



Mid-Term Evaluation of Botswana's Country Programme Document (CPD) 2022-2026

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1. Acronyms

AAER	Adopt Adapt Expand Response model
AfCFTA	African Continental Free Trade Area
APRs	Annual Progress Reports
AU	African Union
BCP	Biodiversity Conservation Plan
BHRC	Botswana Human Rights Commission
BIOFIN	Biodiversity Finance Initiative
CBNRM	Community-Based Natural Resource Management
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CED	Citizen Entrepreneurial Development Agency
CPD	Country Programme Document
CSO	Civil Society Organization
DCEC	Directorate on Corruption and Economic Crime
DEA	Department of Environmental Affairs
DWNP	Department of Wildlife and National Parks
FAO	Food and Agriculture Organization
FGD	Focus Group Discussions
FSIP	Finance Solution Implementation Plan
GCF	Green Climate Fund
GDI	Gender Development Index
GDP	Gross Domestic Product
GEF	Global Environment Facility
GNI	Gross National Income
GFMWG	Green Finance Mainstreaming Working Group
GRB	Gender-Responsive Budgeting
HDI	Human Development Index
HRBA	Human Rights-Based Approach
ICCPR	International Covenant on Civil and Political Rights
ICT	Information and Communication Technology
IED	Inclusive Economic Diversification
ILO	International Labour Organization
M&E	Monitoring and Evaluation
MET	Ministry of Environment and Tourism
MFED	Ministry of Finance and Economic Development
MPI	Multidimensional Poverty Index
MSME	Micro, Small, and Medium Enterprises
MTE	Mid-Term Evaluation
NBDA	National Biodiversity Authority
NBSAP	National Biodiversity Strategy and Action Plan
NDC	Nationally Determined Contribution
NDP11	National Development Plan 11
NGO	Non-Governmental Organization
ODA	Official Development Assistance
PA	Protected Areas
PIRs	Project Implementation Reports
PPP	Public-Private Partnership
RBA	Regional Bureau for Africa
RC	Resident Coordinator
RCO	Resident Coordinator's Office
RISDP	SADC Regional Indicative Strategic Development Plan
SADC	Southern African Development Community
SDG	Sustainable Development Goals
SESP	Social and Environmental Screening Procedures
SME	Small and Medium Enterprises

ToC	Theory of Change
TOR	Terms of Reference
TRAC	Target for Resource Assignment from the Core
UMIC	Upper Middle-Income Country
UNESCO	United Nations Educational, Scientific and Cultural Organization
UN	United Nations
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNICEF	United Nations Children’s Fund
UNSDCF	United Nations Sustainable Development Cooperation Framework
WFP	World Food Programme

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Special thanks go to the stakeholders who participated in interviews and focus group discussions, including representatives from civil society organizations, the private sector, and community groups. Their diverse perspectives and experiences provided critical insights into the program’s performance, impact, and areas for improvement.

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2. Executive summary

1. The Botswana Country Programme Document (CPD) 2022-2026 aligns Botswana's national development goals with global and regional objectives, developed through a strategic collaboration between the Government of Botswana and the United Nations Development Programme (UNDP). The CPD addresses developmental challenges while leveraging opportunities in a dynamic global environment, anchored in Botswana's Vision 2036, the National Development Plan 11 (NDP 11), and the UNDP Strategic Plan 2022 – 2025, with a commitment to the Sustainable Development Goals (SDGs), the African Union's Agenda 2063, and other international frameworks. Since transitioning from a low-income to an upper-middle-income country (UMIC) in 2007, Botswana faces new challenges, such as limited access to concessional financing and reduced international aid, which necessitates innovative strategies for financing and sustaining growth. Additionally, the country's reliance on diamond mining makes it vulnerable to external shocks and market volatility, prompting the CPD to emphasize economic diversification and resilience-building to mitigate risks and reduce dependency on finite resources.
2. This mid-term evaluation, conducted over four months from August to November 2024, covers the first half of the Country Programme Document's (CPD) implementation. It focuses on understanding the relevance, effectiveness, efficiency, sustainability, and impact of the CPD interventions. It seeks to determine how well the programme has contributed to Botswana's development priorities while offering insights on successes, challenges, and areas for improvement. The evaluation provides recommendations for addressing prevailing issues and informing future programming and policy alignment with national objectives by reflecting on the achievements and identifying lessons learned.
3. **The evaluation employed a mixed-methods approach**, integrating qualitative and quantitative data collection and analysis. The methodology included a detailed review of key documents, such as the CPD, project reports, financial data, monitoring and evaluation (M&E) frameworks, and relevant national policies. Stakeholder interviews were conducted with various actors, including government officials, UNDP staff, civil society representatives, private sector actors, and beneficiaries of the CPD's interventions. These interviews provided diverse perspectives and were complemented by focus group discussions with community members, especially women's groups, youth, and marginalized populations. Field visits to project sites across different regions of Botswana allowed for a firsthand assessment of the on-the-ground implementation of activities. At the same time, quantitative data analysis was used to gauge performance against established indicators and evaluate cost-effectiveness.
4. The evaluation faced **several limitations** that affected the breadth and depth of the findings. One key limitation was the lack of up-to-date and disaggregated data in critical areas across the country program. The project data management systems did not systematically maintain real-time date sex-disaggregated programme monitoring data. Furthermore, the absence of clear performance indicators and appropriate targets within some CPD components hindered the capacity to monitor performance effectively and take timely corrective action. Lastly, while the portfolio approach adopted by the Botswana Country Programme was a valuable addition in recent years, challenges remained in measuring the long-term impact due to the disconnect in some cases between the scale of interventions and the broader aspirations of the CPD.

Findings

Relevance

5. The CPD's relevance to Botswana's development context is evident. The program aligns with key national frameworks, including Vision 2036 and the National Development Plan 11 (NDP 11), and addresses critical development challenges such as economic diversification, environmental sustainability, and governance reforms. The CPD's focus on cross-cutting issues, including gender equality, climate resilience, and human rights, further reinforces its alignment with both national and global development agendas, notably the Sustainable Development Goals (SDGs).
6. Stakeholder engagement in the early stages of the CPD design was inclusive, involving government entities, civil society organizations, and private sector partners. However, this engagement weakened during implementation. Many stakeholders, especially marginalized groups and private sector representatives, expressed concern over the limited engagement during project execution. The evaluation found that broader and more consistent engagement would help ensure that interventions remain responsive to the evolving needs of Botswana's development landscape.
7. The CPD's theory of change (ToC) was grounded in relevant assumptions that were well aligned with Botswana's national goals. However, key assumptions, such as the capacity of local institutions to sustain programme interventions and the role of the private sector in scaling up successful initiatives, have proven to be a challenge to materialize. The gaps between these assumptions and actual implementation have impacted the programme's ability to fully achieve its intended outcomes, particularly in sectors like renewable energy and MSME development. The ToC's reliance on effective stakeholder collaboration and resource mobilization proved challenging in practice, affecting the CPD's overall effectiveness.

Effectiveness

8. When evaluating the CPD's effectiveness, the assessment revealed mixed progress and challenges across its portfolios. In terms of key performance indicators (KPIs), the CPD demonstrated varied levels of success. For instance, the Prosperity Portfolio aimed to lower Botswana's unemployment rate through MSME support and economic diversification. However, by Q1 2024, the national unemployment rate had risen to 27.6%, compared to 21.16% at the start of the CPD. Youth unemployment remained notably high at 32.1%. Although initiatives like financial and technical assistance to MSMEs were implemented, these efforts were not extensive enough to produce a significant reduction in unemployment nationwide. Despite this, the CPD made significant strides in promoting gender equality, one of its core objectives. Initiatives such as the Women in Politics Trainer of Trainers Workshop helped empower women to take on leadership roles in politics and business. By mid-2024, women held 19% of leadership positions in local government, up from a baseline of 11% in 2021. While this improvement falls short of the CPD's target of 30% female representation by 2026, it demonstrates a positive trajectory, though not entirely attributable to UNDP efforts alone. In the Green Portfolio, the CPD achieved mixed results. Projects focused on climate resilience, such as the national biogas program, made significant strides in providing cleaner energy alternatives and reducing reliance on traditional fossil fuels in targeted areas with ongoing expansion to rural areas. However, the KPI related to the contribution of renewable energy to Botswana's total energy consumption showed limited progress, increasing from 7% in 2021 to 10% in 2023, against a target of 30% by 2026. The slow uptake of renewable energy solutions (primarily driven by the government's policy decisions), particularly in urban areas, highlighted the need for stronger private sector engagement, which has remained insufficient.

9. The Governance and Justice Portfolio has made contributions to strengthening Botswana's governance frameworks and promoting human rights, but key governance KPIs have shown slower improvement. For example, Botswana's score on the Corruption Perception Index (CPI) declined slightly, moving from 59 in 2022 to 58 in 2023, reflecting a moderate level of perceived public sector corruption according to Transparency International. This stagnation falls short of the CPD's goal of significantly improving governance transparency and accountability by 2026. Public sector reforms aimed at enhancing efficiency and reducing corruption have faced institutional resistance, which has slowed progress. Additionally, legal frameworks supporting gender equality have been strengthened, but gaps remain in women's representation and economic participation, particularly in the public sector.
10. A key finding related to the CPD's effectiveness is the limited scale of its interventions. Many projects, particularly in the Green and Prosperity portfolios, were implemented as pilots and have not yet been scaled up to achieve the desired national-level impacts. For example, while the biogas programme and other renewable energy initiatives have had localized success, their reach remains limited, and scaling up these projects will require more significant investment and stronger partnerships with the private sector.¹ Similarly, MSME development projects have been successful on a small scale but have not yet translated into broader economic impacts.

Efficiency

11. In terms of efficiency, the CPD has faced several challenges. While the program has successfully aligned its budget with national priorities, its financial execution has been slower than expected. The program's reliance on external donor funding has introduced delays and increased the risk of resource shortages. The evaluation found that the CPD consistently underspent its allocated budget, with an expenditure rate of 73% in 2021 and 74% in 2023. This underspending was attributed to delays in securing funds, complex procurement processes, and difficulties in disbursing resources to project partners in a timely manner. These inefficiencies have limited the CPD's ability to implement its interventions at scale and achieve its intended outcomes within the planned timeframe.
12. Another factor affecting the programme's efficiency is the inconsistent coordination between stakeholders. While the CPD has forged partnerships with government entities, civil society organizations, and international donors, collaboration with the private sector has been more challenging. The lack of strong private sector engagement has hindered efforts to mobilize resources and scale up successful interventions, particularly in renewable energy and economic diversification. Additionally, while UN agencies have coordinated their activities at the planning level, the evaluation found that joint implementation of projects has been limited, reducing the potential for synergies across different UN-supported initiatives.
13. The evaluation also identified weaknesses in the CPD's Monitoring and Evaluation (M&E) framework. Although the CPD includes a comprehensive M&E system, data collection and analysis have been inconsistent. Many performance indicators were either misaligned with the actual interventions or inadequately tracked. The inability to collect and analyze data in a timely manner has limited the program's ability to make informed decisions and adjust interventions to address emerging challenges effectively.

¹ It is worth noting that there has been two phases of the Biogas project i.e. Biogas 1 as a pilot focused on the south-eastern part of the country, while the currently on-going Biogas 2 has been scaled country-wide. The national reach will take time due to resources availability/constraint and public interest.

Gender and cross-cutting issues

14. The evaluation highlighted UNDP Botswana's consistent efforts to integrate gender, youth, vulnerable groups, and human rights considerations across its programs. Significant strides were made in empowering women through initiatives like the Women in Politics Trainer of Trainers Workshop, which fostered greater gender inclusion in leadership and decision-making roles. However, despite progress, challenges remain in addressing systemic issues, such as persistent inequalities and limited access to resources for marginalized groups, including youth, people with disabilities, and rural communities. While projects like social protection programs and community-based initiatives demonstrated impact, the scalability and sustainability of these interventions require stronger capacity-building and resource mobilization efforts. UNDP's commitment to human rights was evident in its advocacy for policy reforms and capacity-building within justice systems, but gaps in monitoring and data collection hindered comprehensive assessment and adaptation to emerging needs.

Sustainability

15. The evaluation found that while some CPD interventions show potential for long-term impact, others, especially those funded by multilateral donors like GEF, risk discontinuation after UNDP funding ends. Programs with strong government ownership, such as the national biogas initiative and the Integrated Land Use Management and Planning (ILUMP) for Kgalagadi and Ghanzi districts, are more likely to continue, thanks to substantial government backing that supports their sustainability.

16. The following **recommendations** are made at the end of this evaluation:

- 1. Enhance stakeholder engagement *issue*:** Limited and inconsistent engagement with key stakeholders, including marginalized communities, private sector, and civil society, has affected the programme's ability to respond effectively to evolving needs. ***Recommendation:*** UNDP should establish a structured stakeholder engagement strategy to ensure ongoing, inclusive participation throughout the programme's implementation. This should involve targeted outreach to marginalized groups and consistent collaboration with the private sector and civil society organizations to leverage expertise and maintain program relevance.

- 2. Improve coordination with UN agencies and the private sector *Issue*:** Limited operational collaboration with other UN agencies and the private sector has resulted in missed opportunities for synergy and resource optimization. ***Recommendation:*** UNDP should actively foster joint programming with UN agencies and develop strategic partnerships with private sector actors. This will help align objectives, avoid duplication, and ensure efficient use of resources, thus scaling up impactful projects more effectively. ***Priority:*** High

- 3. Strengthen Monitoring and Evaluation *Issue*:** There is a misalignment between the CPD performance indicators and the implementation of country office projects. This disconnection makes it difficult to directly measure the progress of specific interventions against the overarching CPD goals. Furthermore, the current M&E framework lacks comprehensive data collection, particularly for disaggregated and real-time data, hindering effective progress assessment. ***Recommendation:*** UNDP should improve its M&E framework by reviewing and aligning project implementation to Programme performance monitoring. Additionally, the CO should implement comprehensive annual performance monitoring and ensuring figures are updated in all the relevant UNDP and UN ERC systems such as Quantum and the UNinfo platform. This will provide longitudinal data for effective evaluation. Establishing a unified CPD indicator compendium for all

projects and using detailed semiannual and annual narrative reports will improve tracking and support informed course correction. **Priority:** High

4. Address financial and resource gaps *Issue:* Financial constraints and delays in resource allocation have impacted the scale and timely execution of interventions. **Recommendation:** Considering that the UNDP-CO operates in an upper middle income country, it should urgently diversify its funding sources and improve budget allocation strategies. This includes streamlining financial disbursement processes to avoid delays and ensuring that funding is channeled effectively to high-impact areas. Enhanced partnerships with donors and the private sector should be prioritized to close financial gaps. **Priority:** High

5. Financial oversight and planning *Issue:* Challenges in fund disbursement from the Co donor and agencies and project planning have led to delays and affected the program's effectiveness. **Recommendation:** UNDP Botswana should strengthen financial management capacity by conducting training programs focused on budgeting, fund allocation, and disbursement procedures. Implementing a robust project planning framework with regular progress reviews and timely budget call-forwards will support effective fund disbursement and improve overall project execution. **Priority:** High

6. Scale Up successful pilots *Issue:* Pilot projects, especially in renewable energy and MSME development, have shown potential but remain limited in scale. **Recommendation:** UNDP should step up efforts to mobilize additional resources and reinforce partnerships to scale successful pilot projects. This involves creating a clear roadmap for transitioning pilots into sustainable, full-scale programs, ensuring long-term impact and reaching a wider beneficiary base. **Priority:** High

7. Focus on sustainable capacity building *Issue:* Limited availability of required technical skills at the local/national level sometimes necessitates reliance on external consultants. While UNDP's procurement process ensures access to high-quality expertise, whether local or external, the absence of sufficient local expertise in certain high-value or highly technical areas poses a challenge for long-term sustainability. **Recommendation:** UNDP should prioritize sustainable capacity building by supporting the training and development of local institutions and experts where feasible. While recognizing that certain highly specialized skills fall outside UNDP's mandate to develop and are better provided by the market, targeted efforts should be made to enhance local technical capacity in areas where gaps exist. This approach will reduce dependency on external expertise, foster national ownership, and increase the likelihood that program benefits are sustained beyond the funding period. **Priority:** Medium

Lessons learned

17. The Botswana CPD 2022-2026 effectively aligned with national priorities, such as Vision 2036 and NDP 11, ensuring its relevance to Botswana's development needs. However, the broad thematic focus sometimes diluted its impact, highlighting the need for better prioritization to concentrate efforts on fewer areas with adequate depth and resources. While pilot projects, particularly in renewable energy and community-based climate resilience, demonstrated potential, scaling these initiatives nationally proved challenging due to limited private sector engagement and insufficient long-term planning. This underscores the importance of fostering robust partnerships early in the project cycle and developing clear strategies for expansion and sustainability.
18. Short-term solutions within the CPD yielded immediate benefits but lacked the comprehensive, interconnected strategies needed for lasting impact. Systemic issues, such as policy alignment, capacity-building, and resource mobilization, remained unaddressed, limiting the scalability and sustainability of interventions. A stronger focus on coordinated, multi-dimensional approaches is essential to achieving meaningful, enduring change.

19. The CPD's Monitoring and Evaluation (M&E) system faced challenges, including inconsistent data collection, poorly defined indicators, and inadequate disaggregation of key variables. These gaps limited the program's ability to track progress and make timely course corrections, underscoring the need for robust M&E frameworks with clear metrics and real-time data collection to enable adaptive management. Local ownership and capacity building emerged as critical for sustainability, with projects engaging communities and institutions, such as the national biogas program and ecotourism initiatives, showing higher potential for long-term success. However, gaps in technical expertise and resource mobilization, particularly in specialized areas like renewable energy maintenance, hindered sustained progress.
20. Finally, resource constraints posed significant barriers to broader systemic change, limiting the scale of interventions in areas like MSME development and governance reform. Dependence on external donor funding and challenges in mobilizing additional resources constrained the program's ability to drive transformative impact. These lessons underscore the need for diversified funding strategies and innovative financing mechanisms to ensure sustainable, long-term development outcomes.

3. Introduction

21. The mid-term evaluation of the Botswana Country Programme Document (CPD) 2022-2026 represents a pivotal exercise in assessing the progress and impact of UNDP's support to Botswana's national development agenda. This midterm evaluation of the UNDP Botswana CPD aims to analyze its performance, drawing on evidence-based insights to guide the remaining implementation period and inform future programming. In a rapidly evolving development context, where global and local challenges intersect, this evaluation critically reflects on the strategies, results, and lessons learned, ensuring that the CPD remains responsive and effective in addressing Botswana's development needs.

4. The evaluation

22. An independent consultant conducted the mid-term evaluation of the Botswana 2022-2026 CPD between July and September 2024.

Purpose of the evaluation

23. The primary purpose of the mid-term evaluation is to provide an independent and comprehensive assessment of the Botswana CPD 2022-2026 implementation. This evaluation aims to capture the current status of the CPD's interventions and measure their contribution to achieving the intended outcomes and strategic goals outlined in the document. By evaluating the relevance, coherence, effectiveness, efficiency, sustainability, and impact of the programme, the evaluation offers valuable insights into the progress made thus far. It will also identify areas that may require adjustment, providing the UNDP senior leadership with an opportunity to make necessary course corrections and maximize the programme's impact in the final two years.
24. The evaluation also intends to inform stakeholders—including UNDP, the Government of Botswana, development partners, and other relevant actors—about the progress made towards achieving the country's development objectives through the contribution of the Country Programme implementation. Furthermore, it aims to ensure accountability by assessing how resources have been utilized and whether they have been allocated efficiently to produce the desired outcomes. Finally, the evaluation seeks to generate relevant, actionable recommendations that can guide the ongoing implementation of the CPD, ensuring that it remains aligned with Botswana's evolving needs and priorities and contributes effectively to achieving the Sustainable Development Goals (SDGs).

Scope of the evaluation

25. The scope of this evaluation encompasses all aspects of the Botswana CPD 2022-2026, covering its strategic outcomes, outputs, and the interventions implemented under its various thematic areas. The evaluation period spans from the inception of the CPD in 2022 to the present mid-term point in July 2024. This includes an examination of both ongoing and completed activities across several sectors, such as governance, poverty reduction, environmental sustainability, gender equality, and inclusive economic development. The evaluation also considers cross-cutting issues such as gender equality, capacity development, partnerships, and resource mobilization efforts that underpin the CPD's strategic objectives.
26. In addition to assessing the specific interventions outlined in the CPD, the evaluation also reviews the programme's alignment with Botswana's national development priorities, as articulated in key government documents such as the National Development Plan and Vision 2036. It examines how well the CPD has integrated and responded to the broader global agenda, particularly the SDGs. It evaluates the coherence between the CPD and

other UNDP strategies and frameworks. The evaluation further explores how the CPD has addressed the needs of vulnerable and marginalized groups, ensuring that the principle of “leaving no one behind” is upheld.

27. The geographic scope of the evaluation covers the entire country, with specific attention to interventions in both urban and rural areas, as well as in regions that have been identified as priorities for development support. The evaluation also considers the diverse stakeholders involved in the CPD’s implementation, including government ministries, local authorities, civil society organizations, private sector partners, and beneficiary communities.

Objectives of the evaluation

28. The evaluation has several specific objectives that guide its scope and methodology. These objectives are designed to provide a clear framework for assessing the CPD’s performance and to ensure that the evaluation addresses the key areas of interest to stakeholders.
 - a. Assess the relevance and alignment of the CPD’s objectives with Botswana’s national development priorities and the SDGs.
 - b. Evaluate the effectiveness and efficiency of the strategies and interventions implemented under the CPD.
 - c. Analyze the sustainability of the results achieved and the likelihood of their continuation beyond the programme period.
 - d. Identify challenges, lessons learned, and best practices to enhance the impact of the CPD in its remaining years.
 - e. Provide actionable recommendations to inform the ongoing implementation and future strategic planning.

Evaluation criteria and questions

29. To achieve the objectives outlined above, the evaluation addresses several key questions that guide the analysis and assessment of the CPD’s performance. These questions are framed around the OECD-DAC evaluation criteria—relevance, coherence, effectiveness, efficiency, sustainability, and impact—and are designed to evaluate the CPD comprehensively.

To what extent is the CPD aligned with national priorities, SDGs, and UNDP’s strategic plan?

This question explores the relevance of the CPD’s objectives and strategies in the context of Botswana’s national development priorities and the global SDG agenda. It examines whether the CPD’s interventions address the key development challenges identified by the government and how well they align with UNDP’s broader strategic goals.

How effectively and efficiently have the CPD interventions achieved the expected results?

This question assesses the effectiveness of the CPD’s interventions in delivering the intended outcomes and the efficiency with which resources have been used to achieve these results. It explores the factors that have contributed to or hindered the successful implementation of the CPD’s strategies and whether the programme has met its targets.

What major factors influence the achievement or non-achievement of the CPD outcomes?

This question seeks to identify the key factors influencing the achievement or non-achievement of the CPD’s outcomes. It considers internal factors, such as the programme’s

design and implementation, and external factors, such as Botswana's broader socio-economic and political context.

How sustainable are the results achieved under the CPD, and what measures are in place to ensure their continuity?

This question focuses on the sustainability of the results achieved under the CPD. It examines whether the programme's benefits will continue after its conclusion and what measures have been put in place to ensure their sustainability. The evaluation also considers the extent to which the CPD has contributed to building the capacity of national institutions and systems.

What lessons can be drawn from implementing the CPD that can inform the remaining period of the programme and future programming?

This question aims to identify the key lessons learned from implementing the CPD and how these lessons can inform the remaining period of the programme and future UNDP programming in Botswana. It also seeks to highlight best practices that can be scaled up or replicated to enhance the impact of the CPD.

Methodology

30. The evaluation employed a mixed-methods approach, combining qualitative and quantitative data collection and analysis techniques to assess the CPD comprehensively. The methodology was designed to be participatory, inclusive, and adaptable to the complexities of the programme's interventions. By using various data sources and analytical tools, the evaluation aimed to ensure a rigorous and balanced assessment that considers the diverse perspectives of stakeholders and the specific context of Botswana.

Literature review

31. The literature review provided a foundational understanding of the CPD's design, implementation progress, and context. The review examined various UNDP internal and external documents, including the CPD, project documents, Annual Work Plans (AWPs), progress reports, monitoring and evaluation reports, financial statements, and other related documents. The literature review for the midterm evaluation of the UNDP Botswana CPD 2022-2026 aimed to contextualize the program performance, identify information gaps, and inform methodology and tool development. It is a critical part of the qualitative data collection process and triangulation.

Interviews

32. Key informant interviews were used in the evaluation. The interviews were conducted with stakeholders, including UNDP staff, government officials, implementing partners, beneficiaries, and other development partners; the interviews aimed to gather qualitative insights into the effectiveness of the CPD's interventions, the challenges faced, and the perspectives of those directly involved in or affected by the programme.

33. The interview process was designed to be participatory and inclusive, ensuring that the voices of all relevant stakeholders were heard. The following key aspects were considered in the design and implementation of the interviews:

- **Selection of interviewees:** The evaluator selected interviewees based on their involvement in the CPD's implementation, their knowledge of the programme, and their relevance to the evaluation objectives. The selection aimed to ensure diverse perspectives, including those of marginalized and vulnerable groups.
- **Interview protocols:** The evaluator developed detailed interview protocols that guided the interviews, ensuring consistency and rigor in the data collection process. The protocols

included open-ended questions that allowed interviewees to express their views freely and provide in-depth responses.

5.4. Limitations and remediation

34. Despite mitigation efforts, the evaluation encountered several limitations that posed challenges to the rigor and comprehensiveness of the findings. One of the significant issues was the limited availability of key stakeholders, particularly those in remote areas or with demanding schedules. This hindered the evaluator's ability to conduct in-depth, face-to-face interviews with all relevant participants. The evaluator extended the data collection period to address this limitation and employed alternative methods such as telephone interviews and virtual meetings. While these approaches allowed for wider participation, they lacked the richness of in-person engagement and sometimes posed challenges related to internet connectivity and time constraints.
35. Another key limitation was the challenge of accessing up-to-date data, which was critical for assessing the progress and impact of various CPD interventions. In several cases, delays in receiving the latest reports and monitoring data from government counterparts and UNDP hindered the evaluation process. The evaluator worked closely with UNDP and government agencies to expedite the data collection process, ensuring that the most recent information available was used for analysis. However, the lack of access to complete data affected the depth of certain findings, particularly those related to the more recent developments in CPD performance.
36. In addition, the evaluation encountered potential biases in the self-reported information gathered through stakeholder interviews. There is always the risk of social desirability bias, where interviewees might present overly optimistic accounts of programme outcomes, or recall bias, where key details are forgotten or misrepresented. To counteract this, the evaluator triangulated the interview data with other sources, such as document reviews, project reports, and quantitative data. This cross-referencing helped to ensure that the findings were not solely reliant on subjective inputs but were supported by a broader base of evidence.
37. One major limitation affecting the evaluation was the lack of alignment between the CPD performance indicators and the actual projects. This disconnection made it difficult to directly measure the impact of specific interventions against the overarching CPD goals. The project-level indicators do not align to the performance indicators in the CPD, leading to gaps in performance monitoring. This misalignment complicated efforts to assess the full scope of the CPD's achievements and identify areas for improvement. Compounding this issue was the absence of mid-term targets in the CPD's design. The lack of clear, phased objectives for the middle of the implementation period created challenges in evaluating whether the programme was on track to meet its long-term goals. The consultant adopted a practical approach to address this by taking half of the overall targets as fictional mid-term benchmarks. While this helped create a framework for interim progress assessment, this approach had its limitations. Since the mid-term targets were not originally designed in the CPD, the conclusions drawn from this fictional benchmark were based on an estimation that lacked the precision of formally established milestones. This approach highlighted the utility of having interim targets for course correction and the need for more structured performance monitoring within the CPD.

5. Programme background

38. The Botswana Country Programme Document (CPD) 2022-2026 is a pivotal framework designed to align Botswana's national development priorities with regional and global objectives. Developed through a strategic collaboration between the Government of Botswana and the United Nations Development Programme (UNDP), the CPD addresses

key developmental challenges while leveraging opportunities in a dynamic global environment. It is anchored in Botswana's Vision 2036 and the National Development Plan 11 (NDP 11), the UNDP Strategic Plan 2022 – 2025, with an explicit commitment to the Sustainable Development Goals (SDGs), the African Union's Agenda 2063, and other international frameworks that guide sustainable development.

39. Botswana's transition from a low-income to an upper-middle-income country (UMIC) in 2007 represents a significant milestone, bringing both opportunities and challenges. As a UMIC, Botswana now has limited access to concessional financing and reduced international aid, which compels the country to explore innovative strategies for financing and sustaining growth and social development. At the same time, Botswana's continued dependence on diamond mining makes the economy vulnerable to external shocks and market volatility. In response, the CPD emphasizes economic diversification and resilience-building as core strategies to reduce reliance on finite resources and mitigate internal and external risks.
40. Vision 2036 serves as the overarching framework for the CPD, aiming to transform Botswana into a high-income country. The vision focuses on four key pillars: Sustainable Economic Development, Human and Social Development, Sustainable Environment, and Governance, Peace, and Security. The CPD 2022-2026 contributes directly to these pillars by addressing critical areas such as economic diversification, governance reforms, human rights, and environmental sustainability. NDP 11, as the preceding five-year plan, operationalizes the goals of Vision 2036 and lays the groundwork for the CPD's strategic focus on public sector reform, poverty reduction, and inclusive economic growth.
41. The global development context, particularly the 2030 Agenda for Sustainable Development and the UNDP's 2018-2021 Strategic Plan, further shaped the CPD. These frameworks emphasize the importance of inclusive economic growth, environmental sustainability, and social justice—objectives that Botswana's CPD incorporates into its national strategies. By aligning its national development agenda with these global goals, Botswana reaffirms its commitment to tackling global challenges such as inequality, climate change, and governance reform while advancing human development.
42. However, a key concern for Botswana is its vulnerability to climate change and environmental degradation. As a semi-arid country, Botswana faces persistent droughts, water scarcity, and land degradation, all of which threaten the livelihoods of rural communities and undermine sustainable development. The CPD tackles these environmental challenges by promoting sustainable land and water management, climate-smart agriculture, and renewable energy. These measures not only support Botswana's national resilience but also align with global agreements such as the Paris Agreement, showcasing Botswana's dedication to environmental stewardship.
43. In addition to environmental challenges, Botswana's governance landscape has come under scrutiny in recent years. As highlighted in the CPD contextual analysis and as raised by Transparency International (2023), despite its long-standing reputation for political stability and strong democratic institutions, the country faces challenges related to corruption, public sector inefficiency, gender-based violence, and human rights. The CPD responds to these issues by advocating for governance reforms, enhancing institutional capacity, and promoting anti-corruption initiatives. The strategy goes beyond the public sector, fostering a collaborative approach that includes civil society and the private sector in efforts to improve transparency and accountability.

44. The CPD also places a strong emphasis on gender equality and social inclusion. Although Botswana has made progress in advancing gender equality, significant disparities persist, particularly in women’s economic participation, political leadership, and access to education. (UN Women Data Hub). Rural women and youth are especially vulnerable. The CPD incorporates targeted interventions to empower women and marginalized groups, promote inclusive policies, and enhance social protection systems. Gender-responsive budgeting, support for women entrepreneurs, and increased representation of women in leadership positions are central to the CPD’s approach to fostering equality.
45. In addition to national efforts, Botswana’s regional and global engagement plays a crucial role in the CPD. As a key member of the Southern African Development Community (SADC), Botswana’s development agenda closely aligns with regional priorities, including trade integration, climate adaptation, and peacebuilding. Furthermore, the CPD supports Botswana’s active participation in the African Continental Free Trade Area (AfCFTA), which offers trade diversification and economic growth opportunities. By fostering these regional and global partnerships, the CPD ensures that Botswana’s national development strategies are integrated into broader regional and international frameworks, positioning the country to benefit from expanded markets and collaborative solutions to shared challenges.
46. Through this multifaceted approach, the CPD 2022-2026 addresses Botswana’s immediate developmental challenges and positions the country to take advantage of regional and global opportunities, ensuring that its national development is sustainable, inclusive, and resilient.

6. Programmatic content

47. The Botswana Country Programme Document (CPD) 2022-2026 is centered on three core strategic areas that reflect the country's most pressing development priorities: Inclusive and Sustainable Economic Growth; Environmental Sustainability, Climate Change, and Resilience; and Governance, Human Rights, and Peacebuilding as indicated in the following table:

CPD Outcomes	Outputs	Resources per Outcome (USD)
Outcome 1: Inclusive and Sustainable Economic Growth	Support to MSME development and entrepreneurship; Skills development for youth and women	\$10,000,000
Outcome 2: Environmental Sustainability and Climate Resilience	Promotion of renewable energy and climate-smart agriculture; Support for biodiversity conservation	\$12,000,000
Outcome 3: Effective, Accountable, and Inclusive Governance	Strengthened institutional capacity for transparency and accountability; Enhanced access to justice and human rights promotion	\$8,000,000

48. These strategic areas are closely aligned with Botswana’s National Development Plan 11 (NDP 11) and Vision 2036, addressing key national concerns such as economic diversification, environmental management, and governance reform. As an upper-middle-income country, Botswana faces a unique set of challenges, including persistent inequality, environmental degradation, and the need to enhance governance capacity. The UNDP Botswana Country Office’s commitment to advancing the Sustainable Development Goals (SDGs) is clear through its focus on promoting gender equality, fostering environmental sustainability, and supporting inclusive economic growth, particularly empowering the youth, PWDs, women and girls.
49. The first strategic area, Inclusive and Sustainable Economic Growth, addresses Botswana's critical need to reduce its dependence on diamond mining and tackle high unemployment rates, particularly among the youth. As of 2023, the overall unemployment rate stood at

23.38%², with youth unemployment reaching 45.41%³. Efforts are directed at promoting entrepreneurship, supporting micro, small, and medium enterprises (MSMEs), and facilitating access to finance—key drivers for economic diversification and inclusive growth. This approach aligns with national strategies aimed at building a more resilient economy capable of withstanding global market fluctuations and creating sustainable employment opportunities. Focusing on entrepreneurship and MSMEs is particularly important for fostering a diverse economic base, reducing vulnerability to external shocks, and promoting broader participation in the economy..

50. The second strategic area, Environmental Sustainability, Climate Change, and Resilience, responds to Botswana's acute vulnerability to climate change, characterized by recurrent droughts, water scarcity, and land degradation (UNCCD, 2020). This strategic focus prioritizes initiatives that enhance climate resilience, promote the use of renewable energy, and encourage sustainable land and water management practices. These efforts are critical not only for protecting Botswana's natural ecosystems but also for mitigating the social and economic impacts of environmental degradation, which disproportionately affect rural communities. By promoting sustainability and resilience, this strategic area aims to address both immediate environmental challenges and the long-term need for adaptation to climate change, ensuring that development efforts are sustainable and inclusive.
51. The third strategic area, Governance, Human Rights, and Justice, seeks to strengthen Botswana's relatively robust governance institutions further while addressing emerging challenges related to transparency, anti-corruption, and human rights. This focus emphasizes the importance of building on Botswana's achievements in maintaining peace and stability while improving institutional transparency, accountability, and capacity to uphold human rights. Strengthening governance systems is essential to ensure that public institutions are better equipped to manage emerging challenges and to promote a culture of accountability and transparency across all sectors of society.
52. Geographically, the CPD is designed to have both urban and rural impacts, where poverty levels and environmental vulnerabilities are most pronounced. In these areas, interventions related to climate resilience and sustainable land management are prioritized. By targeting these regions, the CPD aims to build resilience to climate-related impacts and ensure that the benefits of development are more evenly distributed. Meanwhile, urban centers such as Gaborone and Francistown focus on economic growth and governance reforms, reflecting their roles as key economic hubs and administrative centers.
53. While the CPD's strategic areas are well aligned with national priorities and the SDGs, the breadth of its objectives presents challenges in maintaining depth and focus across all areas. The wide-ranging scope of the interventions could strain available resources, highlighting the need for a careful balance between addressing multiple development challenges and ensuring meaningful, sustained impacts. However, the earmarked nature of available funds implies restrictions on how effectively such balance can be obtained.

Implementing arrangements

To what extent has UNDP's selected approach /method of delivery appropriate to the development context?

54. The UNDP Botswana Country Programme Document (CPD) 2022-2026 adopts the National Execution (NEX) and at the portfolio level the National Implementation Modality (NIM) as its core delivery method. This approach involves multiple stakeholders, including government institutions, UN agencies, development partners, the private sector, civil

² https://www.macrotrends.net/global-metrics/countries/BWA/botswana/unemployment-rate?utm_source=chatgpt.com

³ https://www.macrotrends.net/global-metrics/countries/BWA/botswana/youth-unemployment-rate?utm_source=chatgpt.com

society organizations (CSOs), and local communities. The choice of NIM is well-suited to Botswana's development context, as it fosters local ownership, facilitates alignment with national policies, and enhances the sustainability of interventions. This method leverages partnerships with key government ministries, such as the Ministry of Finance, the Ministry of Environment and Tourism, and the Ministry of Local Government and Rural Development. These collaborations ensure that the CPD's interventions are integrated into the broader strategies of the government, reflecting a context-sensitive approach to development.

55. While the partnerships with government institutions have been largely effective, facilitating alignment with national policies and promoting sustainable development outcomes, the engagement with CSOs and the private sector has been more variable. Challenges related to capacity and coordination have hindered more consistent engagement, particularly in ensuring robust participation from all stakeholders. This has resulted in inefficiencies in project implementation, where insufficient coordination and communication between stakeholders led to misalignments in project goals and activities.
56. A significant challenge within the NIM approach has been stakeholder engagement. While the goal was to build a broad coalition of partners for development efforts, involving a wide range of actors—particularly the private sector—has proven challenging. The private sector's participation, crucial for driving economic diversification and growth, fell short of expectations. This was largely due to financial constraints following the COVID-19 pandemic and the broader economic downturn, which left limited resources for investment outside their traditional focus areas and in only small amounts. This restricted private sector involvement has reduced the overall effectiveness of the CPD, particularly for initiatives that depend on private sector contributions to ensure sustainability.
57. In terms of coordination, the CPD's implementation is managed by the UNDP Botswana Country Office, with oversight from the Resident Representative, the senior management team and the Portfolio Steering Committee (Programme Board). This structure is designed to ensure coherence across strategic areas and facilitate the integration of cross-cutting issues, such as youth, digitalisation/digital transformation, capacity building, gender equality and human rights, into all programmatic interventions. Thematic working groups were created to promote collaboration among implementing partners and have shown mixed results. In some instances, these groups successfully coordinated efforts and maintained alignment with CPD objectives. However, engagement has been inconsistent, particularly with the corporate sector including state-owned enterprises—and the genuine private sector made up of privately-owned enterprises, as well as civil society. Different engagement strategies are required for these sub-groups. The CPD often prioritized working with relevant ministries for parastatals and umbrella organizations like Business Botswana for the private sector and BOCONGO for CSOs. Despite challenges, specific projects, such as the Supplier Development Project and the IED initiative focused on the informal economy, have managed to effectively engage relevant enterprises and counterparts, demonstrating that targeted approaches can lead to more meaningful involvement and impact. Another significant limitation of the CPD's delivery method has been the weaknesses in application of its monitoring and evaluation (M&E) framework. Although theoretically comprehensive, covering both process and outcome indicators, the execution of monitoring activities has been inconsistent. This is largely due to a lack of well-defined performance indicators and realistic, achievable targets, which has hindered effective monitoring and data collection. The lack of real-time monitoring and clear data collection processes has hindered accurate assessment of programme progress and the ability to make timely adjustments. Additionally, the capacity of implementing partners to carry out M&E activities has been inadequate, causing delays in data collection, inconsistent reporting, and insufficient analysis. These issues, compounded by insufficient funding for monitoring activities within the CP, have weakened the CPD's capacity to use

data-driven decision-making, which is essential for effective programme implementation and course correction.

Initial financial programming

58. The initial financial programming for the CPD 2022-2026 was designed to support the three strategic areas, with a total budget of approximately \$30 million. The allocation was distributed as follows:
- A Prosperous Botswana - UNSDCF outcome 4: \$12 million
 - A Green Botswana - UNSDCF outcome 3: \$10 million
 - A Just Botswana - UNSDCF outcomes 1 and 5: \$8 million
59. This allocation reflects the strategic importance of inclusive economic growth and environmental sustainability, with a significant portion of the budget dedicated to these areas. The relatively lower allocation for governance reflects the assumption that these interventions, while critical, may require fewer resources given Botswana's existing governance infrastructure. The CPD's financial resources were expected to come from a combination of core UNDP resources, contributions from the Government of Botswana, and external funding from bilateral and multilateral donors. The UNDP Country Office oversees the CPD's financial management, focusing on transparency, accountability, and efficient resource use. The financial management system is integrated with the Results and Resources framework, allowing for tracking expenditures against outputs and outcomes.
60. The initial financial programming was well-aligned with the CPD's strategic priorities. However, the reliance on external funding introduced risks, particularly in Botswana's upper-middle-income status, which has limited access to certain types of donor funding. The budget allocation may have been overly optimistic, particularly in areas where donor funding did not materialize as expected. This has necessitated programming adjustments and highlighted the need for more diversified and sustainable funding sources.

Changes during implementation

61. Since the inception of the Botswana Country Programme Document (CPD) 2022-2026, several adjustments have been made to its implementation to address evolving circumstances and emerging challenges. These changes were driven by both internal and external factors, including shifts in national and global contexts, stakeholder feedback, and unexpected events such as post-COVID-19 pandemic impacts (like the private sector reluctance or inadequate capacity to invest). Consequently, the CPD has needed to remain flexible and adaptable to stay relevant and effective.
62. A significant challenge encountered has been resource mobilization. Botswana's upper-middle-income status has restricted access to concessional funding and international aid, limiting the financial resources available for programme implementation. This constraint led to adjustments in the scale and scope of various interventions. For example, initiatives such as the national biogas programme, initially designed for broader rollout, were scaled back to cover fewer regions in rural areas only. Similarly, the expansion of MSME support initiatives faced delays due to budget constraints. To manage these challenges, a strategic approach was adopted to prioritize interventions with the highest potential impact, ensuring that UNDP's support remained essential and focused despite financial limitations.
63. Programmatic shifts also took place in key strategic areas to better align with Botswana's evolving development needs. For example, in economic growth, there was a significant emphasis on digital transformation and innovation, which were not initially highlighted during the CPD's design phase. While these areas are well covered in the CPD narrative as crucial drivers for economic diversification and resilience, they are unfortunately not

adequately reflected in the Results and Resources Framework. This gap limits the ability to measure and track the progress of these essential initiatives effectively.

64. A notable response to an environmental crisis came from emergency funding from the Japanese government to support drought-stricken communities in northern Botswana, specifically the Okavango District. The CPD rapidly integrated this funding into its ongoing initiatives, focusing on improving water access, enhancing food security, and promoting drought-resistant agricultural practices. This intervention highlighted the programme's capacity to quickly mobilize resources and address urgent needs, while remaining aligned with its broader development objectives.
65. Throughout the implementation of the CPD, regular consultations with stakeholders—including government partners, civil society organizations (CSOs), and local communities—ensured that the programme remained responsive to current and evolving needs. These consultations, combined with monitoring and evaluation (M&E) data, facilitated ongoing adjustments to programme activities. However, challenges in stakeholder coordination and data collection persist, particularly in real-time monitoring, which affects the ability to assess progress and implement course corrections effectively.

7. Evaluation findings

Relevance

How relevant and appropriate have been the UNDP interventions to national policies and strategies? How are UNDP Botswana interventions aligned with Botswana Development agenda? To what extent were project stakeholders, including beneficiaries, involved in the formulation and design of the project

66. The UNDP interventions under the Botswana Country Programme Document (CPD) 2022-2026 have been highly relevant and aligned with national policies and strategies, including Botswana's Vision 2036 and the National Development Plan 11 (NDP 11). These national frameworks emphasize economic diversification, sustainable development, governance, and social inclusion, all of which are central pillars of the CPD. UNDP's strategic focus on areas such as inclusive economic diversification, climate resilience, and governance reforms directly supports the country's development agenda, addressing critical challenges like inequality, environmental sustainability, and governance capacity. For instance, the CPD's emphasis on climate-smart agriculture and renewable energy is well aligned with Botswana's growing priority on sustainable natural resource management, particularly in the face of increasing climate risks.
67. A key strength of the CPD 2022-2026 has been its participatory design process, which actively involved stakeholders from various sectors, including government, civil society, and the private sector. Beneficiaries, including vulnerable and marginalized communities, were consulted to ensure that their needs and perspectives were fully integrated into the programme's formulation. This inclusive approach was evident in the use of external strategic foresight consultations, which explored future scenarios and anticipated potential changes, ensuring that the CPD remained relevant in a rapidly changing global and national context. For example, the shift towards supporting informal sector workers and MSMEs in response to COVID-19's social and economic impact was a direct result of stakeholder feedback and the evolving needs of Botswana's population.
68. Moreover, specific efforts were made to align UNDP interventions with Botswana's broader development agenda. The CPD's governance initiatives, such as strengthening anti-corruption measures and promoting institutional transparency, reflect national priorities for good governance and accountability. Similarly, the emphasis on digital transformation and innovation, which emerged during programme design, aligns with Botswana's goals of becoming a knowledge-based economy. The active involvement of

stakeholders in both the design and ongoing adjustments of the CPD ensures that UNDP's interventions remain not only relevant but also adaptive to the country's shifting needs and priorities.

Were projects or key interventions consistent and complementary with other interventions in the main areas of private sector development, renewable energy access, climate adaptation and resilience to shocks, and effective, accountable, and inclusive governance in the country? To what extent are the interventions supported by UNDP Botswana coherent with Botswana Development priorities and policies?

69. The projects and key interventions under the Botswana CPD 2022-2026 have been strategically designed to ensure consistency and complementarity with other national initiatives, particularly in key areas such as private sector development, renewable energy access, climate adaptation, and governance. These interventions align closely with Botswana's development priorities, as outlined in Vision 2036 and the National Development Plan 11 (NDP 11), which emphasize economic diversification, environmental sustainability, and inclusive governance. For instance, the Sustainable Private Sector Development (Flagship) Project focuses on fostering private sector growth and supporting MSMEs, particularly in green sectors, to create jobs and drive economic growth while addressing environmental concerns. UNDP's commitment to renewable energy in Botswana is evident through its support for national energy policies that aim to diversify the country's power sources and build resilience against climate shocks. The CP has played a crucial role in facilitating the rollout of the Renewable Energy Policy, focusing on increasing the share of renewables in the national energy mix. This aligns with Botswana's strategic goal of expanding energy access and promoting sustainability. Additionally, the CP is implementing the National Biogas Rollout Plan, which promotes cleaner energy solutions to reduce dependence on traditional fuel sources. The CP has also prioritized the safe utilization of solar energy, particularly targeting women to empower them with sustainable energy technologies. This holistic approach underscores UNDP's commitment to fostering energy security and resilience through renewable energy initiatives, contributing to Botswana's sustainable development objectives. By promoting sustainable energy solutions, the intervention supports the broader national agenda to reduce dependency on fossil fuels by 30% and enhance climate adaptation, consistent with the goals of Vision 2036 and the country's commitment to the Paris Agreement.⁴
70. Climate adaptation and resilience-building interventions have also been integrated across multiple projects, ensuring that UNDP's work complements national efforts to address vulnerabilities, especially in rural areas. For example, the focus on climate-smart agriculture and sustainable land management in the CPD supports Botswana's national strategies to strengthen food security and reduce the impacts of climate-related shocks on rural communities. These interventions are not isolated but part of a broader, coherent approach that integrates environmental sustainability with socio-economic development, as reflected in the alignment with NDP 11 and Botswana's Climate Change Policy.
71. In the governance sector, UNDP interventions promoting effective, accountable, and inclusive governance are highly complementary with national initiatives to strengthen transparency and public accountability. Projects focusing on anti-corruption measures and institutional capacity-building directly support Botswana's efforts to enhance governance and uphold human rights. These initiatives reflect the national priority to build robust, transparent institutions and ensure that governance reforms contribute to broader

⁴ - [Our focus | United Nations Development Programme \(undp.org\)](#)

-Citation is powerpoint presentation: Botswana Country Programme Document (CPD) 2022-s0s6

- [Botswana - Botswana Renewable Energy Support Project – Project Appraisal Report | African Development Bank Group \(afdb.org\)](#)

development outcomes, further aligning with the country's long-term vision and policy objectives.

To what extent have UN reforms influenced the relevance of UNDP support to the Government of Botswana?

72. UN reforms have influenced the relevance and coherence of UNDP's support to the Government of Botswana, particularly within the Botswana Country Programme Document (CPD) 2022-2026 framework. The reforms, aimed at repositioning the UN development system to align better with the 2030 Agenda for Sustainable Development, encouraged a more integrated approach across UN agencies. However, while these reforms offer a structure for improved coordination, actual collaboration between UNDP and other UN agencies has been more theoretical than practical. Interviews with several sister UN agencies revealed that, although regular meetings are held to discuss activities and opportunities, tangible, on-the-ground collaboration remains limited, with joint initiatives often not fully realized.
73. In climate resilience and environmental sustainability, where various UN agencies share common objectives, the envisioned integrated approach has not consistently materialized into joint programming. Despite these challenges, UNDP's interventions have remained closely aligned with Botswana's national development priorities, particularly Vision 2036 and the National Development Plan 11 (NDP 11). The reforms have reinforced UNDP's focus on critical areas for Botswana's development, such as economic diversification, social protection, and climate adaptation. Initiatives like the Sustainable Private Sector Development Initiative are examples of how UNDP's work aligns directly with NDP 11's goals of economic diversification and sustainable energy access, showing the relevance of UNDP's interventions.⁵
74. Nevertheless, some limitations arise from the tension between global agendas and local priorities. For example, in securing international funding, Botswana's upper-middle-income status has posed a challenge, as donor priorities sometimes diverge from national needs.

To what extent are the interventions, promoted by UNDP Botswana coherent internally?

75. The interventions promoted by UNDP Botswana under the Country Programme Document (CPD) 2022-2026 demonstrate a reasonable degree of internal coherence, though there are areas where integration could be strengthened. The three strategic pillars—Inclusive and Sustainable Economic Growth, Environmental Sustainability and Climate Resilience, and Governance, Human Rights, and Peacebuilding—are designed to complement and reinforce each other. For instance, interventions that promote economic diversification, such as support for micro, small, and medium enterprises (MSMEs), align well with efforts to enhance climate resilience by encouraging green jobs and sustainable business practices. This interconnected approach ensures that economic growth is pursued to address environmental challenges, creating synergies between the CPD's pillars.
76. However, implementing these interventions has sometimes lacked full coordination across portfolios. While the thematic areas of economic growth, environmental sustainability, and governance are conceptually aligned, in practice, some interventions have been delivered in isolation. For example, while governance interventions aim to improve institutional

1. ⁵ **Botswana CPD 2022-2026**: United Nations Population Fund. (n.d.). Botswana CPD [2022-2026] (DP/FPA/CPD/BWA/7). Retrieved from [United Nations Population Fund](#)

2. **UN Sustainable Development Goals**: United Nations. (n.d.). The 17 Goals | Sustainable Development. Retrieved from [Sustainable Development Goals](#)

3. **African Union Agenda 2063**: African Union. (n.d.). Agenda 2063: The Africa We Want. Retrieved from [Agenda 2063](#)

capacity, their integration with projects in climate resilience or economic diversification has not always been seamless. This disconnect can limit the overall impact of UNDP's efforts, as opportunities to leverage governance reforms to support climate adaptation or private sector development may not always be fully capitalized upon.

77. Despite these challenges, UNDP Botswana continues to make efforts to improve CPD alignment across its portfolio and contribute to the broader goals of Vision 2036 and the National Development Plan 11 (NDP 11).

Analysis of the CPD theory of change

78. The Theory of Change (ToC) for Botswana's Country Programme Document (CPD) 2022-2026 is grounded in a framework that aligns closely with national development priorities, including Vision 2036 and the Eleventh National Development Plan (NDP 11), as well as global goals like the Sustainable Development Goals (SDGs) and the African Union's Agenda 2063. The underlying assumption of the ToC is that targeted interventions, capacity building, and resource mobilization will catalyze sustainable economic diversification, reduce inequality, promote human rights, and enhance environmental management. This alignment ensures that the interventions are relevant to Botswana's development context and address the country's pressing challenges strategically.
79. A key enabler in the ToC is its attention to cross-cutting issues such as gender equality, human rights, and environmental sustainability. These are embedded across the CPD's strategic areas, making them central to Botswana's broader development agenda. For example, gender equality is not treated as a siloed issue but is integrated into economic, environmental, and governance-related projects. However, while these issues are well-reflected in the ToC design, the operationalization through indicators and targets is less coherent. Although an indicator matrix exists, the indicators are not sufficiently clear and do not directly correspond to the activities being implemented. This disconnect between indicators and actual interventions hampers the ability of programme teams to track progress and report on outcomes accurately. Additionally, the data collected often lacks relevance to the specific activities being carried out, limiting the programme's ability to assess its real impact effectively.

Risks

Insufficient funding to fully implement projects and scale up successful initiatives.
Ineffective M&E frameworks could hinder tracking of progress and decision-making based on real-time data.
Shifts in government priorities or political instability could derail progress.
Limited involvement of the private sector in renewable energy and economic diversification may hinder long-term sustainability.
Deeply embedded cultural norms may prevent gender equality efforts from achieving full success.

Activities

Capacity Building: Training government institutions, civil society, and local communities in governance, environmental sustainability, and human rights.
Gender Equality Promotion: Integrating gender-responsive interventions in economic, environmental, and governance-related projects.
Conducting workshops and initiatives that enhance women's political and economic participation.
Environmental Management Initiatives: Supporting projects aimed at climate resilience (e.g., the national biogas programme, climate-smart agriculture).
Developing Integrated Land Use Management Plans (ILUMP) for sustainable land use and wildlife corridor protection.
Governance Reform Efforts: Strengthening anti-corruption measures, promoting human rights, and enhancing institutional capacity.

Outputs

Improved Institutional Capacity Government and civil society stakeholders better equipped to manage development programs.
Increased participation of women in economic and political processes.
Establishment of small-scale projects in MSMEs, renewable energy, and environmental management.
Increased Use of Renewable Energy Uptake of biogas and solar energy in rural communities.
Policies and Frameworks Developed: Creation of governance and environmental management policies, including ILUMP for Kgalagadi and Ghanzi districts.

Outcomes

Sustainable Economic Diversification: Reduced reliance on the mining sector through the promotion of MSMEs, particularly within the green economy.
Enhanced Climate Resilience: Communities and ecosystems are better protected from climate change impacts.
Improved Governance and Transparency: Stronger institutions with better anti-corruption mechanisms and human rights protections.
Gender Equality and Women Empowerment: Greater gender balance in political and economic spheres.
Environmental Sustainability: Effective management of land and natural resources, with improved biodiversity protection and ecosystem integrity.

Impact

Botswana Achieves Vision 2036 Goals: Sustainable economic growth, social inclusion, and environmental sustainability leading to transformation into a high-income country by 2036.

Assumptions

- The government remains committed to implementing national and global development goals.
- Training and technical assistance are enough to overcome systemic governance inefficiencies.
- There is a clear pathway for transitioning pilot projects into sustainable national programs.
- Sufficient funding is available from national and international partners to support long-term project sustainability.

80. Another strength of the ToC is its focus on capacity building within government institutions, civil society, and local communities. This focus is essential for ensuring that development outcomes are sustainable in the long term by equipping national stakeholders with the necessary skills and knowledge. However, the assumption that capacity-building efforts alone are sufficient to overcome systemic challenges, such as governance inefficiencies and deeply embedded cultural barriers to gender equality, may be overly optimistic. While capacity building is vital, it must be supplemented by more comprehensive strategies that tackle these structural issues at their root, particularly in areas like governance reform and gender equality, where persistent barriers remain despite ongoing efforts.
81. One of the major challenges identified in the ToC is related to the Monitoring and Evaluation (M&E) framework. The ToC assumes that M&E will provide timely data to guide decision-making and allow for necessary adjustments in interventions. However, the portfolio-level indicators that feed into the CPD reporting do not align, making it difficult for programme teams to collect and report adequate data. This shortcoming in the M&E system has led to inconsistencies in tracking progress and assessing impact. As a result, program teams often struggle to report on their interventions effectively, and the adaptive capacity of the ToC is weakened. Real-time data collection and evidence-based decision-making, crucial components of a successful ToC, are hindered by these gaps in the Results framework.
82. Finally, while the ToC is ambitious in its scope—particularly in areas like economic diversification and environmental sustainability—it lacks a clear strategy for scaling up successful interventions. Several projects, particularly in MSME development and renewable energy, have been implemented as pilots. However, without a defined pathway for transitioning these pilots into larger, sustainable national programs, the potential for transformative change remains limited. The absence of a scaling-up mechanism restricts the broader impact of these interventions, and this gap needs to be addressed through a more explicit implementation strategy that outlines how successful initiatives can be expanded to achieve meaningful, long-term results at the national level.

Effectiveness

83. The Botswana CPD 2022-2026 has demonstrated varying degrees of effectiveness across its key strategic areas. While it has made notable progress, particularly in gender equality, climate resilience, and the promotion of micro, small, and medium enterprises (MSMEs), several challenges and gaps have limited its overall impact. These challenges stem primarily from the pilot nature of most projects, the absence of a clear scaling-up strategy, and misalignments between the CPD's ambitious targets and its capacity to execute on the ground. Addressing these issues is critical to ensuring the CPD achieves its intended outcomes and contributes meaningfully to Botswana's development goals
84. The programme is divided into three key portfolios:
1. **Prosperity portfolio:** Focused on fostering inclusive economic growth and supporting MSMEs.
 2. **Green Portfolio:** Concentrates on climate resilience and sustainable resource management
 3. **Justice Portfolio:** Aims to enhance governance, human rights, and social protection mechanisms

85. The CPD aspires to create a more resilient and inclusive society by effectively addressing these areas that are aligned with Botswana's national development objectives. In this report, we explore the performance of the CPD based on the three portfolios and their outcomes.

What are the main contributions to development for which UNDP is recognized in Botswana?

86. Under the Country Programme Document (CPD) 2022-2026, UNDP has made substantial contributions to Botswana's development in several key areas, aligning closely with national priorities outlined in Vision 2036 and the Eleventh National Development Plan (NDP 11). One of the primary areas of recognition is in gender equality, where UNDP has implemented programs that promote the empowerment of women and girls. These initiatives have improved women's participation and representation across different sectors, addressing long-standing disparities in economic and political leadership. Notably, UNDP's focus on gender-responsive interventions has targeted increasing women's access to education, and entrepreneurial opportunities, contributing to broader efforts to reduce inequality in Botswana.
87. In addition to gender equality, UNDP has played a pivotal role in enhancing Botswana's climate resilience. This includes supporting sustainable environmental practices, such as promoting renewable energy and climate-smart agriculture, which have helped communities adapt to the adverse effects of climate change. For example, UNDP's work in climate resilience has focused on water management in drought-prone regions and initiatives aimed at biodiversity conservation, particularly in ecologically sensitive areas like the Okavango Delta. By integrating environmental sustainability into broader development programs, UNDP has contributed significantly to Botswana's efforts to address climate-related vulnerabilities and promote long-term resilience.
88. UNDP is also recognized for its contributions to economic empowerment, particularly in fostering the growth of micro, small, and medium enterprises (MSMEs). This support has been crucial for diversifying Botswana's economy, which has traditionally relied on diamond mining. By facilitating access to finance, entrepreneurship training, and market opportunities for MSMEs, UNDP has helped create jobs and reduce unemployment, particularly among youth and marginalized communities. These interventions align with Botswana's national goal of achieving inclusive and sustainable economic growth, as outlined in both Vision 2036 and NDP 11.
89. Governance reform is another area where UNDP has made significant contributions. By strengthening institutions and supporting initiatives to enhance transparency and accountability, UNDP has helped improve public sector efficiency and ensure that governance structures are more inclusive. For instance, UNDP's focus on anti-corruption measures and capacity-building for local governments has reinforced Botswana's commitment to good governance. Additionally, UNDP has actively supported social protection mechanisms to enhance service delivery to vulnerable populations, thereby promoting social equity and reinforcing the social contract between the government and its citizens. Through its involvement in the Remote Area Development Programme (RADP), UNDP has contributed to targeted initiatives aimed at improving the livelihoods of marginalized communities. These activities have included capacity-building workshops, infrastructure development, and livelihood support programs that address the unique challenges faced by remote and underserved areas. By focusing on initiatives such as improved access to basic services, educational opportunities, and sustainable income-generating activities, UNDP has strengthened the government's ability to address the specific needs of these communities. This approach not only bolsters social inclusion but also ensures that development efforts are inclusive and far-reaching, contributing to a more equitable distribution of resources and opportunities across Botswana.

90. However, it is important to note that while UNDP's contributions are significant, they are part of broader collaborative efforts involving the Government of Botswana, other development partners, and stakeholders. As a key partner in Botswana's development landscape, UNDP's work complements and enhances national strategies but cannot be viewed in isolation. The impact of these contributions, while evident in the areas of gender equality, climate resilience, economic empowerment, and governance, would require comprehensive impact assessments to fully attribute development outcomes to UNDP's interventions alone. Nevertheless, UNDP remains a critical driver of transformational change in Botswana, working within a collective framework that includes a wide range of partners and stakeholders to achieve the country's long-term development goals.

How has the programme achieved expected outcomes?

91. The UNDP Botswana Country Programme Document (CPD) 2022-2026 has aimed to achieve its expected outcomes through a structured, multi-portfolio approach that addresses key areas of national development. Organized into three main portfolios—the Justice Portfolio, the Green Portfolio, and the Prosperity Portfolio—the program encompasses a range of sub-projects and initiatives designed to align with Botswana's Vision 2036 and the Eleventh National Development Plan (NDP 11). Each portfolio targets specific aspects of Botswana's development goals, ensuring that interventions are comprehensive and strategically focused.
92. In the Green Portfolio, significant progress has been made in supporting climate adaptation and environmental sustainability. Projects supported by the Global Environment Facility's Small Grants Programme (SGP) have been instrumental in empowering local communities to implement sustainable environmental practices. For example, community-based initiatives in the Chobe District have focused on sustainable land management and biodiversity conservation, promoting eco-friendly agriculture and protecting wildlife habitats. These projects not only enhance environmental resilience but also contribute to local livelihoods through eco-tourism and sustainable farming. However, while these SGP projects have shown positive impacts at the community level, scaling them up to achieve national-level outcomes has been challenging due to limited financial resources and the pilot nature of many initiatives.
93. Similarly, the Biodiversity Finance Initiative (BIOFIN) has played a crucial role in identifying and mobilizing financial resources for biodiversity conservation in Botswana. Through BIOFIN, UNDP has supported the development of a comprehensive Biodiversity Finance Plan aimed at increasing investment in biodiversity management. For instance, strategies have been devised to integrate biodiversity considerations into national budgeting processes and to explore innovative financing mechanisms such as environmental taxes or conservation trust funds. Despite these efforts, the ambitious targets for mobilizing substantial additional funding for biodiversity have been difficult to meet fully. Constraints in public funding and limited private sector engagement have impeded the full implementation of the finance plan, highlighting the need for stronger partnerships and resource mobilization strategies.
94. In the Prosperity Portfolio, the programme has focused on fostering inclusive economic growth by supporting micro, small, and medium enterprises (MSMEs). Efforts include capacity-building programs, improving access to finance, and promoting entrepreneurship, particularly among youth and women. For example, initiatives have provided training, equipment and other types of capacity building to entrepreneurs in the retail and agribusiness sectors, contributing to increased economic participation and job creation. However, the target of significantly reducing unemployment—for instance, aiming for a 10% reduction by 2026—has been difficult to achieve. Financial constraints have limited the scale of these programs, and the economic impacts of the COVID-19 pandemic have further exacerbated unemployment challenges. As of the mid-term

evaluation, while individual successes are evident, the overall impact on national unemployment rates remains limited due to the modest scale of interventions relative to the scope of the problem⁶.

95. The Justice Portfolio aims to strengthen governance structures, promote human rights, and enhance transparency and accountability. Activities have included capacity-building workshops for judicial officials, support for anti-corruption agencies, and initiatives to improve public service delivery. However, achieving the ambitious targets set—such as enhancing Botswana's ranking on global governance indices—has faced obstacles. Limited resources for comprehensive governance reforms and the inherent complexities of institutional change have slowed progress. While there have been improvements in certain areas, such as increased awareness of anti-corruption measures, translating these into measurable enhancements in governance performance has been gradual.

For the All Outcome-Output performance tracking tables, the following color-coding will be used:

Green= Achieved	Yellow= On target to be achieved	Red= Not on target to be achieved
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96. Justice

Justice Portfolio			
	Status	Remarks	Achievement rating
<p>Outcome indicator 1.1:</p> <ul style="list-style-type: none"> Indicator: Whether or not legal frameworks are in place to promote, enforce, and monitor equality and non-discrimination on the basis of sex. Baseline (2021): No Target (2026): Yes 	<p>The UNDP Botswana and the Government of Botswana have established legal frameworks that actively promote, enforce and monitor gender equality, non-discrimination, and equitable opportunities for all genders in the public sector, including:</p> <p>National Gender Programme Framework and Plan of Action (2020): Promotes gender equality and non-discrimination.</p> <p>National Policy on Women in Development (1996): Ensures equitable opportunities for all genders in the public sector.</p> <p>Women, Business and the Law 2023 Report (2023): Highlights progress toward equal treatment of women under the law.</p> <p>Additionally, Botswana has adopted national and regional policies such as the National Gender-Based Violence Strategy 2015-2020 and the Women's Economic Empowerment</p>	<p>There are still opportunities to improve gender equality, non-discrimination, and equitable opportunities for all genders in the public sector regarding workplace remuneration and maternity protection. There is also a need to support increased representation of women in leadership roles. Lastly, access to service and land rights remain issues for women and minority groups.</p>	Achieved

⁶ Inconsistent government policies also play a role in continued high unemployment, notably lack of economic diversification, import restrictions and a tendency for import substitution rather than export development, lack of financing for dynamic private sector companies, and state-owned monopolies impeding competition. The CPD should also reinforce its advocacy component to address these underlying issues.

	Programme, which further support these objectives.		
<p>Outcome indicator 1.2:</p> <ul style="list-style-type: none"> Indicator: Proportion of women in managerial positions (public sector). <i>From the CPD RF:</i> Baseline(2016) - 34%, Target(2026) - 50% 	<p>As per Grant Thornton's Women in Business International Business Report , the percentage of businesses in Botswana with at least one woman in senior management stands at 72%, a step closer to the global percentage of 87%, which showed an increase of 12% from last year's survey. (2019)</p> <p>Mounting pressure beginning to drive progress for women in senior leadership Newsroom Grant Thornton Botswana</p>	<p>Access to data to measure this indicator will have to be prioritized. Validated and viable data, especially, may be challenging to identify.</p>	<p>No-data exist for this indicator</p>
<p>Output indicators for the justice portfolio:</p> <p>1. Indicator 1.2.1:</p> <ul style="list-style-type: none"> Indicator: Proportion of seats held by women and youth in (a) national parliament and (b) local government. <p>Baseline (2021): 11% (women), 1.6% (youth) Target (2026): (a) 30% (women), 10% (youth) Baseline (2021): 19% (women), 9.5% (youth) Target (2026): 30% (women), 20% (youth) Baseline (2021): 19% (women), 9.5% (youth) Target (2026): 30% (women), 20% (youth)</p>	<ul style="list-style-type: none"> As of February 2021, only 10.8% of seats in parliament were held by women. <ul style="list-style-type: none"> Country Fact Sheet UN Women Data Hub 	<p>This indicator is highly ambitious and largely outside the direct control of UNDP interventions. Its achievement depends on broader systemic changes and multiple actors, making it challenging to attribute progress to UNDP's efforts alone. As such, it is recommended that this indicator be reworded to focus on more actionable and measurable metrics directly linked to the portfolio's activities. For example, the indicator could be revised to track the "number of women and youth trained in leadership and political participation skills" or the "number of advocacy campaigns conducted to promote inclusive representation." These revised metrics would provide a clearer reflection of the portfolio's contributions while maintaining alignment with broader goals of gender and youth inclusion.</p>	<p>Off-track</p>
<p>2. Indicator 1.2.2:</p> <ul style="list-style-type: none"> Indicator: Number of incumbent and aspirant women, youth, and persons with disabilities with the requisite knowledge and skills to participate effectively in political decision-making at national and local government levels. <p>Baseline (2021): 0</p> <p>Target (2026): 12,500 (women), 12,500 (youth) 750 (persons with disabilities)</p>	<p>So far, three trainings have been conducted, with 173 trainers trained in the following locations:</p> <ul style="list-style-type: none"> 7-8 May 2024 – Lobatse (69 ToTs trained) 4-5 June 2024 – Tsabong (51 ToTs trained) 11-12 June 2024 – Francistown (53 ToTs trained) 	<p>The current target may be too ambitious, and we have recommended a scaled revision with available budgets and capacity.</p>	<p>Off-track</p>
<p>3. Indicator 1.2.3:</p> <ul style="list-style-type: none"> Indicator: Number of public sector ministries 	<p>No definitive data on this; however, Botswana has been making efforts to</p>	<p>The current UNDP M&E system is not reporting on many of these indicators;</p>	<p>Off-track</p>

<p>with gender-responsive budgeting systems in place.</p> <p>○</p>	<p>integrate gender-responsive budgeting into its public financial management systems. The Ministry of Finance and Economic Development has actively promoted gender-responsive budgeting through various initiatives and dialogues. UNWomen is the leader in work in this area.</p> <ul style="list-style-type: none"> • BW-Apr22-GRPFM-Public with PEFA Check 0.pdf • Integrated National Financing Framework (INFF) Financing dialogues rolled out: To capture the roles and aspirations of all in the entire economic landscape of Botswana United Nations Development Programme (undp.org) 	<p>efforts must be made to harmonize the indicators used across projects and initiatives to ensure that all ongoing initiatives contribute the required data for the CPD reporting. Annual reporting should be organized to consolidate reporting on the entire CPD.</p>	
<p>Outcome indicator 5.3:</p> <ul style="list-style-type: none"> • Indicator: Transparency index – corruption perception rankings. 	<p>Botswana ranks 39th out of 180 countries on the 2023 Corruption Perceptions Index (CPI) with a score of 59 out of 100. This score indicates a moderate level of perceived public sector corruption. Botswana's score has decreased by 1 point since last year.</p> <ul style="list-style-type: none"> • Botswana - Transparency.org 	<p>The current indicator, "Transparency index – corruption perception rankings," relies on external assessments that are influenced by a wide range of factors beyond the control of UNDP. These include political, economic, and social dynamics that can significantly shift the rankings independently of UNDP's interventions. As such, this indicator may not accurately reflect the impact of UNDP activities on transparency and anti-corruption efforts. To better measure progress, the indicator should be revised to focus on actionable and measurable outputs that directly result from UNDP-supported activities.</p> <p>Revised Indicator: "Number of transparency and anti-corruption mechanisms developed, strengthened, or implemented with UNDP support (e.g., public financial management tools, whistleblower protection frameworks, or anti-corruption training programs)."</p> <p>This revised indicator aligns with UNDP's sphere of influence and provides a more</p>	<p>Off-track</p>

		actionable metric to evaluate the program's contributions to improving transparency and reducing corruption	
<p>Output indicators for Justice Portfolio:</p> <p>1. Indicator 5.1.1:</p> <ul style="list-style-type: none"> ○ Indicator: Percentage of government gazettes, policies, legislation, judgments of the High Court and Court of Appeal, and regulations freely available to the public from 1990 to 2020. <p>Baseline (2021): 0% Target (2026): 100%</p>	<p>While no specific data is available, Botswana has made significant strides in improving transparency by establishing the Directorate on Corruption and Economic Crime through the Corruption and Economic Crime Act, launching public education programs, prioritizing public participation in the budget process, and receiving strong political backing for anti-corruption efforts. These initiatives have bolstered Botswana's reputation for good governance in Africa.</p>	<p>The current indicator measures a broad and systemic outcome that is largely beyond UNDP's direct control. While UNDP can contribute to creating or enhancing mechanisms for public access to information, achieving systemic transparency over such a wide range of documents depends on political will, institutional priorities, and resource allocation by government entities. Therefore, this indicator is not fully aligned with the specific, actionable outputs of UNDP-supported activities.</p> <p>"Number of digital platforms or initiatives developed or supported by UNDP to enhance public access to government information (e.g., gazettes, policies, or judicial decisions) and the volume of information uploaded during the reporting period." This revised indicator focuses on measurable outputs directly related to UNDP's activities, such as developing or enhancing digital platforms, training government personnel, or supporting information dissemination strategies. It aligns with the CPD's goals of improving transparency and access to information while remaining within UNDP's sphere of influence.</p>	No-data exist for this indicator
<p>2. Indicator 5.2.1:</p> <ul style="list-style-type: none"> ○ Indicator: Number of additional anti-corruption measures for improved transparency and accountability implemented. <p>Baseline (2021): 224 Target (2026): 4</p>	<p>No new laws have been implemented.</p>	<p>The original indicator, "Number of additional anti-corruption measures for improved transparency and accountability implemented," was overly dependent on a single activity—the reinvigoration of the BotswanaLii platform—which has faced technical and political challenges. Given the shift in government priorities, the indicator should be revised to reflect a broader, more realistic set of activities within UNDP's control that can still contribute meaningfully to anti-corruption, transparency, and accountability goals.</p> <p>"Number of capacity-building initiatives or tools developed or supported by UNDP to</p>	Off-track

		<p>enhance transparency and accountability in public institutions, such as training programs, digital tools, or policy recommendations adopted."</p> <p>This revised indicator expands the scope to include measurable and actionable outputs that UNDP can directly influence, such as capacity-building efforts, creation or enhancement of transparency tools, and adoption of policy inputs. It allows for flexibility in alignment with government priorities and reduces reliance on the BotswanaLii platform</p>	
<p>3. Indicator 5.2.2:</p> <ul style="list-style-type: none"> ○ Indicator: Number of new platforms/mechanisms at national and subnational levels created to enable the population to express their voice freely and confidently and to hold government and duty-bearers accountable. <p>Baseline (2021): 0 Target (2026): 3</p>	<p>It appears one new platform emerged in 2022:</p> <ol style="list-style-type: none"> 1. Digital Participatory Budgeting (EPB): Launched in 2021 to enhance budget transparency and public participation (Government of Botswana, 2021). 2. Public Consultations: A comprehensive constitutional review process was initiated in 2022 to gather input from citizens on various policies and projects (Government of Botswana, 2022). 3. Transparency and Accountability Committee: Established in 2022 to promote transparency and accountability in governance (Government of Botswana, 2022). 	<p>The CPD, seems to be on track.</p>	On-track
<p>4. Indicator 5.2.3:</p> <ul style="list-style-type: none"> ○ Indicator: Extent to which the Botswana Human Rights Institution is able to implement its human rights mandate. <p>Baseline (2021): 0 Target (2026): 3</p>	<p>The Ombudsman Act Amendment Bill was formally ratified in 2021. The bill was passed by the Botswana Parliament and received assent from the President, allowing the Office of the Ombudsman to officially take on its human rights mandate. No clear data on whether they are fulfilling their new mandate.</p> <ul style="list-style-type: none"> • Bill-No.19- OMBUDSMAN.pdf (undp.org) 	<p>The CPD, seems to be on track.</p>	On-track
<p>5. Indicator 5.3.1:</p> <ul style="list-style-type: none"> ○ Indicator: Extent to which the use of digital courts improves case turnaround time (contributing to IRRF 2.4). 	<p>Botswana has implemented digital court initiatives like electronic court records, virtual courts, and digital case management systems to improve case turnaround time. These efforts, accelerated by the COVID-</p>	<p>The current indicator, "Extent to which the use of digital courts improves case turnaround time," is aspirational but not grounded in the current reality of Botswana, where digital courts do not yet exist. Given</p>	off-track

<p>Baseline (2021): 0 Target (2026): 3</p>	<p>19 pandemic, have streamlined processes and reduced delays, although challenges such as infrastructural issues and resistance to change persist. While specific metrics on improvement vary, the introduction of these digital measures has significantly enhanced the efficiency and speed of case resolutions, leading to faster delivery of justice overall.</p> <ul style="list-style-type: none"> • Botswana Legal Information Institute (BotswanaLII) Project launched United Nations Development Programme (undp.org) 	<p>the ongoing criminal justice reform process supported by UNDP, which anticipates recommending the introduction of digital courts, this indicator should be revised to align with actions that are feasible within the program period.</p> <p>"Number of criminal justice reform initiatives supported by UNDP, including recommendations for the introduction of digital courts and other innovations to improve case management efficiency."</p> <p>This revised indicator reflects actionable steps within UNDP's control, focusing on supporting reforms and contributing to foundational work, such as proposing digital solutions, rather than measuring outcomes that depend on future implementation by other actors. It ensures alignment with the CPD's activities and projected results.</p>	
<p>6. Indicator 5.3.2:</p> <ul style="list-style-type: none"> ○ Indicator: Percentage increase of indigent people benefiting from legal aid services (disaggregated by sex) (contributing to IRRF 2.4). <p>Baseline (2021): 0 Target (2026): 50%services.</p>	<p>The United Nations Development Programme (UNDP) has been actively involved in promoting access to justice and legal aid services in Botswana. UNDP has partnered with Legal Aid Botswana to develop legal literacy films and revamp their website, aiming to educate people about their legal rights. Additionally, the Botswana Legal Information Institute (BotswanaLII) Project, supported by UNDP, provides online access to legal information, making it more accessible to the public.</p> <ul style="list-style-type: none"> • UNDP partners with Legal Aid Botswana to promote access to justice in Botswana United Nations Development Programme 	<p>The indicator, "Percentage increase of indigent people benefiting from legal aid services," faces significant challenges due to the lack of baseline data and the absence of consistent reporting within the M&E system. Without a baseline, it is impossible to measure progress or determine the effectiveness of interventions aimed at increasing access to legal aid services. Furthermore, the lack of reporting suggests either a disconnect between the indicator and program activities or insufficient capacity to track and document relevant data.</p> <p>Suggestion for Revision:</p> <p>To address these challenges, the indicator could be revised to focus on measurable outputs that directly result from UNDP-supported activities. For example:</p> <p>Revised Indicator: "Number of legal aid initiatives supported by UNDP that aim to improve access to legal aid services for indigent populations, including the number of outreach sessions conducted or legal literacy materials distributed."</p>	<p>No data available for this indicator</p>

		This revised indicator is actionable, allows for more straightforward data collection, and aligns more closely with UNDP-supported activities while still contributing to broader goals of increasing access to legal aid services.	
<p>7. Indicator 5.3.3:</p> <ul style="list-style-type: none"> ○ Indicator: Number of customary courts capacitated to deliver fair and uniform sentences for gender-based violence, including conflict resolution. 	<p>The United Nations Development Programme (UNDP) has been actively involved in supporting the capacity building of customary courts in Botswana. One of the initiatives is the Botswana Law Reform Strategy (2020-2023), which aims to reform and harmonize laws to promote the rule of law and economic growth. This strategy includes efforts to enhance the capacity of customary courts to deliver fair and uniform sentences, especially for gender-based violence and conflict resolution.</p>	<p>The indicator, "Number of customary courts capacitated to deliver fair and uniform sentences for gender-based violence, including conflict resolution," provides a meaningful metric for assessing capacity-building efforts in the justice sector. However, the evaluation and reporting of progress under this indicator appear incomplete. The extensive training provided to all traditional leaders in Botswana on GBV legal knowledge is a significant achievement and should be included as evidence of capacity-building success in this area.</p> <p>This oversight may stem from a narrow interpretation of the indicator, focusing only on the courts' formal capacity rather than the broader systemic improvements, such as equipping traditional leaders with essential legal knowledge.</p> <p>Suggested action: Ensure that future reporting captures the training activities conducted for traditional leaders, including the number of participants trained, the content of the training, and its alignment with the indicator. This will allow for a more comprehensive reflection of progress and better attribution of results to UNDP interventions. Additionally, consider complementing this indicator with qualitative assessments of how such training impacts decision-making processes in customary courts.</p>	On-track

97. The UNDP Botswana Justice Portfolio aims to enhance governance structures and promote human rights, guided by Vision 2036, National Development Plan 11, the Sustainable Development Goals (SDGs 5, 8, and 16), and the African Union Agenda 2063. The portfolio focuses on fostering a more civically and politically engaged population, including women, youth, people with disabilities, and other marginalized groups. It aims to create a human-rights-compliant business sector through inclusive dialogue and coordination.

98. Key achievements include technical support to government, civil society, and communities to strengthen civic engagement and human rights compliance. The portfolio has also facilitated inclusive dialogues and coordination among various stakeholders to drive knowledge-sharing and policy development. In the area of governance, the CPD has faced challenges in improving transparency and public service delivery. Despite efforts to strengthen governance systems, Botswana's transparency index, measuring corruption perception, has shown minimal improvement, and public confidence in delivering essential services remains low. Government reforms have made progress, but there is a clear need for more coordinated and consistent implementation to ensure that the reforms lead to tangible improvements in public sector accountability and efficiency. Major opportunities to address corruption and improve transparency include enhancing procurement processes, reducing bureaucratic red tape, and increasing political and parliamentary accountability. Key stakeholders that should be targeted for collaboration include the Directorate on Corruption and Economic Crime (DCEC), the Ministry of Finance, civil society organizations, and international partners such as Transparency International. By implementing digital technologies such as e-declaration systems and online performance dashboards, Botswana can improve transparency, streamline processes, and reduce opportunities for corruption⁷.

Gender, Human rights and vulnerable people

Assessment of UNDP's promotion of Human Rights in its program design and implementation

99. From 2022 to 2024, UNDP Botswana demonstrated a strong commitment to promoting human rights through the design and implementation of its Country Programme Document (CPD). By integrating human rights principles into all development initiatives, UNDP aimed to address social inequalities and protect vulnerable groups, aligning its efforts with international frameworks and Botswana's national priorities.

100. UNDP employed a human rights-based approach, addressing root causes of discrimination and empowering both rights-holders and duty-bearers. Collaboration with local NGOs to implement social protection programs ensured interventions were contextually appropriate and effectively reached vulnerable populations, including women, youth, and people with disabilities in rural communities. For example, the Thusang Basadi Women's Finance House in Tsabong supported 65 women through financial assistance and capacity-building, fostering financial independence and small business growth despite challenges like low financial management skills.

101. Another notable initiative was the "Women in Politics Trainer of Trainers Workshop," conducted in 2024, which aimed to increase women's representation in political decision-making by empowering female leaders and candidates. These efforts reflect UNDP's dedication to addressing gender disparities and advancing women's rights within a broader human rights agenda.

102. UNDP also focused on integrating human rights considerations into governance and justice programs. Capacity-building initiatives for justice and law enforcement institutions enhanced transparency, accountability, and access to justice, particularly in cases related to gender-based violence. Policy advocacy efforts supported by UNDP led to the development of laws and policies aligned with global human rights standards, furthering the promotion of equity and justice in Botswana.

⁷ <https://www.transparency.org/en/countries/botswana?formCode=MG0AV3> & [Combating corruption in Botswana: lessons for policy makers](#). Article in Asian Education and Development Studies, July 2017. David Seth Jones

103. In promoting economic empowerment for marginalized groups, UNDP's initiatives demonstrated significant impact. The Khawa Development Trust, supported by community-based ecotourism projects, doubled its income from BWP 19,000 in 2023 to BWP 40,000 in 2024, while improving infrastructure and creating sustainable livelihoods. Similarly, the KACGAE Craft Centre empowered indigenous artisans by providing equipment and training, although challenges like volunteer participation and resource expectations persist. Additionally, the Zutshwa Community Development Trust introduced predator-proof kraals and improved salt-harvesting operations, creating jobs for 25 community members, though profitability remains a hurdle.
104. UNDP's focus on gender equality is evident across various initiatives. The Women in Politics Trainer of Trainers Workshop trained 50-60 women from diverse political backgrounds, empowering them to take on leadership roles. Furthermore, community-based climate resilience projects involved women in sustainable environmental practices and decision-making processes, reducing gender disparities and enhancing women's participation in key sectors.
105. UNDP Botswana's governance, inclusive growth, and sustainable development initiatives have collectively contributed to gender equality. Social protection programs targeting women and marginalized groups improved economic conditions, while sustainable development efforts integrated gender equality into environmental initiatives. These actions reflect UNDP's continued commitment to promoting equality and human rights across all areas of its work.
106. Despite these successes, challenges remain. Limited resources, sustainability concerns, and logistical hurdles must be addressed to ensure long-term impact. Strengthening local capacity, ensuring resource availability, and maintaining continuous stakeholder engagement will be critical for sustaining the benefits of these initiatives beyond the program period.

To what extent has gender been addressed in the design, implementation, monitoring, and reporting? Is gender marker data assigned to projects representative of reality (focus should be placed on gender marker 2 and 3 projects)?

107. Gender has been a central focus of the UNDP Botswana CPD 2022-2024 across its design, implementation, monitoring, and reporting stages. During the design phase, comprehensive gender analyses informed the integration of gender-responsive objectives, ensuring that programs addressed the specific needs of women and marginalized groups. This approach aligned interventions with gender equality goals, embedding targeted support measures into programmatic frameworks to enhance women's socio-economic participation and empowerment.
108. In the implementation phase, deliberate strategies to promote women's participation and leadership were evident. Capacity-building initiatives were designed to enhance skills and create opportunities for women across various sectors. Women were actively engaged in decision-making and implementation processes, which ensured their contributions were valued and their needs addressed in community-driven initiatives. These actions reinforced the broader objective of reducing gender disparities and enhancing equality in development outcomes.
109. However, while monitoring and reporting frameworks included gender-disaggregated indicators, gaps remain in fully capturing the nuanced impacts of

interventions on women. For projects assigned gender markers 2 and 3—intended to indicate significant or principal contributions to gender equality—some reporting lacked the depth to substantiate these designations. This reflects a need to strengthen data collection and reporting mechanisms to align gender marker data more closely with actual project outcomes and impacts. Improved tracking and analysis would provide more credible evidence of progress toward gender equality goals and enable course corrections where necessary.

110. Green Portfolio

Green Portfolio			
	Status	Remarks	Achievement rating
<p>Outcome indicator 3.1:</p> <ul style="list-style-type: none"> Indicator: Percentage of contribution of renewable energy to total energy consumption. 	<p>As of 2021 data, renewable energy accounts for approximately 7% of Botswana's total energy consumption</p> <ul style="list-style-type: none"> Botswana Africa RE SP.pdf (irena.org) 	<p>The indicator, "Percentage of contribution of renewable energy to total energy consumption," is ambitious and important for tracking national progress on renewable energy. However, it presents significant challenges in the context of the CPD. First, the CPD does not include a specific target for this indicator, making it difficult to measure success within the program's scope. Additionally, this indicator largely depends on national policy decisions, private sector investment, and broader systemic factors that are beyond the CPD's sphere of direct control. While UNDP's activities may contribute indirectly to increasing renewable energy adoption, attributing changes in this indicator solely to CPD interventions would be unrealistic.</p> <p>To better align with the CPD's activities and sphere of influence, the indicator could be revised to focus on outputs and outcomes directly supported by the program. A proposed revision is: "Number of renewable energy projects or initiatives implemented with UNDP support, disaggregated by type and geographic coverage."</p> <p>This revised indicator would measure the tangible contributions of the CPD in promoting renewable energy, ensuring clearer attribution and alignment with program-specific objectives.</p>	No clear target defined.
<p>Outcome indicator 2.1.1:</p> <ul style="list-style-type: none"> Indicator: Level of emissions from greenhouse gases. 	<p>Draft Nationally Determined Contributions: In an effort to enhance the INDC to achieve the 15% GHG emission target in Botswana the</p>	<p>The indicator, "Level of emissions from greenhouse gases," is an essential measure for tracking national and</p>	No clear target defined.

	<p>Ministry of Environment and Tourism (MET) initiated with support of UNDP the process to review and re-align the NDC to existing and new policies, frameworks developed in the country since the development of the NDC in 2015. The process also included expansion of the existing NDC to include other sectors where data is available namely the Land use, land use change and Forestry (LULUCF), Biodiversity and Ecosystems and Industry and Manufacturing</p>	<p>global climate action progress. However, in the context of the CPD, this indicator is problematic for several reasons. First, the CPD does not specify a target for reducing greenhouse gas emissions, which limits its usefulness in evaluating program outcomes. Second, the indicator is influenced by a wide array of factors outside the CPD's direct control, such as national policies, industrial activities, and external developments in the energy and transportation sectors. While UNDP's activities contribute to climate resilience and mitigation, their direct impact on overall emissions levels is difficult to isolate and attribute.</p> <p>To better reflect the CPD's contributions within its sphere of influence, the indicator could be revised as follows: "Number of mitigation initiatives implemented with UNDP support and their estimated greenhouse gas emission reductions (in tons of CO₂ equivalent), disaggregated by sector."</p> <p>This revised indicator would capture the specific contributions of CPD-supported projects to emission reductions, such as renewable energy adoption, improved energy efficiency, or land-use changes, making it more actionable and attributable to UNDP's efforts.</p>	
<p>Output indicators for the green portfolio:</p> <p>1. Indicator 2.1.1:</p> <ul style="list-style-type: none"> ○ Indicator: National disaster risk reduction and mitigation strategies in line with the Sendai Framework for Disaster Risk Reduction, 2015-2030 adopted. <p>Baseline: Yes (not fully); Target: Yes (fully)</p>	<ul style="list-style-type: none"> • Botswana has made significant strides in adopting the National Disaster Risk Reduction and Mitigation Strategies in line with the Sendai Framework for Disaster Risk Reduction, 2015-2030. The country has developed the National Disaster Risk Reduction Strategy (2013-2018) and the National Policy on Disaster Management (1996), which aim to mainstream disaster risk reduction at both national and local levels. These strategies focus on reducing disaster risks and integrating disaster risk reduction into development planning. • However, continuous efforts are needed to fully align with the Sendai Framework's targets and ensure effective implementation at all levels. 	<p>To fully align with the Sendai Framework for Disaster Risk Reduction, 2015-2030, Botswana needs to conduct comprehensive risk assessments, enhance coordination among stakeholders, allocate resources for disaster risk reduction, develop and update disaster preparedness plans, and ensure recovery efforts reduce future risks. Focusing on these priorities will strengthen Botswana's disaster risk reduction strategies.</p>	On -track
<p>2. Indicator 2.1.2:</p> <ul style="list-style-type: none"> ○ Indicator: Percentage of 	<p>No recent data available</p>	<p>The target for this indicator appears overly ambitious given the scope and resources</p>	Off-track

<p>population with primary reliance on clean fuels and technology. ; Baseline (2021): <10%; Target (2026): off grid >50%, on grid >30%</p>		<p>of the CPD activities. It is recommended to revise the target to better align with the CPD's capacity and the scale of its interventions. Adjusting the target to a more realistic level would ensure it reflects achievable outcomes based on the depth of activities and available resources, enhancing the credibility and relevance of program monitoring and evaluation.</p>	
<p>3. Indicator 2.1.3: ○ Indicator: The extent to which ecosystem-based adaptation (EBA) criteria are included in planning legislation and land use master planning guidelines. Baseline (2021): 1; Target (2026): 3%</p>	<ul style="list-style-type: none"> Botswana has included ecosystem-based adaptation (EBA) criteria in its planning legislation and land use master planning guidelines. The National Adaptation Plan Framework (year ?) and other related guidelines emphasize the importance of integrating ecosystem functions and services into national adaptation planning processes. 	<p>An aggressive advocacy plan should accompany the strategy for this component of the CPD in order to support progress on this indicator.</p>	On-track
<p>4. Indicator 2.2.1: ○ Indicator: Percentage of livestock management associations implementing the range management strategies at district level. Baseline (2021): 3; Target (2026): 5</p>	<p>No data available, however, the Livestock Management and Infrastructure Development (LIMID) Programme and other community-based management projects are actively working to improve sustainable practices in livestock farming across various districts</p>	<p>This indicator requires a clear strategy to ensure the target is achieved, as the current activities may not sufficiently address the gap. If such a strategy cannot be implemented, it is recommended to revise the target to better reflect the scale and scope of the CPD's interventions, ensuring alignment with ongoing efforts.</p>	No data available,
<p>5. Indicator 2.2.2: Indicator: Percentage increase of farmers implementing climate-smart agricultural principles and techniques in non-irrigated crop production (disaggregated by sex). Baseline (2021): <20% (male: 10%, female: 5%); Target (2026): 50% (male: 20%, female: 30%)</p>	<p>No data, however, various programs and initiatives, such as the Climate Smart Agriculture project supported by the UNDP and the Ministry of Agricultural Development and Food Security, are actively working to promote these practices among smallholder farmers.</p>	<p>This indicator requires a clear strategy to ensure the target is achieved, as the current activities may not sufficiently address the gap. If such a strategy cannot be implemented, it is recommended to revise the target to better reflect the scale and scope of the CPD's interventions, ensuring alignment with ongoing efforts.</p>	No data available,
<p>6. Indicator 2.3.1: Indicator: Protected area management effectiveness scores show a persistent increase year-on-year.</p>	<p>No data is available. However, the Kgalagadi and Ghanzi Drylands Ecosystem Project has continued facilitating dialogue and building collaboration and cooperation amongst wildlife management and law enforcement agencies, including enhanced intelligence sharing. The goal is to establish an integrated institutional setup for the rollout of the National Antipoaching strategy, which was developed and finalized with the support of the project.</p>	<p>This indicator requires a clear strategy to ensure the target is achieved, as the current activities may not sufficiently address the gap. If such a strategy cannot be implemented, it is recommended to revise the target to better reflect the scale and scope of the CPD's interventions, ensuring alignment with ongoing efforts.</p>	

111. From 2022 to 2026, the UNDP Botswana Green Portfolio has made substantial contributions to environmental sustainability and climate resilience, achieving significant milestones across several key areas.
112. Policy Development: The portfolio has played a critical role in supporting the formulation and implementation of policies that promote environmental sustainability and climate resilience. These policies are aligned with Botswana's long-term environmental goals, ensuring that national strategies are in place to address pressing environmental challenges and mitigate the effects of climate change:
- **Botswana Climate Change Response Policy (2021):** This policy aims to address the impacts of climate change and promote sustainable development. It includes measures to enhance resilience, reduce greenhouse gas emissions, and support adaptation strategies.
 - **National Drought Plan (2021):** Developed to improve drought preparedness, response, and recovery. The plan aligns with national policies and strategies to manage water resources effectively and support communities affected by drought.
 - **Environmental Management and Conservation:** Pilot projects have been implemented to manage the trade-off between income generation and environmental sustainability. These projects focus on protecting biodiversity, reducing air and water pollution, and promoting sustainable land use.
 - **Multi-Stakeholder Partnerships:** UNDP has promoted broad ownership of progress by all relevant stakeholders through the coordination of multi-stakeholder partners.
113. Adoption of Green Technologies: Notable progress has been made in the promotion and adoption of green technologies, such as biogas systems. These technologies are aimed at reducing environmental impact by providing sustainable alternatives to traditional energy sources, such as firewood, which contribute to deforestation and greenhouse gas emissions. The introduction of biogas as a renewable energy source has also created new opportunities for households to access clean energy while supporting environmental conservation.
114. Sustainable Financing: The portfolio has advanced sustainable financing mechanisms, focusing on securing long-term funding for environmental initiatives. These efforts have enhanced the financial sustainability of ongoing environmental projects, ensuring that critical interventions can continue to make a positive impact in the long term. Through strategic partnerships and financial models, the Green Portfolio has helped mobilize resources to fund large-scale environmental conservation efforts.
115. Capacity Building: A key element of the portfolio's success has been its comprehensive capacity-building programs. Training and empowerment initiatives have been directed at local communities, government institutions, and civil society organizations to strengthen their abilities in sustainable environmental management. By equipping stakeholders with knowledge and tools, these efforts have ensured that local actors play an active role in driving Botswana's environmental sustainability agenda.
116. Community engagement has been a cornerstone of the green portfolio, emphasizing community-driven approaches to environmental conservation. Local communities have been actively involved in decision-making and implementation, fostering ownership and tailoring conservation efforts to meet their specific needs. Projects have conducted comprehensive community consultations to secure Free and Prior Informed Consent (FPIC), with detailed FPIC reports documented. Additionally, the CP has conducted Kgotla meetings and regular interactions with beneficiary communities and community-based organizations (CBOs) throughout the planning and implementation phases. Capacity-building initiatives within the portfolio, such as training related to the Biogas project, Youth Connekt, and Small Grants Projects, have strengthened the sustainability and impact of interventions. This approach ensures that communities are

more likely to maintain environmental practices over time, enhancing long-term conservation outcomes.

117. Climate Resilience and Environmental Sustainability: Within the context of the Country Programme Document (CPD), projects such as the National Biogas Programme have shown particular promise. This initiative not only reduces dependence on traditional energy sources but also contributes to the fight against deforestation and cuts down on greenhouse gas emissions. Communities participating in the biogas programme have reported significant improvements in their quality of life, including enhanced access to energy and the creation of new income streams.

118. In parallel, the CPD has promoted climate-smart agricultural practices, including agroforestry and sustainable rangeland management. These techniques have improved food security for smallholder farmers while protecting natural ecosystems. By building resilience against climate change, these interventions have begun to yield tangible benefits at the community level, contributing to both environmental preservation and the well-being of vulnerable populations.

119. Prosperity

Prosperity Portfolio			Achievement rating
	Status	Remarks	
<p>Outcome indicator 4.1:</p> <ul style="list-style-type: none"> Indicator: Annual growth rate of real GDP per capita. <p>Baseline -4.1% (due to COVID 19)</p> <p>Target: 5%</p>	<p>The annual growth rate of real GDP per capita in Botswana was reported to be 1.00% in 2023, according to the World Bank</p> <ul style="list-style-type: none"> https://tradingeconomics.com/botswana/gdp-per-capita-growth-annual-percent-wb-data.html 	<p>The target of 5% annual GDP growth per capita is overly ambitious for an outcome-level indicator and falls far beyond the direct influence of the CPD. Economic growth is driven by various external factors, including global market trends, fiscal policies, and private sector performance, making it unrealistic to attribute such a broad outcome to the CPD alone. A more actionable and measurable indicator could focus on specific contributions of the CPD, such as "Percentage increase in MSMEs supported contributing to economic diversification" or "Number of jobs created in CPD-supported sectors," which would better reflect the program's direct impact.</p>	Off track
<p>Outcome indicator 4.2:</p>	<p>Total Unemployment Rate: 27.6% (Q1 2024)¹</p> <p>By Sex:</p>	<p>The indicator measuring unemployment by</p>	Off track

<ul style="list-style-type: none"> ● Indicator: Unemployment rate by sex, age, and persons with disabilities. ● Target 15% 	<p>Males: 25.4% (Q1 2024)</p> <p>Females: 29.8% (Q1 2024)</p> <p>By Age:</p> <p>Youth (ages 15-24): 32.1% (Q1 2024)</p> <p>Persons with Disabilities: 35.2% (Q1 2024)</p> <ul style="list-style-type: none"> ● https://www.statsbots.org/bw/employment-botswana?formCode=MG0AV3 	<p>sex, age, and persons with disabilities, with a target of 15%, is overly ambitious given the scope and resources of the CPD.</p> <p>Unemployment is influenced by a multitude of external economic and policy factors far beyond the direct control of the program. A more reasonable and actionable revision could focus on specific contributions, such as the number of jobs created through CPD-supported MSME development or skills training initiatives, disaggregated by sex, age, and disability. This approach would provide a clearer link between UNDP activities and measurable outcomes while aligning the indicator with achievable and attributable program results.</p>	
<p>1. Indicator</p> <ul style="list-style-type: none"> ○ Indicator 4.3. Labour share of GDP comprising wages and social protection transfers. ○ Baseline (2016): 20.3% ○ Target: TBD 	<p>No data available</p>	<p>This SDG indicator falls significantly outside the sphere of influence of the CPD alone at an output level. Achieving meaningful change in this metric depends on a wide array of macroeconomic policies, labor market dynamics, and national economic reforms, which are beyond the direct control of the program. A more actionable revision could focus on specific CPD-supported contributions, such as the number of social protection initiatives implemented or the number of workers benefiting from</p>	

		CPD-facilitated programs. This would create a more direct connection between UNDP activities and measurable outcomes.	
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120. The UNDP Botswana Prosperity Portfolio is a key component of the country's broader efforts to drive inclusive economic growth and strengthen micro, small, and medium enterprises (MSMEs) as part of its vision to become a high-income nation by 2036. Between 2023 and 2026, the portfolio achieved notable success in supporting Botswana's economic and social development goals, with a focus on MSME development, digital transformation, and inclusive growth.

121. **Economic Empowerment:** A cornerstone of the Prosperity Portfolio has been its support for policy development aimed at fostering economic growth and reducing unemployment. Initiatives to improve the business environment, enhance access to finance, and offer training and capacity-building programs for entrepreneurs have been central to this effort. For instance, projects like the Thusang Basadi Women's Finance House in Tsabong, which provided seed funding, office furniture, and training to 65 women, empowered local women entrepreneurs to start small businesses. While the project faced challenges such as low financial literacy and pre-payment issues, it laid the foundation for economic empowerment in rural areas.

122. **MSME Support:** The portfolio played a significant role in providing financial and technical assistance to MSMEs, enabling them to scale up and create jobs. This included offering grants, loans, and business development services to small businesses. For example, the **Sweet Sensations Chocolate Production** project, established in Pilane, benefited from support that helped it access markets such as Air Botswana and Squaremart. This initiative empowered female entrepreneurs and promoted job creation, reflecting the portfolio's emphasis on MSMEs' role in driving inclusive growth.

123. **Digital Transformation:** Recognizing the importance of digital tools for economic growth, the Prosperity Portfolio focused on enhancing digital infrastructure for improved government and economic outcomes and promoting digital literacy. One notable initiative was UNDP's **Digital Strategy 2022-2025**, which aimed to create resilient digital ecosystems by supporting businesses and individuals in adopting digital tools. The portfolio implemented digital skills training to enable MSMEs to thrive in the digital economy. A successful example is the **Sweet Sensations** project, which experienced improved sales after adopting new branding and packaging supported by UNDP. The UNDP Botswana work in this area also includes:

- **SmartBots Lab:** UNDP Botswana established the SmartBots Lab Centre of Excellence to support Botswana's competitiveness and socio-economic development in the era of the Fourth Industrial Revolution (4IR). The lab serves as a platform for generating innovative ideas and fostering the development of disruptive technologies and complementary innovations².
- **4IR Digital Transformation Strategy:** Botswana has developed a 4IR Digital Transformation Strategy. This strategy aims to drive digital transformation across the economy, government, and society, aligning with the UN Sustainable Development Goals (SDGs) and Botswana's national vision for 2036².
- **Digital Innovation Hub:** The SmartBots Lab is part of the Botswana Digital Innovation Hub, which involves government entities, academia, the private sector, and the entrepreneurial ecosystem. This hub aims to create a sustainable digital investment environment and establish Botswana-based digital enterprises.

124. UNDP Digital transformation work sought to support improved economic outcomes and governance.
125. **Inclusive Growth:** Ensuring that economic growth benefited all segments of society was a key priority for the Prosperity Portfolio. Programs were launched to promote gender equality, support youth employment, and provide opportunities for marginalized groups, such as persons with disabilities. The **Women in Politics Trainer of Trainers Workshop**, held in Francistown in 2024, aimed at increasing women's participation in politics, exemplifies the portfolio's commitment to inclusive growth. Additionally, the **Khawa Development Trust** saw increased revenue from community-based ecotourism initiatives supported by UNDP, which boosted income for the local community and created opportunities for marginalized populations to participate in the economy.
126. Despite the positive strides, these initiatives were relatively limited in scale, and expanding their reach remains a challenge. However, the progress made in MSME development and green job creation highlights the portfolio's potential. For instance, the number of businesses generating green jobs increased from 8 in 2022 to 34 in 2023, underscoring MSMEs' role in contributing to both economic diversification and environmental sustainability.
127. The **Digital Strategy 2022-2025** has also been crucial in empowering youth and women to engage in the knowledge economy, reducing Botswana's reliance on traditional sectors like diamond mining. The strategy reflects UNDP's commitment to leveraging digital technologies for sustainable development and innovation.

What are the unexpected outcomes or consequences it yielded? What are their implications?

128. The Botswana CPD 2022-2026 has generated several unexpected outcomes and consequences, both positive and challenging, that were not originally anticipated in the program's design. These outcomes have had significant implications for the overall effectiveness and impact of the program, influencing how UNDP's interventions have been adapted to meet evolving needs.
129. One positive unexpected outcome is the increased involvement of local communities in climate resilience and environmental management projects, especially those supported by the Small Grants Programme (SGP). Initially, these projects were small-scale, community-led efforts, but they have attracted more engagement than anticipated. Communities have demonstrated higher-than-expected ownership of biodiversity conservation and climate-smart agricultural practices. In northern Botswana, for instance, community-based conservation projects saw extensive participation, leading to enhanced environmental stewardship and the development of sustainable livelihoods. This outcome underscores the importance of local ownership and highlights the potential for future programs to emphasize community-led interventions to drive sustainable development more heavily.
130. Another notable development has been the government's decision to scale up the renewable energy projects, particularly in rural areas. Originally, the CPD aimed to engage the private sector to provide long-term access to renewable energy systems, but private sector involvement was less robust than expected, due to a combination of economic uncertainty and insufficient investment incentives. In response, the government stepped in to fund access to renewable energy systems for selected beneficiaries. While this is a positive step, as it ensures the immediate rollout of renewable energy solutions, it falls short of the ideal scenario where private sector involvement would ensure long-term sustainability through access to spare parts and ongoing maintenance. Nonetheless, this government-led scale-up indicates a strong commitment to the program's objectives and reflects a pragmatic approach to overcoming barriers to private sector engagement.
131. A key challenge emerged regarding the scaling up of successful pilot projects. Although projects in areas like biodiversity conservation and sustainable land

management under the Green Portfolio were initially successful, scaling them up to a national level has been difficult due to funding constraints and an absence of a robust scale-up strategy. While the government has shown a willingness to support specific initiatives, such as renewable energy, there remains a need for a more comprehensive approach to secure the long-term sustainability of these projects.

132. Additionally, while the CPD anticipated significant progress in governance and transparency reforms, the pace of improvements in addressing corruption and enhancing institutional accountability has been slower than expected. Cultural norms and institutional resistance have hindered faster progress, implying that governance reforms require a deeper, more systemic approach to address entrenched barriers.

What challenges were experienced, and how did they affect the achievement of the desired outcomes

133. The UNDP Botswana CPD 2022-2026 has encountered a range of challenges that have impacted its ability to achieve the desired outcomes across its key portfolios. One of the major obstacles has been resource limitations, both in terms of financial and human capital, which have constrained the scalability of many initiatives. For instance, in the renewable energy sector, the national biogas programme initially demonstrated success in select rural areas by providing cleaner, alternative energy solutions, reducing reliance on traditional sources like firewood. However, the programme's reach was limited due to insufficient resources. A positive development occurred when the government stepped in to fund the scaling-up of the biogas programme in selected regions. While this expansion has improved access to renewable energy, the reliance on public funding—rather than private sector investment—limits the programme's long-term sustainability, especially in ensuring the availability of spare parts and continued technical support.

134. The CPD's **Green Portfolio**, which emphasizes environmental sustainability and climate resilience, faced similar constraints in achieving large-scale impacts. The GEF-6 funded project on managing the human-wildlife interface in the Kgalagadi and Ghanzi Drylands is a good example. Through this initiative, UNDP supported the government in drafting an Integrated Land Use Management Plan (ILUMP) for these districts. The ILUMP promotes comprehensive landscape planning in communal lands, aiming to secure wildlife migratory corridors and enhance rangeland productivity. By reducing competition between land uses and improving the ecosystem integrity of the Kalahari, this project demonstrated strong potential to balance conservation with sustainable land management. However, like many other initiatives, it has faced challenges in scaling up, partly due to resource limitations and the need for more robust local capacity to ensure effective implementation at a broader level.

135. In the economic domain, the Prosperity Portfolio faced similar constraints. Efforts to support MSMEs through financial and technical assistance have shown initial success but remained limited in their scope and impact. For instance, the Thusang Basadi Women's Finance House in Tsabong provided essential support to women entrepreneurs through micro-financing and business training. While this initiative empowered local women, the lack of national expansion limited its broader economic impact. Without clear strategies to transition pilot projects into fully scaled national programmes, the CPD's potential to drive inclusive economic growth remains constrained.

136. Another major challenge has been the weaknesses in the Monitoring and Evaluation (M&E) system. While the CPD includes an M&E framework, the collection and analysis of data have been inconsistent, making it difficult to accurately measure the performance and impact of various interventions. This challenge has been particularly noticeable in projects related to economic empowerment and gender equality, where gender-disaggregated data collection has been inadequate. For example, in the Building Climate Resilience of Vulnerable Agricultural Livelihoods Project in Kgalagadi and Ghanzi,

local governments have struggled to collect real-time data due to limited technical expertise and resource shortages, resulting in delays and incomplete reporting.

137. Despite these challenges, the CPD has made some significant strides, particularly in the areas of renewable energy and integrated land use management. However, the limitations in scaling up successful pilot projects, the need for more robust M&E systems, and ongoing resource constraints have hindered the full realization of the programme's ambitious goals.

How effective have been practices and tools used in the programme? (support to local initiatives, best practices, institutional strengthening)

How effective has UNDP been in partnering with development partners, civil society, and private sector in Governance, Inclusive Growth, and Sustainable Development?

138. Several key factors have shaped the effectiveness of the practices and tools used in the UNDP Botswana Country Programme Document (CPD) 2022-2026, though it has faced limitations due to challenges in private sector engagement and operational partnerships with other UN agencies.

139. **Adoption of a Portfolio Approach:** The portfolio approach, which integrates multiple projects under broad thematic areas like climate resilience, renewable energy, and economic diversification, has proven to be a valuable strategy in ensuring coherence and synergy between initiatives. For instance, projects like the Biogas Programme and the Solar training for rural women Project under the Climate Resilience and Renewable Energy portfolio have supported Botswana's transition toward renewable energy in rural areas, promoting both energy access and environmental sustainability. This approach has allowed for more comprehensive solutions that address multiple issues, such as biodiversity conservation and climate resilience. However, the potential for even greater effectiveness has been limited by the lack of strong private sector partnerships, which could have helped scale up these initiatives more sustainably.

140. **Challenges with Private Sector Engagement:** While the portfolio approach has been beneficial, one of the key challenges has been the limited engagement with the private sector. Effective partnerships with the private sector are essential for mobilizing resources, scaling up projects, and ensuring long-term sustainability. In cases such as the Biogas Programme, the lack of private sector involvement has hindered the potential for large-scale adoption and market-driven expansion, despite successful pilots in certain regions. For example, while the government has stepped in to fund the scaling-up of the biogas initiative in selected areas, this role was ideally suited for private sector investment, which would have ensured more sustainable access to spare parts and long-term maintenance. Without stronger private sector collaboration, the ability to achieve broader economic and environmental outcomes remains constrained.

141. **Limited Operational Partnerships with Other UN Agencies:** The effectiveness of the CPD has been undermined by limited operational partnerships with other UN agencies on the ground. While discussions and coordination among UN entities have taken place, including multiple joint project proposals for financing—such as initiatives on GBV with UNFPA, road safety with WHO, and a submission to the Pandemic Fund with FAO and WHO—implementation of joint projects has remained limited. Some small successes, such as collaboration on disability with the RCO, demonstrate the potential of such partnerships. However, the lack of broader operational collaboration has reduced the CPD's ability to fully leverage the expertise and resources that joint efforts could provide. For example, while the Biodiversity Finance Initiative (BIOFIN) achieved tangible results, such as increased revenue for conservation, similar successes have been harder to replicate in other areas where a coordinated UN approach, such as governance reforms or comprehensive social protection systems, would have been highly beneficial.

These gaps have hindered the scaling up of initiatives that require multi-agency collaboration.

Efficiency

To what extent was the management adequate to the planning and execution requirements?

142. The UNDP Country Office, under the direct oversight of the Resident Representative, the Senior Management Team and the UNDP Botswana Portfolio Steering Committee (Programme Board), manages and coordinates CPD activities for 2022-2026. It focuses on sustainable development, economic diversification, and inclusive growth by integrating various portfolios to align with Botswana's vision of becoming a green, just, and prosperous country. The structure ensures coherence and integrates cross-cutting issues like gender equality and human rights into all programs.
143. Additionally, the Apex Committee is crucial in providing strategic direction and oversight for the CPD. This high-level committee, comprising senior government officials, development partners, and UNDP representatives, ensures that the CPD aligns with national priorities and facilitates effective coordination among various stakeholders. The Apex Committee's involvement enhances the governance of the CPD and supports the resolution of any strategic issues that may arise during implementation.
144. The overall management and oversight of the UNDP Botswana's CPD 2022-2026 has demonstrated both strengths and weaknesses in various aspects. Strengths include effectively leveraging the National Implementation Modality (NIM), supporting national entities to take ownership of development projects, and enhancing local capacity. As such, the CPD has also benefited from strong government commitment, particularly in key areas such as climate resilience, economic diversification, and social protection, which has facilitated coordinated planning and execution of projects.
145. It has also supported strategic partnerships with development partners, the private sector, and civil society organizations, which aim to support policy alignment, resource mobilization, and capacity-building initiatives.
146. Despite the strengths of the CPD, some challenges undermine its efforts and its likelihood of meeting its development goals. Financial and human resource constraints hinder the full implementation and sustainability of programs. While key positions were filled and capacity-building initiatives undertaken, issues such as staff turnover at the government level and misalignment between training programs and actual needs limit the CPD's ability to maximize its human resources. For instance, the absence of follow-up on the Women in Politics Trainer of Trainers Workshop represents a missed opportunity. The CPD effectively leveraged local expertise in areas like social protection and gender equality by partnering with local NGOs and government agencies. However, in technical sectors like renewable energy, the program relied heavily on international consultants, raising concerns about sustainable capacity building. Logistical and material resource management faced challenges, particularly in procurement, with delays caused by complex procedures and limited local supplier capacity. These disruptions increased costs due to inflation and logistical difficulties. While adhering to UNDP guidelines, there is room for improvement by simplifying procedures and expanding the use of local suppliers where feasible.
147. Lastly, the limited scale of interventions has impeded their ability to achieve the wide-reaching impact the CPD seeks. Additionally, weaknesses in the UNDP Botswana M&E system have been noted, with the current framework not providing sufficient data to acc

urately measure performance and attribute outcomes or impact solely to UNDP and its partners. Addressing these challenges is crucial for improving the effectiveness of the CPD and ensuring that it can achieve its objectives more comprehensively.

Strengths and weaknesses in the implementation of the CP interventions?

148. As stated above, the implementation of the CPD has been significantly driven by solid government support and strategic partnerships. These elements have facilitated substantial progress, particularly through collaborations that have reinforced policy alignment, resource mobilization, and capacity-building initiatives. However, notable challenges impact the implementation of the CPD interventions. Financial constraints and limited resources have posed considerable obstacles, affecting various projects' full implementation and sustainability. Hence, the scale of many interventions is more pilot-level, without the scope and reach required to impact the key performance indicators.
149. Additionally, bureaucratic delays and the complexities involved in coordinating with multiple stakeholders have further impeded progress, limiting the reach and effectiveness of the CPD's interventions. There are also weaknesses in the UNDP Monitoring and Evaluation (M&E) system, where the current framework does not provide sufficient data to accurately measure performance and attribute outcomes or impact solely to UNDP and its partners. Addressing these challenges is essential to ensure the CPD can fully realize its objectives and contribute meaningfully to Botswana's development goals.
150. Overall, while the CPD has made significant strides, the UNDP must make more efforts to address resource limitations and weaknesses in the M&E systems to ensure its full impact and the achievement of sustainable development outcomes.

Critically analyze the implementation, coordination, and feedback mechanisms for Integrating lessons and recommendations into the CP decision-making cycle.

151. The implementation, coordination, and feedback mechanisms within the UNDP CPD 2022-2026 reveal several critical weaknesses, particularly concerning the Monitoring and Evaluation (M&E) system. One of the primary issues lies in the lack of harmonization around the indicators used to measure performance across the CDP and its various portfolios.
152. The absence of standardized performance indicators that all portfolios use to measure progress during the CPD cycle hampers the implementation and coordination of the CPD. This lack of harmonization leads to inconsistencies in how different projects and initiatives are measured, making it difficult to gauge overall program performance accurately. Without a unified set of indicators, each portfolio—Justice, Green, or Prosperity—may use different metrics from those employed by the CPD performance measurement system, leading to fragmented data that is hard to compile and analyze comprehensively. Consequently, this disjointed approach undermines the ability to have a cohesive understanding of the CPD's impact and progress.
153. The effectiveness of feedback mechanisms for identifying and addressing weaknesses in program performance is also compromised. The current M&E framework does not provide sufficient data to measure performance and attribute outcomes accurately. This deficiency is exacerbated by the lack of harmonized indicators, which further complicates the process of gathering meaningful insights and lessons learned. As a result, the feedback mechanisms fail to provide the necessary information to make informed adjustments to programming. This limits the ability to integrate lessons and recommendations effectively into the CP decision-making cycle.
154. Furthermore, the fragmented M&E system hinders collective ownership over program performance. With varied indicators and inconsistent data, it becomes challenging for stakeholders - including government entities, development partners, and

civil society organizations - to have a shared understanding of the CPD's achievements and areas needing improvement. This lack of a common framework can lead to misaligned priorities and efforts, reducing the program's overall effectiveness. Additionally, the reporting is quite thin. Portfolio-level reporting should not replace comprehensive CPD semi-annual and annual narrative reporting on indicators and implementation. The lack of detailed and consistent reporting undermines the capacity to monitor progress effectively and make data-driven decisions. It also impacts the collective ownership of program performance, as stakeholders do not completely understand achievements and areas needing improvement.

155. Addressing these weaknesses requires a concerted effort to harmonize performance indicators across all portfolios and improve the M&E system. By establishing standardized metrics and enhancing data collection and analysis processes; the UNDP can foster a more cohesive and comprehensive understanding of the CPD's performance. Strengthening feedback mechanisms will ensure that lessons and recommendations are effectively integrated into the decision-making cycle, driving continuous improvement and maximizing the CPD's impact.

Assess the CP flexibility to respond to opportunities and challenges encountered during implementation

156. The UNDP Botswana Country Programme (CP) 2022-2026 has shown remarkable flexibility in responding to both opportunities and challenges encountered during its implementation. This adaptability was particularly crucial during the COVID-19 pandemic, where the CP swiftly shifted focus towards economic recovery by providing targeted support to MSMEs and informal sector actors. The pandemic underscored the need for rapid economic interventions, and UNDP's ability to refocus priorities demonstrates its agility in addressing urgent and evolving needs.
157. A notable example of UNDP's flexibility is the expansion of the national biogas programme. Initially rolled out in rural communities as a pilot, the government recognized the programme's potential to enhance renewable energy access and reduce environmental impact. Consequently, the government provided funding to scale up the initiative in selected regions, a move that was not initially anticipated. While challenges persist, particularly around ensuring long-term private sector engagement for maintenance, this shift showcases UNDP's capacity to respond to emerging opportunities that align with national priorities.
158. In terms of environmental management, the CP's support for the development of the ILUMP for Kgalagadi and Ghanzi districts highlights its adaptability. The plan, developed through the GEF 6-funded project, addressed growing concerns about land management and ecosystem conservation, balancing the need for wildlife migratory corridors and rangeland productivity. This initiative reflects how UNDP can flexibly respond to specific regional environmental challenges, ensuring that projects are aligned with evolving national needs.
159. Another critical demonstration of flexibility is the emergency response in the Okavango District, which was not part of the original CPD scope. In response to extreme drought conditions in the region, with funding from the Government of Japan, UNDP stepped in to provide emergency support to affected communities. While the CPD had not initially banked on engaging in emergency responses, UNDP's ability to adapt and offer critical assistance in response to environmental crises underscores its readiness to address unexpected challenges. This highlights the CP's ability to adjust its interventions to ensure timely and relevant responses, even in unforeseen circumstances.

Budget planning , management and financial oversight

160. The Botswana Country Programme Document (CPD) 2022-2026 has shown efficiency in allocating resources and delivering outcomes across various sectors, but it also faces challenges related to cost-effectiveness, timeliness, risk management, and sustainability. Financial efficiency has been demonstrated in specific interventions, such as the Biogas 2 initiative, which promoted renewable energy in rural areas. This project showed a strong return on investment by reducing reliance on firewood and generating income for households while contributing to environmental conservation. However, other sectors, especially job creation, revealed inefficiencies.
161. Funding sources included core UNDP resources, contributions from the Government of Botswana, and external funding from bilateral and multilateral donors. However, reliance on external funding posed risks, particularly due to Botswana's upper-middle-income status, limiting access to certain donor funds. This led to adjustments in programming and highlighted the need for diversified and sustainable funding sources. The initial financial programming was aligned with CPD priorities, but optimistic donor support projections introduced challenges when funding did not materialize as expected, which the CP had to manage and overcome.

Program budget and expenditures

	Programme Budget	Programme expenditures	Delivery %
2021	10,587,915	7,752,232	73%
2022	8,834,740	6,595,368	75%
2023	7,540,780	3,978,138	53%
2024	6,631,611	2,381,136 ⁸	36%

162. The CPD 2022-2026 launched with an initial budget of approximately \$30 million, distributed across three strategic areas: \$12 million for a Prosperous Botswana, \$10 million for a Green Botswana, and \$8 million for a Just Botswana. This allocation prioritized inclusive economic growth and environmental sustainability while assuming lower resource needs for governance due to existing infrastructure.

Budget by portfolio

	Prosperity	Green	Just	Delivery (%)
2021	1,776,728	4,959,087	1,053,875	
2022	2,285,386	3,606,281	551,602	76
2023	1,315,000	3,573,440	375,000	74
2024	3,155,344	3,494,334	433,458	-

163. Green Portfolio Dominance: The Green portfolio, which focuses on climate resilience, environmental sustainability, and renewable energy, consistently received the largest budget share. In 2021, it accounted for 46.8% of the total budget and increased slightly to 47.4% in 2023. The consistent prioritization of the Green portfolio aligns with Botswana's national goals of promoting environmental sustainability and climate

⁸ As of mid-November, delivery has surpassed US\$5 million; it is on track to reaching over 90% of the budgeted annual amount

adaptation, as seen in the KGEP through GEF funding. These initiatives are vital for managing land use, conserving wildlife, and increasing ecosystem integrity, reflecting the importance of green projects.

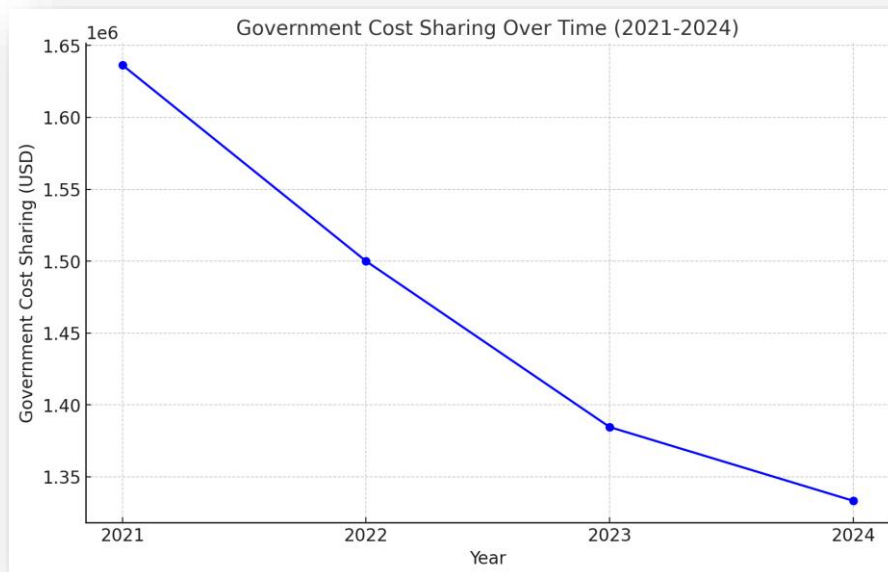
164. **Prosperity Portfolio Growth:** The Prosperity portfolio, aimed at fostering inclusive economic growth and supporting MSMEs, increased significantly from 16.8% of the total budget in 2021 to 25.9% in 2022, before dropping back to 17.4% in 2023. The increase in 2022 could be attributed to initiatives focusing on MSME development and digital transformation, such as the Digital Strategy (2022-2025) aimed at increasing digital literacy and enabling businesses to adapt to the digital economy. The drop in 2023 reflects reduced investments or delays in these projects, potentially linked to funding constraints or implementation challenges.

165. **Just Portfolio Underfunding:** The Just portfolio, which addresses governance, human rights, and justice, consistently received the smallest share of the budget, dropping from 9.9% in 2021 to 5% in 2023. This limited allocation may reflect challenges in prioritizing governance reforms or difficulties in mobilizing resources for governance-related initiatives. The low allocation could hinder progress in key areas like anti-corruption, human rights, and transparency, which are critical to achieving Botswana's broader development objectives.

166. The analysis of the Botswana CPD budget and expenditures for 2021 to 2023 reveals important trends and challenges:

1. **Decreasing Budget and Expenditures:** Both the total budget and actual expenditures have steadily declined from 2021 to 2023, with a significant drop in expenditure efficiency in 2023. This indicates growing challenges in project implementation and financial absorption.
2. **Green Portfolio Dominance:** The Green portfolio consistently received the largest share of the budget, reflecting Botswana's focus on environmental sustainability and climate resilience.
3. **Prosperity Portfolio Fluctuations:** The Prosperity portfolio showed increased attention in 2022, driven by digital and MSME initiatives, but its share dropped in 2023, suggesting challenges in scaling up these projects.
4. **Just Portfolio Underfunding:** The Just portfolio remains underfunded, limiting progress in critical governance and human rights reforms.

167. Government cost-sharing contributions have also steadily declined, from USD 1,636,363 in 2021 to a projected USD 1,333,333 in 2024, reflecting shifting fiscal priorities or economic constraints within Botswana. This decrease in government support increases the burden on the UNDP to secure additional resources from donors and private-sector partnerships.



168. The Technical Resource Allocation from the Core (TRAC) and TRAC 2 funds have been critical in supporting specific interventions under the CPD. While TRAC funds remained stable (but minimal, given Botswana's UMIC status) at USD 150,000 annually from 2021 to 2024, TRAC 2 funds saw a substantial increase, particularly in 2024, when they reached USD 2,050,000, up from USD 850,000 in 2023. This increase was primarily for the one-time creation of a UNIPOD and not directly in response to escalating environmental challenges. However, given the programme's ongoing challenges in budget execution, it remains uncertain whether these additional resources will lead to the desired outcomes, particularly given the existing gaps in project implementation. In 2023, the Botswana Sustainable Financing Strategy (BSFS) 2023-2030 was introduced⁹. This strategy was developed in collaboration with the Ministry of Finance and other UN agencies to attract both domestic and international private capital to support sustainable development goals. UNDP Botswana has seen several successes in resource mobilization efforts. In 2024, for example:

1. National Biogas Programme: Launched in collaboration with the Government of Botswana through the Ministry of Minerals and Energy, this program promotes the adoption of biogas technology, providing sustainable energy solutions and reducing reliance on traditional fuels.
2. Resilience Project for Small-Scale Farmers: Supported by the Japanese Supplementary Budget (JSB), the UNDP-Government of Japan project strengthened the resilience of households and small-scale farmers affected by drought in the Okavango District.

169. The CPD generally succeeded in aligning expenditures with planned budgets, particularly in areas with strong government support, such as renewable energy. However, budget overruns were an issue in certain projects, including initiatives under Women and Politics (with a shrinking budget over the past three years), support for justice-related programs, digitalization efforts in the public sector, and work in the informal economy.

⁹ https://www.undp.org/sites/g/files/zskgke326/files/2024-03/botswana_sustainable_financing_strategy_bsfs_2023.pdf?formCode=MG0AV3

These challenges highlight the importance of more flexible budgeting mechanisms that can adapt to unexpected circumstances, helping to minimize overruns and ensure smoother financial execution.

170. The overall programme budget and expenditure trends from 2021 to 2024 raise concerns about the CPD's ability to implement its activities at scale. In 2021, the programme had a budget of USD 10,587,915, with actual expenditures amounting to USD 7,752,232, reflecting an expenditure rate of 73%. This pattern of underspending continued in 2022 and worsened in 2023, with expenditures only reaching 52.7% of the allocated budget. By 2024, the budget further decreased to USD 6,631,611, with actual expenditures significantly lower, raising questions about the programme's implementation capacity. The consistent underspending indicates challenges related to project implementation, delays in rolling out interventions, and insufficient capacity for timely fund disbursement, all of which limit the CPD's ability to meet its ambitious goals.

Sustainability

Assess the sustainability of the CP interventions in terms of the likelihood of continuation after completion of UNDP funding;

Will the CP interventions benefits and results be sustained after the expiration of the UNDP funding?

171. The sustainability of the Country Programme (CP) interventions in Botswana after the expiration of UNDP funding presents a mixed outlook, with several factors influencing the potential for long-term impact. Key interventions, particularly in the areas of climate resilience and community-based initiatives, show promise for continued benefits due to strong government ownership and community engagement. For example, the national biogas programme, supported under the Green Portfolio, has received government backing for scaling up in selected regions, which enhances the likelihood of sustained benefits. However, challenges in technical expertise and private sector engagement might limit the long-term viability.
172. Another example of sustained benefits can be seen in the ILUMP, developed for Kgalagadi and Ghanzi districts. This plan promotes landscape planning to secure wildlife migratory corridors and improve rangeland productivity. The government's commitment to utilizing this plan indicates that interventions in land management and ecosystem conservation will likely continue beyond UNDP funding. However, the success of such efforts depends on ongoing capacity building and adequate resource allocation at the national level.
173. On the other hand, projects that heavily rely on external financing, such as the MSME development initiatives under the Prosperity Portfolio, face more uncertain prospects. While there has been notable progress in supporting MSMEs and promoting digital transformation, the absence of sufficient private sector involvement and investment could hinder the scalability and sustainability of these efforts. Without stronger partnerships and more robust local ownership, these economic interventions may struggle to achieve long-term impact after the withdrawal of UNDP support.
174. Lastly, the effectiveness of community-based interventions, such as the support provided to Khawa Development Trust, which saw increased income through ecotourism initiatives, is likely to be sustained, provided that local governance structures remain robust. However, the challenge remains in ensuring that these communities can independently mobilize resources and maintain operations without external technical assistance. Ensuring local capacity and continuous engagement of stakeholders will be critical in maintaining the momentum of these initiatives post-UNDP funding.

8. Conclusions

175. The mid-term evaluation of Botswana's Country Programme Document (CPD) 2022-2026 reveals both significant achievements and challenges in its implementation across the various thematic areas. The programme has made important strides in aligning its interventions with Botswana's national development priorities, particularly those outlined in Vision 2036 and the National Development Plan 11 (NDP 11). These initiatives have focused on fostering inclusive economic diversification, improving governance, promoting environmental sustainability, and enhancing social inclusion.
176. The relevance of the CPD's interventions is evident in their strong alignment with the country's overarching goals. The programme has contributed to areas like economic empowerment, gender equality, climate resilience, and governance reform. These contributions reflect Botswana's national development agenda, and the CPD has supported policies and strategies aimed at addressing critical challenges. However, while the programme has been relevant to Botswana's needs, its broad scope has sometimes strained resources and created difficulties in maintaining depth across all intervention areas.
177. In terms of effectiveness, the CPD has demonstrated progress in various areas, such as promoting renewable energy, supporting MSME development, and advancing gender equality. Initiatives like the Biogas Programme and projects focused on micro-enterprise development have shown promise in improving livelihoods and enhancing sustainability. Nonetheless, the overall scale and impact of these initiatives have been limited by resource constraints, particularly in financial and human capacity. Many of the interventions remain at a pilot stage, and challenges in scaling up successful projects have hindered their potential to achieve broader, systemic change.
178. The CPD has also made significant efforts to integrate gender equality into its interventions, particularly through targeted programs that empower women in political and economic spheres. Women's participation in MSME initiatives and capacity-building workshops has increased, and projects like the Women in Politics Trainer of Trainers Workshop have aimed to improve women representation in decision-making. Despite these gains, challenges remain in collecting gender-disaggregated data and ensuring the full inclusion of women in all aspects of programme implementation. The inconsistencies in monitoring gender-specific outcomes have limited the programme's ability to fully assess its impact on women and other marginalized groups.
179. Environmental sustainability and climate resilience have been key focus areas under the CPD, with notable progress in promoting renewable energy and sustainable land management practices. The adoption of biogas systems and climate-smart agricultural practices has contributed to reducing Botswana's environmental vulnerabilities and enhancing rural livelihoods. However, the scale of these interventions has been limited, and the involvement of the private sector has not been as robust as anticipated, which raises concerns about the long-term sustainability of these efforts. While government support has helped expand some initiatives, the absence of sufficient private sector engagement may affect the continuity of key projects after the end of UNDP funding.
180. Governance reform has been another priority under the CPD, with initiatives aimed at strengthening institutional transparency, accountability, and human rights. Progress has been made in capacity building for governance institutions and improving anti-corruption measures, but the pace of reform has been slower than expected. Cultural and institutional resistance to change, combined with limited resources, has slowed the realization of the more ambitious governance targets. The lack of clear, measurable indicators in some

governance-related initiatives has further complicated the ability to track progress and assess impact.

181. The CPD's resource mobilization efforts have been mixed. While the programme has succeeded in securing funding for specific interventions, such as renewable energy and climate resilience projects, the overall reliance on external donor funding has created vulnerabilities. Botswana's upper-middle-income status has made it difficult to attract concessional financing, and delays in securing adequate financial resources have limited the scale of some interventions. The government has stepped in to provide support in certain areas, but this has not always been sufficient to cover the programme's broader funding needs.
182. The CPD's financial efficiency has been mixed. Interventions in renewable energy showed cost-effectiveness and strong returns on investment in environmental conservation and rural development. However, projects supporting the informal sector and entrepreneurial incubation and several other activities under the justice portfolio faced budget overruns and delays. These challenges underscore the need for more adaptable budgeting mechanisms to handle unforeseen circumstances, facilitate smoother financial execution, and mitigate the risk of overspending.
183. Sustainability remains a challenge for various CPD interventions, particularly those reliant on external funding and technical assistance. Projects like the national biogas programme have secured government support for expansion, but others, such as MSME development initiatives, may struggle to maintain momentum without ongoing UNDP assistance due to funding constraints. The long-term success of these interventions hinges on the capacity of local communities and institutions to assume ownership. Adequate resources and technical expertise will be essential to ensuring that the benefits continue beyond the programme's conclusion.
184. The CPD's monitoring and evaluation (M&E) system has shown gaps in providing timely, accurate data to guide decision-making. The inconsistencies in data collection and the lack of well-defined performance indicators have hampered the ability to track progress and assess outcomes effectively. This has been particularly problematic in areas such as gender equality and governance, where the absence of disaggregated data and clear metrics has limited the programme's ability to measure impact and make necessary adjustments. Strengthening the M&E framework will be essential to improving the programme's ability to adapt and respond to emerging challenges.

9. Recommendations

At the end of this evaluation, the following recommendations are made:

185. **Enhance stakeholder engagement** *Issue:* Limited and inconsistent engagement with key stakeholders, including marginalized communities, private sector, and civil society, has affected the programme's ability to respond effectively to evolving needs. *Recommendation:* UNDP should establish a structured stakeholder engagement strategy to ensure ongoing, inclusive participation throughout the programme's implementation. This should involve targeted outreach to marginalized groups and consistent collaboration with the private sector and civil society organizations to leverage expertise and maintain program relevance. *Priority:* Medium

186. **Improve coordination with UN agencies and the private sector** *Issue:* Limited operational collaboration with other UN agencies and the private sector has resulted in missed opportunities for synergy and resource optimization. *Recommendation:* UNDP should actively foster joint programming with UN agencies and develop strategic partnerships with private sector actors. This will help align objectives, avoid duplication, and ensure efficient use of resources, thus scaling up impactful projects more effectively. *Priority:* High
187. **Strengthen Monitoring and Evaluation** *Issue:* The current M&E framework lacks comprehensive data collection, particularly for gender-disaggregated and real-time data, hindering effective progress assessment. *Recommendation:* UNDP should enhance its M&E framework by implementing comprehensive annual performance monitoring and ensuring figures are updated on the UNinfo platform. This will provide longitudinal data for effective evaluation. Establishing a unified CPD indicator compendium for all projects and using detailed semiannual and annual narrative reports will improve tracking and support informed course correction. *Priority:* High
188. **Address financial and resource gaps** *Issue:* Financial constraints and delays in resource allocation have impacted the scale and timely execution of interventions. *Recommendation:* UNDP should diversify funding sources and improve budget allocation strategies. This includes streamlining financial disbursement processes to avoid delays and ensuring that funding is channeled effectively to high-impact areas. Enhanced partnerships with donors and the private sector should be prioritized to close financial gaps. *Priority:* High
189. **Financial oversight and planning** *Issue:* Challenges in fund disbursement and project planning have led to delays and affected the program's effectiveness. *Recommendation:* UNDP Botswana should strengthen financial management capacity by conducting training programs focused on budgeting, fund allocation, and disbursement procedures. Implementing a robust project planning framework with regular progress reviews and timely call-forwards will support effective fund disbursement and improve overall project execution. *Priority:* High
190. **Scale Up successful pilots** *Issue:* Pilot projects, especially in renewable energy and MSME development, have shown potential but remain limited in scale. *Recommendation:* UNDP should mobilize additional resources and reinforce partnerships to scale successful pilot projects. This involves creating a clear roadmap for transitioning pilots into sustainable, full-scale programs, ensuring long-term impact and reaching a wider beneficiary base. *Priority:* High
191. **Focus on sustainable capacity building** *Issue:* Limited availability of required technical skills at the local/national level sometimes necessitates reliance on external consultants. While UNDP's procurement process ensures access to high-quality expertise, whether local or external, the absence of sufficient local expertise in certain high-value or highly technical areas poses a challenge for long-term sustainability. *Recommendation:* UNDP should prioritize sustainable capacity building by supporting the training and development of local institutions and experts where feasible. While recognizing that certain highly specialized skills fall outside UNDP's mandate to develop and are better provided by the market, targeted efforts should be made to enhance local technical capacity in areas where gaps exist. This approach will reduce dependency on external expertise, foster national ownership, and increase the likelihood that program benefits are sustained beyond the funding period. *Priority:* Medium

10. Lessons learned

At the end of this evaluation, several lessons have been learned:

192. **The Importance of aligning interventions with national priorities**
One of the key strengths of the Botswana CPD 2022-2026 has been its alignment with national development priorities, such as Vision 2036 and the National Development Plan 11 (NDP 11). This alignment ensured that the interventions remained relevant to the country's immediate and long-term needs. However, the challenge of maintaining depth across the wide range of thematic areas highlighted the need for better prioritization. Future programmes should focus on selecting a narrower range of interventions that align with national priorities while ensuring adequate depth and resources for effective implementation. This would enable more significant impact and prevent the dilution of resources across too many areas.
193. **Effective partnerships are critical for scaling up pilot projects**
The CPD demonstrated the potential of pilot projects in areas like renewable energy and community-based climate resilience. However, many of these initiatives faced challenges in scaling up to a national level, largely due to limited engagement with the private sector and insufficient long-term planning. This underscores the importance of fostering robust partnerships with key stakeholders, particularly the private sector, to ensure the sustainability and expansion of successful projects. Engaging private sector partners early in the project cycle and designing clear scale-up strategies are crucial to building sustainable interventions that extend beyond the pilot stage.
194. **Importance of pursuing holistic, systemic change rather than relying on short-term solutions.** While targeted, short-lived initiatives can yield immediate benefits, they often fail to create lasting impact or address root causes. The CPD's various portfolios, particularly those aimed at economic diversification and governance reform, demonstrated that without comprehensive and interconnected strategies, improvements may be temporary and isolated. For instance, while pilot projects in MSME support and gender equality training showed initial success, their scalability and sustainability were limited by a lack of broader structural integration and long-term strategy. Addressing underlying systemic issues such as policy alignment, capacity-building, and resource mobilization is crucial to ensure that programmatic interventions lead to meaningful and enduring change. This calls for a shift towards multi-dimensional, coordinated approaches that tackle interconnected challenges and strengthen institutional foundations to support sustainable development.
195. **Strengthening Monitoring and Evaluation systems is essential for adaptive management**
One of the most significant challenges identified during the evaluation was the inadequacy of the Monitoring and Evaluation (M&E) system. Inconsistent data collection, lack of disaggregation of key variables, and poorly defined performance indicators hindered the programme's ability to measure progress accurately and make necessary course corrections. This reveals the importance of a robust M&E system that not only tracks performance but also enables adaptive management. Future programmes should invest in building stronger M&E frameworks that include clear, measurable indicators, real-time data collection, and thorough reporting mechanisms to support timely decision-making and adjustment of strategies.
196. **Local ownership and capacity building are crucial for sustainability**
The CPD highlighted the positive role of local ownership in ensuring the sustainability of interventions. Projects that engaged communities and local institutions, such as the national biogas programme and community-based ecotourism initiatives, showed greater potential for long-term sustainability. However, the evaluation also revealed gaps in technical expertise at the beneficiary level and resource mobilization, particularly in areas requiring specialized skills like renewable energy maintenance. Ensuring that local actors are adequately trained and empowered is essential for sustaining the benefits of interventions after external support ends. Future programmes should prioritize capacity building and local ownership to ensure interventions are self-sustaining.

197. **Resource constraints limit the ability to achieve broader systemic change**

While the CPD made important contributions in areas like MSME development and governance reform, the scale of these initiatives was often limited by financial and human resource constraints. The reliance on external donor funding and the challenges of mobilizing additional resources constrained the programme's ability to achieve wider systemic change. This lesson emphasizes the need for more diversified and sustainable funding mechanisms, as well as the importance of securing sufficient financial and human resources from the outset. Future programmes should develop more realistic funding strategies that take into account potential limitations and explore innovative financing models to support long-term development objectives.

11. Annexes

Terms of reference

1. Background and context

1.1 Country Context

Since its independence in 1966, Botswana has maintained a stable political environment that promotes a multi-party democratic tradition, with general elections held every five years. The next national election is scheduled for October 2024. Categorized as an Upper Middle-Income Country (UMIC), Botswana has an estimated Gross Domestic product (GDP) per capita of BWP 80.9 billion (approx. USD\$ 6.2 billion¹⁰). Public Administration & Defence were the major contributor to GDP by 17.3 percent, followed by Mining & Quarrying at 14.4 percent, Wholesale and retail at 11.5, Construction at 11 percent and the other sectors sharing the remaining 46 percent of GDP in 2023. Attempts to diversify the economy away from dependence on the minerals sector while also strategically diversifying within the same sector are ongoing and have shown moderate results. The country holds the ambition to become a high-income country with an export-led and knowledge-based economy, as espoused by its Vision 2036 and National Development Plan 11 (NDP11) and carried over into the transitional NDP which is themed “Towards a High-Income Economy: Transformation Now, Prosperity Tomorrow”.

Despite its uMIC status, Botswana continues to struggle with high levels of poverty and inequality. The 2020 Global Multidimensional Poverty Index Report¹¹ results show that 17.2% of Botswana were multidimensionally poor, with 3.5% living in severe multidimensional poverty. Botswana falls under the medium human development category with an HDI score 0.693. In terms of inequality, Botswana is the seventh most unequal country in the world according to the Human Development Report 2023-24.³, with a gini-coefficient of 53.3 translating into the richest 1 percent holding 22 percent share of total incomes. Rural districts (Kweneng West, Ghanzi and Ngamiland West) experience higher levels of poverty than can be seen in urban areas.^{12,13} Comprising 70 per cent of the population, youth offer a real opportunity for catalyzing economic growth. However, their limited skills, modest experience and fewer job opportunities contribute to high unemployment (32.4 per cent)¹⁴ and further loss of potential.

With an overall governance score 68.8 out of 100, Botswana ranks 5th out of 54 African Countries on the 2022 Mo Ibrahim Index of African governance¹⁵. Governance indicators are varied, mixed with both positive results and losses in some areas. On the positive note, the country has made some gains on the Economic Opportunity and Human development while indicators of safety and rule of law, participation and human rights have declined. The Transparency International Perception Corruption Index of 2022¹⁶ ranks Botswana as the second least corrupt country in sub-Saharan Africa.

Despite Botswana’s efforts to promote gender equality, significant efforts in making progress to achieve SDG 5 are required. According to the World Economic Forum’s (2022) Global Gender Gap Index, Botswana ranks 66th among 146 countries in terms of gender parity in critical dimensions: economic opportunities, education, health, and political leadership¹⁷. According to the Inter-Parliamentary Union ratings, only 11.1 per cent female parliamentarian¹⁸. While individuals are free to form civil society organizations, Botswana does not have a vibrant civic space. Access to data and information remains a significant challenge, with limited uptake of open data platforms or digital tools.

Botswana’s vulnerabilities are Climate change and socio-economic induced. Shocks resulting from drought, land degradation and habitat loss all pose a significant risk to the country’s resilience and have a compounding effect on inequality as rural populations and women are harder hit. Heavily reliant on fuel and

¹⁰ <https://www.statsbots.org/bw/national-accounts>

¹¹ <https://hdr.undp.org/sites/default/files/Country-Profiles/MPI/BWA.pdf> ³ *Human Development Report 2023-24* (<http://hdr.undp.org>).

¹² Oxford Poverty and Human Development Initiative, 2020.

¹³ Ibid.

¹⁴ Statistics Botswana, 2020.

¹⁵ <https://assets.iiag.online/2022/profiles/2022-IIAG-profile-bw.pdf>

¹⁶ https://images.transparencycdn.org/images/Report_CPI2022_English.pdf

¹⁷ Afrobarometer (<https://www.afrobarometer.org/publication/ad589-batswana-support-gender-equity-want-greater-government-action-topromote-equal-rights/#:~:text=According%20to%20the%20World%20Economic,%2C%20health%2C%20and%20political%20leadership>).

¹⁸ Inter-Parliamentary union (<https://www.ipu.org/parliament/BW>)

coal-based energy, the country is exploring options for competitive and sustainable energy. By deploying solar technology, Botswana could meet its current electricity demand using less than 1 per cent of its land area.¹⁹ Much of the country's revenues are derived from minerals and extractive mining, especially diamond mining which is often susceptible to external economic shocks. The decrease in demand for diamonds has a direct bearing on the economy of the country.

Vision 2036 "Achieving Prosperity for All", its NDP11 and now, COVID-19 economic recovery and transformation plan and digital transformation strategy, supported by UNDP, uniquely position the country office as a key partner to support the transformation agenda.

1.2 Introduction to the CPD

The CPD (2022-2026) identified key domains of change around climate change and sustainable resource management; inequality, corruption and accountability; and unemployment, economic diversification and digital innovation in response to the challenges Botswana faces. These domains are addressed through levers of change, such as women and youth as rights-holders; communities, the private sector and the informal sector as transformational agents; and institutions as duty-bearers, each leveraging UNDP capacity to deliver through innovative and agile partnerships for a green, just, prosperous Botswana.

The theory of change is based on the principle of 'punctuated equilibrium', within which a number of capabilities are required: developing new anticipatory systems approaches, becoming designers and facilitators of system transformation, which involves expanding spheres of collaboration and partnership, and moving past siloed, linear problem-solving approaches. UNDP has strong comparative and collaborative advantages to complement United Nations development system efforts. First, its value proposition is anchored in its mandate as a lead development organization globally through its signature and innovative development solutions and through its repositioned offer for Africa. Second, UNDP builds on its achievements from the past CPD, notably strong leadership in economic diversification and inclusive growth, environment and climate change, and the protection of human rights, rule of law and empowerment of women and youth. Through the COVID-19 response, opportunities to expand the support to the private sector and entrepreneurship, institutional transformation and digital solutions have come to the fore. Third, UNDP leverages its corporate global policy network to provide technical and innovation expertise. Fourth, UNDP will continue to be the support platform, convenor and integrator of partners across United Nations Development System, government, the private sector, academia and civil society in pursuit of the national transformation agenda.

In alignment with the United Nations Sustainable Development Cooperation Framework (2022-2026), the 11th National Development Plan and the Strategic Plan (2022 – 2025), UNDP will continue building on its support to the national digital strategy, the Ministry of Local Government and Rural Development transformation strategy and decentralization policy, the South-South and triangular cooperation strategy, the Supplier Development Programme, the revised economic diversification drive strategy, the climate change policy, the national human rights strategy, the national youth policy revision, the ongoing support to the COVID-19 private sector and informal sector recovery plans, the reform of the social protection system, and the empowerment of youth and citizens.

Building on the recommendations of the midterm review and independent country programme review, the programme will emphasize more downstream engagement to strengthen development outcomes, bolster its gender and human rights responsiveness, and broaden its partnerships and innovation to achieve impact at scale. The country office will establish regular forums for stakeholders and influencers to solicit feedback on CPD implementation, approach and priorities to facilitate anticipatory and agile decision-making, ensuring its investments are directed at core development challenges with transformational outcomes as envisaged.

1.3. Changed Programming Context

Building on the UNDP Strategic Plan, 2018-2021, and partnership strategy of the Regional Bureau for Africa, UNDP will establish a vibrant network of influencers to shape programming and apply human rights-based approaches, digitalization, innovation, anticipatory decision-making, and flexible risk management. UNDP

¹⁹ <https://unfccc.int/sites/default/files/resource/BOTSWANA%20THIRD%20NATIONAL%20COMMUNICATION%20FINAL%20.pdf>

will leverage three key enablers: (a) the UNDP Global Policy Network and the Strategy and Innovation (SIU) to build capacities for innovative solutions; (b) the UNDP Digital Team to support digitalization and the digital strategy; and (c) establishment of collaborative platforms across government, the private sector and civil society to deploy portfolio approaches, including leveraging the Joint SDG Fund and programme to support the national monitoring and evaluation system. In this way it becomes possible to deliver and leverage innovative and agile partnerships, and to implement the overall vision for Botswana to be a green, just and prosperous country. The country office committed to apply the portfolio approach to programming in the new programme cycle 2022 – 2026. It has only been a year since the approach was adopted and some of the notable results achieved include breaking the silo approach across programme teams on project design, planning, implementation and monitoring within the country office. The CO operates through 3 portfolios that share human and operational resources and are governed by a shared Portfolio Board. The benefit is that there is enhanced visibility on what other project teams in the country office are doing and how they can complement and leverage on each other's work.

In the context of a **Green Botswana**, the success of Vision 2036 and the 2030 Agenda is largely dependent on natural resources, and thereby robust environmental governance and management and enabling equal participation by women and men, young and old. Botswana is endowed with expansive wetlands, unspoilt wildernesses and an abundance of wildlife, all at risk if intentional efforts are not made to protect and sustainably utilize them.

To deliver on UNSDCF/CPD outcome 3, therefore, UNDP continues to strengthen collaborative partnerships with other United Nations organizations to invest in sustainable management and effective utilization of ecosystems and biodiversity with integrated management plans for protected areas and cross-border river basins that can leverage innovative financing and reduce human-wildlife conflicts. Improvements in the management of natural capital and communal lands will in turn increase their value and have a positive impact on the quality of life and resilience of affected communities. UNDP will also partner with local communities, research institutions, government and civil society to develop early warning systems, leveraging digital solutions and enabling real-time open access to information for improved risk management planning and adaptation.

The key result areas of a Green Botswana Portfolio are:

Cooperation Framework Outcome - CPD Equivalent.	CPD outputs	Estimated cost per Outcome
<p>Outcome 3: By 2026, Botswana sustainably uses and actively manages its diverse natural resources, improves food security and effectively addresses climate change vulnerability.</p>	<p>Output 3.1. National capacities to implement appropriate climate change adaptation and mitigation strategies strengthened.</p> <p>Output 3.2. Capacities of departments and communities strengthened to develop and implement innovative and sustainable rangeland and agricultural management strategies.</p> <p>Output 3.3. National institutions and local communities have strengthened technical capacities to conserve and manage biodiversity and wildlife in line with international conventions.</p> <p>Output 3.4. National capacities strengthened to develop and implement gender-responsive, environmental and disaster management policies and strategies.</p>	<p>USD 16,000,000.00</p>

A just Botswana: Recognizing the complexity of the interconnected society that has emerged, the country's formal, procedural and linear mechanisms and governance institutions do not function well

enough to support accountability, inclusion and responsiveness. To deliver on UNSDCF/CPD outcomes 1 and 5, UNDP is engaging across the complexity of governance systems and support the actors and levers within those systems that can ultimately deliver on the future vision of Botswana in which tolerance, inclusion, equality, and accountability are at the core.

The key result areas of a Just Botswana Portfolio are:

Cooperation Framework Outcome - CPD Equivalent.	CPD outputs	Estimated cost per Outcome
Outcome 1: By 2026, gender inequality is reduced, and women and girls are empowered to access their human rights and participate and benefit from inclusive development.	Output 1.2. More responsive, inclusive, participatory, and representative decisionmaking enabled at all levels (Goal 16)	USD2,000,000.00
Outcome 5: By 2026, Botswana is a just society, where leaders are accountable, transparent and responsive, corruption reduced, and where people are empowered to access information, services and opportunities, and participate in decisions that affect their lives and livelihoods.	Output 5.1. Enhanced public access to information and increased protection of human rights and fundamental freedoms in line with national legislation, plans and strategies, and international agreements and SDGs. Output 5.2. Increased effectiveness, accountability, and transparency amongst institutions at all levels. Output 5.3. Capacity of justice and rule of law institutions enabled at national and subnational levels for improved access and redress, including for gender-based violence cases.	USD5,000,000.00

A prosperous Botswana: Across its portfolios, UNDP is supporting the national vision of economic recovery and transformation with a focus on promoting a strengthened, dynamic private sector composed of micro, small and medium enterprises (MSMEs). To achieve UNSDCF/CPD outcome 4, active leadership and participation of youth, women, people with disabilities and other marginalized groups is key in creating socially inclusive, digitally enabled and environmentally sustainable MSMEs. Being drivers of the economy, the private sector, mainly in labour-intensive and green sectors, increase domestically produced goods and services and diversify export products and services through expanded markets. Leveraging international trade agreements and opportunities for South-South and triangular cooperation, UNDP continues to support institutions to enhance the business, investment and trade-enabling environment. Youth and gender-responsive actions focused on skills through technical and vocational training, digital solutions and knowledge creation will further support the private sector, transforming Botswana into a diversified, export-led knowledge economy. Building on its COVID-19 response, UNDP has expanded its partnerships with private and informal economy actors, national banks and relevant state and regional institutions to deliver on the collective vision of a prosperous Botswana.

The key result areas of a Prosperous Botswana Portfolio are:

Cooperation Framework Outcome - CPD Equivalent.	CPD outputs	Estimated cost per Outcome
<p>Outcome 4: By 2026, Botswana has strengthened resilience to shocks and emergencies and is on a sustainable, equitable economic trajectory, reducing levels of inequality, poverty and unemployment.</p>	<p>Output 4.1. Strengthened, participatory and resilient private sector and MSMEs to create green jobs through inclusive strategies.</p> <p>Output 4.2. Robust research and development, innovation and digital approaches enabled at national and subnational levels for improved competitiveness and sustainable job creation.</p> <p>Output 4.3. Economic diversification strategy implemented strengthening exports and green growth.</p> <p>Output 4.4. Capacities developed for expansion of inclusive social protection systems and efficient local public service delivery.</p>	<p>USD10,000,000.00</p>

Against the above background, a mid-term evaluation of the CPD implementation needs to be conducted, as per objectives presented in Section 2.

2. Evaluation purpose, scope, and objectives

2.1. Evaluation purpose

The Botswana CPD 2022-2026 has entered the mid-point of its implementation in 2024. This milestone calls for a mid-term evaluation (MTE) to take stock of achievements, progress, and challenges, as well as to inform management’s course corrections as warranted and to ensure the CPD makes the intended impact and contributes to the overall development results at the country level. It is a response to the changing programme context and the need for UNDP to assess the continuing relevance of its programme with greater focus on its development mandate in context of the changing development landscape and new risks posed by global pandemics, global geo-political fall outs and conflicts.

In addition, and consistent with UNDP policy guidance, all outcomes to which UNDP is contributing through aligned activities and planned outputs must be monitored. The mid-term evaluation is an opportunity to examine, systematically and objectively, the relevance, effectiveness, efficiency, appropriateness, and sustainability of the CPD in supporting Botswana’s development agenda as defined in the NDP 11. The MTE will provide an accountability tool as well as to evaluate progress and adjust direction if needed. The MTE will also assess the progress made against the key indicators and the projects and programmes developed under the current CPD. It will be conducted in close collaboration with and in partnership with government and other key national partners.

The midterm evaluation of the UNDP Country Programme will allow UNDP to engage key stakeholders to discuss achievements, lessons learned, and adjustments required in response to an evolving development landscape and changing national priorities. The exercise will allow UNDP to make any mid-course adjustments to the strategic direction of the country programme, as well as allocate resources as appropriate, ensuring it is aligned to national priorities and responsive to national demands. Even more importantly, the

exercise will allow the CO to align its programme more strategically behind the emerging imperatives of the new UNDP Strategic Plan.

This MTE presents an opportunity to evaluate and redefine the strategic focus of UNDP Botswana (in terms of the scope and focus of the CPD and corresponding projects/programme portfolios: i. A Green Botswana that focuses on Sustainable natural resource management & renewable energy, development of a green economy; ii. A Just Botswana seeks to address Inclusion, citizen engagement, equitable access to services and resources; and iii. A Prosperous Botswana that seeks to facilitate Inclusive and resilient socioeconomic development, opportunity-driven & innovative economic activities. It also presents an opportunity to undertake a comprehensive evaluation of UNDP's contribution to the country's development, which includes an assessment of the progress-to-date.

2.2. Objectives of the MTE

The objective of the mid-term evaluation is to assess the progress in achieving the results of the country programme, its relevance, efficiency, and effectiveness of strategies considering the development priorities of Botswana as well as assess the newly established portfolios within this evolving development context.

Specifically, the evaluation will assess:

The Theory of Change (TOC), its assumptions, solution pathway formulated, assess achievements made towards it, and aim to reconstruct the TOC given the emerging development challenges.

The relevance and strategic positioning of UNDP ensuring its integrator role in support of Botswana's achievement of the SDGs, African Agenda 2063, National Development priorities and in line with the delivery as articulated in the UNSDCF.

Evaluate the four CPD outcomes on the extent to which progress has been made towards CF outcomes and the UNDP's contribution to the observed change? How has delivery of country programme outputs led to outcome-level progress? Have there been any unexpected outcome-level results achieved beyond the planned outcome? This includes partnership strategies, resource mobilization, and embedding of the human rights-based approach.

Assess progress against effectiveness of the UNDP results framework, specifically the outcome and output indicators, baselines, and targets, assessing how relevant and measurable they are and make recommendations for improvements, if any.

The extent to which the programmes have integrated gender and human rights approaches in implementation for inclusivity in line with the principle of leaving no one behind. Identify opportunities to strengthen gender and human right dynamics.

Provide forward-looking recommendations in the basis of a revised Results and Resources Framework that could possibly inform second half of the country programme, considering the evolving development landscape of the country, the region and the globe as a whole.

2.2. Scope of the MTE

The mid-term evaluation will cover programme activities from 2022 to 2024 funded by all sources, including core and non-core UNDP resources, donor funds, and government funds. The geographic coverage will include all activities under the three focus areas of the CO engagement. This will also cover the extent to which the programme strategy addresses several points of reference, namely, national priorities, as expressed in the 11th National Development Plan (2017-2023) and individual ministerial strategic objectives; the United Nations Sustainable Development Framework (UNSDCF); the UNDS Reform; and the delinking of the Resident Coordinator function; and the extent that the UNDP-supported interventions (outputs) have contributed to the attainment of UNPAF key results or outcomes. The task will also involve an evaluation of gender-related results achieved under the country programme. Furthermore, MTE will assess how the principles of "leaving no-one behind" has been enhanced.

3. Evaluation criteria and key questions.

The MTE will follow the four OECD-DAC evaluation criteria - Relevance, Effectiveness, Efficiency, and Sustainability. Human rights, gender equality, disability issues and social inclusion will be added as crosscutting. The evaluation should help the management to answer the following key questions as minimal. What have been the major achievements against the CPD outcomes and outputs, and lessons learnt, with a view towards enhancing the relevance, efficiency, and sustainability of the current programme cycle?

How realistic is the CPD in terms of resources to fulfil the expected size and scope of the results that could be delivered with the available resources and resource mobilization opportunities? What would be the suggested key mid-course adjustments based on the contextual analysis? What have been UNDP's contributions, gaps and missed opportunities to enable further progress to the country's development priorities as identified in the Results and Resources Framework?

To what extent has the CPD implementation succeeded in contributing to the achievement of the SDGs? iv
What results has UNDP achieved in promoting gender equality?

v To what extent is UNDP's selected method of implementation/partnership modalities suitable to the country and the development context?

The guiding questions outlined below should be further refined by the consultant and agreed with UNDP.

Relevance

To what extent is the country programme relevant to the evolving context and the achievement of the national development agenda, UNDP mandate and SDGs?

To what extent is the CPD aligned with the national development needs and priorities. To what extent has the programme responded to the priorities and needs of beneficiaries as defined in the CPD? Should adjustments in CPD implementation be considered in line with the SDGs?

To what extent have the intervention logic / theory of change and the underlying assumptions of the country programme integrated gender equality and other cross-cutting issues?

To what extent was the method of delivery selected by UNDP appropriate to the development context?

Effectiveness

To what extent is the current CPD on track to achieve planned results (intended and unintended, positive, or negative including gender equality, disability issues, women's empowerment, and other crosscutting issues) in country programme result framework? What were the key contributing factors for achieving or not achieving the intended results?

What has been UNDP's contribution to CPD outcomes, and capacity to influence change against established outcome indicators? Can these be tracked and backed by evidence?

What evidence is there that UNDP support has contributed towards an improvement in national government capacity, including institutional strengthening?

To what extent has UNDP been able to form and maintain partnerships with government agencies and other development actors including bilateral and multilateral organizations, civil society organizations and the private sector to leverage results?

To what extent have triangular and South-South cooperation and knowledge management contributed to the results attained?

Efficiency

To what extent has there been an economical use of CO resources (human resources, time, expertise, funds)?

To what extent has the CO been able to utilize the core resources to leverage external funding to support the achievement of the SDGs?

Given the reprogramming and repurposing of funds post the COVID-19 era, to what extent has the programme or projects outputs been efficient and cost effective?

Are the monitoring and evaluation systems that UNDP have in place helping to ensure that programmes are managed efficiently and effectively?

To what extent were quality country programme outputs delivered on time?

To what extent and how has UNDP improved/built intra/inter-agency synergies to achieve its planned results in the current CPD cycle?

Sustainability

To what extent have partners committed to providing continuing support (financial, female and male staff, etc.)?

To what extent has the UNDP established mechanisms to ensure the sustainability of the programme benefits for women, men, and other vulnerable groups?

To what extent do national partners have the institutional capacities, including sustainability strategies in place to sustain the outcome-level results?

To what extent do partnerships exist with other national institutions, NGOs, United Nations agencies, the private sector and development partners to sustain the attained results?

Human rights

How well does the design of the CPD address the needs of the most vulnerable groups in the country?

To what extent has the poor, persons with disabilities, indigenous and physically challenged, women and other disadvantaged / marginalized groups benefited from the work of UNDP in the country?

Gender equality and social inclusion

What results has UNDP achieved in promoting gender equality?

To what extent has UNDP created mechanisms, procedures and policies to ensure that there is gender equality, empowerment of women, promotion of human rights and human development by primary stakeholders?

Partnerships

What changes should be considered in the current set of partnerships with national institutions, CSOs, UN Agencies, private sector, and other development partners in Botswana, to promote long-term sustainability and durability of results?

How can the partnership and communication of the country office be enhanced for enlarging resource base through strengthening partnership and communications with the government and development partners?

4. Methodology and Approach

The evaluation will adopt a participatory and inclusive approach, giving voice to different stakeholders involved in the implementation of the country programme as either implementing partners, responsible parties, direct beneficiaries (male and female), and/or other important stakeholders. The evaluator should propose the final methods and data collection tools as part of the inception report. The methods and tools should adequately address the issues of gender equality and social inclusion. The MTE should build upon the available documents, consultations and interviews which would provide an opportunity for more in-depth analysis to understand progress towards results, results achieved, and challenges faced. It is expected that the consultant will use an appropriate range of gender disaggregated data collection methods and analysis, including emerging challenges taking into account the gender dimension, to come up with findings, conclusions and recommendations for the questions mentioned above. The Methodologies for addressing gender-specific issues as well as inclusion of the SDGs should be submitted in the inception report.

4.1. Desk review (home based)

The evaluator is expected to evaluate all available documents, such as the CDP, project documents and evaluation reports, Progress quarterly reports, ROARs, Partnership surveys, donor reports, APRs/PIRs, as well as national policy documents and reports, and other documents that the evaluator considers useful for the MTE and utilize the information for analysis.

4.2. Semi-structured interviews with key informants (Key Informant Interviews - KIIs, focus group discussions),

The evaluator should develop an interview questionnaire and adopt inclusive and participatory approach to hold consultations and interviews with a range of key stakeholders including from sister UN agencies, national and subnational government counterparts, development partners, civil society representatives, private sector, informal economy, media and academia.

4.3. Project and portfolio analysis

The evaluator should conduct separate discussions/consultation with portfolio teams as well as selected projects to gather credible information and triangulate the information extracted from the desk review.

4.4. Others

The consultant will be expected to conduct a field mission for the purpose of on-site validation, data collection and stakeholder consultations. If a data collection/field mission is not possible then remote interviews, supported by the country office delegated staff, may be undertaken through telephone or online (MS TEAMS, zoom etc.).

The work of the MTE Consultant will be guided by the Norms and Standards established by the United Nations Evaluation Group. The consultant will be requested to sign the Code of Conduct prior to engaging in the evaluation exercise.

5. Evaluation products (key deliverables).

The Evaluator should submit the following deliverables:

Evaluation inception report including a workplan and evaluation schedule. The inception report (10 – 15 pages) should be drafted after the desk review and should be produced before any formal evaluation interviews, surveys or field visits.

Presentation of key preliminary evaluation findings

Draft evaluation report (40 – 60 pages). The consultant will prepare draft the evaluation report in alignment to the TOR and other agreed requirement. The report will be submitted to the Review Steering Committee for validation.

Audit trail detailing how comments, questions and clarifications have been addressed.

Final evaluation report (addressing comments, questions, and clarifications). Report format will include but not limited to: Executive summary, introduction, the development context, findings and conclusions, lessons learned, and recommendations.

Presentation to stakeholders

Evaluation brief and other knowledge products

Concision: The report should cover the required material without being irrelevant and unwieldy.

Readability: The report should be written in jargon-free language. Its language should be simple, clear and reader-friendly.

Evaluation team composition and required competencies.

The CO is seeking to procure an individual consultant - international evaluator with experience in evaluating international donor and nationally funded development programmes and projects.

6.1 Consultant

Working days: 35 days

S/he will be responsible to lead the whole MTE of the CPD and ensure overall quality and timely submission of the deliverables. Specifically, Major roles and responsibilities:

Manage the MTE of the CPD in accordance with the proposed objective and scope of the evaluation and UNDP evaluation guidelines.

Evaluate all relevant documents and finalize the evaluation methods, scope and data collection and analysis instruments;

Design the data collection tools and data gathering processes and in drafting the report;

Lead consultations with key stakeholders and relevant international development partners including donors;

Ensure overall quality of all deliverables, including the final report, ensuring the triangulation of the findings, and obtain strong evidence for the analysis of information from multiple sources;

Share key findings of the evaluation to the concerned stakeholders;

Incorporate the comments and feedback of the stakeholders in the draft report to finalize it and submit the final report to UNDP within stipulated timeline.

Qualification and Competencies:

At least a master's degree in economics, public/business administration, political science, governance, international relations or any other relevant fields with extensive working experience in the international development sectors, including on gender equality and social inclusion.

Required competences:

Minimum 7 years of solid experience in programme evaluation, and proven accomplishments in undertaken evaluations for international organisations, preferably including UNDP;
Experience of designing and/or conducting Outcome/CPD/UNSDCF evaluations;
Knowledge and demonstrated experience of designing and/or evaluating UNDP CO Business Model and providing solid recommendations for adjustment;
Experience in managing development programmes cross-category programmes with focus on governance, environment, Sustainable Development Goals, poverty, gender equality and related crosscutting development issues;
Experience in managing and/or advising on large scale development programmes and portfolios;
Knowledge of qualitative and quantitative evaluation methods;
Knowledge of the regional and national political, cultural, and economic context;
Excellent inter-personal, teamwork and communication skills;
Experience in gender sensitive evaluation and analysis and demonstrated understanding of issues related to gender-mainstreaming;
Flexibility in remote working arrangements and experience of conducting stakeholder interviews and collecting data remotely;
Openness to change, ability to receive and integrate feedback;
Excellent analytical and report writing, presentation and editing skills in English.

Evaluators must not have been involved or should be independence from any organizations that have been involved in designing, executing, or advising any aspect of the intervention that is the subject of the evaluation.

7. Evaluation Ethics

“This evaluation will be conducted in accordance with the principles outlined in the UNEG ‘Ethical Guidelines for Evaluation’. The consultant must safeguard the rights and confidentiality of information providers, interviewees, and stakeholders through measures to ensure compliance with legal and other relevant codes governing collection of data and reporting on data. The consultant must also ensure security of collected information before and after the evaluation and protocols to ensure anonymity and confidentiality of sources of information where that is expected. The information knowledge and data gathered in the evaluation process must also be solely used for the evaluation and not for other uses with the express authorization of UNDP and partners.”

The code of conduct and an agreement form to be signed by each consultant are included in Annex.

8. Management and Implementation arrangements

The UNDP CO will select the consultant through the UNDP Roster system which is a platform for vetted and pre-qualified experts, and it provides an express service on the identification and procurement of consultants. The DRR will designate a focal point for the evaluation (evaluation manager) that will work with the UNDP programme teams to assist in facilitating the process (e.g., providing relevant documentation, arranging interviews with key informants, etc.) and to interview the project teams at implementing partners. A reference group comprising staff from CO programme units and implementing partners will be set-up to quality assure the evaluation process and its deliverables. The CO Management will take responsibility for the approval of the final evaluation report. The Focal point will arrange introductory meetings within the CO and establish initial contacts with partners and project staff. The consultant will take responsibility for setting up meetings and conducting the evaluation, subject to advanced approval of the methodology submitted in the inception report. The CO management will develop a management response to the evaluation within two weeks of report finalization. An updated stakeholder list with contact details (phone and email) will be provided by the Country office to the evaluation team and the CO will provide some

logistical support during the evaluation, for instance assisting in setting interviews with senior government officials.

The evaluator is required to address all comments from UNDP and stakeholders completely and comprehensively. The evaluator will provide a detail rationale to UNDP for any comment that remain unaddressed. The evaluation will use a system of ratings standardizing assessments proposed by the evaluator in the inception report. Performance rating will be carried out for the four evaluation criteria: relevance, effectiveness, efficiency, and sustainability.

9. Timeframe for the evaluation process.

The total duration of the MTE will be approximately 35 days over a period of 7 weeks starting, 15th April 2024 and shall not exceed three months from when the consultant(s) are hired.

Table 1: An indicative breakout for activities and delivery:

Activity	Workday allocation	Deliverable
Phase One: Desk review and inception report		
Review materials and develop a work plan	7 days	Inception report and evaluation matrix
Hold an Inception Meeting with UNDP Botswana Country Office		
Produce inception report for review and approval by the Country Office.		
Phase Two: Data-collection mission		
In-country data collection and analysis (visits to the field, interviews, questionnaires)	10 days	Debriefing and preliminary findings report
Debriefing to UNDP and key stakeholders	1 day	
Phase Three: Evaluation report writing		
Finalize stakeholder consultations	13 days	Draft evaluation report Stakeholder workshop presentation
Data analysis		
Develop draft evaluation and lessons learned report for submission to CO		
Present draft Evaluation and lessons learned Report at Validation Workshop		
Finalize and submit evaluation and lessons learned report incorporating additions and comments provided by stakeholders	4 days	Final evaluation report Evaluation Brief
Estimated total days for the evaluation	35 days	Totals

*The final MTE report must be in English. If applicable, the Commissioning Unit may choose to arrange for a translation of the report into a language more widely shared by national stakeholders.

10. Use of MTE results

The findings of this MTE will be used for the lessons learning, course correction including where applicable, the revision of the CPD targets, resource mobilization and partnership and communication strategy and CO Governance structure based on the evolving operational and socio-economic context of the country. Therefore, the MTE report should provide critical findings and specific recommendations for future interventions.

11. Fees and payments

Interested consultants should provide their requested fee rates when they submit their expressions of interest, in USD and local currency for the local consultant.

The offer should be all inclusive, with all costs (professional fees, communications, consumables, etc.) that could possibly be incurred which should already be factored into the final amounts submitted in the proposal.

The UNDP Country Office will then negotiate and finalize contracts.

Fee payments will be made upon acceptance and approval by the UNDP Country Office of planned deliverables, based on the following payment schedule:

20% of payment upon approval of the final MTE Inception Report

40% upon submission of the draft MTE report

40% upon finalization of the MTE report

12. Duty Station

The consultant is expected to have his/her workstation from where to operate while carrying out the assignment. All communications will be done virtually. Most importantly, the consultant should maintain constant contact with UNDP as much as possible.

Evaluation Matrix

Relevant Evaluation Criteria	Key Evaluation Questions	Sub-questions	Sources of data	Data collection methods
1.Relevance	1.1. How relevant and appropriate has been the UNDP interventions to national policies and strategies?	1.1.1. To what extent were project stakeholders including beneficiaries involved in the formulation and design of the project	Grant Agreement, Appraisal Report, feedback from IPs/RPs	Project documents review and analysis, interviews with UNDP Projects Staff, face to face interviews beneficiaries, and officials
		1.1.2 Were projects or key interventions consistent and complementary with other interventions in the main areas of private sector development, renewable energy access, climate adaptation and resilience to shocks, and effective, accountable and inclusive governance in the country?	UNDP AWP, Evaluation reports and Feedback from Ips and stakeholders	Document review, project progress reports and analysis and stakeholder interview
		1.1.3 To what extent has UNDP's selected approach /method of delivery appropriate to the development context?	UNDP AWP, Evaluation reports and Feedback from Ips and stakeholders	Document review, project progress reports and analysis and stakeholder interview
		1.1.4 To what extent have UN reforms influenced the relevance of UNDP support to the Government of Bostwana?	Projects documents- Appraisal, Projects Evaluation reports, Progress reports	Documents review and face to face interview with project implementation team
2. Effectiveness	2.1 What are the main contributions to development for which UNDP is	2.1.1 What contributing factors and impediments enhance or impede UNDP performance in this area?	Projects Reports, Projects Evaluation reports, Project completion report, Private Sector and, UNDP	Document review and analysis stakeholder interview
		2.1.2 Is UNDP well suited and well perceived to support Governance, Inclusive Growth and Sustainable	Project Reports, UNDP UNDP staff, Aide Memoires and Mission Reports. Stakeholders	Document review and analysis stakeholder interview

	recognized in Bostwana?	Development initiatives in Bostwana?		
	2.2 How has the programme achieved expected outcomes?	2.2.1 How effective have been practices and tools used in the programme? (support to local initiatives, best practices, institutional strengthening)	Projects Reports, UNDP staff, Aide Memoires and Mission Reports. Stakeholders	Document review and analysis stakeholder interview
		2.2.2 How effective has UNDP been in partnering with development partners, civil society and private sector in Governance, Inclusive Growth and Sustainable Development?	Projects Reports, UNDP PMU, UNDP staff, Aide Memoires and Mission Reports. Stakeholders	Document review and analysis stakeholder interview
	2.3 What are the unexpected outcomes or consequences it yielded? What are their implications?	2.3.1 What challenges were experienced and how did it affect the achievement of the desired outcomes	Projects Reports, Aide Memoires, Projects Steering Committee Meetings Minutes, UNDP Project staff, UNDP Beneficiaries, Officials	Document review and analysis stakeholder interview
		2.3.2. Has UNDP utilized innovative techniques and best practices in its programming in these areas?	Projects Reports, Aide Memoires, Projects Steering Committee Meetings Minutes, UNDP Project staff, UNDP Beneficiaries, Officials	Document review and analysis stakeholder interview
3.Efficiency	3.1. To what extent was the management adequate to the planning and execution requirements ?	3.1.1 Was the management Arrangements, Work Planning appropriate? Finance and co-finance, value for money, Timing and delays, Project-level monitoring and evaluation systems, Stakeholder Engagement, Reporting, Communications).	Projects Reports, Aide Memoires, Projects Steering Committee Meetings Minutes, UNDP Project staff, UNDP Beneficiaries, Officials	Documents review and analysis stakeholder interview

	3.2 Strengths and weaknesses in the implementation of the CP interventions ?		Projects Reports, Aide Memoires, Projects Steering Committee Meetings Minutes, UNDP Project staff, UNDP Beneficiaries, Officials	Document review and analysis stakeholder interview
	3.3. Critically analyse the implementation, coordination and feedback mechanisms for Integrating lessons and recommendations into the CP decision making cycle.	3.3.1. what were the systems and mechanisms used for tracking performance of the project How did the project monitoring and evaluation frame work influenced co-ordination and decision making	Project beneficiaries, UNDP PMU, Project Reports, Aide Memoires, UNDP staff, Project Stakeholders	Document reviews and analysis Stakeholder interviews
	3.4. Assess the CP flexibility to respond to opportunities and challenges encountered during implementation	3.4.1. To what extent were findings and recommendations from projects reports, lessons learnt and feedback from stakeholders and partners integrated into projects planning and implementation	Projects Reports, Aide Memoires, Projects Steering Committee Meetings Minutes, UNDP Project staff, UNDP Beneficiaries, Officials	Documents review and analysis Stakeholder interviews
4. Sustainability	4.1. Assess the sustainability	4.1.1. Will the CP interventions benefits and results be sustained	Projects Reports, Aide Memoires, Projects Steering Committee Meetings Minutes,	Documents review and analysis Stakeholder interviews

	of the CP interventions in terms of the likelihood of continuation after completion of UNDP funding;	after the expiration of the UNDP funding	UNDP Project staff, UNDP Beneficiaries, Officials	
5. Partnership and Coordination	5.1 Assess effectiveness and appropriateness of the collaborations and partnerships that were established to deliver support on the CPD and UNDAF.	Partnership with Government	Projects Reports, Aide Memoires, Projects Steering Committee Meetings Minutes, UNDP Project staff, UNDP Beneficiaries, Officials	Document review and analysis stakeholder interview
		Partnership with development partners	Projects Reports, Aide Memoires, Projects Steering Committee Meetings Minutes, UNDP Project staff, UNDP Beneficiaries, Officials	Document review and analysis stakeholder interview
		Partnership with NGOs and non-profit associations	Projects Reports, Aide Memoires, Projects Steering Committee Meetings Minutes, UNDP Project staff, UNDP Beneficiaries, Officials	Document review and analysis stakeholder interview
6. Human Rights	6.1 Assessment of UNDP's promotion of Human Rights in its program design and implementation	6.1.1 To what extent do the poor, vulnerable, indigenous and tribal peoples, women and other disadvantaged and marginalized groups benefitted from UNDP's work?	Projects Reports, Aide Memoires, Projects Steering Committee Meetings Minutes, UNDP Project staff, UNDP Beneficiaries, Officials	Document review and analysis stakeholder interview
7. Gender Equality	7.1 The extent to	7.1.1 To what extent has gender been addressed in the design,	Project Reports, UNDP PMU, UNDP staff, Aide Memoires	Document review and analysis stakeholder interview

	which UNDP has promoted positive changes in gender equality in its Governance, Inclusive Growth and Sustainable Development initiatives?	implementation and monitoring and reporting? Is gender marker data assigned to projects representative of reality (focus should be placed on gender marker 2 and 3 projects)?	and Mission Reports. Stakeholders	
		7.1.2 Are there any unintended effects? Information collected should be checked against data from the UNDP country office' Results-oriented Annual Reports (ROAR) during the period 2018 - 2021.	Projects Reports, Aide Memoires, Projects Steering Committee Meetings Minutes, UNDP Project staff, UNDP Beneficiaries, Officials	Document review and analysis stakeholders interview
8.Coherence	8.1 How are UNDP Bostwana interventions aligned with Bostwana Development agenda?	8.1.1 To what extent are UNDP interventions coherent with other interventions which have similar objectives in Bostwana?	Projects Reports, Aide Memoires, Projects Steering Committee Meetings Minutes, UNDP Project staff, UNDP Beneficiaries, Officials	Document review and analysis stakeholders interview
8.1.2 To what extent are the interventions, promoted by UNDP Bostwana coherent internally?		Projects Reports, Aide Memoires, Projects Steering Committee Meetings Minutes, UNDP Project staff, UNDP Beneficiaries, Officials	Document review and analysis stakeholders interview	
8.1.3 To what extent are the interventions supported by UNDP Bostwana coherent with Bostwana Development priorities and policies?		Project Reports, UNDP PMU, UNDP staff, Aide Memoires and Mission Reports. Stakeholders	Document review and analysis stakeholders interview	

Interview guides

1. Interview Guide for Government Officials

- Explain the purpose of the interview.
 - Ensure confidentiality and consent.
1. How well do you think the CPD aligns with Botswana's national development priorities, such as Vision 2036 and NDP11?
 2. Are the CPD's objectives addressing the most pressing development challenges in Botswana?
 3. In your opinion, have the CPD's interventions responded adequately to the needs of the beneficiaries?
 4. What progress has been made in achieving the CPD's outcomes and outputs?
 5. Can you provide examples of successful CPD projects or initiatives?
 6. What factors have contributed to the achievement of these results?
 7. What challenges have you encountered in implementing CPD activities?
 8. How efficiently have resources been utilized in CPD projects?
 9. Are there any areas where you believe resources could be better allocated?
 10. How effective are the monitoring and evaluation systems in place for the CPD?
 11. What measures are being taken to ensure the sustainability of the CPD's outcomes?
 12. How have national partners been engaged to sustain the results of CPD projects?
 13. Do you see long-term benefits from the CPD interventions? Please explain.
 14. How well is UNDP positioned as a development partner in Botswana?
 15. How effective is UNDP in forming and maintaining partnerships with government agencies?
 16. Are there any areas where UNDP's strategic positioning could be improved?
 16. How have CPD interventions impacted national development priorities?
 17. Can you provide specific examples of how CPD projects have contributed to Botswana's development goals?
 18. Have there been any unintended impacts, positive or negative, from the CPD interventions?
 19. How effectively has the CPD integrated gender equality and social inclusion into its interventions?
 20. Can you provide examples of gender-specific impacts or initiatives within the CPD?
 21. What more can be done to ensure that the CPD addresses the needs of marginalized and vulnerable groups?
 22. What recommendations do you have for improving the implementation of the CPD?
 23. How can the CPD better align with emerging development challenges in Botswana?
 24. Are there any specific areas where you believe the CPD should focus more attention or resources?

2. Interview Guide for UNDP Staff

1. Explain the purpose of the interview.
2. Ensure confidentiality and consent.
3. How do you ensure that the CPD aligns with Botswana's national development priorities?
4. What steps are taken to make sure CPD interventions meet the needs of the beneficiaries?
5. How does the CPD integrate gender equality and social inclusion into its design and implementation?
6. What progress has been made towards achieving the CPD's outcomes and outputs?
7. Can you share success stories or examples of effective CPD projects?
8. What internal factors have contributed to the success of the CPD?
9. What internal challenges have you faced in implementing CPD activities?
10. How do you ensure that CPD resources are used efficiently?
11. Are there areas where resource allocation can be improved?
12. How effective are the CPD's monitoring and evaluation systems in tracking progress?
13. What strategies are in place to ensure the sustainability of CPD outcomes?
14. How do you engage national partners to sustain CPD results?
15. What long-term benefits do you see from the CPD interventions?
16. How do you perceive UNDP's role and influence within Botswana's development framework?
17. How effective is UNDP in building partnerships with government agencies, civil society, and the private sector?
18. What can be done to improve UNDP's strategic positioning in Botswana?
19. How have CPD interventions impacted national development priorities?
20. Can you provide specific examples of CPD projects contributing to Botswana's development goals?
21. Have there been any unintended impacts, either positive or negative, from the CPD interventions?
22. How effectively has the CPD integrated gender equality and social inclusion into its interventions?
23. Can you provide examples of gender-specific impacts or initiatives within the CPD?
24. What more can be done to ensure that the CPD addresses the needs of marginalized and vulnerable groups?
25. What recommendations do you have for improving the implementation of the CPD?
26. How can the CPD better align with emerging development challenges in Botswana?
27. Are there any specific areas where you believe the CPD should focus more attention or resources?

3. Interview Guide for Development Partners

- Explain the purpose of the interview.
 - Ensure confidentiality and consent.
1. How well do you think the CPD aligns with Botswana's national development priorities?
 2. Are the CPD's objectives addressing the most pressing development challenges in Botswana?
 3. How effectively does the CPD respond to the needs of its beneficiaries?
 4. What progress has been made in achieving the CPD's outcomes and outputs?
 5. Can you provide examples of successful CPD projects or initiatives?
 6. What factors have contributed to the achievement of these results?
 7. What challenges have you observed in the implementation of CPD activities?
 8. How efficiently have resources been utilized in CPD projects?
 9. Are there any areas where you believe resources could be better allocated?
 10. How effective are the monitoring and evaluation systems in place for the CPD?
 11. What measures are being taken to ensure the sustainability of the CPD's outcomes?
 12. How are national partners engaged to sustain the results of CPD projects?
 13. Do you see long-term benefits from the CPD interventions? Please explain.
 14. How well is UNDP positioned as a development partner in Botswana?
 15. How effective is UNDP in forming and maintaining partnerships with development partners?
 16. Are there any areas where UNDP's strategic positioning could be improved?
 17. How have CPD interventions impacted national development priorities?
 18. Can you provide specific examples of how CPD projects have contributed to Botswana's development goals?
 19. Have there been any unintended impacts, positive or negative, from the CPD interventions?
 20. How effectively has the CPD integrated gender equality and social inclusion into its interventions?
 21. Can you provide examples of gender-specific impacts or initiatives within the CPD?
 22. What more can be done to ensure that the CPD addresses the needs of marginalized and vulnerable groups?
 23. What recommendations do you have for improving the implementation of the CPD?
 24. How can the CPD better align with emerging development challenges in Botswana?
 25. Are there any specific areas where you believe the CPD should focus more attention or resources?

4. Interview Guide for Civil Society Organizations

- Explain the purpose of the interview.
 - Ensure confidentiality and consent.
1. How well do you think the CPD aligns with Botswana's national development priorities?

2. Are the CPD's objectives addressing the most pressing development challenges in Botswana?
3. How effectively does the CPD respond to the needs of its beneficiaries?
4. What progress has been made in achieving the CPD's outcomes and outputs?
5. Can you provide examples of successful CPD projects or initiatives?
6. What factors have contributed to the achievement of these results?
7. What challenges have you observed in the implementation of CPD activities?
8. How efficiently have resources been utilized in CPD projects?
9. Are there any areas where you believe resources could be better allocated?
10. How effective are the monitoring and evaluation systems in place for the CPD?
11. What measures are being taken to ensure the sustainability of the CPD's outcomes?
12. How are national partners engaged to sustain the results of CPD projects?
13. Do you see long-term benefits from the CPD interventions? Please explain.
14. How well is UNDP positioned as a development partner in Botswana?
15. How effective is UNDP in forming and maintaining partnerships with civil society organizations?
16. Are there any areas where UNDP's strategic positioning could be improved?
17. How have CPD interventions impacted national development priorities?
18. Can you provide specific examples of how CPD projects have contributed to Botswana's development goals?
19. Have there been any unintended impacts, positive or negative, from the CPD interventions?
20. How effectively has the CPD integrated gender equality and social inclusion into its interventions?
21. Can you provide examples of gender-specific impacts or initiatives within the CPD?
22. What more can be done to ensure that the CPD addresses the needs of marginalized and vulnerable groups?
23. What recommendations do you have for improving the implementation of the CPD?
24. How can the CPD better align with emerging development challenges in Botswana?
25. Are there any specific areas where you believe the CPD should focus more attention or resources?

5. Interview Guide for Private Sector Representatives

- Explain the purpose of the interview.
 - Ensure confidentiality and consent.
1. How well do you think the CPD aligns with Botswana's national development priorities?
 2. Are the CPD's objectives addressing the most pressing development challenges in Botswana?
 3. How effectively does the CPD respond to the needs of its beneficiaries?
 4. What progress has been made in achieving the CPD's outcomes and outputs?
 5. Can you provide examples of successful CPD projects or initiatives?

6. What factors have contributed to the achievement of these results?
7. How efficiently have resources been utilized in CPD projects?
8. Are there any areas where you believe resources could be better allocated?
9. 11. What measures are being taken to ensure the sustainability of the CPD's outcomes?
10. 12. How are national partners engaged to sustain the results of CPD projects?
11. 13. Do you see long-term benefits from the CPD interventions? Please explain.
12. 14. How well is UNDP positioned as a development partner in Botswana?
13. 15. How effective is UNDP in forming and maintaining partnerships with the private sector?
14. 16. Are there any areas where UNDP's strategic positioning could be improved?
15. 17. How have CPD interventions impacted national development priorities?
16. 18. Can you provide specific examples of how CPD projects have contributed to Botswana's development goals?
17. 19. Have there been any unintended impacts, positive or negative, from the CPD interventions?
18. 20. How effectively has the CPD integrated gender equality and social inclusion into its interventions?
19. 21. Can you provide examples of gender-specific impacts or initiatives within the CPD?
20. 22. What more can be done to ensure that the CPD addresses the needs of marginalized and vulnerable groups?
21. 23. What recommendations do you have for improving the implementation of the CPD?
25. How can the CPD better align with emerging development challenges in Botswana?
26. Are there any specific areas where you believe the CPD should focus more attention or resources?

6. Interview Guide for Beneficiaries

1. Explain the purpose of the interview.
2. Ensure confidentiality and consent.
3. How well do you think the CPD addresses your community's needs and priorities?
4. Are the CPD's objectives clear and relevant to you?
5. How effectively does the CPD respond to the needs of your community?
1. What progress have you seen in your community as a result of CPD interventions?
2. Can you provide examples of successful CPD projects or initiatives in your community?
3. What factors have contributed to the achievement of these results?
4. What challenges have you observed in the implementation of CPD activities in your community?
5. How well do you think resources have been used in CPD projects in your community?
6. Are there any areas where you believe resources could be better allocated?

7. How effective are the monitoring and evaluation systems in place for the CPD from your perspective?
8. What measures are being taken to ensure the sustainability of the CPD's outcomes in your community?
9. How are community members engaged to sustain the results of CPD projects?
10. Do you see long-term benefits from the CPD interventions? Please explain.
11. How well is UNDP positioned as a development partner in your community?
12. How effective is UNDP in forming and maintaining partnerships with local stakeholders?
13. Are there any areas where UNDP's strategic positioning could be improved?
14. How have CPD interventions impacted your community's development priorities?
15. Can you provide specific examples of how CPD projects have contributed to your community's development goals?
16. Have there been any unintended impacts, positive or negative, from the CPD interventions?
17. How effectively has the CPD integrated gender equality and social inclusion into its interventions in your community?
18. Can you provide examples of gender-specific impacts or initiatives within the CPD in your community?
19. What more can be done to ensure that the CPD addresses the needs of marginalized and vulnerable groups in your community?
20. What recommendations do you have for improving the implementation of the CPD in your community?
21. How can the CPD better align with emerging development challenges in your community?
22. Are there any specific areas where you believe the CPD should focus more attention or resources?

Updated results framework : Targets Versus actuals

Proposed revised results framework

In reviewing and revising the indicators for the CPD, a key emphasis must be placed on making them specific, measurable, achievable, relevant, and time-bound (SMART). The initial set of indicators was often vague and difficult to track, impeding effective monitoring and evaluation (M&E). The revised indicators ensure that outputs are directly linked to observable and quantifiable outcomes, allowing for more structured data collection and analysis over the program's duration.

Each portfolio—justice, green, prosperity, and governance—benefits from the revised indicators, which better align with actual projects. For instance, the justice portfolio now has clearer metrics for tracking the participation of marginalized groups, such as women and youth, in political decision-making and monitoring the effectiveness of gender-

responsive budgeting systems. These changes help bridge the disconnect previously noted between performance indicators and project realities, ensuring that the CPD is not just focused on aspirational goals but on measurable, attainable results. Attention needs to be paid to ensuring attributability of the results identified in the indicators to UNDP's own efforts—at least to be able to claim a significant contribution to attaining the result.

The green portfolio, emphasizing environmental sustainability and climate resilience, now has specific targets for renewable energy, climate-smart agriculture, and disaster risk reduction. The previous indicators lacked the precision needed to monitor incremental improvements. Still, the revised indicators offer clear benchmarks for success, such as the percentage increase in renewable energy consumption or the annual growth in climate-smart agricultural practices.

The prosperity portfolio has also benefitted from an improved focus on MSME development, innovation, and economic diversification. The revised indicators provide a more granular look at new market-ready products developed, the growth of MSMEs led by marginalized groups, and the impact of innovative financing solutions. With these more precise metrics, progress toward the CPD's economic growth goals can be tracked more effectively.

In governance, the revised indicators place greater emphasis on anti-corruption measures, citizen engagement, and the capacity of the Botswana Human Rights Institution. This shift toward more measurable and actionable governance indicators is essential for ensuring that the CPD's efforts in strengthening governance and promoting human rights are adequately tracked and adjusted as needed.

The proposed revisions enhance the clarity and focus of the CPD's monitoring framework and ensure that interventions are both measurable and achievable within the set timeframe. The refined indicators provide UNDP Botswana and its partners with a robust toolkit for monitoring the country programme's performance and impact, helping to ensure that the ambitious goals of the CPD are translated into tangible, measurable results on the ground.

These adjustments will enable the program to better track progress, identify areas for improvement, and enhance the meaningful contribution of UNDP's work to Botswana's sustainable development. The mid-term evaluation has provided recommendations that the country program should further explore to refine and align the CP objectives, indicators, and targets for optimal effectiveness.

Justice Portfolio

Outcome indicator 1.1:

- **Initial indicator:** Whether or not legal frameworks are in place to promote, enforce, and monitor equality and non-discrimination on the basis of sex.

- **Revised indicator:** Whether the legal frameworks are actively promoting, enforcing, and monitoring gender equality, non-discrimination, and equitable opportunities for all genders in the public sector.
- **SMART Characteristics:** specific, measurable, achievable, relevant, time-bound. This revision refines the focus on not just the existence of legal frameworks, but their active implementation and monitoring.

Outcome indicator 1.2:

- **Initial indicator:** Proportion of women in managerial positions (public sector).
- **Revised indicator:** Percentage increase in the proportion of women in managerial positions in the public sector, with annual targets to increase representation by 5%.
- **SMART Characteristics:** The revised indicator emphasizes incremental progress and sets a clear annual target for monitoring progress.

Output indicators for the justice portfolio:

4. Indicator 1.2.1:

- **Initial indicator:** Proportion of seats held by women and youth in (a) national parliament and (b) local government.
- **Revised indicator:** Proportion of seats held by women, youth, and persons with disabilities in national parliament and local government, aiming for a 5% increase annually.
- **Target:** Achieve a 5% annual increase in the number of seats held by these groups to foster more inclusive decision-making.

5. Indicator 1.2.2:

- **Initial indicator:** Number of incumbent and aspirant women, youth, and persons with disabilities with the requisite knowledge and skills to participate effectively in political decision-making at national and local government levels.
- **Revised indicator:** Number of women, youth, and persons with disabilities trained annually in political leadership and decision-making, with an emphasis on measuring knowledge acquisition and participation.
- **Target:** Train at least 100 individuals per year with follow-up to measure their active engagement in leadership roles.

6. Indicator 1.2.3:

- **Initial indicator:** Number of public sector ministries with gender-responsive budgeting systems in place.
- **Revised indicator:** Number of public sector ministries that have developed, implemented, and reported on gender-responsive budgeting systems, with targets for 50% of ministries by 2026.
- **Target:** Ensure that by 2026, at least 50% of ministries are implementing gender-responsive budgeting to promote equitable financial planning.

Green Portfolio

Outcome indicator 3.1:

- **Initial indicator:** Percentage of contribution of renewable energy to total energy consumption.
- **Revised indicator:** Annual increase in the percentage of renewable energy contributing to total energy consumption, aiming for a 5% annual increase until 2026.
- **SMART Characteristics:** The revised indicator is more specific and sets a measurable target for annual growth in renewable energy.

Outcome indicator 2.1.1:

- **Initial indicator:** Level of emissions from greenhouse gases.
- **Revised indicator:** Annual percentage reduction in greenhouse gas emissions from targeted sectors, with a target of reducing emissions by 10% by 2026.
- **SMART Characteristics:** The revised indicator makes the target clearer and establishes a concrete timeline.

Output indicators for the green portfolio:

7. Indicator 2.1.1:

- **Initial indicator:** National disaster risk reduction and mitigation strategies in line with the Sendai Framework for Disaster Risk Reduction, 2015-2030 adopted.
- **Revised indicator:** Number of national disaster risk reduction and mitigation strategies developed, implemented, and regularly reviewed in line with the Sendai Framework, with a target of two new strategies annually.
- **Target:** Develop and implement two new disaster risk reduction strategies annually in accordance with the Sendai Framework.

8. Indicator 2.1.2:

- **Initial indicator:** Percentage of population with primary reliance on clean fuels and technology.
- **Revised indicator:** Annual increase in the percentage of households, especially in rural areas, with access to clean fuels and technology, with a target of 10% annual growth.
- **Target:** Increase clean fuel access by 10% annually across rural households and underserved communities.

9. Indicator 2.1.3:

- **Initial indicator:** The extent to which ecosystem-based adaptation (EBA) criteria are included in planning legislation and land use master planning guidelines.
- **Revised indicator:** Number of land use plans and legislation incorporating ecosystem-based adaptation criteria, with annual targets for EBA integration.
- **Target:** By 2026, ensure that EBA strategies are fully integrated into all national land use plans.

10. Indicator 2.2.1:

- **Initial indicator:** Percentage of livestock management associations implementing the range management strategies at district level.

- **Revised indicator:** Annual increase in the number of livestock management associations actively implementing sustainable rangeland management strategies, with a 20% target growth per year.
- **Target:** Increase the number of associations implementing rangeland management strategies by 20% annually.

11. **Indicator 2.2.2:**

- **Initial indicator:** Percentage increase of farmers implementing climate-smart agricultural principles and techniques in non-irrigated crop production (disaggregated by sex).
- **Revised indicator:** Annual increase in the number of farmers adopting climate-smart agriculture, with a specific focus on gender-disaggregated data.
- **Target:** Achieve a 10% increase in farmers adopting climate-smart practices each year, with progress measured across gender and location.

12. **Indicator 2.3.1:**

- **Initial indicator:** Protected area management effectiveness scores show a persistent increase year-on-year.
- **Revised indicator:** Annual percentage improvement in protected area management effectiveness, with a 5% increase in scores across all managed areas.
- **Target:** Increase protected area management effectiveness scores by 5% annually to enhance conservation outcomes.

Prosperity Portfolio

Outcome indicator 4.1:

- **Initial indicator:** Annual growth rate of real GDP per capita.
- **Revised indicator:** Annual percentage increase in real GDP per capita, with an emphasis on achieving a 4% growth rate by 2026.
- **SMART Characteristics:** Targets an annual GDP per capita growth rate with clear measurement periods.

Outcome indicator 4.2:

- **Initial indicator:** Unemployment rate by sex, age, and persons with disabilities.
- **Revised indicator:** Annual reduction in unemployment rates disaggregated by sex, age, and persons with disabilities, with a 2% reduction targeted each year.
- **SMART Characteristics:** The revised indicator tracks annual reductions in unemployment, emphasizing a 2% decline each year.

Output indicators for the prosperity portfolio:

2. **Indicator 4.1.1:**

- **Initial indicator:** Number of MSMEs with innovative technology solutions to enhance product value addition (disaggregated by urban and rural locations).
- **Revised indicator:** Annual increase in MSMEs adopting innovative technologies, with progress tracked by urban and rural location.

- **Target:** Support at least 50 MSMEs each year in adopting innovative technologies to improve value addition.
3. **Indicator 4.1.2:**
- **Initial indicator:** Number of MSMEs with innovative financing solutions to improve access to finance (disaggregated by sex, age, and persons with disabilities).
 - **Revised indicator:** Number of MSMEs benefiting from innovative financing solutions, disaggregated by sex, age, and disability status.
 - **Target:** Ensure access to innovative financing solutions for 100 MSMEs annually, with a focus on women, youth, and persons with disabilities.
4. **Indicator 4.1.3:**
- **Initial indicator:** Number of additional youth, women, and persons with disabilities-led/owned MSMEs benefiting from business development support initiatives.
 - **Revised indicator:** Annual increase in youth, women, and disability-owned MSMEs benefiting from business support services.
 - **Target:** Support at least 100 new MSMEs annually led by these groups, ensuring equitable access to business development services.

Governance and Human Rights

Outcome indicator 5.3:

- **Initial indicator:** Transparency index – corruption perception rankings.
- **Revised indicator:** Annual improvement in Botswana's transparency and corruption perception index, with a target to improve rankings by two positions per year.
- **SMART Characteristics:** The revised indicator focuses on measurable improvement in transparency and anti-corruption efforts.

Output indicators for governance and human rights portfolio:

3. **Indicator 5.1.1:**
- **Initial indicator:** Percentage of government gazettes, policies, legislation, judgements of the High Court and Court of Appeal, and regulations freely available to the public from 1990 to 2020.
 - **Revised indicator:** Percentage of legal documents, including policies, legislation, and court judgements, made available to the public, with an emphasis on transparency.
 - **Target:** Ensure 100% public access to all legal documents by 2026.
4. **Indicator 5.2.1:**
- **Initial indicator:** Number of additional anti-corruption measures for improved transparency and accountability implemented.
 - **Revised indicator:** Number of new anti-corruption measures adopted and implemented to improve transparency and accountability at national and subnational levels, with a target of at least 3 new measures per year.
 - **Target:** By 2026, implement at least 15 new anti-corruption measures to enhance governance and accountability structures.

8. **Indicator 5.2.2:**

- **Initial indicator:** Number of new platforms/mechanisms at national and subnational levels created to enable the population to express their voice freely and confidently and to hold government and duty-bearers accountable.
- **Revised indicator:** Annual increase in the number of citizen-engagement platforms established at national and subnational levels, ensuring communities can express concerns and hold decision-makers accountable.
- **Target:** Establish 5 new platforms per year at different government levels to increase transparency and public participation.

9. **Indicator 5.2.3:**

- **Initial indicator:** Extent to which the Botswana Human Rights Institution is able to implement its human rights mandate.
- **Revised indicator:** Annual improvement in the capacity of the Botswana Human Rights Institution to implement and monitor its human rights mandate, with specific targets for cases resolved and actions taken to protect vulnerable groups.
- **Target:** By 2026, increase the Botswana Human Rights Institution's capacity to address and resolve at least 500 cases of human rights violations annually.

10. **Indicator 5.3.1:**

- **Initial indicator:** Extent to which the use of digital courts improves case turnaround time (contributing to IRRF 2.4).
- **Revised indicator:** Percentage reduction in case backlog and improvement in case turnaround time through the use of digital court systems, with a target to reduce the backlog by 10% each year.
- **Target:** Reduce the case backlog by 40% by 2026 through enhanced use of digital courts, improving access to justice.

11. **Indicator 5.3.2:**

- **Initial indicator:** Percentage increase of indigent people benefiting from legal aid services (disaggregated by sex) (contributing to IRRF 2.4).
- **Revised indicator:** Annual percentage increase in the number of indigent individuals (disaggregated by sex and age) receiving legal aid services, aiming for a 15% increase each year.
- **Target:** Ensure that by 2026, at least 60% more indigent people, particularly women and marginalized groups, benefit from legal aid services.

12. **Indicator 5.3.3:**

- **Initial indicator:** Number of customary courts capacitated to deliver fair and uniform sentences for gender-based violence, including conflict resolution.
- **Revised indicator:** Number of customary courts trained and supported to deliver fair, transparent, and uniform sentences for gender-based violence cases, with specific attention to conflict resolution methods.
- **Target:** By 2026, ensure that at least 50 customary courts are fully equipped and trained to address gender-based violence cases uniformly.

Fieldwork timeline

	Start date	End date
Design of the inception report	July 1	July 15
Submission of the inception report		June 15
Review of the inception report	July 15	July 20
Comments on the inception report received by the consultant		July 21
Finalization of the Inception report		July 23
Arrival Team Lead in Botswana		July 28
Introductory Meeting with UNDP Management		July 29
Meeting between Consultant and Evaluation Reference group		July 29
Interviews with UNDP Staff	July 30	July 31
Field visits and interviews	Aug 1	Aug 8
Interviews with Gaborone partners	Aug 8	Aug 10
Debriefing UNDP		Aug 12
Consultant departs from Botswana		Aug 13
Data analysis	Aug 14	Aug 25
Submission Evaluation Draft report		Aug 27
Stakeholders workshop		Aug 30
Final report submission		Aug 31