute for Technology, Research and Innovation

<sup>94</sup> Promoting biomethane; Improved Management Effectiveness; SLM in Ngamiland and Makgadikgadi and Managing the Human-Wildlife Interface

<sup>95</sup> UNDP Botswana might have applied a broad definition of innovation. However, clear evidence of innovation is present in some projects.

show that UNDP Botswana is perceived to be less innovative now (30 percent in 2017) than before (50 percent in 2012).

Innovation is evident at design stage and delivery in some projects (for example engagement with the private sector in the SDP<sup>96</sup> and Biodigester projects). The country office also supported the Ministry of Youth to conduct virtual dialogues that were simultaneously broadcast to several different locations in the country.

Despite this positive feature of the portfolio, only 50 percent of project documents addressed scale-up or replication approaches for innovative projects, and many through a generic paragraph on replication and up-scaling with an unclear strategy after the pilot phase. Those projects don't identify and quantify the financial requirements for scaling, the potential bottlenecks or supportive ecosystem needs for replication, or the data requirements for decision-making on replication. For some projects, replication and scale-up were integrated as part of the results framework.<sup>97</sup> As a result, there are few examples where the Government adopts, and replicates interventions introduced as an innovation with UNDP technical and financial support.<sup>98</sup>

South-South and Triangular Cooperation is often highlighted as a key UNDP value proposition, used to generate new ideas and improve existing methodologies and tools. While UNDP supported the development of a SSTC Strategy with the Government, and has applied SSTC features in some interventions,<sup>99</sup> there is still space to systematize this approach and document learning for replication and scale-up of results.

## 4. RECOMMENDATIONS AND MANAGEMENT RESPONSE

**Recommendation 1 [Linked to findings 1-8] - For the next programme cycle, UNDP should reinforce its strategic focus on overcoming barriers; on capacity development for policy implementation; and on data for planning and monitoring.** Innovation and leveraging UNDP knowledge and expertise should be at the centre of its value proposition. UNDP should also conduct specific analysis in key areas of intervention to strengthen its targeted response, such as relaunching the cancelled evaluation on UNDP contribution to data for planning, monitoring and evaluation. It should ensure an integrated programme approach and mainstream gender and human rights in all of its focus areas.

**Management response: Partially accepted** – the country office will continue to provide technical support on unbundling implementation bottlenecks as faced by its implementing partners. Each UNDP Programme Manager has been trained to discuss the WHAT and HOW of programme implementing and this approach will continue as a tool to unbundle issues around capacity for implementation in government. On data for planning and monitoring, UNDP has agreed a collective approach with other United Nations agencies to support the National Statistical System through a Joint Programme. The country office will continue advocating for the inclusion and application of innovation in all projects. The relaunch of the cancelled evaluation on the UNDP contribution to data for planning, monitoring and evaluation will be done in agreement with the national partners and their priorities, and also based on adherence to the evaluability criteria. UNDP has launched two specific studies around inequalities to understand more the causes, as this has not been documented in

<sup>96</sup> Consultants act as hubs between small suppliers and big buyers and set up supply arrangements that boost business revenues and create jobs.

<sup>97</sup> Support to the Cubango-Okavango River Basin Strategy, Promoting Production and Utilization of Biomethane

<sup>98</sup> E.g. lessons learned from charcoal production using bush encroachment from Ngamiland applied in Kgalagadi and Ghanzi or SLM projects, as well as climate smart agriculture (from the Bio-chobe project) replicated in the SLM Makgadikgadi project and the GEF Small Grants Programme and now rolled out nationally.

<sup>99</sup> E.g. SDP with UNDP Pakistan and Ngamiland SLM with Nam-Barbeque (Namibia), Conservation International (South Africa)



Botswana. This will inform the new CPD. UNDP is advocating strongly with the UNCT for the need to assist Government with the collection of baseline data for specific SDG indicators, and this will continue. UNDP will collect data for specific baseline indicators. UNDP will continue the programme approach it has adopted for the current CPD and increase the country office efforts to mainstream gender and human rights in all its focus areas and use more human rights language.				
Key action(s)	Completion date	Responsible unit(s)	Tracking*	
			Comments	Status (initiated, completed or no due date)
1.1 Provide technical support in the implementation of the approved policies and programmes developed through UNDP interventions	December 2021	All programme staff	Each UNDP Programme Manager has been trained to discuss the WHAT and HOW of programme implementing and this approach will continue as a tool to unbundle issues around capacity for implementation in government.	Initiated
1.2 Implementation of United Nations Joint Programme to support the National Statistical System	December 2023	UNCT	The project document is at draft-final stage awaiting approval by UNCT and Statistics Botswana	Initiated
1.3 Apply for the country office to host an Accelerator Lab	December 2021	Senior Management Team	Successful application to host an Accelerator Lab will provide the much needed boost to applying innovative approaches to development and operations.	
1.4 Conduct specific analysis in key areas of intervention to strengthen targeted response e.g. the Economy-based Inequality Study and the Social-related Inequality Study	December 2021	EDIG programme	UNDP has launched two specific studies around inequalities to understand more the causes as this has not been documented in Botswana. This will inform the new CPD	Initiated
1.5 Mainstream gender and human rights in all its focus areas.	December 2021	All programme staff and senior management	This improved mainstreaming of gender and human rights will be achieved through the available UNDP guidance material	

			and in-house expertise at the country level.	
<p><b>Recommendation 2 [Linked to findings 8, 10 and 11] - In developing the new CPD, extra care should be taken to develop a thorough theory of change for each of the practice areas and ensure their operationalization in project delivery and CPD outcome-level contributions.</b> This exercise should guide the formulation of the programme design and development of the CPD results framework, but also be used as a basis for establishing substantive dialogue with the Government and all relevant partners.</p> <p>The CPD results framework should be designed to adequately measure UNDP progress, and only include objectives, targets and indicators on which UNDP can realistically have a measurable influence. To this end, UNDP should work with the UNCT to revisit the structure of its current UNSDCF results framework, building on lessons learned from its implementation. To ensure that the results framework remains relevant, UNDP should proactively revisit and update it as required by changes in the operational and programmatic context.</p> <p>Subsequently, the country office should improve its <b>results-based management</b> and practices so that it better captures UNDP contributions to transformative change, while supporting knowledge management, innovation and communication for development. This should include a review of the programme reporting structure, ensuring consistency and compliance of reporting, and strengthening the M&amp;E and research capacity of individual projects, especially for innovative and pilot projects. The country office should also consider balancing its evaluation plan to better reflect its current portfolio composition and strategic priorities, including more non-GEF evaluations.</p> <p>Management response: <b>Fully accepted</b> – the process of developing a new United Nations Cooperation Framework and UNDP Country Programme has been initiated. All key design steps will be followed, based on the available guidance, in order to have a compliant country programme document.</p>				
Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
2.1 Consolidate analyses from Common Country Assessment process relevant for CPD	February 2021	All programme staff and Senior Management Team	The CCA process has been launched by the UNCT and currently ongoing	Initiated
2.2 Propose a dedicated accountability and reporting structure for the new CPD	December 2021	All programme staff and Senior Management Team	This will assist in enhancing accountability for both UNDP and the implementing partners	
2.3 Develop a more balanced evaluation plan to accompany the operationalization of the new CDP	December 2021	All programme staff and Senior Management Team	The new evaluation guidelines will be used as a resource document to develop a more balanced evaluation plan	



2.4 Strengthen M&E and research capacity of individual projects	December 2021	All project, programme staff and Senior Management Team	This will be achieved through in-house learning clinics and corporately available training modules	Initiated
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**Recommendation 3 [Linked to findings 8 and 9] - UNDP should ensure (and clearly document) that future project designs systematically build on existing literature, demonstrated lessons learned and good practices from other projects in the same thematic area and/or country.** The country office should ensure that initiatives are built on clear results chains to show how they contribute to the achievement of CPD outputs and outcomes. All projects should include a structured and comprehensive stakeholder analysis to determine the interests and influence of different stakeholders, including in advocating for the implementation of new policies. Beyond pre-empting likely bottlenecks at implementation, it is also an opportunity for each project to identify potential partnerships, better design a buy-in approach, increase the focus on needs assessments and build potential synergies with the work of other development actors.

**Management response: Fully accepted** – The country office will utilize findings, lessons and recommendations from assessments and evaluations already conducted to improve on programme and project design, implementation, monitoring and reporting.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
3.1 Consolidate analyses from CCA process relevant for UNDP CPD	December 2020	All programme staff and Senior Management Team		Initiated
3.2 Conduct a sensemaking exercise to define the intent, current fit and new direction for country office interventions	February 2020	All programme staff and Senior Management Team		Initiated
3.3 Conduct project annual reviews that include a strong component of stakeholder analysis	December 2021	All programme staff and Senior Management Team	Annual review will be done jointly with IPs	

**Recommendation 4 [Linked to findings 9, 12 and 14] - UNDP should develop and implement a clear and comprehensive strategy for multi-stakeholder partnerships to build alliances, mobilize expertise, knowledge and resources, and promote synergies with interventions of all relevant players.** The strategy should be rooted in UNDP comparative advantages and positioning in Botswana and highlight the UNDP value proposition as a partner rather than donor. The strategy should provide key principles of operational partnerships *vis-à-vis* CSOs, private sector and other development partners in key areas of common interest. For example, UNDP could explore joint programmes with other United Nations agencies, build stronger partnerships with the African Development Bank and the World Bank on EDIG and data and monitoring, or with the European Union on the GHR portfolio, to name a few. With the private sector, the current initiative of linking buyers with SME suppliers has potential to be scaled up and could address development needs in several other sectors.

**Management response: Fully accepted** – Through the CCA, Country Framework and Country Programme development processes, and also making reference to the CPD and project evaluations, the country office will

have a good basis for assessing and determining which strategic partnerships to get into during the remainder of the current programme cycle and the next one.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
4.1 Conduct partnership analysis (horizon-scanning of partners) to inform new CPD development.	December 2021	All programme staff and Senior Management Team	This will be done as part of the new CPD development process	
4.2 Implementation of Joint Programme to support the National Statistical System	December 2023	UNCT	The project document is at draft-final stage awaiting approval by UNCT and Statistics Botswana	Initiated
4.3 Explore new joint programmes with other United Nations agencies and development actors	December 2023	All programme staff and Senior Management Team	The success of this action will be based on continuous partnership analysis and engagement	
4.4 Scale up the SDP programme with the private sector	December	EDIG programme staff	The SDP programme has proven to be a success as a pilot and there is demand for scale-up to include more SMEs and buyers.	

**Recommendation 5 [Linked to findings 13 and 15] - Sustainability should be more clearly emphasized at the heart of programme/ project design, monitoring and adaptive management efforts.** All project documents should ensure clearer sustainability/ exit strategies at design stage. This should particularly be the case for projects unlikely to have a second phase, such as projects with communities and community trusts. Concrete steps should also be taken to monitor and ensure sustainability before completing projects and terminating assistance. Finally, the country office should explore new ways to ensure proper involvement of national counterparts and other stakeholders in adopting and replicating good practices, building on lessons learned from previous UNDP Botswana projects.

**Management response: Fully accepted** – the country office will use lessons learnt from past programme and project evaluations to address gaps of sustainability during design, implementation and closure phases of projects. The country office will continuously self-assess, consult and use the findings to improve national counterpart involvement in the delivery of its mandate.

Key action(s)	Completion date	Responsible unit(s)	Tracking	
			Comments	Status (initiated, completed or no due date)
5.1 Develop standard operating procedures and review mechanisms to ensure	December 2021	All programme staff and Senior Management Team	This will be done as part of the new CPD development process	

that sustainability is incorporated into project design process, implementing and monitoring				
5.2 Develop post-implementation support and tracking mechanisms to ensure that the gains made during UNDP direct interventions are not lost when UNDP has concluded its support.	December 2021	All programme staff and Senior Management Team	Through the review of lessons learnt reports and evaluation reports, adaptive measures will be introduced to ensure chances of continuity and sustainability are improved for UNDP interventions	
5.3 Creation of knowledge products and lessons learned reports in order to provide evidence-based guidance for replication and scale-up of successfully piloted initiatives.	December 2021	All programme staff and Senior Management Team	Knowledge management and documenting lessons is a continuous process	

\* Status of implementation is tracked electronically in the ERC database.

## Annex 1. Detailed assessment on Botswana CPD/ Results and Resources Framework: Progress towards outputs and outcomes

**Structure of Annex 1:** Each CPD outcome has a summary that includes a rating (including the colour coding), overall budget-related information and an assessment of UNDP contribution to the outcome based on the outcome Indicator provided in the CPD results framework.

The assessment of CPD outputs follows. Each CPD output assessment contains a summary that contains the rating (including the colour coding) and assessment of the CPD output based on the output Indicator provided in the CPD results framework as well as the number of projects that were tagged by the country office.

When appropriate, the evaluation team cross-referenced project results with various CPD outputs.

Outcome 1			
By 2021 Botswana has high-quality policies and programmes towards the achievement of sustainable development goals targets and national aspirations.			
Outcome indicators	<p><b>OC1 i1:</b> Multi-dimensional poverty rates, disaggregated by sex, location, age, income, gender, age, race, ethnicity, migratory status and geographic location. End of 2019 Result: <b>No MPI Data</b> (however, training on how to develop an MPI was successfully delivered by Oxford Poverty &amp; Human Development Initiative. Use of MPI data for Botswana will be rolled out in 2020).</p> <p><b>OC1 i2:</b> Human Development Index End of 2019 Result: <b>0.728</b> Previous Results: <b>0.717</b> (2018) <b>0.698</b> (2016)</p>		<p><b>Outcome resources (\$m)</b> <sup>100</sup> Please check for factual errors and include figures for the items below: <b>UNSDCF Estimated Resource requirements:</b> <b>\$20.21</b> <b>CPD Estimate:</b> <b>\$10.69</b></p>
Outcome assessment	<p>No information is yet available on the MPI in 2019.</p> <p>The overreaching nature of the HDI does not allow attribution or contribution of HDI changes to the UNDP activities for this outcome. The improvement of Botswana's HDI ranking from 0.698(2016) to 0.717(2018) and 0.728 (2019) is not considered as an evidence of results achieved by UNDP's interventions in Botswana.</p> <p>Moreover, as mentioned in finding 10, these indicators are inappropriate and do not assess whether the policies and programmes are of high quality and much less say whether they help the country to achieve SDGs and national aspirations.</p> <p>Accordingly, the evaluation team cannot rigorously assess the impact of UNDP programming due to lack of evidence and monitoring information on results (see finding 11).</p> <p><b>Insufficient evidence:</b> There is insufficient evidence that UNDP contributed to changes in the outcome and associated indicators. Evidence about the attribution of changes in the outcome needs to be improved.</p>		
CPD Output	CPD Output Indicators baseline (BL), target (T)	UNDP progress and contribution	Key interventions

<sup>100</sup> Due to the structure of the results framework and the fact that each project contributes to several outcomes/outputs, it was not possible to access the expenditure to date per output. The financial data reported in this section was provided by the country office.

<p><b>Output 1.1:</b> Enhanced national capacities to develop integrated policies, strategies and programmes for sustainable development (economy and environment).</p> <p><b>Overall, output 1.1 is on-track.</b> UNDP has exceed its target on number of inclusive policies / strategies integrating environment, social and economic dimensions (OP1.1 i1), as well as the target on number of measures - plans, strategies, policies designed to achieve low-emission and climate-resilient development and reduce environmental degradation (OP1.1 i2). UNDP may not achieve its target on number of disaster and climate risk reduction frameworks that are sector specific and gender responsive developed at national</p>	<p><b>OP1.1 i1:</b> No. of inclusive policies / strategies integrating environment, social and economic dimensions. <b>BL: 3, T (2021): 5</b></p>	<ol style="list-style-type: none"> <li><b>Integrated Waste Management Policy 2018</b> provides a framework for sustainable waste management that integrates socio-economic, political, technical and legal factors, necessary for protection of public health and the environment.</li> <li><b>LED policy framework</b> was developed to guide and co-ordinate LED planning and implementation at national and local levels to empower local governments to drive responsive service delivery and sustainable local economic development.</li> <li><b>Community Based Natural Resource Management strategy 2019-2023</b>, developed and aims at achieving Community Based Natural Resource Management principles of rural development and biodiversity conservation. It is expected to improve the quality and type of support provided by government, to develop capacity of Community to manage natural, human and financial resources effectively and thus contribute to people's livelihoods, whilst achieving biodiversity conservation.</li> <li><b>Department of Wildlife Public Awareness Strategy 2019-2023</b> addresses human-wildlife conflict and wildlife related crimes in wildlife hot spot areas. The strategy "promote and encourage understanding, develop education and public awareness programmes in order to connect, build capacity, behavioural change by communities living adjacent to national parks and wildlife management areas. This public awareness strategy is also geared at empowering, encouraging public participation in conservation and to motivate communities to take proactive action in conservation"<sup>101</sup>.</li> <li><b>Community Based Fire Management Strategy 2017-2021</b> provided guidance to communities on how to prevent and manage veld fires. It focuses in three key areas i) restore and maintain rangelands, ii) fire adapted communities and iii) improved response to fire. It is reported that this has led to an extensive reduction in the area burned from fires.</li> <li><b>National Climate Change Strategy</b> accompanying action plan was formulated by the Ministry of Environment and finalized in November 2018. The strategy is designed to provide stimulus for Botswana taking long strides on adaptation and mitigation, whilst meeting its socio-economic development goals.</li> <li><b>Gender Mainstreaming Strategy and action plan</b> for Cubango-Okavango River Basin were approved in November 2018. The evaluation team has no information on its implementation, or the results achieved.</li> <li><b>Wildlife Conservation and National Parks Act</b> was reported as developed. The document was not made available to the evaluation team, nor the results achieved by its implementation.</li> <li><b>Strategic Plan for Business Botswana 2018-2023</b> aims to enhance the competitiveness of the private sector to continue tapping new markets and streamlining the role of private sector in promotion of economic diversification and promotion of sustainable development in the country.</li> <li><b>Draft Access to Benefit Sharing Act framework</b> aims 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. The document is in preparation and expected in 2020.</li> <li><b>Draft Decentralization Policy and Institutional Framework</b> has been developed by MLGRD as Botswana's first Decentralization Policy and Implementation Plan. The Policy and Implementation Plan were approved by the Steering Committee on 22nd November 2019. It is due to be presented to the PIC Force for broadening consultation and endorsement. This Policy is critical to the ongoing roll out of the LED initiative. The Policy objective is to promote participatory democratic governance for the various local level decision making structures, key population groups and the general population.</li> <li><b>Draft five year Decentralization implementation plan</b> is a roadmap for rolling out the national decentralization policy for the first phase spanning from 2020 – 2023/2024 and details key priorities related to raising the awareness of the policy, undertaking the policy, legal and institutional reforms necessary,</li> </ol>	<p>95244 - Strengthening human resources, legal frameworks, and institutional capacities to implement the Nagoya Protocol</p> <p>00100918 - Managing the human wildlife interface to sustain the flow of agro-co system services and prevent illegal wildlife trafficking in the Kgalagadi and Ghanzi drylands</p> <p>00081415 - Using Sustainable Land Management to improve the integrity of the Makgadikgadi ecosystem and to secure the livelihoods of rangeland-dependent communities</p> <p>00077645 - Sustainable Land Management in Ngamiland</p> <p>00102694 - Support to Economic Diversification and Inclusive Growth</p> <p>00090284 – Support to the Cubango-Okavango River Basin</p>
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<sup>101</sup> Department of Wildlife Public Awareness Strategy

and subnational levels (OP1.1 i3) before the end of the CPD cycle.		<p>and building the capacity at local and national levels for each entity to effectively undertake their assigned roles</p> <ol style="list-style-type: none"> <li>13. <b>Draft revised Economic Diversification Strategy</b> is been prepared by MITI following the completion of the evaluation of Economic Diversification Drive Strategy (2011-16). It is expected that the revised strategy will be completed and endorsed sometime in 2020,</li> <li>14. <b>EDD Roadmap:</b> due to unmet expectation, the EDD evaluation was completed by further consultations with relevant stakeholders. Findings of these consultations were incorporated in a comprehensive roadmap to guide the development of the revised EDD Strategy.</li> <li>15. <b>Draft revised Botswana Exporter Development Programme</b> is currently been prepared by the Botswana Investment and Trade and Centre. It has been developed as part of the National export strategy. The draft was submitted on 21 August 2019 and is currently under review.</li> <li>16. <b>Draft Revised National Anti-Corruption Policy</b> has been presented to Cabinet several times but never approved. It will be presented again to Cabinet and it is expected to be discussed at the Parliament in 2020.</li> <li>17. <b>Draft SSTC Strategy</b> has the 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. It was presented to the PIC Force in September 2019.</li> <li>18. <b>Draft Botswana's SSTC implementation plan 2020-2025:</b> five-year implementation plan details the first phase covering the period of 2020 – 2025 and comprises an action plan which details activities for each of the strategic actions identified to realize the policy objectives set by the Government, with timelines. It includes the creation of a unit at the Office of the president.</li> <li>19. <b>Draft Botswana Poverty Eradication Policy and Strategy (BPEPS)</b> and its implementation plan (see OP1.2 i1)</li> </ol> <p>Linked to this output, <b>Better Regulation Unit</b> was established within MITI, through UNDP technical advisory support. The Unit is set up to conduct continuous regulatory impact assessments that will contribute towards improving the doing business environment.</p>	
	<p><b>OP1.1 i2:</b> No. of measures - plans, strategies, policies designed to achieve low-emission and climate-resilient development and reduce environmental degradation. <b>BL: 2, T (2021): 4</b></p>	<ol style="list-style-type: none"> <li>1. <b>Integrated Waste Management Policy 2018</b></li> <li>2. <b>Community Based Natural Resource Management strategy 2019-2023</b></li> <li>3. <b>Biodiversity finance initiative plan</b> identifies finance solutions to expand the country's biodiversity finance agenda. This include eight biodiversity finance solutions grouped in three priorities (1) protected areas, (2) sustainable utilization and mainstreaming and (3) ecological management and restoration.</li> <li>4. <b>Botswana Meat Commission feasibility study for medium scale biodigester 2019</b> investigates the possibility of developing a biogas plant at the BMC Lobatse abattoir plant.</li> <li>5. <b>National Climate Change Strategy accompanying action plan</b></li> <li>6. <b>Third National Communication Report to the United Nations Convention on Climate Change</b> was prepared in October 2019. The report provides critical information on climate change situation in Botswana, the levels of greenhouse gas emissions as well as vulnerability assessment for key sectors of the economy.</li> <li>7. <b>CBOs Biocultural Protocols for the natural resources</b> were developed. They clarify the governance of the group, identify natural resources availability and accessibility as well as define the traditional knowledge. They are waiting for the ABS law to be enacted.</li> <li>8. <b>Draft Botswana's First Biennial Update Report is in preparation.</b> It contains information on national greenhouse gas inventory, ongoing and planned Nationally Appropriate Mitigation Measures; as well as on support received and required. The report presents projections of the climate change mitigation</li> </ol>	<p>95244 - Strengthening human resources, legal frameworks, and institutional capacities to implement the Nagoya Protocol</p> <p>00098758 - Promoting production and utilisation of bio-methane</p> <p>00096356 - Botswana's Third National Communication</p> <p>00102694 - Support to Economic Diversification and Inclusive Growth</p> <p>106358 - Biodiversity Finance Initiative (phase I)</p>



		measures and their impact assessment up to 2030 taking into account the country's development priorities, objectives and capacities.	
	<p><b>OP1.1 i3:</b> No. of disaster and climate risk reduction frameworks that are sector specific and gender responsive developed at national and subnational levels. <b>BL: 1, T (2021): 3</b></p>	<ol style="list-style-type: none"> <li><b>Revised Disaster Management Policy</b> developed in 2018. 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.</li> <li><b>Contingency Plans for floods.</b></li> </ol> <p>The evaluation team didn't find any gender responsive elements in those frameworks.</p>	86982 - Strengthening African Engagement in Global Development
<p><b>Output 1.2:</b> Enhanced national capacities to develop integrated policies, strategies and programmes for addressing multi-dimensional poverty.</p> <p><b>Output 1.2 is on-track.</b> <b>OP1.2 i1 is on track</b> and likely to be achieved by the end of the CPD cycle</p>	<p><b>OP1.2 i1:</b> Existence of a comprehensive Botswana poverty eradication policy and strategy (BPEPS) targeting vulnerable populations in target areas.</p>	<ol style="list-style-type: none"> <li><b>Draft Botswana Poverty Eradication Policy and Strategy (BPEPS)</b> and its implementation plan are waiting for the endorsement of the parliament in 2020. The policy focuses on multidimensional approaches to eradicate poverty. UNDP supports in the form of a UNDP procured technical advisor the Office of the President and the Government's Poverty Eradication Coordination Unit since 2015. Consultation with stakeholders and the development of the first draft took considerable time. A related activity to development of the BPEPS was the successful and well publicized international conference on "Leave No One behind - The fight against Poverty, Exclusion and Inequality" in March 2018. The inputs by international experts were incorporated in the draft policy.</li> <li>Also, relevant ministries, departments and agencies (20 staff in total) acquired the necessary technical knowhow to develop an MPI through interaction with the Oxford Poverty and Human Development Initiative organised by UNDP. As a result, Botswana has for the first time added the MPI to the mix of indices used to measure poverty and other forms of deprivation. National MPI data will be available for use in evidence-based decision making.</li> <li>With UNDP support the preparation of a <b>pilot national MPI report</b>. The report presents a pilot MPI for Botswana and provides an analysis of poverty in Botswana using the MPI as well as providing baseline information for future tracking of progress in addressing multiple deprivations experienced by the poor.</li> </ol>	00102694 - Support to Economic Diversification and Inclusive Growth
<p><b>Output 1.3:</b> Enhanced national capacities to develop integrated policies, strategies and programmes to deepen democracy outcomes and strengthen governance institutions.</p> <p><b>Output 1.3 is off-track.</b> UNDP hasn't achieved its indicators and targets. This is mainly due to the discontinuity of the HHD project in 2018.</p>	<p><b>OP1.3 i1:</b> No. of laws and policies in place to secure women's participation in political decision-making. <b>BL: 1, T (2021): 2</b></p>	<p>There is no progress in direct relation to the indicator. Currently there are no law in place to secure women's participation in political decision-making. However, there is some progress with respect to meeting the output as a result of the production of the following with UNDP technical and financial support.</p> <ol style="list-style-type: none"> <li><b>Draft Disability Policy and Strategy 2019-2024</b> was finalized in 2019 and waiting for parliament approval in 2020. UNDP has been supporting Office of the President 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 and the preparation in 2020 of the Disability bill. UNDP also helped in strengthening the coordination between Government and civil society (e.g. National Consultative Conference on the National Disability Framework). An implementation plan was also adopted in July 2019. UN disability working group was established in 2018 in order to gain input into the work on the development of the national disability framework (policy, strategy and law). UNDP, UNICEF, UNAIDS, UNFPA and WHO were members who contributed to the group and non-resident OHCHR also joined later. This engagement resulted in a couple of disability activities being included in the UNCT plan such as accessible bathroom in UN House.</li> </ol>	00102697 - Support to Governance and Human Rights
	<p><b>OP1.3 i2:</b> No. of policies, strategies, or legislation put in place to address issues of stigma and discrimination leading to unequal access to HIV</p>	<p>There is no progress in direct relation to the indicator. Moreover, the HHD project was discontinued in 2018. However, UNDP supported studies and assessment that will contribute to the quality of future legislation in this area.</p> <ol style="list-style-type: none"> <li><b>Baseline assessment for scaling up programmes to reduce human rights-related Barriers to HIV services</b> was conducted in 2018. It was reported that the study lead to the development by the Ministry of Health</li> </ol>	00102692 - Health And HIV/AIDS Development

	<p>preventive services for key populations, women and youth.</p> <p><b>BL:1, T (2021): 3</b></p>	<p>of a national strategic plan for a comprehensive response to barriers to HIV services. This document was not found or made available.</p> <p>2. <b>Study on the impact of laws criminalizing same sex relationships in Botswana</b> was published in May 2018. The report seeks to identify the impact of criminalisation of same-sex sexual acts on the lives of LGBT. The recommendation from these two studies have allowed the Ministry of Health to review and adjust its universal health coverage strategy.</p> <p>3. <b>TRIPS Flexibilities report</b> was prepared in 2018. The report analyses the extent to which Botswana has incorporated in its public health related policy the Agreement of Trade Related Aspects of Intellectual Property Rights (TRIPS Flexibilities) for Strengthening Access to Medicines in Botswana. It includes the organization of a sensitization workshop to ensure all members of the steering committee were at the same level of understanding TRIPS flexibilities.</p>	
	<p><b>OP1.3 i3:</b> 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</p> <p><b>BL:1, T (2021): 3</b></p>	<p>In 2017, UNDP supported Ministry of Health to conduct a desk review of alcohol policy. The recommendation of the study was to develop an integrated alcohol strategy to cover HIV, and Gender based violence. The Ministry of Health has integrated the results of this study in its strategic plan development process. This indicator was not achieved because the project was discontinued in 2018 due to lack of commitment for continued funding.</p> <ul style="list-style-type: none"> <li>• Relate to this output but not capture by the indicator, UNDP supported the Ministry of Youth Empowerment, Sport and Culture Development to facilitate the implementation of <b>youth dialogues</b> across the country. The purpose of the dialogue is to discuss issues of national concern such as youth unemployment, youth behaviour and moral character.</li> <li>• UNDP is providing capacity building training to <b>Botswana National Youth Council</b> to increase its expertise and skills for grant/contract management. Three capacity building workshops held on the use of guidelines for youth grants.</li> <li>• UNDP support an evaluation of Kgatleng <b>Mentorship</b> Model in other to extract lessons learned for the development of a new Mentorship Model &amp; National Guidelines and supported the <b>internship programme</b> including the review of the current recruitment and placement procedures, design programme tools (guidelines, work plan, appraisal, compliance check, etc.) and determine their effectiveness in contributing to skills transfer for employability. They also plan to launch a <b>study on needs, opportunities and constraints of youth entrepreneurship</b> in Botswana.</li> <li>• It also provided inputs for the development of the <b>strategy for Sechaba</b> as an incubation centre for youth agro-businesses in five identified strategic business.</li> </ul>	<p>00102692 - Health And HIV/AIDS Development</p> <p>00102697 - Support to Governance and Human Rights</p>



Outcome 2		By 2021 Botswana fully implements policies and programmes towards the achievement of sustainable development goals targets and national aspirations.	
Outcome indicators	<p><b>OC1 i1:</b> Multi-dimensional poverty rates, disaggregated by sex, location, age, income, gender, age, race, ethnicity, migratory status and geographic location. End of 2019 Result: <b>No MPI Data</b> (however, training on how to develop an MPI was successfully delivered by Oxford Poverty &amp; Human Development Initiative. Use of MPI data for Botswana will be rolled out in 2020).</p> <p><b>OC1 i2:</b> Human Development Index End of 2019 Result: <b>0.728</b> Previous Results: <b>0.717</b> (2018) <b>0.698</b> (2016)</p>	Outcome resources (\$m)  <b>UNSDCF Estimated Resource requirements: \$16.01</b> <b>CPD Estimate: \$14.25</b>	
Outcome assessment	<p>Similar to outcome 1 which shares the same outcome indicators, no information is yet available on the MPI in 2019. The overreaching nature of the HDI does not allow attribution or contribution of HDI changes to the UNDP activities for this outcome. The improvement of Botswana’s HDI ranking from 0.698(2016) to 0.717(2018) and 0.728 (2019) is not considered as an evidence of results achieved by UNDP’s interventions in Botswana.</p> <p>Moreover, as mentioned in finding 10, these indicators are inappropriate and do not assess whether Botswana implements its policies and programmes towards the achievement of the SDGs. Moreover, as shown in finding 1, implementation remains a key challenge in Botswana.</p> <p>Accordingly, the evaluation team cannot rigorously assess the impact of UNDP programming due to lack of evidence and monitoring information on results (see finding 11).</p> <p><b>Insufficient evidence:</b> There is insufficient evidence that UNDP contributed to changes in the outcome and associated indicators. Evidence about the attribution of changes in the outcome needs to be improved.</p>		
CPD Output	CPD Output Indicators	UNDP progress and contribution	Key interventions
<p><b>Output 2.1:</b> 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)</p> <p><b>Overall, output 2.1 is on-track.</b> UNDP was unable to collect data on indicator <b>OP2.1 – i1</b>. It is unlikely that the UNDP will collect this data by the end of the CPD cycle. However,</p>	<p><b>OP2.1 - i1</b> No. of new full-time equivalent jobs (from local economic development [LED] initiatives in target areas) disaggregated by sex, age and location <b>BS: 0, T (2021): 8000</b> (male – 4000, female – 4000) in 16 districts</p>	<p>There is no data on the number of jobs created from the LED projects.</p> <p>Regarding the <b>LED project</b>, UNDP supported MLGRD since 2013 in the development of a Local Economic Development framework to promote new and existing efforts for local economic development and poverty reduction. The approval of this framework in 2017 by the Parliament, the guidelines on mainstreaming of LED, the draft manual on undertaking local economic assessment and the imbedded technical expert in MLGRD enabled the LED concept to integrate into various national and sub-national planning processes and local planning frameworks of Botswana. The national framework was piloted in 4 districts in order to generate lessons and subsequently roll out into all the 16 districts of the country. Pilot LED strategies were completed in four districts of Chobe, Kgalagadi, Sowa and Francistown. In total 6 strategies have been developed and 4 more LED strategies are in progress. In addition, local economic assessment reports were produced to facilitate the 4 pilot districts to identify the opportunities to grow and diversify their economies.</p> <p>Four business plans for the LED catalytic projects were developed on Waste Management Project in Francistown; Fish Farming in Chobe district; Eco-Tourism in Sowa; and Small Stock Farming in Kgalagadi. Currently, projects are active in i) harvesting and sales of seasonal veld products such as sengaparile; ii) Kgalagadi Sand Building Block Project; iii) Processing of hides and skins; iv) Fish farming project in Chobe district. Moreover, 13 projects were identified in Sowa and 14 in Chobe district, but they haven’t started.</p> <p>Furthermore, 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. UNDP engaged with the University of Botswana regarding the curriculum.</p> <p>In 2018, implementation of the LED project actions was paused to conduct an in-depth project evaluation. A key recommendation was to support the development of a revised LED project which is currently under development.</p>	<p>00102694 - Support to Economic Diversification and Inclusive Growth</p>

<p>UNDP has exceeded its target in term of number of viable community/CSO-led natural resource-based enterprises despite the fact there is limited data on the age and gender (OP2.1 i2). UNDP has also achieved the number of additional sustainable development advocacy and implementation platforms for sustainable development goals (OP2.1 i3).</p>		<p>According to the Midterm evaluation of the CPD, the evaluation of the LED initiatives highlighted that generation of economic benefits was limited for local people, due to lack of partnerships from private sector. Link to this output, the UNDP also supported a pioneer project <b>Supplier Development Programme</b> 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. Progress reports suggest that 18 Suppliers have been selected to be part the SDP Programme. 20 local consultants have successfully completed training on the Supplier Development Methodology and are now certified SDP consultants. 3 mining companies have joined the programme as buyers. Also, five agreements were signed with local banks to finance local SMEs at preferential interest rates (prime plus 2, which is lower than the national average of prime plus 7). Through ongoing mentorship and capacity building organized by UNDP, 49 SMEs have enhanced the quality of their products and services to meet the “big buyers” needs (7 in total), mostly in the mining sector.</p>	
	<p><b>OP2.1 - i2</b> No. of viable community/CSO-led natural resource-based enterprises in target areas, disaggregated by sex, age, location <b>BL: 0, T (2021): 3</b></p>	<ol style="list-style-type: none"> <li><b>Lake Ngami Trust Charcoal production and Boravast community trust charcoal production</b> from bush encroachment: In the North-West district, the Lake Ngami Trust was assisted through SLM project to implement bush control ‘programme which led to establishment a Charcoal production business. 20 community members (8 females, 12 males) were trained and now employed by the Trust to produce charcoal which is now on sale country-wide.</li> <li><b>Kgetsi ya Tsie Community development trust:</b> the trausKgetsi Ya Tsie Women's Empowerment Trust in Lerala village procured a hydraulic pressing machine for processing the oil from morula fruits. This assisted the women's groups to move from a labour-intensive production method to a mechanized one, leading to increased production and improved turn- around time.</li> <li><b>Annual Tsodilo Hills Heritage Walk:</b> 20 women from community-ran heritage trail linking Tsodilo Hills and the Qchwihaba caves were trained in the tourism related activities along the trail. This yearly event is expected to increase community participation, and income generation through tourism activities at strategic points along the trail between the two heritage sites.</li> <li><b>Zutshwa salt harvesting:</b> experience delayed but should be completed in 2020. The project supports the Zutshwa Trust to optimize their salt production.</li> <li><b>Matute a Mongongo trust in Shakawe</b> manufactures cooking oil from Mongongo (Mangetti) fruits. The group consists of ten women (adults &amp; youth). The project has assisted the group with a facility to operate from which has running water and electricity. The group currently produces 50 litres of oil per month which is sold locally. Plans are underway to secure an oil-press machine for the group that will produce 600 litres per day</li> </ol> <p>UNDP also contributed to the improved national capacities to plan for delivery by supporting the Permanent <b>Okavango River Basin Water Commission</b> and relevant national in joint management and cooperative decision-making capacity. UNDP supported the training of 40 masons (60 percent male, 40 percent female) on construction, operation and maintenance of small-scale <b>biogas digesters</b>. This led to the construction of 30 demonstration sites while Botswana did not have a single working biogas digester. According to the documentation reviewed, these biodigester generate 40 percent savings (per household) on the liquefied petroleum gas expenses were recorded.</p> <p>UNDP supported the development of a <b>land-use planning tool</b> for Boteti sub-District. This Land Use Conflict Information System (LUCIS) can support a more coordinated and informed management across sectors and it is directly accessible to all relevant land-use management agencies,</p>	<p>00100918 - Managing the human wildlife interface to sustain the flow of agro-co system services and prevent illegal wildlife trafficking in the Kgalagadi and Ghanzi drylands</p> <p>00077645 - Sustainable Land Management in Ngamiland</p> <p>00081415 - Using Sustainable Land Management to improve the integrity of the Makgadikgadi ecosystem and to secure the livelihoods of rangeland-dependent communities</p> <p>00090284 – Support to the Cubango-Okavango River Basin</p>

	<p><b>OP2.1 - i3:</b> No. of additional sustainable development advocacy and implementation platforms for sustainable development goals. <b>BL: 2, T (2021): 5</b></p>	<p>UNDP Botswana has a lead role in the domestication and mainstreaming of the SDGs agenda. This has been mainly done through the implementation of a four years project to support to MFED in its role as focal point for coordination, mainstreaming and implementation of SDGs at the country level. Through this project, several platforms were created:</p> <ol style="list-style-type: none"> <li>1. <b>SDG roadmap</b> launched and endorsed by MFED 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.</li> <li>2. <b>SDG communication strategy developed</b> (2018) outlines the kind of 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.</li> <li>3. <b>SDG National Steering Committee</b> was set up in 2018 to effectively coordinate the implementation of SDGs. The steering committee, the Technical Task Force and the SDGs National Secretariat constitute the institutional mechanism for SDGs.</li> <li>4. <b>SDG coordination and implementation guidelines</b> (2019) objective is “to unbundle the complexities of SDG coordination and to facilitate MFED to carry out its coordination role effectively as well as guide the SDGs National Secretariat in coordinating implementation of the SDGs in the country”<sup>102</sup>. It aimed at facilitating the integration of SDG targets and indicators into policies and planning instruments.</li> <li>5. <b>Planning Guidelines for Integrating Sustainable Development Goals, Targets and Indicators</b> into National/Sectoral Plans and Programmes in Botswana.</li> </ol> <p>The role of the Project Manager (fulltime at MFED providing technical and facilitation support in SDGs related affairs) was instrumental in the development of the National SDGs Roadmap, National SDGs Communication Strategy and Action Plan according to the Midterm evaluation of the CPD.</p> <p>Presently the Ministry, is working on the alignment of the NDP and other subnational level plans with SDGs targets and indicators. The Ministry has identified 209 relevant SDGs indicators, in the context of Botswana, out of total 232. 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.</p> <p>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.</p>	<p>00109278 - Support to MFED</p>
<p><b>Output 2.2:</b> Improved capacities to plan for delivery, identify and resolve implementation challenges related to addressing multidimensional poverty.</p> <p><b>OP2.2 i1 is on track</b> and likely to be achieved by the end of the CPD cycle.</p>	<p><b>OP2.2 - i1</b> Existence of integrated implementation strategy to effectively coordinate the BPEPS. <b>BL: No, T (2021): Yes</b> (approved BPEPS implementation strategy)</p>	<ul style="list-style-type: none"> <li>• <b>Draft Botswana Poverty Eradication Policy and Strategy (BPEPS)</b> and its <b>implementation plan</b> are waiting for the endorsement of the parliament in 2020 (see <b>OP1.2 i1:</b>)</li> </ul>	<p>00102694 - Support to Economic Diversification and Inclusive Growth</p>

<sup>102</sup> SDG coordination and implementation guidelines (2019)

<p><b>Output 2.3:</b> 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.</p> <p><b>This output 2.3 is off-track.</b> UNDP hasn't achieved its indicators and targets. <b>No data is available on OP2.3 - i1.</b> The <b>National Human Rights Institution</b> was <b>not established (OP2.3 - i2)</b> and <b>OP2.3 - i3 was not achieved</b> due to the discontinuity of the HHD project in 2018.</p>	<p><b>OP2.3 - i1</b> Increase in the percentage of beneficiaries satisfied with service delivery by public institutions BL: 23% T: (2021): 50%</p>	<p>There is no data on customer satisfaction. The survey at the national level has not been conducted in 2017, 2018 or 2019. No information indicates that a survey will be conducted in 2020.</p> <ul style="list-style-type: none"> <li>UNDP is supported the Ministry of Labour Productivity and Skills Development to implement a data innovation pilot project to collect <b>customer satisfaction</b> sentiments from public services using social. Implementation was supposed to start in January 2019 with monthly updates. The data collected was supposed to contribute towards informed decision for service delivery improvement within the Ministry.</li> <li>Within this output, UNDP supported the <b>Legal Aid Botswana</b> (LAB) to improve the coverage and access of legal aid services, especially for the vulnerable sections of the society in the country in remote areas in the North and West through mobile legal aid clinics to provide on spot legal aid. Approximately 13 000 people benefited from a phone service to date (data estimate by LAB). This included the preparation and distribution of brochure and pamphlet on key legal issues.</li> <li>There is also a collaboration with <b>AfricaLii</b> to have all laws of Botswana published online and accessed freely. The project is now in place and was officially launched in September 2020 #BotswanaLII. New scanners and equipment supplied by UNDP Botswana will enable Botswana's laws, court judgments and other legal documents to be scanned and searched for easy reference, preserving Botswana's heritage and improving access to justice. The BotswanaLii website will be launched in 2021.</li> </ul>	00102697 - Support to Governance and Human Rights
	<p><b>OP2.3 - i2</b> Existence of operational national human rights institution (NHRI). BL: No, T (2021): Yes (operational NHRI)</p>	<ul style="list-style-type: none"> <li><b>National Human Rights Institution</b> (NHRI) was not established within Office of Ombudsman. UNDP supported the Office of the President to convene a national symposium to generate consensus on the model to be adopted and the broadcasting on BTV on live feed and on the Government's Facebook page to increase awareness of the Government's intention. The NHRI was however no establish at the time of this review. However, a Human Rights Unit was established in August 2019. UNDP has been working with the Unit to establish a tripartite Human Rights Consultative Committee which met for the first time in November 2019 and was formally appointed in May 2020. This Committee will guide the Human Rights Strategy and Action Plan and the TOR for a consultancy was advertised late last week.</li> <li>UNDP also provided support in the setting up of a <b>Human Right data base</b> on HR recommendations. The system operation plan was completed (May 2020), and user training complete (October 2019).</li> <li>UNDP is currently working on several other areas such as the <b>Sentencing policy</b> and the <b>Judicial Code of Conduct</b>. This work was interrupted by COVID-19.</li> <li>When restrictions on gatherings are lifted, the verification of the draft for <b>finalization of the Law Reform Unit Strategy</b> with the Attorney General's Chambers. With support of a consultant, final revised draft Law reform Strategy 2019-2021 was submitted on 3rd July, 2019.</li> <li>Technical support to develop Regulations /Guidelines and Training Manual to operationalize <b>Whistle Blowing Act (2016)</b> is experiencing some delays due to additional consultations (8 institutions involved).</li> </ul>	00102697 - Support to Governance and Human Rights
	<p><b>OP2.3 - i3</b> 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</p>	<p>The project HHD was discontinued in 2018 due to lack of commitment for continued funding.</p>	00102692 - Health And HIV/AIDS Development

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.			
Outcome indicators	<p><b>OC3 i1:</b> High-quality, timely and reliable sectoral data (disaggregated by income, gender, age, race, ethnicity, migratory status and geographic location) available for use by decision-makers and citizens.</p> <p><b>End of 2019 Result:</b> The Continuous Multi Topic Household Survey will on a quarterly provide a set of indicators on labour force (employment/ unemployment) Labour Statistics Bulletin released May 2019</p> <p><b>Previous Results 2018:</b> The Botswana Multi Topic Household Survey (BMTHS) has released labour and employment statistics, economic activity statistics as well as poverty. In recognition of the critical importance of timely and reliable data for informed decision making, Statistics Botswana has committed to produce annual data on labour and employment modules of the BMTHS.</p> <p><b>OC3 i2:</b> Percentage of SDG indicators incorporated into national statistics.</p> <p><b>End of 2019 Result:</b> UNDP has launched a consultancy to map data for easily feasible SDG indicators 55 of the measurable indicators in the country.</p> <p>Previous Results: <b>55</b> (2018)</p>		<p><b>Outcome resources (\$m)</b></p> <p><b>UNSDCF Estimated Resource requirements:</b>  <b>\$13.46</b>  <b>CPD Estimate:</b>  <b>\$10.69</b></p>
Outcome assessment	<p><b>Insufficient evidence:</b> There is limited evidence on contribution to the outcome. The current indicators don't capture change or evolution. Moreover, UNDP contribution to the Multi Topic Household Survey remained unclear. Finally, while UNDP did contribute to the nationalization of SDG indicators, the evaluation team could judge on the magnitude of its contribution and results achieved (see finding 7).</p>		
CPD Output	CPD Output Indicators	UNDP progress and contribution	Key interventions
<b>Output 3.1:</b> Increased institutional capacities to collect, manage, analyse, package and utilize data to improve planning, monitoring,	<p><b>OP3.1 - i1.</b> Existence of an approved M&amp;E policy</p> <p><b>BL:</b> No, <b>T (2021):</b> Yes (approved national M&amp;E policy)</p>	<ul style="list-style-type: none"> <li>The <b>National Monitoring and Evaluation Policy</b> has developed in September 2017 and approved by Parliament. The Performance M&amp;E Policy lays the foundation for the design and implementation of a comprehensive PM&amp;E system in Botswana. It establishes a performance M&amp;E System with the aim of strengthening the efficiency, effectiveness, accountability and transparency across government to support the achievement of national development goals.</li> </ul>	00102696 - Support to National Statistics, Monitoring & Evaluation

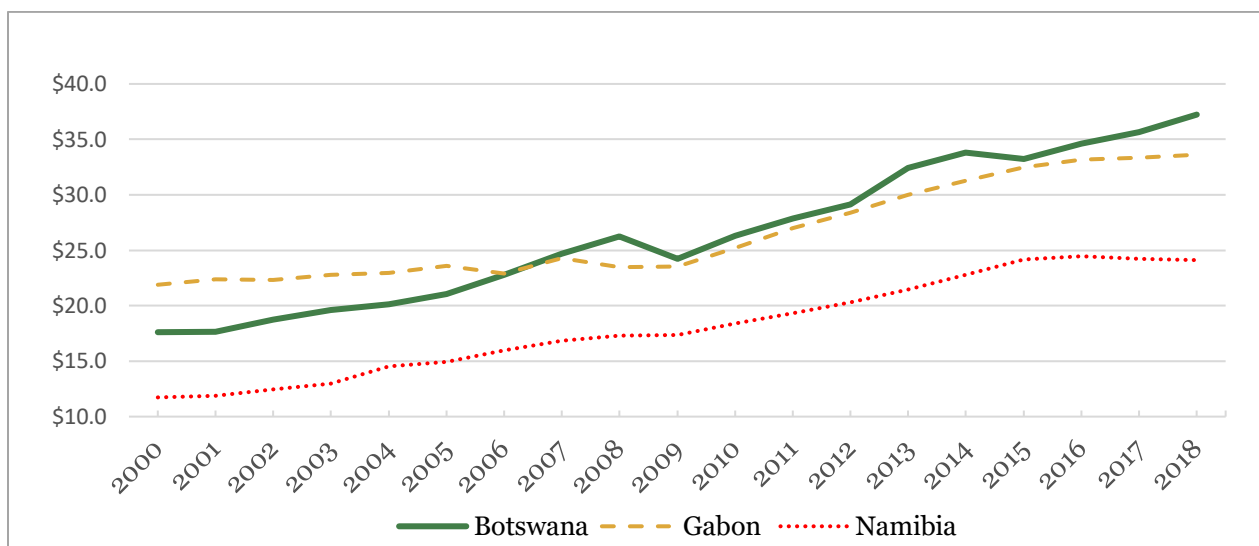
<p>evaluation and decision-making.</p> <p><b>OP3.1 is on track.</b> UNDP has achieved or is likely to achieve all indicators for this output.</p>	<p><b>OP3.1 - i2.</b> Existence of a national M&amp;E system for the National Vision, programmes, policies and sustainable development goals.</p> <p><b>BL:</b> No, <b>T (2021):</b> Yes (M&amp;E framework for national development Plan 11, with SDG indicators mainstreamed)</p>	<ol style="list-style-type: none"> <li>1. The <b>National Monitoring and Evaluation System</b> is operational. It was approved by the Cabinet for implementation in 2018. They are currently putting in place the system for ease use and quick access to data.</li> <li>2. The <b>performance and evaluation manual</b> were prepared in September 2017. It outlines the National M&amp;E System designed for Botswana under the framework of existing public sector management systems, taking international experiences and good practices into account.</li> <li>3. UNDP has also launched a <b>consultancy to map data on existing SDG</b> indicators available in the country.</li> <li>4. UNDP has also supported within its projects <b>M&amp;E system</b> (community-based monitoring system and M&amp;E System for the LED Framework (incomplete in 2019).</li> <li>5. By providing technical expertise to Business Botswana, they developed an internet-based <b>Market Intelligence Information System</b>. Private sectors have access to accurate, comprehensive, timely and relevant information about the identified markets (Tourism, Arts and Crafts, Jewellery and Beef) and how to access them.</li> </ol>	<p>00102696 - Support to National Statistics, Monitoring &amp; Evaluation</p> <p>00102694 - Support to Economic Diversification and Inclusive Growth</p> <p>00077645 - Sustainable Land Management in Ngamiland</p>
	<p><b>OP3.1 - i3.</b> No. of knowledge products (bulletins, policy briefs) from the knowledge management system and South-South initiatives</p> <p><b>BL:</b> 0, <b>T (2021):</b> 5</p>	<ol style="list-style-type: none"> <li>1. <b>International Conference on Poverty Report</b> (see <b>OP1.2 i1</b>)</li> <li>2. <b>Botswana SDG Voluntary national Review report:</b> the report describes the progress made in implementing SDGs 1,2,3,5,9 and 17 with a focus on poverty.</li> <li>3. <b>Biodiversity policy and institutional review</b> analyses the impacts of current policies, institutions to identify opportunities to mainstream biodiversity considerations into economic sectors and development planning in order to reduce the pressures exerted by the drivers of biodiversity loss and to achieve improved cost effectiveness.</li> <li>4. <b>Biodiversity expenditure review</b> focus on measuring expenditure on biodiversity conservation and management in order to lay the foundations for mobilizing resources to fill the gap between current expenditure and required expenditure.</li> <li>5. <b>Biodiversity Finance needs assessment</b> quantifies the finance gap associated with implementing Botswana's National Biodiversity Strategy and Action plan.</li> <li>6. <b>Companies and Intellectual Property Authority National electronic repository for Traditional Knowledge.</b> An electronic repository for traditional knowledge was set up within CIPA database system.</li> <li>7. <b>Probabilistic risk assessment</b> to inform risk informed strategies for floods and droughts</li> <li>8. <b>Third National Communication Report to the United Nations Convention on Climate Change</b> (see OP1.1 i2)</li> <li>9. <b>Study on the impact of laws criminalizing same sex relationships in Botswana</b> (see OP1.3 i2)</li> <li>10. <b>Value Chain Study</b> to determine viable business ventures undertaken in the Kgalagadi and Ghanzi Drylands Project. The feasibility study assesses whether a project can be implemented given the available natural resources and expertise in a locality.</li> <li>11. <b>Tipping Points in Botswana Under Climate Change</b> is a comprehensive assessment and establish whether climate change could result in tipping points being breached for key biophysical and economic systems of Botswana. The analysis included defining the concept of tipping points in applied in five key sectors: water, biodiversity, livestock, cropping and health.</li> <li>12. <b>Baseline assessment</b> for a comprehensive response to human rights-related barriers to HIV services</li> <li>13. <b>Gender Analysis study</b> on Ngamiland SLM</li> <li>14. <b>National evaluations:</b> Local Economic Development project evaluation, Botswana Export Development Programme evaluation and Economic Diversification Drive programme evaluation</li> <li>15. <b>UNDP evaluations:</b> CPD Midterm evaluation, projects evaluations of BioGas, SLM Ngamiland, BioChobe, etc.</li> </ol>	<p>95244 - Strengthening human resources, legal frameworks, and institutional capacities to implement the Nagoya Protocol</p> <p>00109278 - Support to MFED</p> <p>00096356 - Botswana's Third National Communication</p> <p>00077645 - Sustainable Land Management in Ngamiland</p> <p>00102692 - Health And HIV/AIDS Development</p> <p>00102694 - Support to Economic Diversification and Inclusive Growth</p>

			00100918 - Managing the human wildlife interface to sustain the flow of agro-co system services and prevent illegal wildlife trafficking in the Kgalagadi and Ghanzi drylands  106358 - Biodiversity Finance Initiative (phase I)
	<b>OP3.1 - i4.</b> No. of <b>national surveys</b> supported that include disaggregated data on vulnerable groups <b>BL: 0, T (2021): 3</b>	<ol style="list-style-type: none"> <li>1. <b>Multi Topic Household Survey</b> on quarterly basis to provide a set of indicators on labour force (employment/unemployment) released May 2019. UNDP reported having done a joint advocacy with the other UN agencies, requesting Statistics Botswana to produce regular publications of the survey reports.</li> <li>2. <b>Joint water quality and quantity surveys</b> from the 3 member states piloted as part of the support provided to the Okavango River Basin Water Commission.</li> <li>3. <b>National Report on The Status of Implementation of the Sustainable Development Goals</b> in Botswana</li> <li>4. <b>Nation-wide study on Inequalities study</b> was planned to kick start in 2019 but was delayed to after the 2019 general elections. The current COVID situation will probably further delay this study.</li> </ol>	00090284 – Support to the Cubango-Okavango River Basin  00109278 - Support to MFED



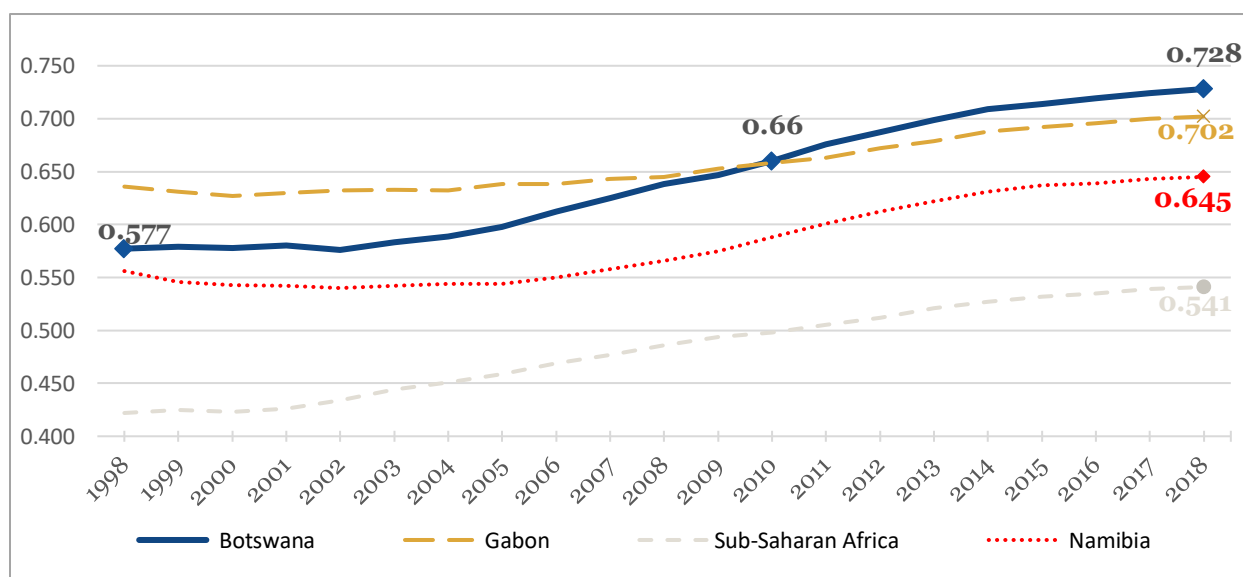
## Annex 2. Key country and programme statistics

Figure 1. GDP, PPP (constant 2011 international million US\$)



Source: World Bank Data (2020)

Figure 2. Human Development Index Trends



Source: UNDP (2020)

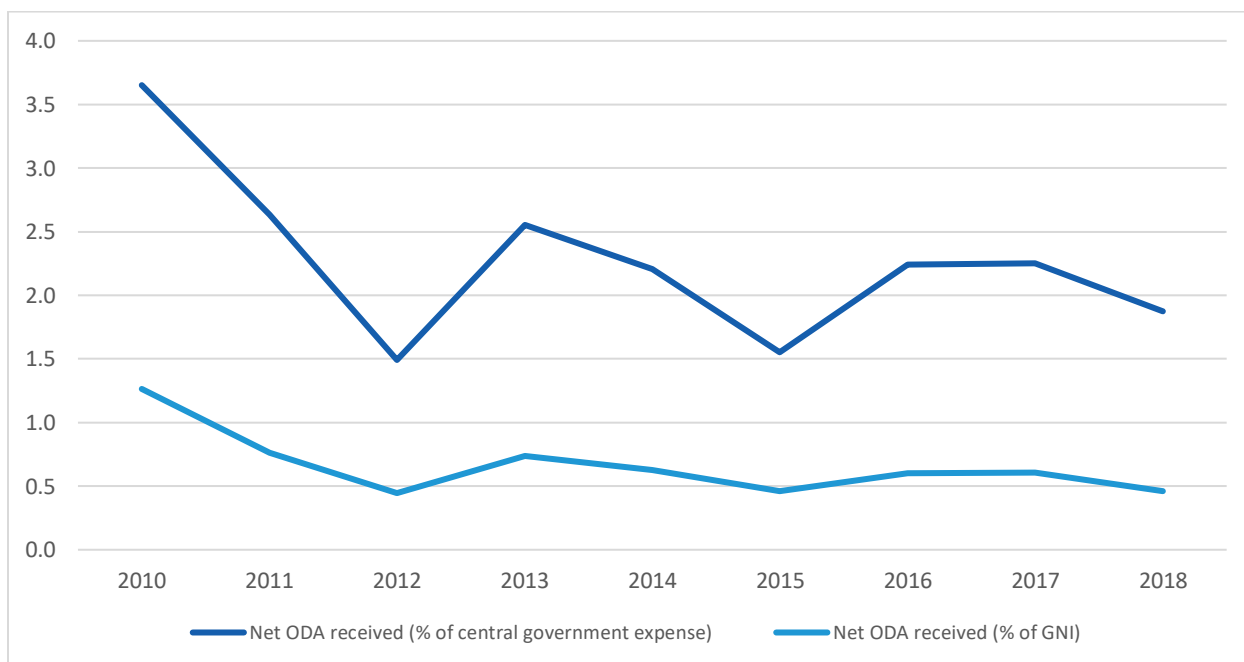


Figure 3. Net ODA received (current prices million US\$)



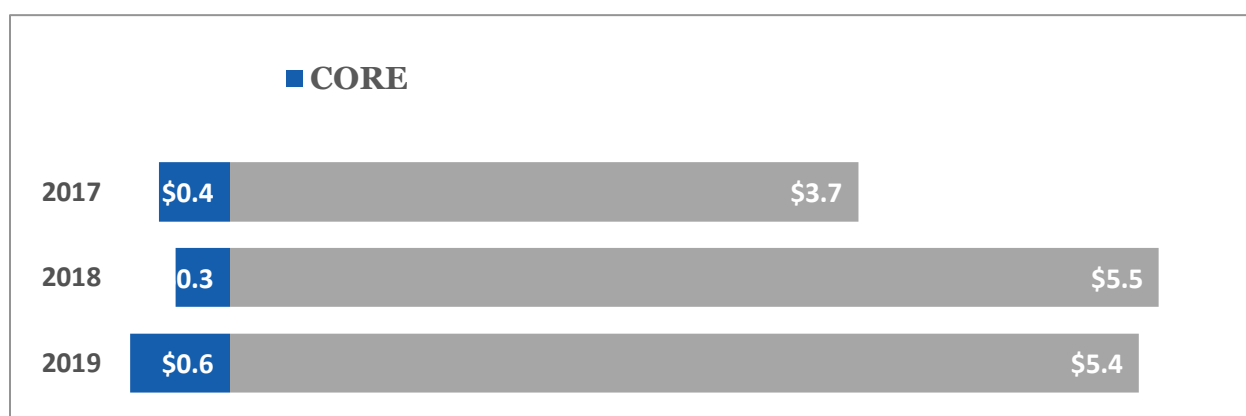
Source: Atlas (2020)

Figure 4: Net ODA Received as a percentage of GNI and Government expenditure



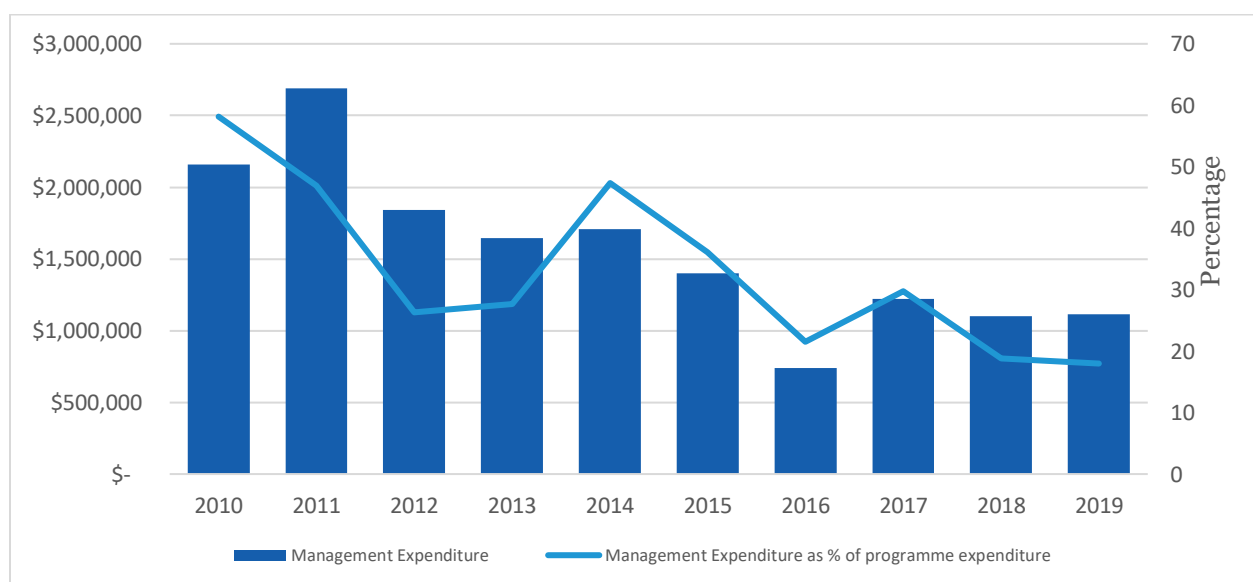
Source: World Bank (2020)

Figure 5. Total Core and Non-Core expenditure (Million US\$ 2017-2019)



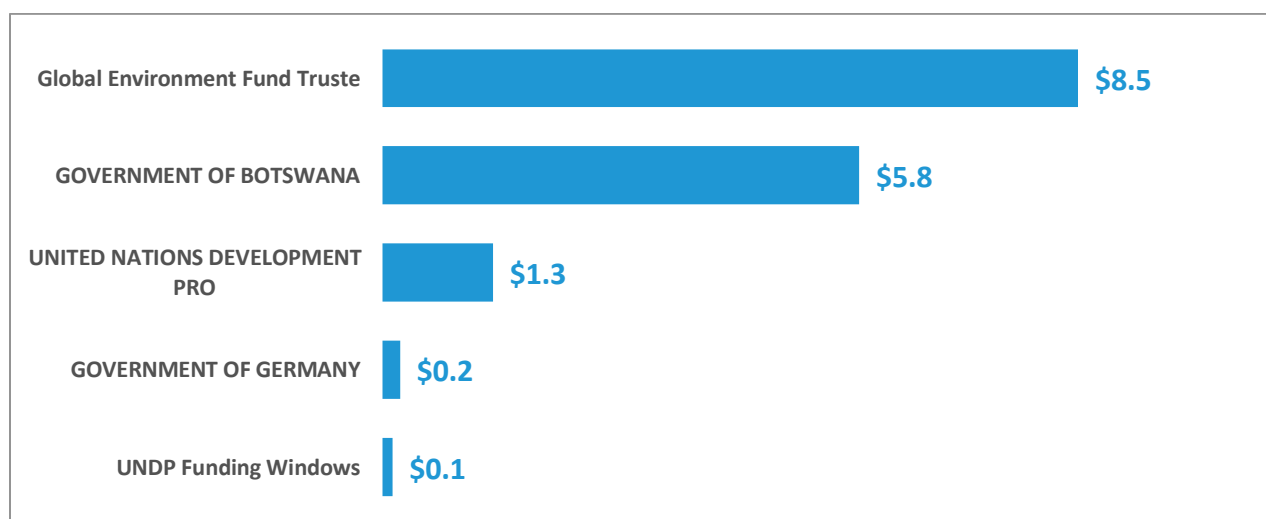
Source: Atlas (2020)

Figure 6. Management Expenditure (2010-2029)



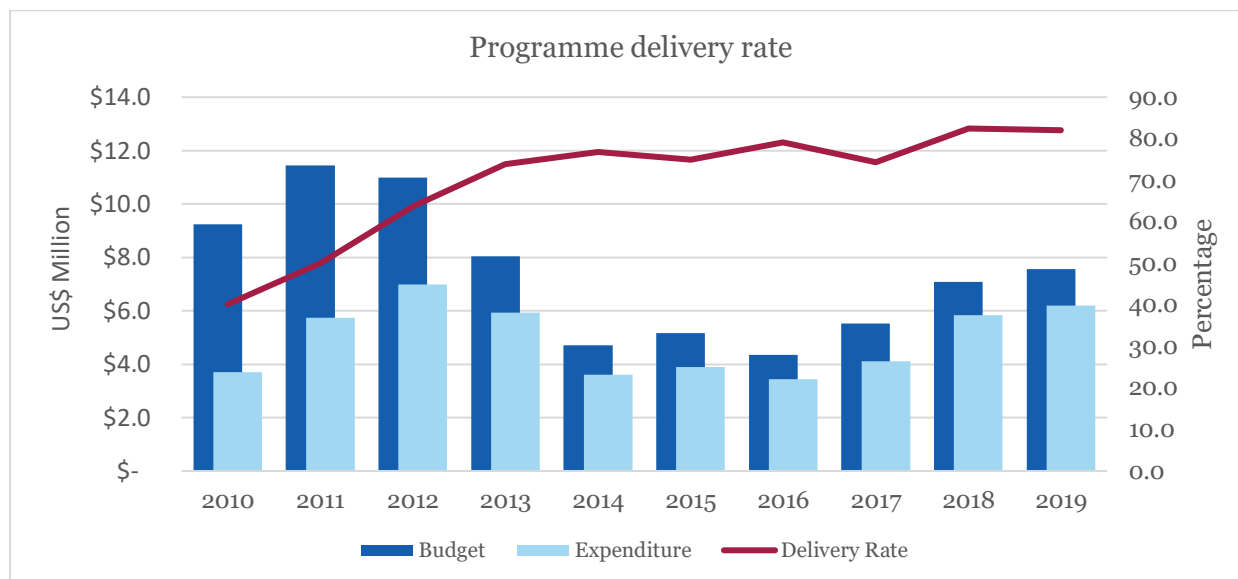
Source: Atlas (2020)

Figure 7. Donors to UNDP Botswana for 2017-2019 (Million US\$)



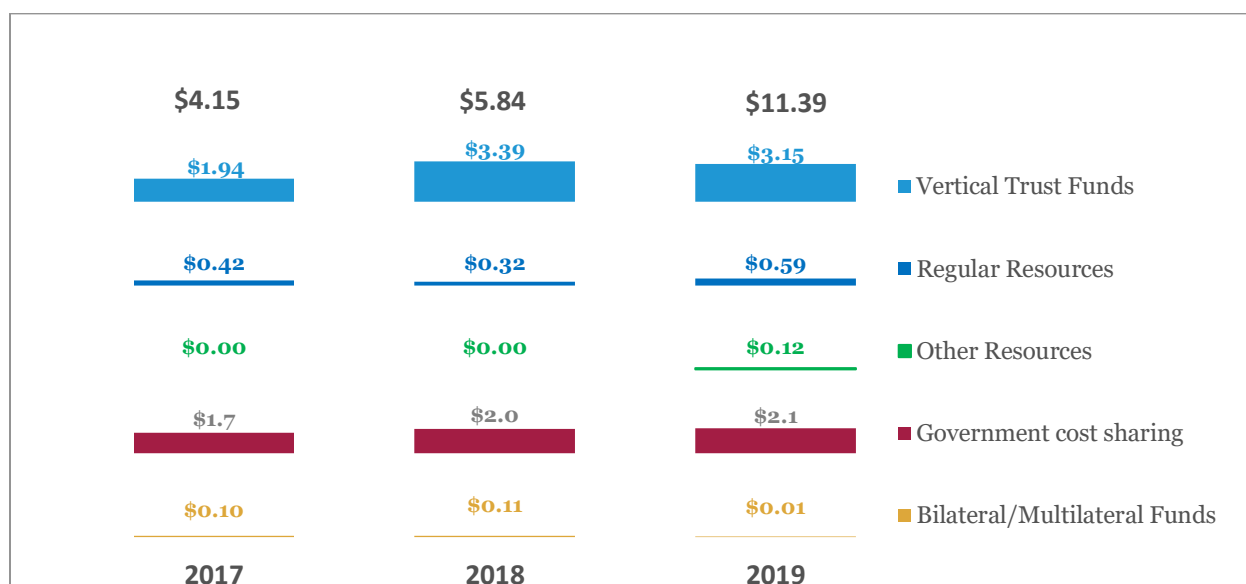
Source: Atlas (2020)

Figure 8: Programme delivery rate (2010-2019)



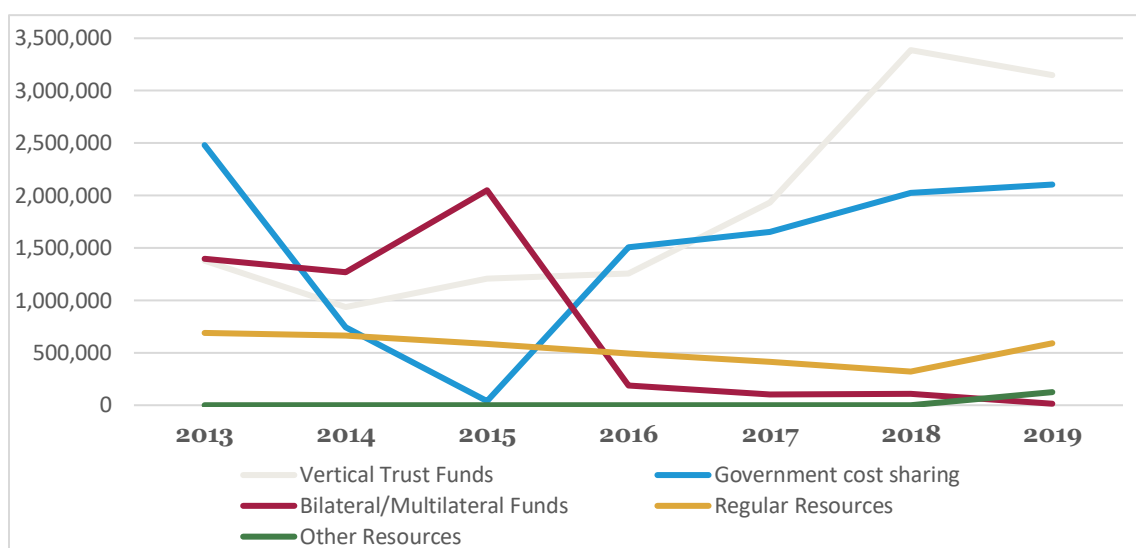
Source: Atlas (2020)

Figure 9: Annual Expenditure by Fund Category (US\$ Million)



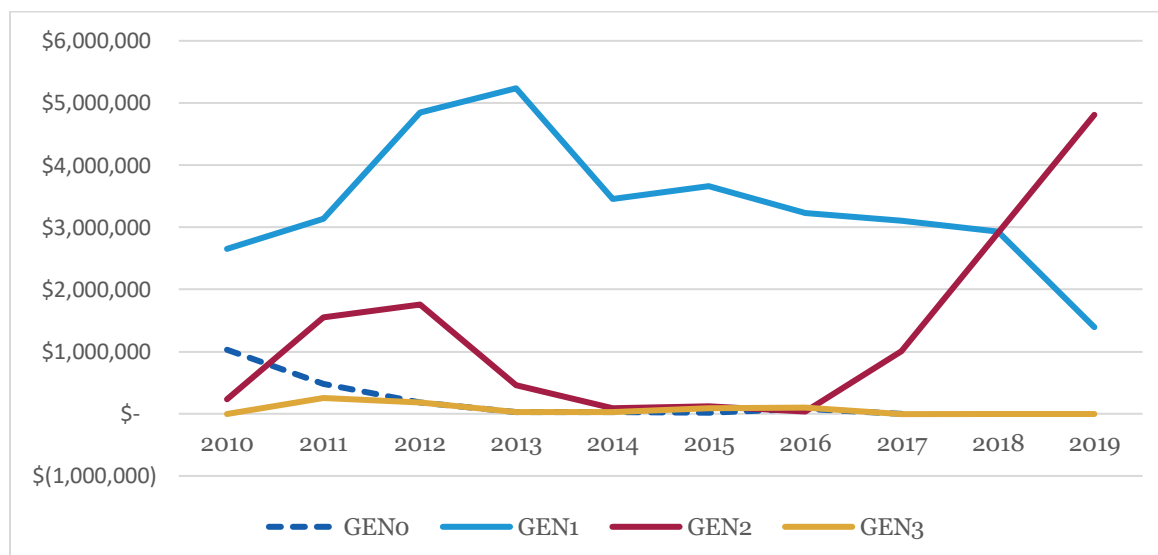
Source: Atlas (2020)

Figure 10: Trend in expenditure by fund source and year



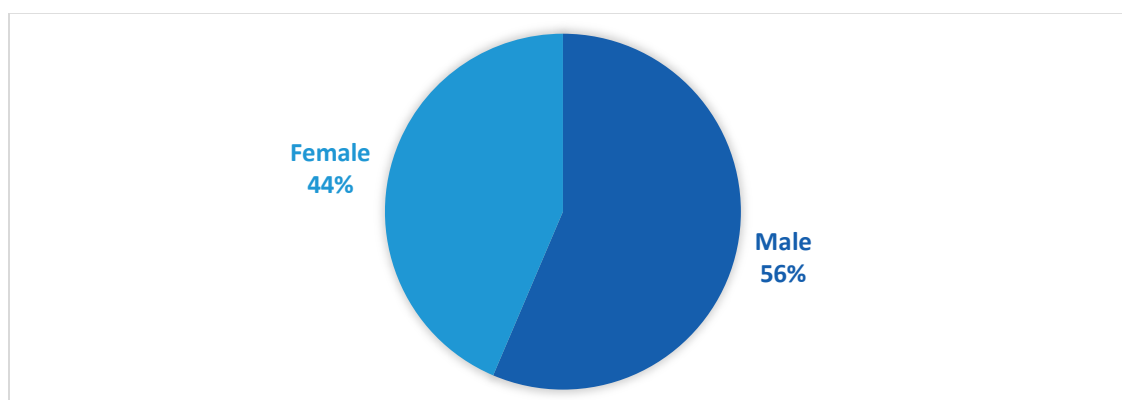
Source: Atlas (2020)

Figure 11: Expenditure by gender marker, 2010-19



Source: Atlas (2020)

Figure 12: Gender breakdown of staffing



Source: Atlas (2020)

## Annex 3. ICPR Methodology

As part of its efforts to expand the country programme evaluation coverage, the IEO has introduced a new model of country level assessment, independent country programme review (ICPR).<sup>103</sup> The ICPR is a *rapid, independent validation of the UNDP country office's self-assessed performance of its country programme*. Based primarily on the review of available documentation and evidence provided by the country office, the IEO attempts to address the following two questions:

- What progress has UNDP made in delivering planned CPD outputs, and how is this contributing to UNDP/ United Nations Sustainable Development Cooperation Framework (UNSDCF) outcomes in the current programme period?
- How has UNDP performed in planning, implementation, reporting and evaluation of development results? The questions are elaborated in a design matrix.

The ICPR augments IEO's traditional in-depth evaluation, independent country programme evaluation (ICPE). In a given year, countries due for an independent assessment will be assessed either through ICPEs or ICPRs with selection of approach based on criteria capturing the *complexity of the country programme, accountability and learning considerations*.<sup>104</sup> Both ICPRs and ICPEs are expected to contribute to UNDP's country-level independent assessments, as learning products, informing the new CPD process by country office at the end of a CP cycle.

### Methodology

As with ICPEs, ICPRs adhere to the United Nations Evaluation Group Norms and Standards.<sup>105</sup> The key ICPR questions, data sources and analytical approaches are elaborated in a design matrix (presented in this annex).

The ICPR methodology will consist of an *extensive desk review* of self-assessed performance against the agreed country office results framework (the Executive Board approved CPD Results and Resources Framework, or any subsequent, officially revised framework), focused on capturing the country office's contribution to UNSCDF outcomes, and progress towards agreed UNDP-specific outputs and output indicators. The ICPR considers whether there is *evidence* to substantiate performance claims in the form of existing programme and project related documents, including planning, progress and results reports (e.g. CPD, UNSDCF, project documents, project progress reports, AWP, and ROARs), and available evaluation reports. In addition, the ICPR administers a *focused questionnaire* to fully capture self-reported performance; and conduct *interviews* with country office staff and key stakeholders. Stakeholder interviews and meetings are particularly important when the evidence provided in support of self-assessed performance is insufficient. *Country missions* of no more than one week are optional depending on information needs.

**Understanding country context:** Upon its launch, the ICPR will conduct a thorough analysis of the country context and development priorities, as associated with UNDP's existing country programme. A standard set of contextual parameters about the country and UNDP programme (e.g. ODA trends, programme delivery rates, budget/expenditures, planned vs actual resources mobilized, projects' Gender Marker, etc.) will be systematically collected and used in the analysis (see Annex 2).

**Gender analysis:** The ICPR pays particular attention to validating the *evidence on the country programme's focus on promoting gender equality and women's empowerment, as well as associated key results*. Gender-related

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<sup>103</sup> UNDP, IEO 'Independent Country Programme Review (ICPR): Approach Paper.'

<sup>104</sup> E.g. *programme complexity factors* (e.g. size of country programme, diversity of programme portfolios, presence of peacekeeping/ political missions, conflicts and fragility); *accountability factors* (e.g. size of UNDP regular funds, government cost-sharing contributions, and vertical funds contributions); and *learning factors* (e.g. time since last independent country-level evaluation was conducted by the IEO, relevance as potential case study for planned thematic evaluation, and balance of evaluative coverage between different bureaus and contexts).

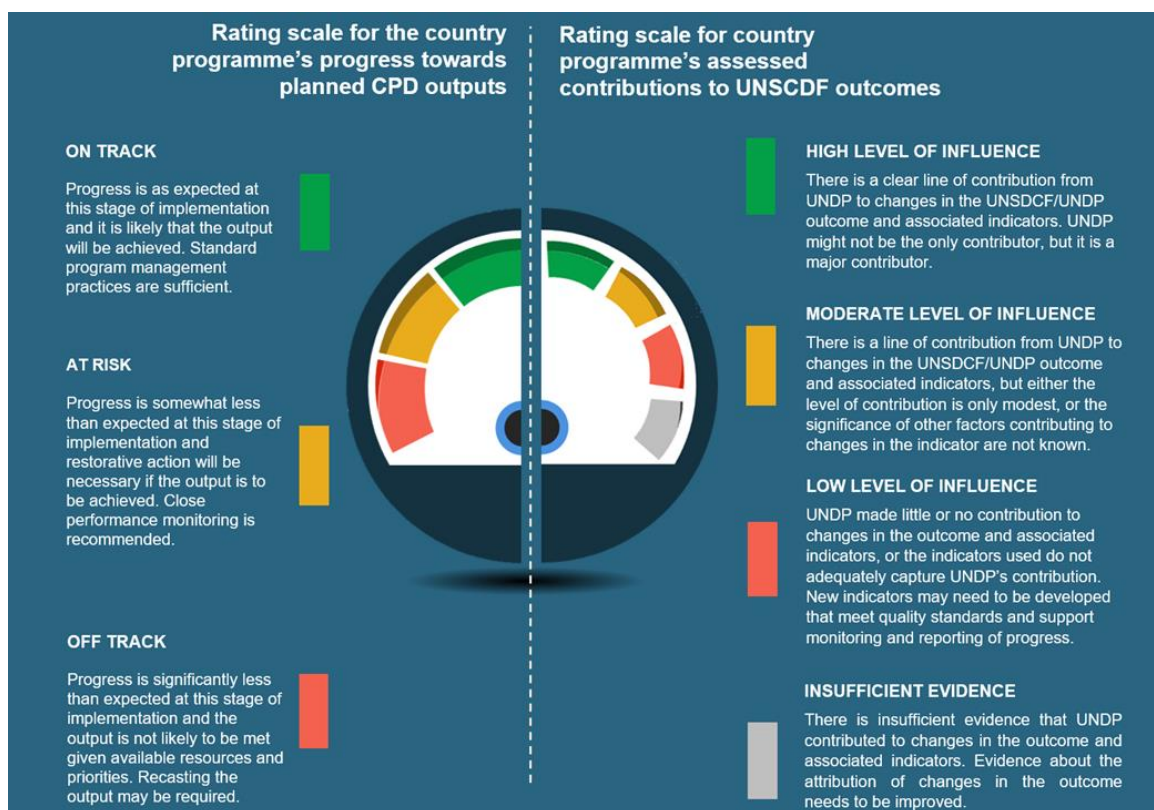
<sup>105</sup> <http://www.uneval.org/document/detail/1914>

questions are incorporated in the data collection methods and tools, such as the ICPR questionnaire and interview protocol, and reporting.

**Ratings on programme delivery:** The ICPR employs a [rating system](#) on two items:

- (1) The [country programme's progress towards planned CPD outputs](#) is rated as either the progress is on track, at risk, or off track, defined as follows:
  - **On track:** Progress is as expected at this stage of implementation and it is likely that the output will be achieved. Standard 'programme management practices are sufficient.
  - **At risk:** Progress is somewhat less than expected at this stage of implementation and restorative action will be necessary if the output is to be achieved. Close performance monitoring is recommended.
  - **Off track:** Progress is significantly less than expected at this stage of implementation and the output is not likely to be met given available resources and priorities. Recasting the output may be required.

To determine the appropriate output progress rating, the results chain stemming from supporting interventions will be carefully examined. The rating reflects to the degree to which the associated indicators have been met, as well as how well those indicators capture the significance of UNDP's support to an agreed output.



- (2) The [country programme's assessed contribution to UNSCDF outcomes](#) reflects the level of influence UNDP has had on the expected UNDP/ UNSDCF outcome indicators, defined as follows:
  - **High level of influence:** There is a clean line of contribution from UNDP to changes in the outcome and associated indicators. UNDP might not be the only contributor, but it is a major contributor.

- **Moderate level of influence:** There is a line of contribution from UNDP to changes in the outcome and associated indicators, but either the level of contribution is only modest, or the significance of other factors contributing to changes in the indicator are not known.
- **Low level of influence:** UNDP made little or no contribution to changes in the outcome and associated indicators or the indicators used do not adequately capture UNDP's contribution. New indicators may need to be developed that meet quality standards and support monitoring and reporting of progress.
- **Insufficient evidence:** there is insufficient evidence that UNDP contributed to changes in the outcome and associated indicators. Evidence about the attribution of changes in the outcome needs to be improved.

As with the assessment on progress towards outputs, the ICPR examines the results chains stemming from UNDP CPD outputs and supporting interventions to agreed outcome indicators. The rating reflects the degree to which the targets associated with indicators have been met, as well as how well those indicators capture the significance of UNDP's contributions.

Ratings, and the basis for them will be set out in a standardised tabular format, shown in Annex 1.

Ratings are based on the country office's approved CPD Results and Resources Framework. The country office should ensure that it takes the opportunity within the scope of UNDP's Programme and Operations Policies and Procedures policy ([B5 Manage Change](#)), to review and if necessary update its results framework to ensure outcome indicators, output descriptions, and output indicators are relevant to the current to the current country context.

If CPD outputs and associated output indicators remain in the results framework but the country programme took no actions to help achieve them, they will be rated as *off track*, even if the lack of action was justified for reasons beyond UNDP's control. Similarly, if the country office is using outcome indicators that UNDP has had no significant influence over, or where there is insufficient evidence that UNDP contributed to changes in the indicator, the ICPR will assess UNDP as having a low level of influence on the achievement of the associated UNDP/UNSCDF outcome.



## ICPR Design Matrix

Review Questions	Sub-questions	Data/Info to be collected	Data collection methods and tools (e.g.)
<b>RQ 1. What progress has UNDP made towards planned CPD outputs, and how is this contributing to UNSCDF outcomes in the current programming period?</b>	What are the results UNDP expected to contribute towards Cooperation Framework outcomes, and the resources required from UNDP and other financing partners for achieving those results?	<ul style="list-style-type: none"> <li>• UNSDCF &amp; CPD</li> <li>• Indicative Country Office Results and Resources Framework (from CPD)</li> <li>• Current Country Office Results and resources framework (if different from the one included in the CPD)</li> <li>• Explanation for revisions (if any) to country office results and resources framework, and of approval of these changes through the monitoring and programme board or Executive Board.</li> <li>• Data to validate country office explanation of changes in context since CPD approval (if any significant changes have occurred).</li> </ul>	<ul style="list-style-type: none"> <li>• Comparison of estimated resource estimates in UNSCDF/CPD in light to delivery over CPD</li> <li>• Analysis of justification for and implications of any changes (if any) country office results and resources framework since approval of the CPD.</li> </ul>
	If there have been any changes to the programme design and implementation from the initial CPD, what were they, and why were the changes made?		
	What is the evidence of progress towards planned country programme outputs and that results will be sustainable?	<ul style="list-style-type: none"> <li>• Evidence in ICPR questionnaire detailing country office self-assessment of performance and evidence identified.</li> </ul>	Triangulate data collected (e.g. cross-check interview data internal and external sources) to validate or refute statement of achievement or contribution. Assessment to consider, validity and reliability of evidence of: <ul style="list-style-type: none"> <li>• linkages between UNDP's specific interventions and indicators established to monitor contribution to UNSCDF defined outcome level changes and attribution of change in those indicators to UNDP support;</li> </ul>
	To what extent did the achieved results contribute to achievement of intended outcomes?	<ul style="list-style-type: none"> <li>• Project documents, annual workplans, annual progress reports, audits and evaluations covering the agreed ICPR project list.</li> </ul>	
	What results has UNDP achieved in promoting gender equality?	<ul style="list-style-type: none"> <li>• Monitoring data, including performance against outcome and output indicators, and associated baselines and targets, and evidence</li> </ul>	

		<p>of attribution of related changes to UNDP interventions.</p> <ul style="list-style-type: none"> <li>• Attribution of expenditure by gender marker</li> <li>• ROAR covering CPD period to date.</li> <li>• Programme level audits, if available.</li> <li>• Interviews with country office staff and/or key stakeholders.</li> <li>• Other, as required.</li> </ul>	<ul style="list-style-type: none"> <li>• linkages between UNDP specific interventions and indicators established to monitor progress towards intended outputs, and attribution of change in those indicators to UNDP support;</li> <li>• reported contributions towards gender equality.</li> </ul>
<b>RQ2. How has UNDP performed in planning, implementation, reporting and evaluation of development results?</b>	Was the CPD realistic about the expected size and scope of the results that could be delivered with the available resources and resource mobilization opportunities?	<ul style="list-style-type: none"> <li>• UNSDCF &amp; CPD</li> <li>• Indicative Country Office Results and Resources Framework (from CPD)</li> <li>• Current Country Office Results and resources framework (if different from the one included in the CPD)</li> <li>• Explanation for revisions (if any) to country office results and resources framework, and of approval of these changes through the monitoring and programme board or Executive Board.</li> <li>• Data to validate country office explanation of changes in context since CPD approval (if any significant changes have occurred).</li> </ul>	<p>In light of assessment of achievement or contribution, assess and summarise evidence about the:</p> <ul style="list-style-type: none"> <li>• realism of the CPD</li> <li>• adaptation to changes in context</li> <li>• quality of existing results frameworks in light of UNDP programming standards.<sup>106</sup></li> </ul>
	Has UNDP actively adapted to changes in the development context since the CPD was approved to maximise the relevance and impact of its work on intended outcomes?		
	Are the programme's outcomes and outputs and associated indicators at an appropriate level and do they reflect a sound theory of change?		
	Are there any specific factors that are in the control of UNDP and have constrained achievement of	<ul style="list-style-type: none"> <li>• ICPR questionnaire</li> <li>• Staff and stakeholder interviews</li> <li>• Staff and partnership survey data</li> </ul>	Consideration of evidence collected about internal factors that have constrained achievement of

<sup>106</sup> Outcomes and outputs are defined at an appropriate level, are consistent with the theory of change, and have SMART, results-oriented indicators, with specified baselines and targets, and identified data sources. Gender-responsive, sex-disaggregated indicators are used when appropriate. Relevant indicators from the Strategic Plan's Integrated Results and Resources Framework (IRRF) have been adopted in the programme or project results framework.

	<p>expected results that need to be factored in when planning the next CPD?</p>	<ul style="list-style-type: none"> <li>• Human resource data</li> <li>• Programme and project documentation and audit reports (as above)</li> </ul>	<p>expected results and the strength of those factors.</p>
	<p>Has UNDP collected sufficient evidence to account for the work undertaken and results achieved? Has the country office made good use of evaluation to promote accountability and learning?</p>	<ul style="list-style-type: none"> <li>• country office evaluation plan and updates to it.</li> <li>• Evidence identified above.</li> </ul>	<ul style="list-style-type: none"> <li>• In light of assessment of achievement or contribution, assess and summarise evidence about the quality of evidence collected to account for the work undertaken and results achieved?</li> <li>• Assess progress in implementing evaluation plan, and consistency of approach to evaluations with expectations set out in UNDP's evaluation policy and guidelines.</li> </ul>

## Annex 4. List of Projects

	Outcome	ID	Project Name	Start Date	End Date	Gender Marker	Modality	Expenditure	Budget
1	Outcome 1	00047594	4NR Support to GEF CBD Parties 2010 biodiversity targets	Jan-13	Jun-19	GEN1	DIM	214700,11	259622,42
2	Outcome 1	00095244	Strengthening human resources, legal frameworks, and institutional capacities to implement the Nagoya Protocol	Jul-16	Dec-20	GEN1	DIM	346669,72	379228,24
3	Outcome 1	00098758	Promoting production and utilisation of biogas from agro-waste in South-Eastern Botswana	Jan-17	Dec-20	GEN1	NIM	1040668,6	1724800
4	Outcome 1	00102692	Health and HIV/AIDS Development	Jan-17	Dec-21	GEN1	Other	211111,92	270000,47
5	Outcome 1	00102694	Support to Economic Diversification and Inclusive Growth	Jan-17	Dec-21	GEN2	DIM	2730076,07	4831096,71
6	Outcome 1	00106358	The Biodiversity Finance Initiative (BIOFIN) Phase II	Feb-18	Dec-22	GEN2	DIM	406321,95	409505,73
7	Outcome 1	00110575	Implementation of SDGs	Mar-18	Dec-21	GEN2	DIM	171597,09	270000
8	Outcome 2	00076326	Improved Management Effectiveness of the Chobe-Kwando-Linyanti Matrix of Protected Areas	Jan-14	Dec-18	GEN1	NIM	536886,96	758087
9	Outcome 2	00077645	Sustainable Land Management in Ngamiland District Landscapes for Improved Livelihoods	Jan-14	Mar-19	GEN1	NIM	1951035,81	2253000
10	Outcome 2	00081415	Using Sustainable Land Management to improve the integrity of the Makgadikgadi	Jan-14	Dec-17	GEN1	NIM	369267,89	407773,53

			ecosystem and to secure the livelihoods of rangeland-dependent communities						
11	Outcome 2	00090284	Support to the Cubango-Okavango River Basin Strategic Action Programme	Jan-17	Jul 2021	GEN2	NIM	2857348,48	3861280
12	Outcome 2	00100918	Managing the human-wildlife interface to sustain the flow of agro-ecosystem services and prevent illegal wildlife tracking in the Kgalagadi and Ghanzi Drylands	Jan-17	Dec-22	GEN2	NIM	1190311,8	2208419,95
13	Outcome 2	00102697	Support to Governance and Human Rights	Jan-17	Dec-21	GEN2	NIM	2331327,46	3907446,01
14	Outcome 2	00102700	Environment and Climate change response in Botswana	Jan-17	Dec-21	GEN1	NIM	2021345,18	3054454,57
15	Outcome 3	00081451	Innovation Facility	Jan-14	Dec-19	GEN1	DIM	9233,38	9277,18
16	Outcome 3	00086982	Strengthening African Engagement in Global Development	Jan-15	Dec-19	GEN1	DIM	357235,44	324460,72
17	Outcome 3	00096356	Botswana's Third National Communication	Jun-16	Jun-19	GEN1	NIM	799166,96	1280023,56
18	Outcome 3	00102696	Support to Botswana's National Statistics and Monitoring and Evaluation Systems	Jan-17	Dec-21	GEN1	NIM	48929,47	222879
19	Outcome 3	00109278	Support to the Ministry of Finance and Economic Development	Jan-18	Dec-21	GEN2	NIM	228244,13	641147,27
								17,821,478	27,072,502