



TERMINAL EVALUATION OF THE UNDP BOTSWANA COUNTRY PROGRAMME 2010-2014

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Acronyms

AGC	Attorney General's Chambers
AIDS	Acquired Immuno Deficiency Syndrome
AWP	Annual Work Plans
BIC	Botswana Institute of Administration
BOCCIM	Botswana Chamber of Commerce, Industry and Manpower
BOCONGO	Botswana Council of NGOs
BONELA	Botswana Network of Ethics and Law
BONEPWA	Botswana Network for People Living with HIV and AIDS
BPEP	Botswana Poverty Eradication Policy
BPES	Botswana Poverty Eradication Strategy
BSPC	Botswana Public Service College
CBNRM	Community Based Natural Resource Management
CBO	Community Based Organisations
CCA	Common Country Assessment
CCG	Component Coordinating Group
CECA	Corruption and Economic Crime (Amendment) Act
CEDAW	Convention on the Elimination of Discrimination against Women
CO	Country Office
CP	Country Programme
CPAP	Country Programme Action Plan
CPD	Country Programme Document
CSO	Civil Society Organisations (CSOs)
DaO	Delivering as One
DCEC	Directorate of Corruption and Economic Crime
DIT	Department of Industry and Trade
DWA	Department of Water Affairs
ECCCCG	Environment and Climate Change Component Coordination Group
EDD	Economic Diversification Drive
EDPR	Economic Diversification and Poverty Reduction
FSE	Financial Sustainability and Effective Exercise
GDI	Gender Development Index
GDP	Gross Domestic Product
GeAD	Gender Affairs Department
GEM	Gender Empowerment Measurements
GFP	Gender Focal Points
GNI	Gross Net Income
GoB	Government of Botswana
HDI	Human Development Index
HDR	Human Development Report
HIV	Human Immuno Virus
ILO	International Labour Organisation
IPMIS	Integrated Poverty Monitoring Information System (IPMIS)

IP	Implementing Partner
IWRM	Integrated Water Resources Management and Water Efficiency (IWRM)
JRMPS	Joint Resource Mobilisation and Partnership Strategy
KCS	Kalahari Conservation Society
LED	Local Economic Development
LPAA	Legal Practitioners (Amendment) Act
MDG	Millennium Development Goals
MIC	Middle Income Country
M&E	Monitoring and Evaluation
MLGRD	Ministry of Local Government and Rural Development
MLHA	Ministry of Labour and Home Affairs
MFAIC	Ministry of Foreign Affairs and International Cooperation
MoH	Ministry of Health
MolHA	Ministry of Local Government and Home Affairs
NACA	National AIDS Coordination Agency
NCC	Net Contributing Country
NDMO	National Disaster Management Office
NDP	National Development Plan
NGO	Non-Governmental Organisation
NOP	National Operational Plan for HIV and AIDS
NSF	National Strategic Framework on HIV and AIDS
NSO	National Strategy Office
OMT	Operations Management Group
OP	Office of the President
PCMEG	Programme Coordination, Monitoring and Evaluation Group
PECU	Poverty Eradication Coordination Unit
PEI	Poverty and Environment Initiative
PEP	Poverty Eradication Policy
PMSU	Programme Management Support Unit
PMTCT	Prevention of Mother to Child Transmission
POP	Programme Operational Plan
PPADB	Public Procurement and Asset Disposal Body
PS	Permanent Secretary
PSC	Programme Steering Committee
RC	Resident Coordinator
RERE	Renewable Energy-based Rural Electrification
SADC	Southern African Development Community
SBAA	Standard Basic Assistance Agreement
SRH	Sexual Reproductive Health
STABO	Statistics Botswana
UN	United Nations
UNCG	United Nations Communications Group
UNCT	United Nations Country Team
UNCTAD	United Nations Conference on Trade and Development

UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Plan
UNECA	United Nations Economic Commission for Africa
UNEP	United Nations Environment Programme
UNGASS	United Nations General Assembly Special Session (on HIV/AIDS)
UPR	Universal Periodic Review

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Dr Neddy Matshalaga- Team Leader
(On Behalf of the Consulting Team)

Executive Summary

Context: The report is the result of the evaluation of the UNDP Botswana Country Programme (CP) covering the period 2010-2014. The CP had four main programme components: i) Governance; ii) Poverty Reduction; iii) HIV and AIDS; and iv) Environment and Climate Change.

Purpose and Scope: The purpose of the evaluation was to: i) assess the degree to which the implementation of the CP had contributed to the achievement of intended outcomes; ii) assess UNDP's commitment to Human Rights, Equity and Gender Equality in the execution of projects; iii) assess the extent to which planned outputs were accomplished; iv) assess relevance, effectiveness, efficiency and sustainability of programmes; and v) assess UNDP value addition. The CP evaluation results would contribute towards the design of the two-year bridging programme (2015-2016) and the successor CP.

Methodology: The evaluation relied on UNDP corporate guidelines on outcome evaluation.¹ The CP was assessed against two categories of criteria, i.e. performance criteria (relevance; effectiveness, efficiency and sustainability) and strategic positioning criteria (strategic alignment: {corporate, systemic and national}; responsiveness; and added value). The evaluation was also based on the Monitoring and Evaluation Frameworks outlined in the Government of Botswana (GoB) - UN system Programme Operational Plan (UNPOP) which was a common action plan for implementing UN Agencies Country Programmes. UNDP's performance on its practice areas was assessed by the degree to which planned outputs had contributed towards achievement of CP outcomes. The evaluators developed two rating systems to assess the status of CP outcomes and UNDP contribution to CP outcomes through its CP outputs. Four categories of ratings of the outcomes were developed as follows: **"Achieved"** where outcome indicators targets were achieved; **"Good progress towards achievement"** though indicator targets were not yet achieved, there was high likelihood that they would be achieved within the target timeframe. **"Modest"**, outcomes were partially achieved by end of target timeframe and **"Not Achieved"**, there was very little or no change in outcome indicators by the end of target timeframe. UNDP contribution to the achievement of outcomes used four categories of rating. The highest performance was rated as **"Critical"** which meant that the CP/UNPOP outcome would not be achieved without UNDP contribution; **"Significant"** meant that UNDP contribution was likely to influence outcome achievement in a great way; **"Modest"** UNDP contribution towards achievement of outcome is likely to be small and **"None"**, this meant UNDP is not contributing to the achievement of the outcome. An extensive review of programmes and intervention-related documentation was collated with interviews with a wide range of stakeholders. Overall 78 people in 30 institutions were interviewed. While the bulk of the interviews were with the public sector, interviews were also conducted with selected private sector and civil society organisations.

¹UNDP (2011), Outcome-level Evaluation: A Companion Guide to the Handbook on Planning Monitoring and Evaluating for Development Results for Programme Units and Evaluators

Limitations of the Evaluation: In conducting the evaluation, the team faced a number of limitations among which were: i) a CP programme results framework marred with gaps such as inadequate formulation of outcome results, incomplete or poorly formulated indicators; and ii) limited availability of past evaluations in some programme areas. These limitations were addressed by way of extensive consultations with stakeholders and identification of alternative indicators which would make logical results chains for a reasonable assessment of UNDP performance. The quarterly and annual progress monitoring reports generated by the Component Coordinating Groups (CCGs) played a key role in providing data on performance across outputs.

Development Context: Botswana is an Upper Middle Income Country (UMIC) with a Gross National Income (GNI) per capita of USD 7 650.00 in 2012.² According to UNDP guidelines, Botswana is fast becoming a Net Contributing Country (NCC). The development implications are that UNDP CO should position itself to serve Government of Botswana (GoB) in its unique need as a UMIC and Net Contributing Country (NCC).

MAIN FINDINGS AND CONCLUSIONS

STRATEGIC LEVEL:

UNDP Contribution to Delivering as One (DaO): UNDP significantly contributed to the DaO through taking a leading role in the implementation of a major proportion of the UNPOP, which calculates to over 75% of the UN systems programme in Botswana. UNDP has also contributed significantly through a resource envelope constituting close to 80% of UNPOP.

Responsiveness: UNDP has provided quick and flexible response to the needs of GoB. The support given to the South-South and Triangular Cooperation, involving Botswana, South Sudan, Liberia, and Malawi are examples of best practices. UNDP provided timely and appropriate technical expertise which has yielded impressive results in the short term. Support by UNDP to the GoB on South-South Cooperation has put Botswana in a position to share its best practices on managing corruption, good governance in the extractive industries sector and good practices in the education sector. The demand for Botswana services for sharing good development experience is likely to grow. In all this, UNDP plays a unique role as a facilitator and enhancer.

Added Value: UNDP has demonstrated clear added value in its four focus areas. It has provided quality advisory services which have contributed to the institutionalisation of important policies for development. The CO has demonstrated comparative advantage in legislative reviews which have not only witnessed the creation of new institutions in lead sectors but also contributed to new ways of doing business in these sectors, for instance, Local Economic Development (LED) and Legal AID.

²World Bank (2014) Website <http://data.worldbank.org/country/Botswana>. GNI measures gross national income from the standpoint of the entire population.

PROGRAMME LEVEL:

Relevance, Effectiveness and Sustainability: To a very large extent, the CP through its practice areas has been relevant to the needs of the GoB. Effective execution of programmes has contributed to laying a strong foundation for sustainability of programme benefits. The sustainability of programmes benefits is anchored in a number of factors: i) joint programme planning, implementation and monitoring through CCGs; ii) institutional capacity building for leadership of sector priorities; and iii) support to legislative reforms with potential for lasting impact. To a very large extent, UNDP accomplished planned outputs and consequently contributed to critical or significant achievement of CP outcomes. Despite these positive observations on programme performance, there were challenges in application of a results-based management approach to programme planning, monitoring and reporting. The evaluation also noted the absence of an explicit exit strategy for programmes. With the exception of the Environment and Climate Change programme, other programme areas had no interim evaluations to inform terminal evaluations such as this. A deliberate position was taken to conduct mid Term review of all four programme areas in the context of DaO. The review were part of the UNPOP. *Efficiency:* To a very large extent, resources for the CP have been used efficiently. However, the evaluation notes potential areas for further improvement. Resources mainly invested in process activities (workshops and transport) are not value for money. Consultation revealed that more money was spent on transport and workshop. There is more value for money in technical assistance at policy level, or, to process activities, where necessary.

Management: Mid-way through the CP, the CO worked significantly towards improved programme delivery, raising expenditure levels from an average of 36% in the first two years to an average of 65% which meets the corporate expenditure threshold. Placing technical experts in priority line ministries proved an effective approach to programme delivery. The separation of the Project Management Support Unit (PMSU) from programmes improved efficiency and led to creating synergies between the programme and operations units. The CP programme delivery has benefited from unique and effective coordination mechanisms for POP/CP, the (CCGs) which generate timely quarterly and annual reports.

Emerging Issues: The evaluation observed the growing importance for the CO to embrace the fact that Botswana was fast becoming a Net Contributing Country (NCC). At the **Policy Level**, the CO has swiftly positioned itself for this emerging status and provides the GoB with the right level of services. Using the UNDP guidelines (prior to this evaluation) the CO had already started on the Financial Sustainability and Effective Exercise (FSE) which would rationalize staff competencies to align them with the emerging requirements for service delivery. The South-South and Triangular Cooperation demonstrates CO responsiveness to the needs of the UMIC. Also, the CO responses to the GoB requests for support in the preparation and implementation of the National Strategy for Poverty Eradication; the National Strategy for Sustainable Development and the National Climate Change Policy and Action Plan as part of the Government's Rio+20 and Post 2015 Development Agenda debates enabled the CO support the crafting of a nexus of poverty, climate change and sustainability for the country. In response to

potentially reduced resources for NCC, under the leadership of the RC, the UNCT developed a Joint Resource Mobilization and Partnership Strategy (JRMPS), which was already beginning to bear fruit. Given that the South-South Triangular initiative is mainly driven on the backdrop of good experience in the governance area, there is need to consider further support in priority governance areas and improve knowledge management for the benefit of other countries.

Strategic Position: For the two-year Bridging Period (2015-2016), the CO should consider focusing on unfinished work from the current CP programme. The Successor CP should consider development of new CP aligned to the corporate new practice areas: i) Sustainable Development Pathways; ii) Resilience; and iii) Inclusive and Effective Democratic Governance. The South-South and Triangular Cooperation programme should be designed in such a way that it draws best practices from across the practice areas. The evaluation noted an innovation for the CO where a unique initiative “Institutionalisation of the Extractive Industry” with strong partnership with relevant Private Sectors players would contribute to knowledge management of good practices to inform the demands in the South-South and Triangular Cooperation initiatives.

Key Recommendations: UNDP CO to consider: i) developing an explicit exit strategy for programme interventions; ii) developing a CO programme of action for increased training and learning across many aspects that would strengthen programme delivery (Results Based Management; Gender Mainstreaming; Human Rights Approach to programming);iii) Staff induction programmes should integrate training in core areas of programming and iv)UNDP should maintain its presence in the environment and climate change component, focusing on policy level initiatives.

1. Introduction

1.1 Background

The United National Development Plan Programme (UNDP) assistance to the Government of Botswana (GoB) is governed by the Standard Basic Assistance Agreement (SBAA) that was signed between the two parties in 1975. During the period under review (2010-2014), the Common Country Assessment (CCA), provided a shared analysis of Botswana's development achievements and the remaining challenges over the medium term.³ The publication of the CCA came at a time when the Government of Botswana was preparing its tenth National Development Plan (NDP10) which would run over the period 2009-2016. The GoB and the UNCT jointly developed a United Nations Development Assistance Framework (2010-2016). The UNDAF, which is informed by the CCA, describes the United Nations' areas of collaboration with the Government of the Republic of Botswana for the period 2010-2016. The UNDAF is aligned to the NDP 10 timeframe and outlines the expected results in five thematic areas of: i) Governance and Human Rights; ii) Economic Diversification and Poverty Reduction; iii) Health and HIV and AIDS; iv) Environment and Climate Change and v) Children, Youth and Women's Empowerment. Box 1 outlines the UNDAF Outcomes.

Box 1. UNDAF 2010-2016 Outcomes

Governance & Human Rights Promotion: Effective and efficient delivery of services towards the fulfilment of human rights

Economic Diversification and Poverty Reduction: A diversified economy, the growth of which is rapid, inclusive, sustainable and generates decent employment opportunities

Health and HIV/AIDS: The strengthening of the country's capacity to address health and Human Immunodeficiency Virus (HIV) and Acquired Immune: AIDS Issues: Progress made towards achieving universal access to quality services

Environment and Climate Change: By 2016, the rural poor, especially women, are deriving greater benefits from the environment and natural ecosystems

Children, Youth and Women Empowerment: Children, young people and women are more empowered, and more likely to participate in all aspects of life.

Based on the UNDAF, the Government of Botswana and the UN system agreed to develop a single GoB-UN Programme Operational Plan (GoB-UN POP). The Government of Botswana-United National Programme Operational Plan (GoB-UNPOP) runs from 2010 to 2014. In line with the UNDAF and the POP, UNDP developed the Country Programme Document (CPD) which was informed by the CCA and UNDAF. It was signed by the Executive Board of the United Nations Development Programme and of the United Nations Population Fund on 6th of March 2009. The UNDP CP proposed three broad programmes: i) Governance, ii) Poverty Reduction and iii) Environment with HIV/AIDS a major priority under poverty. Each of the three programme areas had outcomes which were neatly aligned to national priorities in Vision 2016, NDP 10 and UNDAF outcomes. Table 1 shows the alignment;

The standard procedure for most UNDP Country Offices is to develop a Country Programme Action Plan (CPAP) which would operationalise the UNDAF. In Botswana, the United Nations Country Team (UNCT) made a decision not to develop a CPAP and instead used the GoB-UN POP 2010-2014 as a

³United Nations System in Botswana (2007) Second Common Country Assessment for Botswana. Final Report

planning tool for operationalising its Country Programme. This is in line with the spirit of Delivering as One UN system and reducing transactional costs (Aid Effectiveness Principles). As such, in conducting the terminal evaluation of the UNDP CP, the assessment of UNDP components in the GoB-UN POP is indispensable.

Table 1: UNDP CP and UNDP Respective GOB-UN POP Outcomes

GOVERNANCE			
Vision 2016: An Open accountable and democratic nation and an educated and informed nation			
NDP 10: Transparency and accountability in all public and private institutions; reduced corruption; enhanced participatory democracy; rule of law			
UNDP CP Outcome: Increased national capacities for effective service delivery and fulfilment of human rights and gender equality			
Strengthened accountable and responsive governing institutions to deliver towards the attainment of Vision 2016 goals, MDGs, Millennium Declaration and other international agreements & obligations	Strengthened Human Rights Institutions to Respond to the rights of vulnerable groups including youth, children, women , PWA, Refugees and disabled	Gender mainstreamed in national laws and policies and in the national district, & community plans and programmes	Enhanced disaster Risk reduction and preparedness capabilities at all levels
Economic Diversification and Poverty Reduction			
Vision 2016: A prosperous and innovative nation: a just compassionate and caring nation			
NDP 10: Eradication of absolute poverty; equitable income distribution; adequate social protection; full employment, affordable and quality healthcare; prevent new HIV infections			
MDG: Eradicate poverty, global partnership, combat HIV/AIDS, malaria and other diseases			
UNDP CP Outcome: Enhanced capacity at the central and local level to foster rapid and inclusive economic growth, diversify the economy and improve governance of HIV and AIDS.			
Enhanced national and district capacity to support inclusive community-driven development	Technical and institutional capacity to develop, implement and monitor inclusive development policies and strategies is strengthened in key ministries.	The institutional and regulatory environment for inclusive trade and private sector development is strengthened	
Environment and Climate Change			
Vision 2016: A productive and innovative nation			
MDG: Goal 7. Ensure environmental sustainability Goal 1.Eradicate extreme poverty and hunger			
UNDP CP Outcome: Increased capacity at central and local levels for natural resources management , provision of cleaner energy services and response to climate change			
Inclusive policy and institutional environment for sustainable natural resources management	Enhanced capacity of communities for natural resources and ecosystem management and benefit distribution	2016, enhanced national capacity for climate change adaptation and mitigation	

1.2 Purpose and Scope of the Evaluation

Overall Purpose of the Country Programme (CP) Terminal Evaluation: According to the Terms of Reference the purpose of the terminal evaluation of the Country Programme (CP) is to assess the degree to which implementation of the country programme has contributed to the achievement of the intended outcomes. The terminal evaluation of the CPD will also assess UNDP's commitment to

the human development approach and how effectively issues of equity, equality and gender mainstreaming have been incorporated in the design and execution of projects and programmes.⁴ The evaluation results will inform the preparations of the bridging programme (2015-2016) and the successor CP. ⁵It is a standard requirement by UNDP programming procedures to undertake a terminal evaluation of a country programme in order for it to inform the development of a successor CP. This evaluation was conducted early in 2014, to allow for planning for the next CP. The audience for this evaluation are both the UNDP CO and GoB, for whom the programme was implemented.

Specific Objectives of the Evaluation: The Terminal evaluation of the CPD 2010-2014, sought to assess:

- i. To the extent possible, achievements of the desired transformational development results originating out of UNDP support to the four programme areas: (Governance, Poverty Reduction, Environment and HIV and AIDS);
- ii. Relevance, effectiveness, efficiency and sustainability of the UNDP supported interventions;
- iii. UNDP CP strategic alignment to a) UNDP Corporate development priorities, b) United Nations Country Development Assistance Framework (UNDAF) and c) national development priorities as outlined in the NDP 10 and Vision 2016;
- iv. UNDP's responsiveness towards changes in the country's needs and priorities;
- v. The degree of value addition towards transformational development;
- vi. The degree to which programmes in the CPD addressed cross cutting issues of gender equality and gender mainstreaming, integration of environment concerns in the sector work and mainstreaming of **HIV/AIDS** across programme areas; and
- vii. The efficiency of the Country Office management and operations including adequacy and quality of human resources, reporting processes, support to the Resident Coordinator (RC) function and effectiveness of procurement.

1.3 Methodology

The evaluation methodology was based on a combination of quantitative and qualitative evaluation methodologies. Key research methods included: desk review of relevant documents, Key Informant Interviews with national stakeholders (Government, Civil Society Organizations, Private Sector, UN Agencies and UNDP Staff). The list of interviewed persons is included in Annex 4. The evaluation team conducted site visits to programme beneficiaries. For the environment programme component, validation field visits were made to: Southern Sua Pan (Mmatshuma, Mosu, Mmwywa, Mokubilo), North of Letlhakane, Community Trust and Project Steering community. The evaluation team also visited pilot demonstration sites at Mahalapye, Palapye and Letlhakane. For the Poverty Reduction interventions, the evaluation team visited "How to Us Investments" in Molepolole where UNDP supported a women's economic empowerment project. The evaluators visited HIV and AIDS project sites in Letlhakeng in the Kweneng West sub-district. The triangulation of multiple research approaches enhanced validity and reliability.

⁴ UNDP Botswana (2013) RFP: Terminal Evaluation of the Botswana Country Programme 2010 /2014

⁵ The bridging programme is meant to align the UNDP planning cycle to that of the Government of Botswana

Evaluation Criteria: An Analytical Approach: Figure 1 shows the evaluation conceptual framework. Component 1 focuses on the four key programme areas of evaluation variables, which include: relevance, efficiency, effectiveness and sustainability. Component 2 focuses on analysis of UNDP strategic positioning in terms of: Strategic Alignment, Responsiveness and Added Value. The third component focuses on cross-cutting issues of Equity, gender equality and empowerment, HIV and AIDS and integration of environment concerns into pro-poor development and partnership arrangements. The evaluation will also draw lessons and conclusions for future design of UNDP programmes.

Rating System: The evaluators developed two rating systems. The first was related to the status of the Outcome, whilst the second system was related to UNDP contribution to the Outcome through its relevant outputs. An outcome rating was general, without attribution to UNDP contribution, whilst the rating of UNDP contribution to the CP outcome through its relevant outputs was attributed to UNDP efforts.

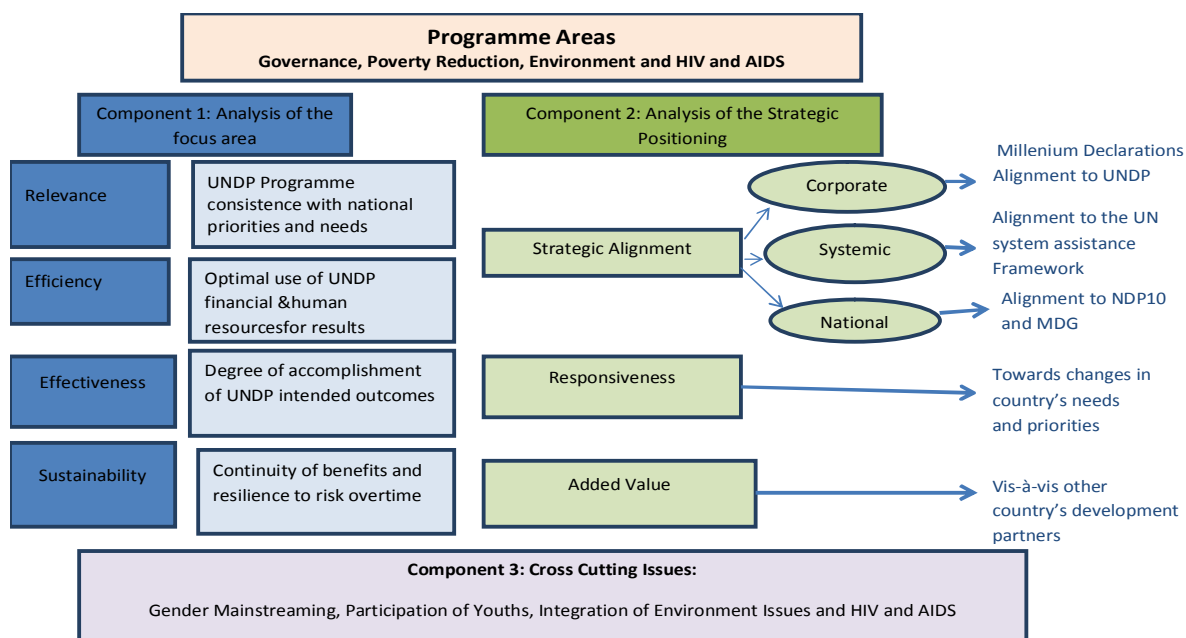


Figure 1: Evaluation Criteria

- i. **Rating of Status of Outcome:** Where the outcome had good indicators, the evaluators rated status of the outcome based on the performance of the indicators. Where the outcome indicators

Rating of Outcome X.X	Achieved
	Good Progress
	Towards Achievement
	Modest
	Not Achieved

were poorly or inadequately stated, the evaluators used alternative or proxy indicator to derive outcome ratings. The outcome ratings were also complimented by extensive literature review and stakeholder opinion on the status of the outcome. The outcome ratings were as follows: Achieved (Indicator targets had been achieved); Good progress towards

achievement (Though indicator targets had not yet been achieved, there was high likelihood that they would be achieved within the target timeframe); Modest (Outcomes were partially achieved by end of target timeframe); and Not Achieved (There was very little or no change in outcome indicators by end of target timeframe).

Rating of UNDP contribution to Outcome through the relevant outputs: First, the evaluation assessed the degree of achievement of output indicators.

UNDP Contribution to CP Outcome x.x through Output x.x.x	Critical
	Significant
	Modest
	Not Achieved

An assessment of whether or not the output itself had been accomplished is made. This is then followed by the evaluator's opinion on the degree to which UNDP CP Outputs were likely to influence UNDP's contribution to the attainment of the CP Outcome. The rating had four categories: **Critical** (Outcome would likely not be achieved

without UNDP contribution); **Significant** (UNDP contribution was likely to influence outcome achievement in a great way); **Modest** (UNDP contribution towards achieving the outcome is likely to be small); **none** (UNDP is not contributing to the achievement of the outcome).⁶

Data Sources: The key data sources for this evaluation included: document review (GoB National priority documents such as the NDP 10, Vision 2016; UNDP programme documents; CCG quarterly and annual review report; and other relevant document); interview with key stakeholders. The interviews were guided by interview guides that captured key evaluation questions covered in the Terms of Reference.

Sample and Sampling Frame: The evaluation used mainly the qualitative approach to data collection. The inception phase allowed for the evaluators to conduct a stakeholder mapping exercise. Working closely with the UNDP programme managers, key stakeholders for interviews were purposely identified. At least three quarters of the key stakeholders were met. The evaluation team which had four experts each covering a programme component divided the data collection exercise with each expert interviewing respective stakeholders. This allowed for coverage of a good number of stakeholders under a relatively short time. Site visits were identified with support of UNDP programme staff. Three to four options were noted and the evaluators picked one of the proposed sites to avoid any biases from UNDP staff.

Data Collection Procedures: During the inception phase, the evaluators developed data collection tools which were shared with UNDP staff to check on degree to which the tools covered issues in the terms of references. Outcome and output measurement tools were developed which the evaluators used to collect information on the status of the CP/UNPOP outcomes as well as output indicators. Stakeholders interviewed contributed information on the status of outcomes and outputs. Most such data are captured in Annex 3. The data collection tools were verified by the Technical Working Groups (TWG) before the data collection exercise.

Performance Standards: As indicated in earlier sections the evaluators developed a rating mechanism for assessing performance of CP outcomes and UNDP contribution to the achievement of outcome.

Stakeholder Participation: The stakeholders were involved at different levels of the evaluation. The inception report which outlined the broad methodological approach was reviewed by the TWG for its robustness to ensure a credible evaluation. Immediately after the data collection, the evaluators shared preliminary findings with members of the TWG. Highlights of areas requiring further analysis

⁶The assessment of the performance of outcomes and UNDP contribution to Outcomes through output sis supported by quantitative and qualitative data on performance in Annex 3 which have templates for all four programme areas.

were noted. The first and second drafts were presented to the TWG who provided further comments to strengthening the evaluation report. The Third draft was shared with the **Reference Group**, which include participating IPs and other key stakeholders. Their feedback and comments will the relevant validation of the report.

Ethical Consideration: The evaluators ensure confidentiality of data provided by interviewee and adhere to the principles of impartiality in making judgements and conclusion.

Data Analysis: In order to assess effectiveness of the programme across the four practice areas, the evaluators collected information around outcome indicators and output indicators and captured them in a template. Data from interviews responding to issues of effectiveness were also captured and analysed together with the information on outcomes and outputs. In addition, evaluators reviewed literature in order to inform performance of outcomes and outputs. The rating outlined in earlier sections was then used for assessing effectiveness of the CP components. Other evaluation questions relating to relevance, efficiency and sustainability were analysed mainly using interview data and review of existing documents. The main limitations for the data analysis included: i) inadequate results framework in the CP/UNPOP, as some outcomes did not have adequate indicators. ii) It was also not possible to gather enough data on all outcomes or output indicators as most CCGs quarterly and annual reports covered narratives of achievements, challenges and lessons learnt and were not particularly capturing trends in outcome and output indicators. This was however managed through use of alternative or proxy indicators especially for outcome results. Strategic positioning issues were informed by a review of UNDP corporate Strategic Plan and interviews with UNDP and stakeholders.

1.4 Organisation of the Evaluation Report

The CP terminal evaluation report is presented in 8 chapters. Chapter 1 introduces the report; Chapter 2 presents Botswana's Country and Development Context; Chapter 3 presents an assessment of CP programme components for relevance, effectiveness, efficiency and sustainability; Chapter 4 looks at the management and coordination of programmes. Chapter 5 discusses issues of strategic positioning while chapter 6 looks at cross cutting issues. Chapter 7 shares lessons learnt across CP components and chapter 8 presents key conclusions and evaluation recommendations.

2. Development Context

Geography and Population: Botswana is a landlocked southern African country sharing borders with South Africa in the south and east, Namibia in the west, and Zimbabwe and Zambia in the north. The country is semi-arid, covering an area of almost 582 000 square kilometres, with 70% of the total area covered by the KgalaGeADi desert.⁷ Botswana currently has a population of 2,038 228, and annual population growth of 2.4%.⁸

Democracy and Governance: Botswana has been widely approved as a country with sound democracy. The mature democracy is enhanced by robust initiatives in good governance and upholding the rule of law. It is one of Africa's least corrupt countries and is highly ranked for good

⁷ WHO website - Botswana: Introduction to Country Context

⁸ Government of Botswana (2011) National Census

governance internationally by Transparency International's Corruption Perception Index.⁹ The GoB has also been given a high rate of 64% in the Transparency International control of corruption score in 2013 up from 54% in 2008.

Economic Diversification and Poverty Eradication: Botswana is a Mid Income Country with a Gross Domestic Product of US\$14.50 billion.¹⁰ GDP per capita (adjusted using purchasing power parity) grew from around \$3,500 in 1980 to close to \$12,500 in 2010 which implies an average annual growth rate of 4.3 percent.¹¹ The country's economy is dominated by mining.¹² The Poverty levels in Botswana have dropped from 46.1 percent in 1985/86 to 19.5 percent in 2010. Despite a sharp decline in poverty, income inequality remains high in Botswana with the Gini coefficient of 0.537 in 1993/94 to 0.645 in 2010¹³, and 0.67 in 2014¹⁴, placing it among the highest levels of inequality in sub-Saharan Africa.¹⁵ Unemployment declined from 21.5 percent in 1995 to 17.6 percent in 2005 with women experiencing a higher unemployment rate of 19.9 percent than men (15.7 percent).¹⁶

Poverty and Human Development: In 2013 Botswana's Human Development Index (HDI) was 0.634, with an HDI ranking of 119 out of 184 countries. The HDI was almost static for the period 2010 (0.633) and 2011 (0.634)¹⁷. The country ranks 65th out of the 109 countries assessed in the Gender Empowerment Measurements.¹⁸ Botswana is faring comparatively well in the area of education. Literacy rate stood at 84.5% in 2011, a significant improvement compared to 69% recorded in 1991. Regardless of the education levels, skill levels of the population remained unsatisfactory.¹⁹

Environment and Climate Change: Environment and climate change is a global contemporary issue, and despite good efforts, Botswana was also experiencing challenges in this area. The scarcity of water and sometimes its pollution is a major concern. Studies showed that ground and surface water was usually contaminated with nitrates due to leakage and discharge from septic tanks, pit latrines and mining operations, all constituting a potential health threat.²⁰ Land degradation was another environmental problem affecting Botswana, with the main factors contributing to land degradation being among others: the growing human population, overgrazing, tree-felling, incorrect farming techniques and mining activities. Natural disasters had also not spared the country as it had one of the highest numbers of people affected by natural disasters (13,529 per 100,000 inhabitants) within the last three decades.²¹ Botswana would also need to make meaningful progress in climate projections, adaptation and mitigation mechanisms due to the changes in climate affecting the country.

⁹ Directorate on Corruption and Economic Crime (DCEC) website

¹⁰ World Bank (2012) World bank data website

¹¹ IMF (2012) Botswana Country Report No. 12/235

¹² WHO ibid

¹³ UNDP (2014)

¹⁴ Bank of Botswana 2014

¹⁵ IMF (2012) ibid

¹⁶ World Bank website(2013)

¹⁷ UNDP (2013) Human Development Report 2013: The rise of the South: Human Progress in a Diverse World.

¹⁸ UNDP (2009) Human Development Report 2009

¹⁹ World bank /UN HDR Reports

²⁰ University of Gothenberg (2008) Botswana Environmental and Climate Change Analysis

²¹ Guha-Sapir et al (2004)

HIV and AIDS: HIV and AIDS remained a critical challenge for Botswana. According to the Botswana AIDS Impact Survey III (BAIS III), the national prevalence rate stood at 17.6% compared to 17.1% in the BAIS II survey of 2004. Females had a relatively higher prevalence rate of 20.4% than their male counterpart at 14.2%. The new HIV infection rate was estimated at 2.9%. Females also have higher HIV Incidence rates of 3.5% than males (2.3%). On the positive, reports show that HIV –related mortality has declined from 6% in 2003 to 1% in 2011. Despite these gains, a lot needs to be done to address key drivers of the epidemic namely; multiple and concurrent sexual partnerships; intergenerational sex, gender based violence, substance abuse and stigma and discrimination.²²

Implication for an Upper Middle Income Country- the Middle Income Trap: Botswana has been classified as an Upper Middle Income Country (MIC) since 1997. The country’s Gross National Income as of 2012 stood at USD 7 650 using the World Bank Atlas Method.²³ The threshold for the Upper Middle Income Country is between USD 4 036 and 12 475.²⁴ As such it is excluded from aid programmes that primarily target the least developed countries. Most Upper MICs, while generally on track to achieve MDGs, need to tackle the unfinished development agenda associated with: inequalities, including income inequality, participatory governance, maintaining competitiveness, negative impact of environment and capacity challenges. Botswana is no exception to some of the development challenges of Upper MICs. In 1997 UNDP determined that a country with Gross Net Income (GNI) per capita of USD 4, 700 or more on the basis of World Bank Criteria, would be considered as a Net Contributing Country (NCC). UNDP would not fund a country with GNI per capita above USD6, 660. The threshold has been increased in 2008 to USD 5, 500; USD6, 519 for 2012 and USD6, 660 for 2013. [Gross National Income per capita \(GNI p.c.\) has also been on an upward trend. GNI p.c. increased from US\\$5,270 in 2009 to US\\$7,650 in 2012 \(derived through the WB Atlas Method\)](#)²⁵. According to UNDP corporate position, Botswana will not be a NCC until 2016 or later. To date UNDP Botswana budget is funded through a cost-sharing arrangement with the GoB contributing 60% of funding support while UNDP finances the 40%. There is however a strong business case for United Nations Actors to maintain stronger presence in high MICs. Evidence shows that returns in UN presence is economical than the traditional forms of development cooperation. It is in this broad framework on Botswana’s status as MIC and a potential NCC that the terminal evaluation of UNDP will be premised.

²² Government of Botswana (2008) BIAS III Survey

²³ World Bank (2014) Ibid.

²⁴ World Bank (2014): Global Finance, Countries by Income Group.

²⁵ WB (2012)

3.0 Findings and Conclusions

3.1 Relevance

Relevance responds to **three key questions**: i) to what extent did the four practice areas of the UNDP Country Programme meet the needs of the GoB; ii) to what extent where UNDP outcomes aligned to GoB national priorities?

Extent to which UNDP Country Programme Meets the Needs of the GoB: To a large extent, UNDP CP programme was relevant to the needs of the country. A common thread in stakeholder views especially from the public sector was that the services provided by UNDP were in most cases “demand driven”. This was what some of the IPs had to say: *“We determine where support should go. We see no political play in UNDP support”*.²⁶ *“UNDP assistance is not donor-driven. They ask us what we want to achieve with our own initiatives and then they help us to achieve our mission and vision. In my view this participatory approach works well for us since we are involved at all stages of program design and implementation”*.²⁷ Responding to relevance of UNDP support to the Environment practice area, one senior government official attributed the high degree of relevance of the programme to the quality of the 2007 Common Country Assessment Report which presented hard but important truths in an acceptable way. The CCA Report helped to persuade policy makers at the highest level on the need to mainstream environment issues and the significant threat of climate change to economic sustainability. In the poverty reduction practice area, the country’s economic growth over the years had also proved to be jobless growth with unemployment remaining high at close to 20 percent for the past two decades. With lessons learnt from economic recession towards the end of the last decade when the country experienced negative 4.9 percent GDP growth rate due to depressed diamond prices, the need for economic diversification became a major priority.

Alignment of UNDP CP outcomes to GoB national priorities: The background section of Chapter 1 has already alluded to the collaborative process between the GoB and the United Nations family in the development UN systems (UNDAF) and UNDP programme plans. This consultative process ensured that UNDP CP was appropriately aligned to the national priorities. Table 1 clearly shows how aligned the UNDP CP outcomes were to the national priorities (Vision 2016 and NDP 10).

3.2 Effectiveness of CP Components

This section analyses the performance of UNDP CP practice areas using the ratings described in the Methodology Chapter.

3.2.1 Governance

Programme Description: The governance programme had four broad areas of focus, all aimed at contributing to effective and efficient delivery of services and fulfilment of human rights. The areas included: i) strengthening the institutional capacity of key governance institutions for their

²⁶ Quote from an interview with Public sector respondents. (Please note, there were many similar responses from across the four programme areas.

²⁷ Ibid

responsiveness to attainment of national development priorities; ii) strengthening of human rights institutions to enable enjoyment of human rights by all including vulnerable group; iii) mainstreaming gender into national laws and policies at all levels for improved participation of males and females in all spheres of life and iv) enhancing the capacity of national institutions for preparedness to respond to national disasters and risks. The following sections assess the degree to which the CP Outcomes for Governance were attained and evaluate UNDP contribution to the achievement of outcomes. It should be noted that the UNDP CP outcomes are the same as those of the GoB-UN POP (1 &2).

CP Outcome 1.1: National Institutions strengthened and are accountable, responsive and contribute to the delivery of Vision 2016, NDP 10 goals, MDGs, Millennium Declaration and other International Agreements and Obligations.

Status of the Outcome as of Early 2014: Progress on this outcome was benchmarked against increase

Rating of Outcome 1.1	Achieved
	Good Progress Towards Achievement
	Modest
	Not Achieved

of service delivery from 73% in 2008/2009 to 76% by 2016. The customer satisfaction survey for the public sector was conducted but results were not yet official to inform the status of the outcome indicator. In the absence of the indicator performance data, the opinion on outcome achievement was informed by literature review and stakeholder consultations. The Corruption Perception Index by

Transparency International places Botswana at the top as the least corrupt country in Africa. Management of corruption is likely to improve service delivery. Based on the country's positive governance ratings among the populace and literature corruption rankings, there was good progress towards achievement of the outcome.

CP Output 1.1.1: *"Policies, legislation, programmes and projects formulation is evidence-based and accelerates the achievement of Vision 2016 goals, NDP 10 goals, MGD, and Millennium Declaration."*

This output was poorly articulated. However, the output indicators showed that its main focus was on enhancing the capacities of key governance oversight bodies to contribute to improved service delivery. UNDP support enhanced the capacities of the governance oversight bodies including Directorate on Corruption and Economic Crime (DCEC); Botswana Public Service College (BPSC), Office of the Ombudsman, PPADB, and National Strategy Office (NSO) at the Office of the President. Within the same period, visibility and effectiveness of DCEC was enhanced. Among the key achievements was the review of the Corruption and Economic Crime Act of 1994, which became a new law in July 2013. Through the Corruption and Economic Crime (Amendment) Act (CECA), DCEC became an independent autonomous body (Part II, ss 3-5C).²⁸ UNDP supported DCEC to formulate and implement a Code of Conduct for the private sector anti-corruption. This was done through the involvement of BOCCIM as a focal institution for private sector organization. A module on anti-corruption for the University of Botswana was developed for use by professionals with interests in corruption issues. With UNDP support, DCEC commemorated the UN Day for Anti-Corruption.

UNDP supported the office of the Ombudsman with enhancing their visibility and increasing their knowledge by the public through development of their communication strategy and facilitation of road shows. UNDP supported the Botswana Public Service College to enhance its capacity for to build a public service with good leadership skills and knowledgeable of working towards delivery of planned

²⁸ Supplement A. Botswana Government Gazette 26th July 2013. "Corruption and Economic Crime (Amendment) Act. 2013.

results. UNDP also supported PPADB to conduct the Public Sector Perception survey on service delivery. UNDP supported the 2013 survey, whose results are awaiting final adoption. UNDP contribution to CP outcome 1.1, through output 1.1.1 was critical (see [governance output templates](#)). Key output indicators were met ([CECA-2013, Code of conduct for private sector on managing corruption, Private sector drawn in through BOCCIM to fight corruption](#)) Capacities of the oversight bodies were enhanced to do their key mandates.

All these efforts resulted in Botswana upholding its top position in the management of corruption. Of

Rating for UNDP contribution to CP outcome 1.1. through output 1.1.1	Critical
	Significant
	Modest
	Not Achieved

great importance was the effort to bring in the private sector to appreciate good governance. The efforts to institutionalise governance and corruption studies at the University of Botswana are likely to strengthen the foundation of good governance in Botswana. Based on performance of CP outputs and stakeholder

feedback, UNPD rating for contribution to outcome 1.1 through output 1.1.1 was critical.

CP Output 1.1.3: *“Effective coordination of ratification, domestication, monitoring and reporting of international treaties and conventions”*. The thrust of this output was to enhance the capacity of key relevant institutions (Ministry of Foreign Affairs and International Cooperation (MFAIC), Attorney General’s Chambers (AGC), Office of the President (OP) and Ministry of Labour and Home Affairs (MLHA) to contribute to GoB compliance, domestication of and reporting on international treaties and conventions. The key output indicators included i) meeting international standards for ratification. Conformity to standards improved to 70 percent by 2014 from nil in 2010. ii) Creation of a data base on ratified and domesticated treaties and convention by 2011. This output target was reached on time in 2011. This strengthened the capacity of other stakeholders to coordinate and monitor compliance and implementation of international treaties and conventions. iii) Monitoring and reporting which is compliant to international standards, was at 60% against the target of 100% by 2016.²⁹

In 2010, UNDP supported GoB in the preparation of the progress report on the Convention of the Rights of the Child and African Charter and Right and Welfare of the Child. The capacities of line ministries were strengthened to access data bases on international treaties and conventions. In the same year, Botswana’s second MDG progress report was launched.³⁰ With support from UNDP, GoB started the process of domestication of CEDAW. The [preparation of GoB CEDAW report was at an advanced stage and was noted to be on time for submission in April](#).

Rating for UNDP contribution to CP outcome 1.1. through output 1.1.3	Critical
	Significant
	Modest
	Not Achieved

MFAIC was supported for the Second Universal Period Review (UPR). Of the 175 Human Rights Council Working Group recommendations, 111 were accepted while others were accepted with reservations and 25 were rejected. It is important to note that the most contested issues were death penalty and corporal punishment which GoB noted was part of the Botswana

²⁹ MOFAIC (2014)

³⁰ GoB-United Nations Botswana (2012) GOB-UN POP (2010-2014): 2011 Annual Review Report. Interview with MOFAIC (2014).

Overall rating on UNDP Contribution to the achievement of CP Outcome 1.1 through outputs 1.1.1 and output 1.1.3	Critical
	Significant
	Modest
	Not Achieved

culture.³¹ The Terminal evaluation noted that GoB was one of the two SADC countries that had not yet signed the SADC Gender protocol. Based on this discussion UNDP has provided significant contribution to the achievement of CP outcome 1.1 through output 1.1.3. Given the performance of the output indicators above, the overall UNDP contribution to CP Outcome 1.1 through the two outputs was rated

significant.

CP Outcome 1.2: Strengthened Human Rights Institutions that respond to the rights of vulnerable groups, including children, women, PWA, refugees and disabled people

Status of the Outcome as of Early 2014: The outcome indicators were at least 6 human rights institutions for vulnerable groups in place by 2016. The status to date pointed to at least 6 human rights institutions. This demonstrates good progress towards achievement of outcomes. Given that the UPR recommended for the establishment of an independent Human Rights Commission, which is not yet there, the rating for this outcome would be **“Good Progress towards Achievement of Outcome”**.

Rating of Outcome 1.2	Achieved
	Good Progress Towards Achievement
	Modest
	Not Achieved

CP Output 1.2.1: *Human rights institutions strengthened and promote equality:* Through UNDP support, the Botswana Association of Local Authorities was supported to develop the Code of Conduct for councillors. The Code of Conduct increased councillors' awareness and appreciation of their roles in community development and service delivery. The benchmarking mission of BALA staff to Uganda motivated the Association to work towards the development of a score card which will allow councillors to embrace the results approach in their delivery of services. UNDP also supported the GoB to establish a Legal Aid Service for survivors of gender based violence.³² The process to develop a National Strategy and Action Plan on Human rights began in 2013. UNDP supported the process in collaboration with DITSHWANELO (The Botswana Centre for Human Rights).

Rating for UNDP contribution to CP outcome 1.2 through output 1.2.1	Critical
	Significant
	Modest
	Not Achieved

CP Output 1.2.2: *Strengthened justice and social systems have the capacity to deliver services to all:* UNDP support to the GoB through output 1.2.2 was mainly aimed at contributing to improved access

Rating for UNDP contribution to CP outcome 1.2 through output 1.2.2	Critical
	Significant
	Modest
	Not Achieved

to justice services especially by the poor and timely trial of cases. UNDP supported the Legal Aid Botswana to revolutionise legal Aid services through innovative intervention. The enactment in 2013 of the Legal Aid Act provided for the establishment of an

³¹Ibid (2014) GoB-UN POP (2010-2014) 2013 Annual Review Report and Interviews with MOFAIC.

³²Republic of Botswana (2013) Permanent Mission of the Republic of Botswana to the United Nations. Ibid.

autonomous entity Legal Aid Botswana to provide state funded aid to indigent Botswana. The Legal Practitioners (Amendment) Act LPAA enacted new regulations for all lawyers to provide 40hrs of their time to provide legal services Pro-Bono to vulnerable groups. Legal Aid Botswana (LAB) with regional Headquarters in Gaborone and Francistown has spread out to districts to bring services to the poor. Interviews with senior staff of LAB show that as of February, close to 5000 poor people had accessed legal aid services.³³ UNDP support to the Judiciary Case Management has seen a 65% drop in backlog cases. Informed by this discussion, it is evident that UNDP played a critical role in influencing policies for improved access to legal services by vulnerable groups.

The contribution of human rights strengthening and improved access to justice for the poor formed the core of Outcome 1.2. The UNDP achievements on the two outputs were therefore a critical contribution to a society where all members have access to the justice and legal systems.

Overall rating on UNDP Contribution to the achievement of CP Outcome 1.2 through outputs 1.2.1 and output 1.2.2	Critical
	Significant
	Modest
	Not Achieved

CP Outcome 1.3: Gender mainstreamed in national laws and policies and national, district and community plans and programmes

Status of the Outcome as of Early 2014: The indicators for this outcome included tracking the Gender Development Index. There was no base line neither were there targets set for 2016. The evaluation therefore utilised other proxy indicators to determine Botswana's performance in gender equality. The Global Gender Index (GGI),³⁴ ranks Botswana 85 out of 136 nations in 2013. The trends from 2010 to 2012 show a decreasing performance (2010-62/136; 2011-66/136; 2012-77/136). However a comparison of the rank scores between 2012 (0.674) and 2013 (0.675) show a slight improvement. An analysis of this indices shows that the decreasing trends are affected by sub-indices of Health and Survival (127/136) and Political Empowerment (127/136). According to the Botswana 2013 baseline

study on gender, women account for only 20.6% of councillors nationally at the local administration level. Botswana has done extremely well in sub-indices of Economic Participation and Opportunities (48/136) and Education Attainment (1/136).³⁵ The gender baseline study of 2013 showed that women's participation in the public sector is extremely high with 85 women for every 100

males.³⁶ The second indicators were number of laws and policies that mainstream gender into national, district and community plans. The rating for this outcome is **Good Progress towards Achievement**.

CP Output 1.3.1 "Government and Civil Society organizations have the capacity and undertake gender analysis and gender responsive programming." With support from UNDP, the capacity of the GeAD

³³ Interview with LAB senior staff in February 2014 as part of the evaluation.

Access to Justice (2013) Legal AID Botswana Pilot Project March 2013 Final Report.

Legal AID Botswana (2011) Legal AID Guide Draft 3, 11th April 2011.

³⁴ which is a composite index which measures economic participation and opportunities, education attainment, health, survival and political empowerment,

³⁵ World Economic Forum (2013) Report. The Global Gender Gap Report.

³⁶ GoB-UN POP (2010-2014) 2013 Annual Review Report Narrative

has been strengthened to play a leading role in mainstreaming gender across line Ministries and other relevant sectors. Four areas of focus are evident, viz. (i) Gender Mainstreaming; ii) Gender Indicators; iii) Review of policies and laws for gender responsiveness; and iv) Efforts around GBV are evident.

Gender Mainstreaming: With UNDP supporting significantly, work has been done through the support of GEAD in the integration of gender into HIV and AIDS programming at all levels through support given to NACA by GeAD. Successful gender mainstreaming has occurred in the Ministries of Health and Education, which has provided the background for the development of a framework that constitutes practical guidelines to assist Ministries to deliver gender appropriate services.³⁷ With support from UNDP and UNECA, GeAD has embarked on a programme for gender responsive budgeting which has targeted four priority poverty reduction related ministries of Finance, Lands, Agriculture and Trade. To further strengthen and standardize gender mainstreaming across the country, the GeAD with UNDP support developed gender analysis and mainstreaming tools including a gender mainstreaming training curriculum. The capacities of Gender Focal Points (GFPs) from all line ministries were enhanced through a process of reviewing the gender analysis and mainstreaming tools. In 2012 the capacity of the Policy District GFPs to facilitate the coordination of Police at district levels was enhanced. Efforts have also been made to strengthen the capacities of civil society to appreciate gender equality issues in the country. In 2010, through BOCONGO, civil societies were sensitized on the SADC protocol on Gender and Development, CEDAW and updates on Beijing Platform for Action.³⁸

Gender Indicators: UNDP supported the GoB to complete a baseline study on gender indicators in 2013. The gender indicators are now useful tools for applying a results based approach for setting targets and monitoring progress in country efforts to gender mainstreaming. The indicators have already added value in the development of the National Gender Policy, Strategy and National Operational Plan.

Efforts in Addressing GBV: With UNDP support, the GoB produced a Gender Indicator Study which has become another important tool for programme planning and monitoring and evaluation for the GBV focus area from a results perspective.

Gender Responsive Policies and Legal Provision: Through UNDP support, the GeAD has done significant work in integrating gender in the review of national laws. Consultation with GeAD senior officials notes that to date 83 pieces of legislation have been reviewed or gender sensitive.

Overall, through UNDP support, the capacity of GeAD to plan coordinate, implement and monitor

Overall Rating for UNDP contribution to CP outcome 1.3 through output 1.3.1	Critical
	Significant
	Modest
	Not Achieved

national gender programmes from a results perspective have been significantly built. Due to the department's outstanding achievements in efforts to mainstream gender across sectors, the Departments were given an outstanding recognition and award by the President of Botswana. GeAD

³⁷Interviews with senior official in GEAD 92014).

³⁸GoB-UN POP (2010-2014) CCG Annual review report for 2010.

officials were explicit in noting the unquestionable support from UNDP which had contributed to their capacities to take such an outstanding leading role in gender mainstreaming in the country.³⁹ To a very large extent, UNDP has successfully accomplished its planned output for enhancing national capacities across sectors for gender responsive planning and programming. However *despite meeting the planned outputs, the efforts have not contributed to the attainment of better gender equality indicators.* The Gender Inequality Index for Botswana has value of 0.485 placing the country at 102 out of 148 countries in the 2012 index. Against this discussion, UNDP contribution to the CP Outcome 1.3 through this output was *significant*.

CP Outcome 1.4: *National institutions have the capacity to manage disasters risk reduction and preparedness at all levels.*

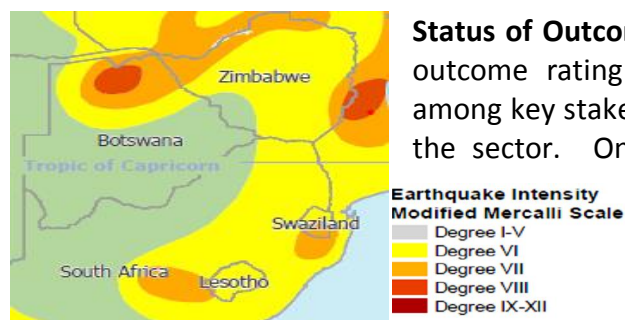


Figure 2: Botswana Earthquake Intensity Map

Status of Outcome as of Early 2014: The evaluation noted that the outcome rating stands at “**Modest**” There is overall consensus among key stakeholders that there has been limited prioritization of the sector. One of the outcome indicators was an increase in government expenditure or budget allocation to disaster and risk reduction. Consultations noted that the Budget allocation to the Disaster Relief fund has remained constant over the past 3-4 years at P 5 million. The National Disaster Management Office remains small in human

resource allocation. Botswana is noted to be in the high risk zones for earthquake (see map).⁴⁰ Earthquake intensity for Botswana is category Degree VIII, which according to the OCHA classification of impact for 2007 is **Destructive**. According to the NDMO National disaster Risk management Plan 2009, the potential for earthquakes in Botswana exists as is demonstrated by a number of recorded earthquakes. The rating for the degree of achievement of CP Outcome 1.4 is **Modest**.

Rating of Outcome 1.4	Achieved
	Good Progress
	Towards Achievement
	Modest
	Not Achieved

CP Output 1.4.1: *Disaster preparedness and response strategies, structures, systems and mechanisms developed at all levels:* UNDP support in this area was on strengthening country capacity (NDMO) at two levels. At the policy level, UNDP has supported the development of the National Disaster Risk Management Strategy 2013-2018). On the other level UNDP has supported NDMO to

strengthen national structures for disaster preparedness. UNDP Support the commemoration of Disaster Risk Reduction Day and the purchase of unique machinery to screen diseases in 2010. The NDMO has improved its responsiveness to floods. A review of the Disaster and Risk Reduction Strategy, notes a paradigm shift to looking at disaster from a risk management to a **risk reduction**

Rating for UNDP contribution to CP outcome 1.3 through output 1.3.1	Critical
	Significant
	Modest
	Not Achieved

approach. There is, however, need for adequate advocacy at the highest policy level for political commitment and prioritization of the sector. Interviews with staff of NDMO noted the absence of technical skills to move the country to the highest level of preparedness for risk reduction in the additional component of

³⁹ Interview by evaluation consultant with Senior Officials in GEAD MoLHA in February 2014.

⁴⁰ OCHA Regional Office for Central and East Africa (2007). Earthquake Risk in Africa: Modified Mercalli Scale

hazards and risk. They note that the sector requires scientific technical knowledge to monitor behaviours of earthquakes and how to manage risks associated with economic shocks such as depression. Integration of gender issues in disaster Risk management also remain an area for improvement. Bases on output indicators and feedback from consultations, the rating for UNDP contribution to CP outcome 1.4 is **Modest**.

3.2.2 Economic Diversification and Poverty Reduction

Programme Description: The Poverty Reduction practice area had two broad focus areas directed at promoting human development through inclusive growth. The first area seeks to strengthen national capacities for pro-poor development planning and programming, whilst the second focus area seeks to promote entrepreneurship and employment for the poor and vulnerable. The evaluation assessed the effectiveness of the Poverty Reduction (PR) practice area based on the qualitative and quantitative effects of the policy, institutional and local level interventions supported by UNDP in the country's economic development processes.

CP Outcome 2.1: *Key national institutions develop and implement evidence-based, gender sensitive pro-poor policies and strategies that contribute to the diversification of the economy.*

Status of the CP outcome2.1 (Early 2014): According to the revised GoB-UN POP, progress towards this outcome would be measured against improvements in the Human Poverty Index from 31.4 percent in 2005 to 13 percent in 2016. There is, however, scanty literature on the HPI and HPI trends in Botswana, hence the evaluation used the HDI to assess UNDP's contribution to human development.

From the performance of the HDI over the period under review, it could be concluded that Botswana was making significant progress towards the achievement of this outcome. The HDI for Botswana might have been suppressed by the continuing economic recession and remained static at about 0.634 over the period 2010 to 2013 (0.633, 0.634; and 0.634 respectively).⁴¹ HIV and AIDS is also a likely cause for slow pace of improvement in HDI since life expectancy has not been doing well.

Rating of Outcome 2.1	Achieved
	Good Progress Towards Achievement
	Modest
	Not Achieved

The International Futures estimate that HDI would reach 0.733 in 2014. Given the average population growth of 1.1 percent and the economic and GDP growth rates above 4 percent since 2010, the stagnation in HDI could imply that economic growth was not translating into human development.

CP Output 2.1.1: *Local Economic Development is adopted and implemented: Poverty Eradication Policy and poverty analytical work:* The development of the Poverty Eradication Policy (PEP) was a prerequisite for the development of the Botswana Poverty Eradication Strategy (BPES). The evaluation established that work on the production of this important policy framework was underway but at a rather slow pace. Despite the slow pace, the UNDP contribution towards the production of the Poverty Eradication Policy had been very significant. UNDP provided support of an experienced international Technical Adviser to support the Poverty Eradication Coordination Unit (PECU) in the Office of the President. It also supported analytical work that would constitute the evidence base of

⁴¹ UNDP (2013) Human Development Report 2013: The Rise of the South: Human Progress in a Diverse World.

the policy formulation process. In addition to the capacity strengthening of PECU, the Technical Advisor supported the production of critical policy inputs: an Advisory Note on Poverty and Social Impact Analysis and Benefit Incidence Analysis; Multi Topic Household Survey and Poverty Monitoring Information Systems; Social Protection; and a Concept Note on the Support to the Legislative Sector in the Context of Poverty Reduction. The Technical Advisor also supported the production of a detailed Action Plan and Roadmap for the formulation of the BPES, a draft Poverty Profile and Analysis of Public Policy which will constitute the first part of the BPES. There was, however, no indication that UNDP was providing technical support to the on-going national sensitisation processes on the Poverty Eradication Programme, a critical phase for the implementation of the poverty reduction agenda in Botswana.

UNDP supported Statistics Botswana (STABO) in the analysis of the 2009/10 Household Income and Expenditure/Core Welfare Indicator Survey data to generate poverty and other important development indicators, which fed into the production of the 2010 Botswana Poverty Report, the Botswana MDG Progress Report 2010, the Strategy Paper on accelerating progress towards selected MDGs and the preparation of the Botswana MDG Progress Report 2013. These important documents have already contributed significantly to pro-poor policy formulation and development planning. Whilst the STABO has already successfully developed the National Strategy for the Development of Statistics, the establishment of the Integrated Poverty Monitoring Information System (IPMIS) remains work in progress but at a slow pace. With stakeholders in poverty analysis rating UNDP as a critical partner in poverty analytical work, support to this work could result in significant value addition. NDP 10 pins its hope on the IPMIS to improve the targeting efficiency of its social protection and safety net programmes, measure and analyse poverty, inform policy and programme design, and monitor and evaluate anti-poverty interventions. In order to mobilise broad-based participation of all stakeholders in the development of the BPES, UNDP supported the training of the multi-stakeholder Poverty Eradication Task Team on poverty concepts and analysis. The UNDP also sought to strengthen the national poverty analysis intellectual base through its critical support to the Feasibility Study for the establishment of the Centre for Poverty Analysis at the University of Botswana. The slow pace on the development of the BPES had a bearing on the attainment of associated priorities. Without this policy, there is no policy or strategy framework yet to guide pro-poor policy planning at the national, sectoral and district levels.

*Local Economic Development Programme:*⁴² LED is one of the flagship programmes for UNDP Botswana. Key informants in the MLGRD indicated that with UNDP support during the 2010-2014 programming period, the LED initiative began to make remarkable progress⁴³. UNDP facilitated the procurement of a LED Technical Advisor who by the time of this evaluation had made significant input into the capacity development of the ministry. LED had already been institutionalised in the MLGRD and the Draft Discussion Paper that would be used as the Government Position Paper for the development of the LED Policy Framework had been produced. The Guidelines for setting up LED in the districts, a Local Economy and Business Environment Assessment Manual and draft Guidelines on LED financing had also been prepared. Outstanding work included district level consultations on the LED Policy Framework. Although the implementation of the LED programme was still in its infancy, it had already started to infuse a paradigm shift in development planning to an approach that

⁴² The outcome indicators reflected in the revised EDPR M&E matrix were not relevant to the LED programme.

⁴³ LED was started in 2008 but was moving at a slow pace due to capacity constraints.

engendered full *participation of communities in development planning and beneficial utilisation of local resources*. The LED programme has great potential to change Botswana's economy through increased options for economic diversification. UNDP contribution was rated critical by MLGRD because without it LED would not have moved forward.

Overall, the UNDP contribution towards the promotion of pro-poor development planning and programming, as well as its support to LED was critical. Whilst there might have been other partners who could have supported the two components of this output, the UNDP support demonstrated its comparative advantage and supported the procurement of Technical Advisors who generated the critical momentum required to drive the programmes forward.

UNDP Contribution to CP Outcome 2.1 through Output 2.1.1	Critical
	Significant
	Modest
	Not Achieved

CP Output 2.1.2: Social Protection system strengthened to support poverty eradication and reduce vulnerability: The GoB-UN POP sought to support the creation of a strong social protection system that would constitute a major pillar of the Botswana Poverty Eradication Strategy (BPES). It was acknowledged by stakeholders that, besides the Social Protection Advisory Note produced by the Technical Advisor for poverty reduction, the UNDP contribution towards the improvement of social protection related CP outcome indicators were minimal. In addition, the UNCT effort on social protection remained fragmented, with agencies providing uncoordinated support to line ministries and stakeholders. There would, therefore, have been significant value addition if UNDP had used its convenor role to rally the UNCT behind a common social protection agenda. The BPES provides an opportunity to articulate coherent and synergised social protection architecture for Botswana.

UNDP Contribution to CP Outcome 2.1 through Output 2.1.2	Critical
	Significant
	Modest
	Not Achieved

CP Output 4.1.3: Mainstreaming environment into poverty reduction⁴⁴: Mainstreaming of environment into poverty reduction was one of the major contributions by UNDP towards enhancing the quality of national development and poverty reduction frameworks. In 2010 UNEP and UNDP entered into a joint programme arrangement to support the implementation of the Poverty and Environment Initiative (PEI). A 2013 forward looking review of the project established that it did not have a major impact on the mainstreaming of environment into development process. However, the project achieved important milestones in raising awareness on environment mainstreaming which could pave the way for the second phase of PEI in Botswana.

UNDP Contribution to CP Outcome 2.1 through Output 4.1.3	Critical
	Significant
	Modest
	Not Achieved

Overall rating of the UNDP contribution towards achievement of the CP Outcome 2.1: In order to determine UNDP's contribution towards the status of this outcome, there was need to breakdown the

⁴⁴ The GoB-UNDP-UNEP Joint Programme Document placed the UN POP key result area 2.2.2.5, which is cannot be found in the document. In the revised POP, it was rather difficult to locate PEI, as neither outcome nor output was explicit on mainstreaming of environment into development planning or poverty reduction. UNDP contribution was therefore assessed based on first POP.

HDI into its components and examine how UNDP support influenced each of the components (Figure 2)

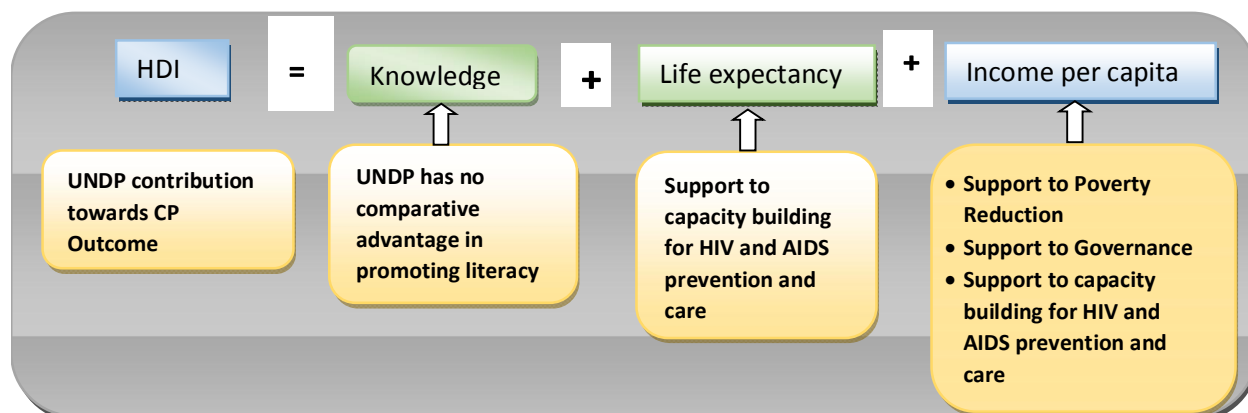


Figure 2. UNDP contribution to the improvement of human development indicators

Due to the nature of its mandate UNDP did not make **any meaningful contribution** to the first component of the HDI, i.e. knowledge. UNDP made **significant contribution** towards life expectancy variable through its interventions in HIV and AIDS prevention and care in partnership with NACA. With regards to the third component, i.e. per capita income, all the three components of the UNDP Country Programme 2010 – 2014 contributed to this third component of the HDI equation in their own ways. Upstream policy advisory work supported pro-poor development planning; Governance interventions enhanced economic governance and accountability; whilst HIV and AIDS interventions enhanced labour force participation and productivity.

UNDP Contribution to CP Outcome 2.1 through Output 2.1.1, 2.1.2, 4.1.3	Critical
	Significant
	Modest
	Not Achieved

Given the effort towards improving the indicators for CP Outcome 2.1, the UNDP contribution was rated as significant. The CP performance on the various programme output indicators had significant bearing (direct and indirect) on the status of the HDI overtime. Despite slow progress on some of

the key indicators and outputs, UNDP invested considerable effort in supporting some key outputs that have translated through the results chain into improved indicators for the CP

CP Outcome 2.2 *National policies and institutions promote and support entrepreneurship and employment among the poor and vulnerable*

Status of the Outcome (early 2014): The indications from literature and stakeholder perceptions are

Table 2: Trends in Botswana Global Rankings of 'Doing Business' and 'Global Competitiveness'

Indicator	Global Ranking				
	2010	2011	2012	2013	2014
Doing business	50	52	54	65	56
Global competitiveness	66	76	80	79	74

that Botswana is making significant progress towards this outcome. Botswana's global rankings in terms of doing business and global competitiveness had continued to decline since 2010, despite efforts to improve the business

environment and competitiveness of the economy. However, the global competitiveness ranking was showing improvement since 2013. In comparison to other countries in the sub-region, Botswana remains among the best five (5) performers on both indicators.

UNDP Contribution to CP Output 2.2.1: *Policy environment that promotes entrepreneurship established fair competition and absence of barriers to market participation* are some of the key indicators of doing business and global competitiveness rankings.

UNDP made critical contribution towards promoting fair competition in Botswana through its support to the establishment of the Competition Authority which became functional in 2011. As part of the capacity strengthening of the new entity, UNDP supported the development of the Competition Authority's regulations through the training of Competition Authority Commissioners and Personnel. Reports from the Competition Authority indicated an increase in awareness and reporting of unfair competition practices. UNDP also made critical contribution towards promoting awareness among the business community on the concept and utilisation of bilateral, international and regional Trade Agreements. According to DIT, the entrepreneurial community had already started to realise benefits from their increased knowledge on Trade Agreements. They had begun to venture into new regional and international markets, resulting in improved business performance. UNDP also contributed towards the promotion of fair competition through its support to the national sensitisation and awareness campaign by DIT on non-trade barriers to market participation.

UNDP Contribution to CP Outcome 2.2	Critical
	Significant
	Modest
	Not Achieved

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Economic diversification is a major priority for Botswana as the country endeavoured to wean itself away from high dependency on the high value mining sector dominated by diamonds. In this regards, Botswana adopted the Economic Diversification Drive (EDD) in 2010. The UNDP-supported LED programme was identified in NDP 10 as one of the critical instruments for achieving the country's economic diversification objectives. LED is underpinned by the need to unlock regional and community potentials in utilising local resources and talent for local development. There was, therefore, scope for greater impact by UNDP if the CP had provided technical assistance for broad-based implementation of the Botswana EDD.

UNDP Contribution to CP Outcome 2.2 through Output 2.2.1	Critical
	Significant
	Modest
	Not Achieved

through Output 2.2.1 was rated critical.

Given the importance of UNDP contribution to the promotion of fair competition through the establishment of the Competition Authority, as well as the role of the LED programme towards achieving the economic diversification objectives of GoB, the UNDP contribution to Outcome 2.2

UNDP Contribution to CP Outcome 2.2	Critical
	Significant
	Modest
	Not Achieved

Overall rating of the UNDP contribution towards achievement of the CP Outcome 2.2: Botswana is still transforming and consolidating itself as an efficiency-driven economy. The country still requires international technical assistance to strengthen its global competitiveness and business environment. In the absence of UNCTAD in Botswana, the UNDP contribution to strengthening the country's business environment through the promotion of fair competition was very critical. UNDP worked with UNCTAD on the establishment of the Competition Authority in the early 2000s including the development of a

UNDP worked with UNCTAD on the establishment of the Competition Authority in the early 2000s including the development of a

Competition Policy and a Competition Law. There was greater scope for value addition if UNDP could collaborate with other international institutions to enhance the country's economic efficiency through improved market efficiency, financial market development, technological readiness and market size.

3.2.3 HIV and AIDS

Programme Description: The HIV and AIDS programme focused creating a policy and legislative environment necessary for the effective delivery of HIV and AIDS services. The following section assesses the degree to which CP Outcome for HIV and AIDS was attained and evaluates UNDP contribution to the achievement of this outcome.

CP Outcome 3.1 *By 2016 institutions at all level capacitated to respond to HIV and AIDS and deliver preventative and curative health services*

Status of the Outcome as of early 2014: Progress on this outcome would be measured against a 75 percent reduction in HIV incidence which stood at 2.9 percent in 2008⁴⁵. The most recent data showed that HIV incidence had remained almost unchanged at 2.92 percent in 2013⁴⁶. Infant and Maternal mortality rates had been performing well. IMR decreased from 57/1,000 in 2008 to 48/1,000 in 2011⁴⁷. MMR also decreased from 192/100,000 in 2008 to 189/100,000 in 2011⁴⁸. Given the level of achievement of indicators for this outcome, the rating is **Modest**.

Rating of CP Outcome 3.1	Achieved	
	Good	Progress towards Achievement
	Modest	
	Not Achieved	

CP Output 3.1.1: *“Strengthened structures, systems, staff, policies, and plans for coordinated health, nutrition and HIV/AIDS service delivery”*: A key indicator for this outcome was that by 2016, partners should be aligned to national priorities and strategies for scaling up the national response. UNDP supported the development of the Second National Strategic Framework on HIV and AIDS 2010-2016 (NSF) and the National Operational Plan for HIV and AIDS 2012-2016 (NOP) which had been rolled out to the district and local level structures. Evaluation shows that partners at the local and national level have been capacitated with relevant policies and guidelines regarding their specific roles and responsibilities. UNDP supported Botswana's participation in the Eastern and Southern Africa Forum on review of Laws and Policies on Integration of HIV and Gender in Environmental Assessments (EAs) which culminated in the production of the Domesticated Botswana Guidelines on integration of HIV and Gender in EAs. Consultations with key stakeholders noted the effectiveness of these policies in integrating HIV on gender and environment and on integrating lessons learnt from East and Southern Africa.

With UNDP support an assessment on the Implementation of Trade Related Aspects of Intellectual Property Rights (TRIPS) Flexibilities in the national intellectual property legislation on Access to Medicines and Diagnostics as well as Action Brief for improvement of Implementation of the TRIPS Flexibilities was completed in 2013. A focal area of intervention emanating from this report was how

⁴⁵BIAS 1V Preliminary Results (2013). It must be noted that a baseline of 2.5% (2010) was set by the UNDP CO

⁴⁶ BIAS IV Preliminary Results (2013)

⁴⁷ Botswana National Health Policy (2011)

⁴⁸ Statistics Botswana (2011)

GoB had domesticated the public health-related provisions of the World Trade Organizations (WTO) Agreement on TRIPS⁴⁹.

UNDP also supported the development of Implementation Guidelines to address HIV in the Public Sector and the Women Sector Strategy. Further, in partnership with other UN agencies, UNDP contributed to the development of the HIV Acceleration Framework which has made tremendous contribution towards the assessment of Botswana's achievement in nine out of the ten HIV relates targets that were set by the United Nations General Assembly Special Session on HIV/AIDS (UNGASS) to be achieved in 2015⁵⁰. Another area of achievement on output 3.1.1 was the development and dissemination of Gender Policy Guidelines which provided the much needed guidance towards improving the integration of gender and equity in HIV and AIDS programming. Another notable

UNDP Contribution to CP Outcome 3.1 through Output 3.1.1	Critical
	Significant
	Modest
	Not

success was the development of the mainstream strategy which was meant to ensure the mainstreamed of cross cutting issues towards the realization of Vision 2016. Key implementing partners were also provided with guidelines on how to develop M&E Frameworks. CBOs were also mobilised to undertake public

awareness and health promotion through implementation of the Mobilization Strategy. Based on this discussion, UNDP has provided **critical** contribution to the achievement of outcome 3.1 through output 3.1.1.

CP Output 3.1.3: *MoH, NACA, MoLGRD and Civil Society have the capacity to undertake routine data collection, research, studies and surveys.* The thrust of these studies was aimed at two key results: reduction of stigma and discrimination and elimination of societal barriers in the implementation of Mother to Child Transmission of HIV (PMTCT). To this end, NACA carried out a Stigma Index Survey with the active involvement of CBOs and other HIV and AIDS networks. The findings of this study will inform the development of a stigma reduction strategy and to pave way to organizational capacity enhancement on stigma reduction. UNDP also supported the implementation of a pilot study on the integration of social aspects in the implementation of PMTCT programme. The pilot project empowered communities at the grassroots level with necessary knowledge to respond to HIV and AIDS issues. NACA also carried out a Mapping Study on the involvement and contribution of the private sector companies in the fight against HIV and AIDS which had enhanced the policy environment of the private sector's engagement in the national response. Through this initiative, strategic partnerships with the private sector were strengthened.

Looking at the indicators, analysis shows that UNDP has played a pivotal role in mobilising and

UNDP Contribution to CP Outcome through Output 3.1.3	Critical
	Significant
	Modest
	Not Done

enhancing capacities of civil societies and communities. Although the Stigma Reduction Strategy (to be informed by the Stigma Index Survey) was still to be developed, UNDP contribution to the achievement of Outcome 3.1 through Output 3.1.2 was significant.

⁴⁹ Republic of Botswana (2013) The Implementation of Trade Related Aspects of Intellectual Property Rights (TRIPS) Flexibilities in the National Intellectual Property Legislation for Strengthening Access to Medicines in Botswana. A UNDP-SARPAM- Botswana Workshop: Gaborone

⁵⁰ UN (2013) Botswana HIV Accelerated Framework (2013). Our drive to zero HIV infection, with all populations groups on board. Gaborone

Given the analysis above, it could be concluded that UNDP made significant contribution towards the capacity strengthening of partner institutions and their downstream structure for an effective response to HIV and AIDS. It also contributed significantly towards the capacity development of the relevant national structures for HIV and AIDS research and analysis. The overall contribution of UNDP to Outcome 3.1 was therefore significant.

UNDP Contribution to CP Outcome through Output 3.1.3	Critical
	Significant
	Modest
	Not Done

3.2.4 Environment and Climate Change

Programme Description: The Environment programme had three broad areas of focus, all aimed at enhancing environmental and thus economic sustainability and contributing to poverty eradication by enhancing rural incomes derived from use of natural resources and the environment. The areas included: i) strengthening the institutional capacity of key institutions and communities to manage natural resources and distribute benefits equitably; ii) promote the use of cleaner (renewable) sources of energy and iii) building capacity to adapt to climate change and mitigate its impacts. The following sections assess the degree to which the CP Outcomes for Environment were attained and evaluates UNDP's contribution to the achievement of outcomes. It should be noted that the UNDP CP outcomes are the same as those of the GoB-UN POP (1 &2).

CP Outcome 4.1 *“Key national institutions, civil society, private sector, individuals and diverse actors have access to environmental information and the capacity for effective decision-making in ensuring sustainable development, environmental integrity and natural resource management”*

Status of the Outcome Early 2014: UNDP was the major development partner for the development of

Rating of CP Outcome 4.1	Achieved
	Good Progress towards Achievement
	Modest
	Not Achieved

the Environmental Information System which, although currently stalled due to software problems, promises to improve the dissemination of environmental data and thus the quality of decision making. Substantial progress has also been made in coordinating, monitoring and reporting on implementation of natural resource management policies.

Most important, the mainstreaming of the environment into the development process has been achieved. While the given indicators (Annex 3) are not illuminating, based on interviews with stakeholders and review of documents, the evaluation notes that significant progress has been made towards achievement of the CP Outcome 4.1 and that UNDP made a significant contribution through outputs 4.1.1, 4.1.2 and 4.1.3 which all contributed to this result.

CP Output 4.1.1: *“National environmental systems developed and utilised.”* UNDP has supported the

UNDP Contribution to CP Outcome 4.1 through Output 4.1.1	Critical
	Significant
	Modest
	Not Done

Department of Environmental Affairs to acquire an Environmental Information System. The system was designed, software developed and hardware procured for installation in all five Department of Environmental Affairs offices around the country. The system was launched in 2012 and hardware installed in two offices but the system then crashed due to software problems. Further funds were allocated

to try and rectify the problems with the software, so far without success. This element of the project is currently stalled and will remain so until the software problems are put right. [At the same time, the system is being upgraded to automate the EIA process.](#) Another element of the output was to get at

least one mass media house to deliver environmental awareness messages. There has been no structured engagement with a mass media house to do this, although the press, local radio stations and BTV have attended workshops, project launches etc. and run news stories and features on environmental issues fairly often. There are issues with government departments' involvement with the mass media which are discussed in more depth under Output 4.1.1.

CP Output 4.1.2: *“Increased capacity of government, civil society organisations (CSOs) and private sector in coordinating, monitoring and reporting on implementation of natural resource management instruments, strategies and tools.”* Interviews with senior personnel in the Department of Environmental Affairs and the minutes and reports of the Environment and Climate Change

UNDP Contribution to CP Outcome 4.1 through Output 4.1.2	Critical
	Significant
	Modest
	Not Done

Component Co-ordination Group⁵¹ revealed that substantial progress had been achieved in meeting this output. The capacity of government in particular but also of Civil Society Organisations and the private sector in coordinating, monitoring and reporting on implementation of natural resource management policies had been enhanced. UNDP made a significant contribution to this outcome both

by being a significant funding partner and also by acting as a catalyst for the establishment of the Environment and Climate Change Component Co-ordination Group.

CP Output 4.1.4: *“Strengthen institutional capacity for implementation of Multilateral Environmental Agreements (MEAs)”*. While the selected indicators and targets for

UNDP Contribution to CP Outcome 4.1 through Output 4.1.1	Critical
	Significant
	Modest
	Not Done

this output (Annex 3) were not particularly helpful either, it was clear from stakeholder interviews and literature that this output had been substantially achieved. Stakeholders commented that more attention needed to be paid to directing benefits to rural communities and

sharing them equitably, particularly where those rural communities were active participants in resource management. In 2012, UNDP engaged a technical expert to assist the Department of Environmental Affairs to prepare the National Strategy for Sustainable Development, to assist the GoB to meet its obligations under the UN Convention on Sustainable Development and the Gaborone Declaration on Sustainability in Africa. The TA has focussed on linkages between Social, Economic and Environmental sectors. The aim is to bring about a more balanced approach to development. The TA has led an extensive consultation with stakeholders, conducted technical studies and coordinated the development of a road map to formulate the strategy rather than use an imported template which might not be appropriate to Botswana. The DEA may not be the most appropriate institutional location for this initiative. The environment and conservation had been mainstreamed into the development process in Botswana. This was a major achievement, to which UNDP had made a significant contribution. In the evaluators' considered judgement, this output would not have been

UNDP Contribution to CP Outcome 4.1 through Output 4.1.1, 4.1.2 and 4.1.4	Critical
	Significant
	Modest
	Not Done

achieved without UNDP's input.

Based on the performance of the CO Outputs above, it could be concluded that the overall UNDP contribution to CP Outcome 4.1 was significant.

⁵¹E.g. ECCCCG Meeting Third Quarter (Oct–December) 2013, GoB–UN POP ECCCCG 2013 Progress Report

CP Outcome 4.2 “National policies and institutions promote and support the participation and beneficiation of communities in natural resource management”

Rating of CP Outcome 4.2	Achieved
	Good Progress towards Achievement
	Modest
	Not Achieved

Where Does the Outcome Stand (Early 2014): The development of a national Integrated Water Resources Management and Water Efficiency (IWRM) Plan which is founded on inclusive principles and requires active stakeholder (including communities) involvement is a major step forward.

CP Output 4.2.1: “Improved national capacity and community participation (especially women and youth) in management of water resources, including Trans-boundary, management, sanitation and hygiene”. This output was addressed by the Integrated Water Resources Management and Water Efficiency Project. The draft terminal evaluation of project⁵² rated the performance of the executing agency, Kalahari Conservation Society (KCS), and the implementing partner, Department of Water Affairs (DWA), as “exemplary”. However, it noted that the performance of UNDP itself was unsatisfactory, noting late disbursement of funds which caused implementation delays and the loss of significant co-funding. In turn, this led to the regional demonstration element of the project being negated. On the other hand, Botswana now has a national Integrated Water Resources Management and Water Efficiency Plan, of which the Department of Water Affairs has taken ownership and which has also been embraced by the government and is being actively implemented. The participation of women, estimated by the executing agency to be about 45%, was significant. Despite the setbacks and failings, the project has clearly been an overall success. Both the draft evaluation report and stakeholders have suggested that the selection of KCS as the executing agency was an inspired choice. Because KCS was seen as a neutral player (and all Project Steering Committee and Technical Advisory Group meetings were held at its offices) the usual inter-sectoral barriers which separate government departments fell away to a significant extent and all the stakeholders worked together effectively in an open atmosphere of mutual trust. The result was an Integrated Water Resources Management and Water Efficiency Plan which all took ownership of and which, for the first time includes the water demands of all sectors of the economy.

The Integrated Water Resources Management project represented a major advance in water management policy. For the first time, Botswana had a national Integrated Water Resources Management and Efficiency Plan and one which addressed all water-using sectors. With support and encouragement from UNDP, Government demonstrated its ability and willingness to overcome its own

UNDP Contribution to CP Outcome 4.2 through Output 4.2.1	Critical
	Significant
	Modest
	Not Done

sectoral barriers and also work closely with Civil Society Organisations. The project was a good example of the benefits of inclusiveness of all key stakeholders drawn from all relevant sectors. Although the selected indicators (Annex 3) were not helpful, based on stakeholders views and the draft Terminal Evaluation Report, it was the evaluators’

⁵²Tortell P, Accruing Multiple Global Benefits through Integrated Water Resources Management (IWRM)/Water Use Efficiency Planning: A demonstration Project for Sub-Saharan Africa (PIMS 3362) Terminal Evaluation Report, Wellington (NZ) October 2013

considered judgement that this outcome would not have been achieved without UNDP's input, imperfect though it may have been.

CP Output 4.2.2: *“Enhanced capacity of rural communities, especially women and youth, for ecosystem management and benefit acquisition”*. During the plan period, UNDP was engaged in assisting two initiatives under this output: the projects in the South Sua Pan area implemented by Birdlife Botswana and the PEI Botswana Programme implemented by MFDP and OP. The main project executed by Birdlife Botswana received an overall rating of ‘Satisfactory’ in its terminal evaluation⁵³.

UNDP Contribution to CP Outcome 4.2 through Output 4.2.2	Critical
	Significant
	Modest
	Not Done

This project demonstrated both the capacity of well-organized NGOs to execute projects well and of well organised community organisations to manage protected areas effectively. The PEI Botswana Programme's objectives were (i) to enhance integration of equitable and sustainable development in national, sectoral and district level policies, plans and budgets and (ii) to improve knowledge

and use of integrated frameworks, approaches, tools, methodologies and assessments for sustainable utilization of the environment and natural resources. A review of the programme indicated that it put insufficient emphasis on the poverty reduction aspects of the programme, that implementation was been much slower than planned and that it has, to some extent, lost focus on what it was.

In addition to the projects implemented by Birdlife Botswana in the South Sua Pan area (discussed under output 4.2.2 above), the Department of Environmental Affairs implemented projects on Environmental Governance and Biodiversity Planning, which had not been subject to a terminal evaluation. The DEA also completed the BioKavango project which had been subject to a terminal evaluation. In the limited time available for interviews the consultants were not able to obtain sufficient information to form a considered view of their effectiveness. However, from the limited interview and other data available it appeared that capacity for bio-diversity conservation was improving and that such capacity was being developed at community as well as national and district levels. The Terminal Evaluation of the BioKavango Project rated it as successful and having laid a sound foundation for bio-diversity conservation in the Okavango Delta. The rather unconventional choice of the Okavango Research Institute (a branch of the University of Botswana) as the implementing partner was a success⁵⁴. The projects implemented by Birdlife Botswana in the South Sua Pan area demonstrated that CBOs can effectively co-manage the protected areas together with the Dept. of Wildlife. The BioKavango project developed an inclusive biodiversity conservation model which enhanced capacity at both community and district levels. The demonstration at South Sua Pan that a CBO can effectively co-manage a protected area, combined with the successful outcome of the

UNDP Contribution to CP Outcome 4.2 through Output 4.2.1, 4.2.2 and 4.2.3	Critical
	Significant
	Modest
	Not Done

BioKavango Project and on-going work in the DEA on other projects showed that UNDP had made a significant contribution to achieving output 4.2.3.

Overall, the UNDP contribution to outcome 4.2 through the three outputs was significant.

⁵³ Lindsay, K. Terminal Evaluation of the Project Strategic Partnerships to Improve the Financial and Operational Sustainability of Protected Areas, Final Report, Oxford, U.K., December 2013

⁵⁴ Lindsay, K. Terminal Evaluation of the Project Building Local Capacity for Conservation and Sustainable Use of Biodiversity in the Okavango Delta (BioKavango) Draft Final Report, Oxford, U.K. August 2011

CP Outcome 4.3: Enhanced national policy frameworks and institutional capacities for effective climate change adaptation and mitigation

Rating of CP Outcome 4.3	Achieved
	Good Progress towards Achievement
	Modest
	Not Achieved

Status of Outcome Stand (Early 2014): After a slow start due to capacity and funding constraints and an imperfect understanding by government of the issues, there was renewed emphasis and much greater effort and resources directed towards climate change and mitigation since the Mid

Term Review of NDP 10.

CP Output 4.3.1: *“National and sub-national integrated climate change adaptation and mitigation policy, strategy and action plan developed”*. The Response to Climate Change project got off to a slow start, primarily due to lack of technical capacity and shortage of funds in the Department of Meteorological Services but also due to the fact that climate change was an emerging issue whose potential economic, environmental, health and social impacts were not at all well understood in government. Consequently, there was little momentum from 2010 – 2012. Only in 2012/13 did the public sector get seriously interested during the mid-term review of NDP 10 which has been significantly modified to accommodate these issues. Stakeholders commented that UNDP had played a key role, especially through the Environment and Climate Change Component Coordination Group, in alerting government to the seriousness of potential adverse impacts of climate change and persuading government to direct resources towards addressing the problem. A National Climate Change Implementation Plan and Plan of Action was being developed and was expected to lead to better co-ordination and a more effective response. UNDP supported the Department of Meteorological Services not only through the project but by a number of small-scale grants (e.g. to prepare a Second National Communication to UN Framework Convention on Climate Change). Although the indicators (Annex 3) suggested only modest progress towards Outcome 4.3, interviews with stakeholders and review of documents indicated that progress would have been much slower without UNDP support. The evaluators rate UNDP’s contribution to this output as significant.

CP Output 4.3.2: *“Improved inter- and intra-sectoral climate change coordination”*. UNDP had played a key role, especially through the Environment and Climate Change Component Coordination Group. As a result of UNDP’s influence, a more effective response to climate change was being developed. UNDP has steadily and patiently pushed the climate change agenda, to

considerable effect during the Mid Term Review of NDP 10 leading to a shift in government priorities. The Indicators (Annex 3) which are not well chosen suggest that progress has been minimal but interviews with stakeholders suggest that significant groundwork has

UNDP Contribution to CP Outcome 4.3 through Output 4.3.2	Critical
	Significant
	Modest
	Not Done

been done and real progress made. The evaluators rate UNDP’s contribution to this output as significant.

CP Output 4.3.4: *“Increased access to cleaner energy services and energy efficiency”*: The Renewable Energy-based Rural Electrification (RERE) Project executed by BPC-Lesedi on behalf of the Botswana

Power Corporation which was the implementation partner was in many ways the orphan project of the UNDP Country Programme. The project was initiated in the previous Country Programme/Project Cycle and carried over into the present one. The aims were ambitious, to set up a model for small scale rural electrification using renewable (solar voltaic) energy that would become self-financing and deliver 40,000 systems over a 10 year period. The model was innovative in that it proposed to establish a franchise that small private sector firms could access to deliver, maintain and service the systems which would be rented by consumers.

According to the terminal evaluation report⁵⁵ which was strongly negative and interviewed stakeholders, there were basic defects with project design, implementation, support, oversight and monitoring by all stakeholders, BPC, EAD and UNDP, which failed to either supervise or monitor the project effectively prior to the evaluation in late 2011. The implementing partner, Botswana Power Corporation was a parastatal focused on supplying grid electrical power but with relatively low generating capacity. BPC was thus primarily a distributor for power generated outside the country and imported in bulk. It had no knowledge and no interest in small scale renewable power supply. Moreover, by 2008 the BPC was severely cash strapped and having increasing difficulties in sourcing power to feed into the grid. The BPC chose to implement the project through a joint venture with EFI (a subsidiary of EDF a French parastatal power generator and distributor) which was called BPC Lesedi. The BPC was the majority shareholder in what was legally a private company but EFI supplied a General Manager and UNDP provided a technical expert.

Following the terminal evaluation in late 2011, UNDP made further funds available for equipment purchase. Procurement was slow as BPC and EAD insisted on procuring through the official PPADB.

BPC Lesedi had several thousand applications pending and believes that the business model - a franchise which rented solar-voltaic systems to consumers who didn't have access to grid power - was viable but had never been given a fair test. However, if it was to succeed, a major change in implementation arrangements was imperative. It was notable that the private and NGO sectors had been the drivers in solar power uptake in Botswana from the outset and dominate the market for solar power products. It was clear that there was substantial unsatisfied demand in Botswana for solar voltaic applications (and other solar-power technologies) both for household use and for applications such as borehole pumping, powering telecommunications systems or any application in which modest amounts of power are needed in remote locations.

UNDP Contribution to CP Outcome 4.3 through Output 4.3.4	Critical
	Significant
	Modest
	Not Done

Not much had been achieved by the CP in the renewable energy sector, despite considerable potential and Botswana being well suited to its application. This contrasts with significant development by the private and NGO sectors with limited government or donor support. Based on the indicators (Annex 3) literature review and stakeholder interviews, the evaluators rated UNDP's contribution to output 4.3.3

as modest because although UNDP failed to support and monitor the project adequately and agreed to the selection of an inappropriate Implementing Partner, it developed an innovative approach to rolling out a clean and renewable energy technology which merited a fair test

⁵⁵Vyas, Y. Terminal Evaluation of the Renewable Energy-based Rural Electrification Programme for Botswana Final Report. Houston Texas June 2011

UNDP Contribution to CP Outcome 4.3 through Output 4.3.1, 4.3.2, 4.3.3	Critical
	Significant
	Modest
	Not Done

Overall, therefore, the UNDP's contribution towards CP Outcome 4.3 through outputs 4.3.1 – 4.3.3 was modest.

3.2.5 South-South Initiative and Triangular Cooperation

South-South and Triangular Cooperation: There is a strong South- South and Triangular Cooperation going on between Botswana, Malawi, South Sudan and Liberia. Botswana has also facilitated South-South Cooperation between Botswana and Singapore in the transformation of the Botswana Institute of Administration (BIC) to the Botswana Public Service College (PBSC) and provision of leadership training at PBSC. In Malawi, the cooperation focuses on anti-corruption with Botswana using its best practices in curbing anti-corruption to support Malawi. In South Sudan, the focus is on anti-corruption together with technical support for managing resources for extractive industry. In Liberia, it's a focus on both improving service delivery in the education sector and extractive industry. All these initiatives are supported by UNDP with particular focus on provision of technical expertise to the cooperation efforts. The net effect is that in all three countries, the foundations were laid for the creation of strong governance and oversight institutions and legal frameworks to address corruption, service delivery and best practice for the extractive industries.

Independent Electoral Commission (IEC): UNDP has provided support to the IEC mainly on Information Communication Technology (ICT). Support was also given to the development of a communication strategy. Through UNDP support, the IEC organised Youth Club Debate Competitions in five regions country-wide under the theme strengthening Democracy in Botswana through Democracy Youth Clubs Debates". The debates were reported to be educational on issues such as voter education. The involvement of youth was a positive step for inclusive democracy.⁵⁶

3.3 Efficiency

Efficiency responds to the following key evaluation questions: i) how appropriately and adequately where the available resources used to carry out activities? ii) To what extent were activities managed in a manner to ensure the delivery of high quality outputs?

Appropriate Use of Resources: To a very large extent, resources were used appropriately for planned activities. Resources utilized to influence policy and legislative changes for establishment of institutions to drive national responses in the practice areas (establishment and capacity of DCEC, Legal Aid Botswana, Gender mainstreaming in sector ministries) were value for money. The evaluation, however, noted that resources used for financing some of the process activities including awareness raising, financing commemoration of UN specific Days were not value for money.

⁵⁶ IEC (2013) Report on the Democracy Youth Club Debate Competitions, Progress Report.

Adequacy of Resources: The evaluation noted that UNDP over-planned against actual limited resource availability particularly for the 2013 and 2014 period. Resource adequacy in the Country Office was very complex. Over the years the office enjoyed a situation of resource abundance which was a result of carry over funds from some HIV Trust Funds. During the first two years of the Country programme, the delivery rate was very low (35-37%). The period 2013/14, witnessed an increase in spending, which also meant faster depletion of carry over funds. Consultation with IPs noted drastic cuts in budget allocations to planned activities, which were a result of drying up of non co-resources and a global reduction of CO allocation of trac funds from HQ. The evaluation noted very high expectations from IPs for UNDP to finance activities. The reality of limited resources in the UNDP CO and the implications of emerging Net Contributing Country (NCC) status of Botswana was not adequately appreciated, shared and communicated among middle management in GoB. The implications of inadequacy of funds for planned activities were non-completion of planned outcomes. In response, the Resident Coordinator has developed a resource mobilization strategy to address limited resources in the CO.

Management of activities for delivery of timely outputs: While Joint Annual Work planning meant better planning; the evaluation noted that delays in AWP approvals affected timely execution of planned activities especially for the first Quarter of every year. For example, the Joint AWPs for 2014 were not signed until the end of February, implying a late start of activities. The trend of late signing of AWPs had been the same through the CP period. Some IPs reported rushed execution of activities, which consequently affected quality of outputs. Timely execution of planned activities was affected by capacity issues both within the IPs and UNDP. The evaluation noted that for the first two years of the CP (2010, 2011), expenditure levels for UNDP ranged from 35% to 37% which was well below the 65% expected corporate average. There were commendable efforts that improved the programme delivery from within UNDP to reach expenditure levels to about 67% for the last two years 2012 and 2013. This was attributed to improved management of the CO. The capacity constraints for IPs had in some practice areas contributed to untimely accomplishment of outputs. For example, some planned activities for LED projects for 2010 only took off in 2012/2013. The project implementation started in earnest only when UNDP provided a Technical Advisor to MLGRD. Untimely delivery of planned activities had been compounded by poor communication between UNDP staff and IPs. The communication was noted to be at its worst during 2010 and 2011. While IPs reported a slight improvement in communication, this still remained a major programming issue.

3.4 Sustainability

Sustainability speaks to the following: i) the extent to which programme benefits are likely to continue beyond programme termination; ii) the degree to which UNDP has been able to support its partners in developing capacities and mechanisms to ensure the durability of effects. iii) assessment of the degree to which programmes were designed to ensure a reasonable handover to local partners.

Continuity of Programme Benefits: An analysis of CP programme across practice areas point to a very high degree of potential continuity of programme benefits. For the Governance component,

continuity of programme benefits was above 85%. The support to the development of policies and legislative reforms which included: Legal Aid Act 2013, Legal Practitioners (Amendment) Act; the review of the 1994 Anti-Corruption Act have left lasting benefits to the people of Botswana. The periodic tracking of service delivery through surveys keeps the country on the alert to maintaining good governance. Domestication of protocols including CEDAW and the participation of the GoB in UPR demonstrated how policies will benefit the people of Botswana. In the EDPR area, the formulation of policies was nationally driven and owned. The subordination of UNDAF to the GoB NDP 10 was a critical measure of guaranteeing the sustainability of the outcomes of the GoB- UN Cooperation. In the HIV and AIDS component UNDP supported the GoB in the development of a result based National Strategic Framework in 2010 including the National Operational Plan. The greatest benefits for the environment and climate change practice area were the improvement in policies for the institutionalization of environmental governance.

Partner Capacities and Durability of Effects: The CP contributed to the enhancement of capacities across programme areas. Use of the direct execution model ensures that capacity gains were embedded in the IPs. Through the governance programme, UNDP has contributed to the establishment of very visible governance institutions whose sustainability of unquestionable. Of note are the establishment of Legal Aid Botswana (2013), the creation and strengthening of DCEC as an autonomous anti-corruption institution and the strengthening of the Botswana Public Service College. At another level, the establishment of Disaster and Risk Reduction committees in all 29 districts and 6 priority villages sowed the seeds for future strengthening of such structures. The institutionalization of policies and programmes into the structures and functions of the lead government ministries and agencies was an important sustainability strategy. This would facilitate safe exit for UNDP from the programmes. Typical examples were LED in the MLGRD, BPES in the OP, Poverty analytical work in STABO and OP, and promotion of fair competition in the Competition Authority. UNDP support to the environment sector created knowledge, transferring skills by getting people to do things. However one of the risks noted is that people with skills leave organizations and they create skills gaps where they are leaving. Despite this, in most cases, the people stay in the country and continue to provide skills from other agencies.

Technical Assistance (TA): The evaluation observed that, while TA has contributed to the achievement of planned outputs in the respective line ministries, there are process issues that require attention to enable durability of partner capacities. There appear to be no explicit strategy for transfer of technical skills from TA to IP dedicated personnel through a mentorship programme.

Programme Design for Reasonable Handover to Local Partners: Across almost all the practice areas, there is ownership of programmes by the IPs. Institutions are in place and the policy context provides guidance for the country to continue with services. For Poverty practice areas, key policy frameworks are not yet adequately defined and the time is not yet ripe for UNDP to exit. There is very high potential for handover of programmes to locals in the environment sector. Most of the work by and large is not done by external people but by nationals who are already embedded in the institutions (DEA, DWA, Okavango Research Institute, KCS and the Bird Life of Botswana). **Absence of an Explicit Exit Strategy:** Despite generally good programme designs which would ensure continuity of benefits, the evaluation observed that there is no explicit exit strategy for all programme components. This is critical to ensure strong programme sustainability among the IPs.

4. Management and Coordination

4.1. Programme Management

Working towards Improved Programme Delivery: As alluded to, in earlier sections, during the past two years, of the CP under review, (2012 to date), the Country Office has worked hard to improve programme delivery. The first two years of the CP was characterized by low absorptive capacity, below UNDP Corporate Requirement of 65%. Statistics shared from operations reveal in 2010 annual expenditure stood at about 43% while in 2011 it was about 52%. Expenditure levels rose sharply in 2012 to 75% surpassing the corporate threshold of 65%. The expenditure levels slightly dropped to 65%. [The expenditure for the first year 2010 and second year 2011 also included resources which were not core funds.](#) Table 2 shared expenditure levels by programme components over the four years 2010-2013. Four technical experts have been placed in four priority ministries/departments in order to improve capacities in IPs and service delivery.

Table 2: Trends in Country Programme Expenditure

Programme Budget			Annualized Budget and Expenditure (US\$000)											
Regular (Core)	2797	CP Area	2010			2011			2012			2013		
Non Core	41,211		Bdgt	Exp	% exp	Bdgt	Exp	% exp	Bdgt	Exp	% exp	Bdgt	Exp	% exp
Total	44,008	Govern				2535	603	21	2288	2342	102	1300	1329	102
Total Expend.	24,313	EDPR				1854	948	51	1886	1010	53	1563	838	54
		E&CC				2371	1379	58	3140	1958	62	4343	2362	54
		HIV/AIDS				1700	1466	86	1700	1483	87	654	593	91
Annual Budgets and Expenditure			9059	3924	43.3	8460	4396	52	9014	6793	75	7860	5122	65

Key: Exp- Expenditure; Bdgt - Budget

The four experts are placed as follows: Office of the President (Driving Poverty), LED, Local Government and Poverty and Environment Initiative and [Sustainable Development](#). Feedback from IP regarding effectiveness of the approach of placing technical experts in the priority ministries indicated two views. One view is that the placing of the technical experts in the line ministries has been very effective in enhancing capacities and improving programme expenditure. The second opinion acknowledges the placing of experts in line ministries as extremely important but cautions against the strategy of having the expert stay for the whole year round in one location. The experts may have pockets of down time. A scenario where the experts have desks in UNDP Offices but service more than one Ministry (through a sector approach) is potentially value for money. The CO has also worked towards improving the programme support function.

The Programme Management Support Unit: Since 2012, the Programme Management Support Unit (PMSU) has been strengthened to effectively provide the supportive function to programmes and operations. PMSU provided support on budgetary issues, logistics and sometimes procurement support. The PMSU played an important role in linking with IPs. Conceptually, the PMSU was designed to provide synergies between the programme and operations units in a bid to improve the efficiency and effectiveness of the CO business model. The evaluation noted that the staff in the

PMSU would require a unique set of skills and competencies which combine technical knowledge in the practice areas and some administrative, finance and procurement functions. It is often hard to find people with such sets of combined skills.

Culture of Learning and Knowledge Management: The CO appeared not to have a culture of learning and sharing. Other than the electronic courses provided on the corporate website, which are little used, there are no formal training sessions for staff. Other forms of information sharing such as having Brown Bags Series, where experiences and information across practice areas could be shared were not evident. Operationalisation of the corporate gender strategy is weak. There had not been direct training on gender issues and the Gender Marker is not properly understood but used mechanically to enable projects to go ahead. Gender training is not well targeted, and the Gender Journey is not adequate for enhancing gender skills for programme staff. Also, the CO could do much better with a gender audit as well as to make a concerted effort at recruiting women in the professional staff category for the programme unit.

A Results Based Approach to Programming: The assessment observed that the capacity of CO staff to apply the results based approach to programming is relatively limited. This is reflected by the weak results chain for some of the outcomes in the GoB-UN POP 2010-2014 results matrix. Some of the outcomes in both the original CP and subsequent POP 1 and 2 documents are either set at the level of outputs or they are too broad to enable closer monitoring of results. For example, Governance CP Outcome 1.1, and 1.3 results are set at the outcome levels. CP Outcome 1.1 is very ambitious. The one outcome is expected to contribute to achievement of Vision 2016, NDP 10 Goals, Millennium Declaration and other international agreements. The evaluation also noted that some of the indicators at both outcome and output levels were not well thought out or non-existent. The evaluation points to a need for sharper focus on the results based approach to programme planning, implementation and monitoring.

4.2 Coordination of the Programme

Programme Structures Support Implementation of CP: The implementation of the CP has been characterized by the existence of coordination structures across the programme area. An important structure is the Component Coordinating Group (CCG) that is co-chaired by a Deputy Permanent Secretary and a UN Head of Agency. The CCGs are answerable to the Programme Steering Committee (PSC) which is chaired by the Permanent Secretary (PS) and the UN Resident Coordinator (RC) for the effective implementation of component chapters of the GoB-UN POP. The PSC also has participations of civil society and senior executives in the public sector. The PMSU provides secretarial services to the CCGs. The PSC is an oversight body that is responsible for ensuring that the overall Gob-UN POP objectives are reached on time. The PSC meets quarterly to review progress reports from the core chairs of each of the five programme components and make decision regarding the direction of the programme. The Programme Coordination Monitoring and Evaluation Group (PCMEG) is a critical structure responsible for monitoring progress of implementation. The Resident Coordinator's Office is responsible for supporting the role and demands of the Resident Coordinator. Figure 3 shows the structures.

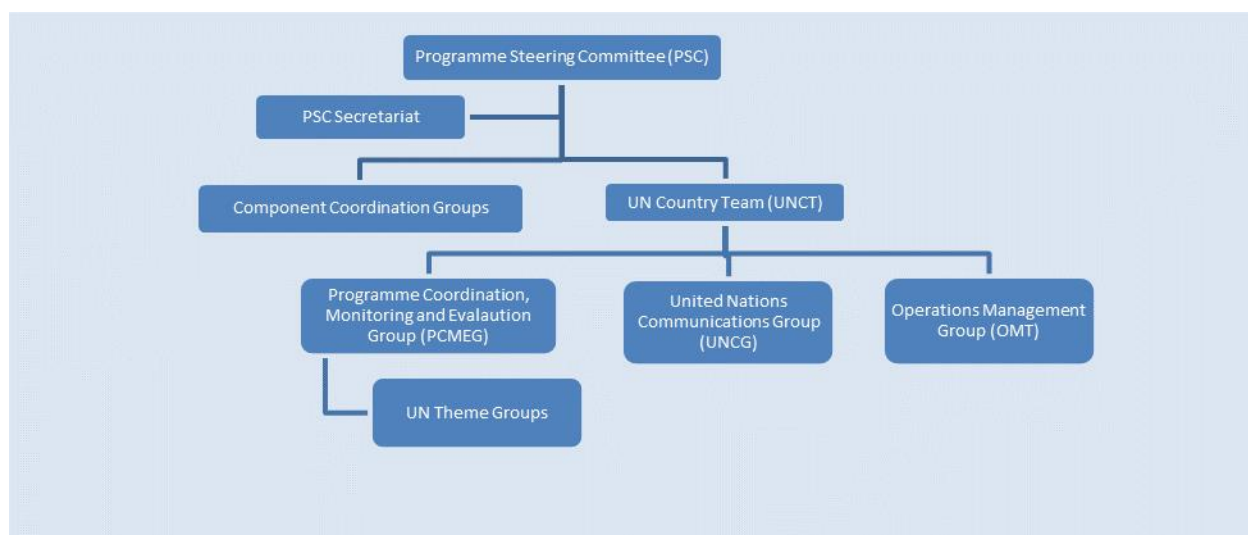


Figure 3: Programme Management Structure⁵⁷

The Environment and Climate Change Component lead by UNDP has gone a step further and established the Environment and Climate Change Component Coordination Group (ECCCCG). The evaluation observed that the coordination structures were effective in monitoring the implementation of UNDP programme support to GoB. Among other benefits; the structures have contributed to improved communication between the GoB and UNDP. The visibility of institutions was one of the noted achievements/outcome. Institutions now talk to each other, a culture which needs reinforcement. However the evaluation observed that the coordination system could be enhanced if there was an avenue, for CCGs to exchange information and cross fertilise their experience and knowledge. The CCGs meet regularly (quarterly) and produce quarterly and annual reports. These were a major source of data for this evaluation. However the evaluation noted that most of the reports particularly annual reports did not capture trends on the performance of indicators in the GoB/UN POP. If such data were tracked this would provide a good basis for assessing progress in achievement of both outputs and outcomes.

UNDP Contribution towards Delivering as One: The UNCT in Botswana has embarked on a process to move towards Delivering as One (DaO) as a self-starter Country. The advantages of DaO are widely documented and have been confirmed further by lesson generated by pilot countries such as Mozambique. UNDP Botswana has taken positive steps and often taken the lead towards the realisation of this goal. Consultation with other stakeholders notes the visibility of UNDP in the DaO. UNDP does the bulk of the work under One UN. The three pillars of Governance, Economic Diversification and Poverty Reduction and Environment and Climate Change are within UNDP's field of responsibility. UNDP contributes aspects of gender mainstreaming under governance. Their (UNDP) visibility is enhanced by the fact the Resident Coordinator is housed in UNDP. Among the UN family, UNDP is noted as having the financial capacity. There is a view that to date the performance on DaO could be placed at between 70-80 percent. This is because the 2010-14 period has managed to lay the foundation of DaO through solid structures. The processes have been successful. However what now remains is the actual joint delivery of programs. To date some of the notable

⁵⁷ GOB/UN (2010) Government of Botswana – United Nations Programme Operational Plan 2010 –2014. UNDAF Action Plan 2013 - 2014

achievements on Dao are: nurturing partnership with Government, improved communication among UN Agencies and government. With UNDP leadership, two joint programmes have been developed. One is on GBV to be co-implemented with UNDP, UNFPA, UNICEF and UN Women, the second is on gender mainstreaming to be co-implemented with UNFPA, UNDP and Un Women. A CSO player Gender Links is part of the programme.

5. Strategic Positioning

5.1 Emerging Issues

Policy Level: The evaluation has identified a number of emerging issues at policy level which are critical for UNDP strategic positions. These include the following:

UMIC/NCC Status: The implementation of CP, particularly during the last half has demonstrated beyond doubt the need for UNDP to consider seriously and embrace the fact that Botswana is an UMIC and is also fast becoming a NCC. *As such UNDP should consider extensive dialogue with the GoB in order to come to a common understanding of the implications of both the UMIP and NCC status.*

- i. UNDP should swiftly position itself for Botswana reaching MIC/NCC status and consider providing the right package of services to the GoB. Some progress has been made responding to the unique resource financing modalities and packaging the right kind of human resources for supporting GoB.
- ii. UNDP CO is facing unique challenges of resource availability that have the potential to affect implementation of POP and quality of outputs. *The financing trends of UNDP core resources to Botswana are now geared towards the NCC status turning point. Figure 3, shows trends in decreasing core resources allocated to Botswana CO against the improvement in Botswana's GNI p.c. and UNDP NCC threshold.*

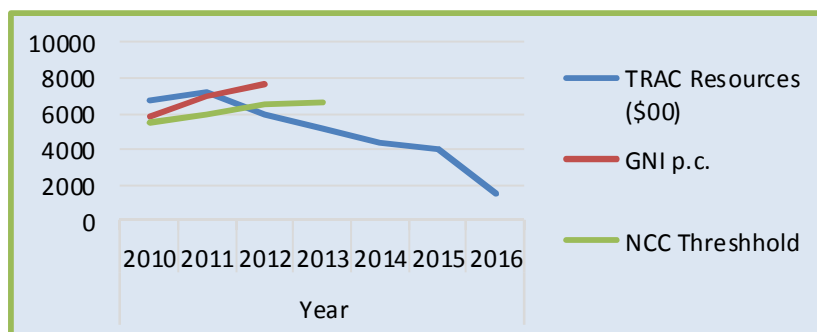


Figure 4: Trends in Botswana UNDP Trac Resources Against UMIC indicators

- iii. The finance and programmatic implications of Botswana as an Upper MIC, fast becoming a NCC have been not been adequately communicated among middle management of the GoB
- iv. The new UNDP Strategic Plan (2014-2017) explicitly provides a menu of UNDP programming priorities which immediately calls for UNDP to review its current programme package and identify the relevant focus areas for its support to the GoB. *It calls for greater innovation in the design of governance programmes in order to respond to changing condition and public expectations. The role of Civil Society, private sector and other non-state actors becomes pivotal in this regard.*

Proposed Focus Areas for UMICs in Africa: At the Corporate level, UNDP has identified focus areas for its support for MIC in the African region from which UNDP Botswana should pick relevant areas tailor made to suit development needs of the GoB. Some of these priority focus areas for UMIC include a) **Deeping the focus on policy advice**, affording policy choice and capacity development for better management for the development results; b) **Improving South-South Cooperation** to catalyse development progress, capitalizing on the changing aid environment, and the strengths and experience of other development countries; c) **Fully engaging with NCCs** and d) **Integrating Climate Change Sustainability Issues** throughout all programme areas, given its impact on broader development process.

Programmatic Level: An analysis of the implementation of the UNDP CP to date, note the following emerging issues:

- i. The exit project strategy has not been adequately designed and this often results in high levels of expectations from IPs in terms of continued programme support. This is compounded by what has been noted as relatively weak communication between IPs and UNDP CO.
- ii. For the Governance programme, while UNDP support has been commendable, current programme areas have elements which are relevant and others for which the UNDP CO should consider leaving to become the responsibility of the GoB to take over leadership in programme implementation.
- iii. With regards to EDPR and Environment and Climate Change, despite significant progress noted in earlier sections of this report, there appears to be more work especially at the policy level requiring completion.
- iv. In order to remain relevant in Botswana, the UNDP CO should focus on programmes support areas that are determined by three variables namely i) UNDP Corporate priorities, ii) GoB development requirements within the framework of its MIC/NCC status as well as the UNDP Corporate framework and iii) Areas where UNDP has monopoly and undoubted comparative advantage over other UN Agencies or other development players.
- v. The evaluation notes a relatively weak focus on utility of the results based approach in programme planning, implementation, monitoring and evaluation.
- vi. UNDP has made good progress in supporting the GoB with **South-South** Cooperation initiatives in countries like Southern Sudan, Liberia and Malawi

5.2 Strategic Alignment

Strategic alignment will speak to three levels: corporate, systemic and national.

Corporate Alignment: To a very large extent, the UNDP CP was aligned to development priorities and practice areas that are articulated in the corporate UNDP SP (2008-2013). To demonstrate the degree of alignment, the CP under review also had a South-South Cooperation component despite the general absences of a systematic south-south strategy. Some isolated opportunities were tried in Liberia, South Sudan and Malawi. Looking forward, UNDP could consider greater attention to the South-South Cooperation through identifying the right level of technical support requirements to GoB. Within the South-South practice areas, the CO should give greater attention to i) increased scale and effectiveness of UNDP engagement with South to South and triangular cooperation that maximizes mutual benefit and ii) UNDP CO should also consider supporting management of “Start UP” of cost collaboration in financing the scaling up of promising ideas. Applying the **“Quick Wins”**

approach which provides demonstrable results within medium timeframes of between 8-16 months is suggested. In addition to a focus on South-South Cooperation, UNDP could consider redesigning its programme areas in line with the three UNDP focus areas of i) Sustainable Development pathways (Environment and Climate Change), ii) Resilience and iii) Inclusive and effective democratic governance.

Systemic Alignment: As alluded to in earlier sections of the programme, UNDP has played an important role in contributing to DaO. A sound base has already been created for “*take-off*” of the DaO through the establishment of solid structures. An assessment of the current CP notes potential areas of duplication where UNDP could let go and allow other UN Agencies with comparative advantage to take a lead. Such areas include, HIV and AIDS which could be led by agencies such as UNAIDS, WHO, and UNFPA. The evaluation however notes that while such recommendation for effective DaO are made at a CO level, there are often contradictions at the HQ level where priority deliverable across areas is often spread across areas led by other UN Agencies. Moving forward, UNDP could play a leading role in initiating “True Joint Programming” (Planning, Implementation, Monitoring and Evaluation). A strong Results based management approach should be applied to Joint programming.

National Alignment: The evaluation noted that to a very large extent, the CP developing priorities were aligned to the GoB priorities as outlined in the Vision 2016 and NDP 10. While the UNDAF was aligned to NDP 10, the CP 2010-2014 was not aligned to NDP 10 in terms of timeframes. The evaluation noted the need for UNDP CO to synchronise its planning systems. To this end, the evaluation recommends that in the short term (2014-16), UNDP consider using the interim 2 years to complete important unfinished business across all practice areas. UNDP should enhance its CO capacity and competencies in RBM. The interim phase should also be utilized for preparing fully fledged implementation of UNDPs support to GoB as a unique MIC/NCC.

5.3 Responsiveness

UNDP has proved to be very flexible with a continuing adaptation to evolving national needs and priorities. Of note are UNDP’s efforts to break new ground by supporting new initiatives of the south-south cooperation, the upstream policy advisory services for poverty, LED and environment and climate change. The impressive structures for coordination promoted by UNDP are also a good demonstration of its responsiveness. Through the RC, UNDP has made significant efforts towards a paradigm shift that calls for innovation and resourcefulness through the development of the UNCT resource mobilisation strategy. UNDP was quick to respond to the slow programme delivery which was a result of limited capacity within GoB through placing technical experts in priority line ministries. The CO responded to a request from GoB and provided a Technical Advisor to assist DEA to prepare a National Strategy for Sustainable Development. The evaluation also noted efforts by the country office to rationalise human resource requirements to suit the GoB.

5.4 Added Value

Across practice areas, UNDP has made good use of its comparative advantage thereby bringing added value to technical support benefiting the GoB. UNDP has proved to have a strong comparative advantage in upstream policy advisory work. It has contributed to the development of new policies,

and strategic frameworks that has provided guidance and direction in the various sectors. This is quite evident in all the four sectors. UNDP has also contributed to lasting legislative development. The added value of UNDP lies in the fact that it is the only development partner in Botswana that is active in some development areas. Of note is UNDP's monopoly in working in the area of good governance, environment and EDPR.

In order to continue adding value, UNDP should concentrate in those areas where no other UN development partners can provide services. UNDP should use both its global knowledge network, the Regional Bureau and HQ to source other technical expertise required by the GoB in order to address new development challenges presented by the country's status of Upper Middle Income country. Working in high quality knowledge management and through innovation, to package experiences of good practices and lessons learned in the GoB that can benefit other countries through the South-South Cooperation framework especially in extractive industries, the fight against corruption, and democratic good governance would be invaluable.

Knowledge Sharing to Advance work on Capacity Building: *Against the backdrop that Botswana is an UMIC and has mature programmes (good governance in general and in the extractive sector in particular), that are an envy of other developing countries, the strengthening of knowledge management for the advancement of work on capacity building across needy developing countries, emerges as a key strategic value addition issue.*

6. Cross Cutting Issues

This section looks at the degree to which UNDP programming embraced the human rights approach, integration of gender, HIV and AIDS, and environmental concerns and poverty reduction approaches into programming.

Human Rights Approach: The UNDP component which carries the strongest Human Rights Approach is that of Governance. CP Outcome 1.2, Output 1.2.1 focused on the strengthening of Human Rights institutions. Work supported by UNDP in the MFAIC that focuses on compliance to international protocols, domestication of protocols and the UPR all point to UNDP's effort to influence issues of human rights. The HIV and AIDS component was strong on the Human Rights Approach, particularly the Rights of People Living with HIV (PLWHA) and the importance of access to medical care. Through the EDPR components, the UNDP CP strived to adopt the human development based approach to programming. The programme components sought as much as possible to enhance inclusivity by broadening participation in the policy making processes. The Human Rights Approach is not strongly evident in the Environment and Climate Change Component apart from an insistence on the involvement of women and some focus on community benefits.

Integration of Gender in UNDP CP Programming: There was a very strong component on gender mainstreaming within UNDP programme support to GeAD. Capacity of GeAD was strengthened to influence gender mainstreaming efforts across sectors. Through GeAD's work, there was a strong approach to integrate gender in the work that NACA does as a national coordinating Agency for the HIV and AIDS response. However, the evaluation notes absence of an explicit strategy within the CO to systematically integrate gender across practice areas. Consultation with UNDP staff observed that other than the electronic gender awareness course "The Gender Journey", there was no training

within the CP programme on gender to enhance the capacity of programme managers and staff to systematically integrate gender in their programme work.

Integration of HIV, Poverty and Environmental Issues across Practice areas: UNDP support to the Poverty Environment Initiative (PEI) provides a good example of integration of poverty issues within the programme implementation for Environment and Climate change. The evaluation however notes the absence of deliberate efforts within the CO to enhance staff competencies in addressing these important cross cutting issues across practice areas.

7. Lessons Learnt

General

- i. Delays in the signing of AWP's contributes to rushed programme implementation and affects timely completion of planned activities and thereby negatively impacting on quality of work
- ii. Investment of UNDP resources at the policy level, legislative reforms and institutional capacity strengthening is value for money and contributes to sustainability of programme implementation
- iii. Linking the UNDP agenda to NDP 10 was best practice that yielded positive results as well as creating strategic alignment between the UNDP programme cycle and the Government's national planning cycle.
- iv. UNDP is strategically placed to play an advocacy role and actively lobby to bring about change

Governance

- i. Capacity strengthening is a strong element for sustainability of programmes as evidenced by strengthening of Human Right and Legal provision Institutions and is also a strong ingredient for country ownership of programmes and improve service delivery
- ii. In some CP outcomes there is weak linkage between outcome and output results and accompanying indicators, thereby making UNDP's contribution towards outcomes difficult to ascertain. There are two lesson drawn from this challenge: i) A weak results chain around an outcome area makes it difficult to track progress of the result; ii) When indicators are not articulated appropriately, the contribution of outputs cannot be realistically measured. This may cause doubts in the efficacy and effectiveness of the organisation's strategy

EDPR

- i. Where national capacities are weak, technical assistance played a stylistic role for sustainable achievement of results
- ii. The Local Economic Development (LED) approach has great potential for unlocking dormant and untapped national and community capabilities for sustainable development
- iii. The sustainability of pro-poor development outcomes, on national ownership depends on planning and implementation processes as well as the well groomed pool of development champions

HIV and AIDS

- i. Botswana has reached its target on ARVs. The sustainability of these interventions posed a challenge given the tightness of GoB's budget and the decreasing donor funding. Innovative

approaches must be devised to reduce treatment costs such as building accountability within the system, strengthening the procurement system, exploring other markets to purchase cheaper quality drugs and updating coordination mechanisms to strengthen governance towards integrating HIV and AIDS with other evolving health and social issues such as Non-Communicable Diseases.

- ii. Whilst UNDP has supported strengthening of structures and developed the policy and legislative framework, and coordination mechanisms through development and implementation of MAFs, Botswana is unlikely to reach MDG 4, 5 and 6 by 2016.

Environment

- i. UNDP should continue to use unconventional executing agents and implementing partners. The use of the Okavango Research Centre and Kalahari Conservation Society were outstanding successes. While many CSOs don't have the capacity and governance systems needed to execute projects, they will never acquire them unless they are given the responsibility.

8. Conclusions and Recommendations

Tables 3 and 4 summarises the ratings for the CP against the performance of the CP Components and the evaluation criteria. These summaries are informed by the discussion in the prior sections and average ratings in the report.

Table 3: CP Rating Against Performance of Programme Components

UNDP Contribution to achievement of CP Outcomes Across Programme Areas				
Programme Area	Ratings			
	Critical	Significant	Modest	None
Governance		Significant		
Poverty Reduction		Significant		
HIV and AIDS		Significant		
Environment and Climate Change		Significant		

Table 4: CP Rating Against the Four Evaluation Criterion

Evaluation Criteria	Very High	High	Moderate	Low
Relevance		High		
Effectiveness		High		
Efficiency			Moderate	
Sustainability			Moderate	

8.1 Programme Component Performance

8.1.1 Governance

Overall, the governance component has performed very well. The country now has a strong results based management thrust in its work. Judicial case management has witnessed the reduction of backlog of cases by 65% against a target of 75% by 2016. Some of the sub-components such as i) legal

aid provision in Botswana, ii) Management of Corruption, stand out as best practices. While positive steps have been taken to develop a code of conduct for the private sector, through the leadership of BOCCIM, the uptake of the code remain relatively low at 30-40%. The majority of private sector firms see limited value and benefits from embracing good governance through the control of corruption. Good work has been noted in BoB regularly undertaking customer and employee satisfaction surveys in the public sector. The assessment have not been systematically done for the private sector where there are sporadic efforts to assess customer satisfaction with service delivery. While some efforts have been made to support the GoB with development of policies and strategies for Disaster and Risk Management, the area still has gaps requiring relevant support. Outstanding areas include: i) The capacity of the department to respond to unforeseen disasters other than floods remain relatively weak; ii) There are human capacity limitations within the department with only two technical staff; iii) The department lacks the latest scientific knowledge to track trends on potential risks associated with earthquake and neither do they have the relevant expertise to manage risks associated with economic shocks. While a lot of resources were invested in good governance for local government, the partner CSO lacks the capacity or willingness to account for those resources. The Governance programme appears to spread out and could benefit from a more focused attention to priority areas with ripple effects for good governance across the country.

Recommendations for Governance

- 1.1.1 Against the backdrop that the South-South and Triangular cooperation initiatives are built around the good experience on good governance and control of corruption, UNDP should consider building on the good work done so far and enhance support to the DCEC in order to enable it to manage complex aspects of corruption and address private sector motivation for good governance.
- 1.1.2 The evaluation recommends a review of programme interventions in the governance sector in order to identify strategic and priority national interventions which have the potential for generating ripple effects on governance across the country.
- 1.1.3 Against the backdrop that Botswana has potential for earthquakes and other forms of complex risks such as economic shocks, UNDP should consider a proper place for disaster management the need to support the GoB with the right kind of technical service in order to improve country resilience and support through appropriately building resilience issues areas in the design of its new CP.

8.1.2 Economic Diversification and Poverty Reduction

The choice of interventions under the PR practice area of the UNDP CP was adequately supportive to the strategic objectives of the UN programming instruments. The NDP10 foundation of the programme component also demonstrated its relevance to national priorities of Botswana. Botswana is faced with a contrasting environment of strong economic growth but weak policy instrumentation of the centre to unlock the poverty reduction and employment creation potentials of growth. Given these challenges, the policy focus of the UNDP PR programme component which sought to strengthen national institutional capacities and policy instruments for pro-poor and inclusive economic development planning was very relevant. Its upstream policy advisory work under the PR programme component was, therefore, critical for repositioning the country's institutional legislative, regulatory

and leadership capacities in spearheading the poverty reduction agenda. With the lessons learnt from the economic recession when the country experienced negative 4.9 percent GDP growth rate due to depressed diamond prices on the world market, the need for economic diversification became a major priority. Given the programme's performance vis-à-vis its relevant outcomes and outputs, it can be concluded that the UNDP contribution to the **UNDAF Outcome 2: A diversified economy whose growth is rapid, inclusive, sustainable and generates decent employment opportunities by 2016** was very significant. The BPES and LED initiatives which were underway had already begun to redirect the economy in that direction. In fact, LED holds the country's future in terms of economic empowerment and diversification. UNDP support to promoting an environment of fair competition as well as improved understanding (by the business community) of Trade Agreements and non-tariff barriers to trade will go a long way in strengthening the country's Global Competitiveness and Doing Business rankings.

Recommendations for Poverty Reduction

- 8.2.1 The UNDP CP should focus on supporting the implementation of Botswana's Economic Diversification Drive in partnership with other international development agencies that have the financial strength to support the hardware requirements of economic diversification.
- 8.2.2 UNDP should invest development policies and strategies that will strengthen Botswana's competitiveness as it transforms from a resource- to an efficiency-based economy, as well as consolidates its position among upper middle income countries.
- 8.2.3 UNDP should continue with its upstream policy advisory focus for pro-poor development planning in order to help Botswana achieve inclusive growth and improve its development indicators, i.e. poverty prevalence rates, unemployment, inequality measures, HDI and HPI.
- 8.2.4 There is need for UNDP to use its convenor role to build a coordinated approach for strengthening the UNCT technical advisory role to the MDG reporting processes.
- 8.2.5 In the short to medium term, (i.e. till 2016) UNDP should see through the completion and implementation of the BPES, LED Policy Framework and National Strategy for Sustainable Development/PEI to ensure that future national economic growth and diversification agendas are founded on solid pro-poor, green growth and inclusive policy frameworks.

8.1.3 HIV and AIDS

The HIV and AIDS component has performed exceptionally well during the plan period. Through UNDP support, significant progress has been achieved towards the creation of a policy and legislative environment necessary for effective delivery of HIV and AIDS service. Notable achievements have been the development of the Second National Strategic Framework, National Operational Plan for NFS and the mainstreaming of HIV, gender and health issues in EIA for capital projects, Women Sector Strategy and Rapid Assessment on TRIPS, Gender Policy Guidelines and HIV Accelerated Framework. These strategies have strengthened the capacity of implementing partners at all levels to implement HIV and AIDS services. What is required is closer monitoring and dialogue with partners to make sure that implementation of planned outputs is completed on target. Another notable success is the development of the mainstream strategy which is meant to make sure that cross cutting issues are mainstreamed towards the realization of Vision 2016. Key implementing partners have also been provided with guidelines on how to develop their M&E Frameworks. Some work has also been done during the plan period to mobilize the CBOs to undertake public awareness and health promotion. To

this end, the Mobilization Strategy is now in place to engage communities to achieve better health and well-being. Despite these achievements, there are outstanding activities. These include i) the development of the stigma reduction strategy ii) dialogue and assessment with key partners in rolling out the pilot test and iii) designing of an exit strategy to link the current HIV and AIDS programme with UN and other development partners.

Recommendations for HIV and AIDS

- 1.3.1 UNDP should develop an exit strategy in a short term to ensure continued support from other development partners
- 1.3.2 Sustained efforts must be made by key implementing partners to roll out the pilot project on community conversations on PMTCT. Some gains have been made in developing capacities at the community level. The intervention has a unique potential to empower communities to confront barriers to HIV and AIDS services as well as addressing issues of stigma and discrimination.
- 1.3.3 UNDP should encourage the involvement of IPs in development of the CP results frameworks for greater ownership and buy-in.
- 1.3.4 UNDP should consider devising a sound strategy that specifies resources allocation and technical skills to support integration of HV and AIDS in the sustainable development and governance units ensuring continues support to the GoB on Health, HIV and AIDS governance matters as per the corporate UNDP Division of Labour (DoL) mandate.

8.1.4 Environment and Climate Change

With the exception of the RERE project, taken overall UNDP's interventions in Environment and Climate Change have been successful and contributed to Botswana's significant progress in this field, although there is still some way to go before the Outcomes are achieved. Significant achievements include the Integrated Water Resource Management and Water Efficiency Plan, the mainstreaming of the Environment into the national planning process and a higher priority for Climate Change Adaptation and Mitigation in the development agenda. A significant barrier to full achievement of outcomes and outputs has been Botswana's continuing shortage of skilled manpower, leading to lack of capacity in all government agencies which results in capable individuals being overloaded with multiple tasks and a high rate of staff turnover, particularly at more senior levels. This has led to slower implementation than desired, a problem sometimes exacerbated by deficiencies in UNDP support, particularly slow disbursement of funds. The outcomes and outputs in the UNDP CP are intended to contribute towards achieving UNDAF CP Outcome 4 "By 2016 rural poor, especially the women, enjoy greater benefits from the environment and natural ecosystem", but progress towards achieving this outcome has been very slow. Part of the problem is GoB's ambivalent approach towards community based approaches to conservation and management of natural resources. Without whole hearted support for the concept and harmonisation of rural development, conservation and environmental policies, to enable the concept to work effectively in all appropriate spheres of activity, progress towards sustainably enhancing the incomes of the rural poor from use of environmental resources will remain slow. As a large and sparsely populated country, where the costs of extending the electrical power-grid are high and demand at the end point relatively small, so that grid power is expensive to supply to rural locations, solar-voltaic generation systems are uniquely well suited to Botswana conditions. There is substantial unsatisfied demand for basic electrical power

services in rural areas which cannot be supplied economically from the grid. The failure of the RERE project is a tragedy from which the principal stakeholders need to learn important lessons.

Environment Recommendations

- 1.4.1 UNDP should acquire the capacity to mentor and support CSOs in executing projects. This should be acquired not by hiring extra staff but by employing local skills in accounting, management, compliance etc. on a retainer basis to be available and employed when needed
- 1.4.2 UNDP should engage with government on harmonising its policy with respect to Community Based Natural Resource Management and making sure that all policies support the concept. Namibia provides a best practice in that score and could be potentially used for benchmarking. Unless this is done, there can be little chance of significantly enhanced benefits from either the environment or use of renewable natural resources.
- 1.4.3 UNDP should remain prepared to support a revised RERE project, although there are current constraints, notably the GoB is not yet ready to move all the way towards solar power application and any major role for the private sector in such a project. UNDP should use its neutral and catalytic role to influence the GoB towards a sustainable approach to issues of renewable energy

8.2 Management

From about Mid-Term of the CP, the CO has worked towards improvement in programme delivery. The PMSU was strengthened. The placement of technical advisers in priority line ministries has proved to be an effective modality for skills transfer. The Component Coordinating Groups (CCGs) are a best practice coordinating the implementation of the UNDP CP. UNDP played a significant role in DaO through implementing the bulk of the UN system programme, contributing significant resources and participating in the development of planned joint programmes on GBV and Gender mainstreaming with other UN Agencies. However, the evaluation observed a weak culture of learning and knowledge management and inadequate staff competencies for a RBM approach to planning, implementation, monitoring and reporting.

Recommendations for Management

- 2.1 The CO should consider developing (in the short and medium term) a Plan of Action for improved learning and training for CO staff to enhance their skills. Participation in the Global UNDP learning platform will also be complementary to such an Action Plan.
- 2.2 UNDP should consider inviting the UNDP African Regional Bureau in partnership with independent service providers to conduct retraining on RBM in the context of UNDP programmes. Involvement of a private sector service provider will ensure a good bridging for enhancing the skills of IPs including CSOs and private sector who may be new to the concepts.
- 2.3 UNDP CO should consider introducing *Brown Bag Series* or *Policy Dialogue Series* as platforms for sharing experiences of programme implementation or learning from experts' new skills that can improve implementation of the CP.

2.4 UNDP should consider conducting an organisational Gender Audit for the Country Office which will help them determine where they are, align with corporate requirements, improve capacity and develop a road map for sustained gender mainstreaming.

8.3 Strategic Positioning

Botswana is an Upper Middle income country with average Per Capita Net Gross Income of USD 16 000. As per UNDP corporate guidelines, Botswana falls in the category of a Net Contributing Country (NCC). The implications are that, the CO has to be innovative in resource mobilisation and also positioning itself in providing the right package of technical services to a country with a UMIC/NCC status. The CO has been responsive to the needs of the GoB. The South-South and Triangular Cooperation initiative involving South Sudan, Malawi, and Liberia demonstrate the CO's responsiveness. UNDP's added value has been in providing strategic upstream policy advisory services support to legislative reviews across components and strengthening institutions to take leadership in selected sectors.

Recommendations for Strategic Positioning

- 3.1 In the short term, particularly from henceforth, to 2016, the CO should adequately communicate with GoB to ensure a shared appreciation of the implications of the Botswana Status (UMIC/NCC). This will provide ample time and ground for managing new modalities of programme delivery.
- 3.2 The bridging Period (2015-16) should be used to complete unfinished planned outputs in the 2010-2014 CP.
- 3.3 The CO should consider developing a successor CP that is guided by the Global UNDP SP (2014-2017) with a thrust on three repackaged issue areas: i) Sustainable Development Pathways (environment, climate change; ii) Resilience; iii) Inclusive and Effective Democratic Governance.
- 3.4 In the new successor CP, a nexus of poverty, environment and climate change and South-South and Triangular Cooperation should be flagship programmes of the CO. The evaluation recommends that the programme be designed in a way to draw best practices from the three issue areas of the Strategic Plan (2014-2017).
- 3.5 During 2015/16, the UNDP and the TA for NSSD should focus on strategic placement and institutional rationalisation of the Sustainable Development process.

8.4 General Recommendations

- i. **Knowledge management:** For increased value addition, the CO should consider strengthening its support to strategic knowledge management around data and information. Building internal CO capacities in knowledge management also becomes critical.
- ii. **Sustainability:** For increased efficiency in the management of technical assistance, there is need for UNDP to dialogue with GoB and come up with a clear mechanisms for transfer of skills to IP preferably through a mentorship approach.
- iii. The CO should work closely with the GoB to develop and clear exit strategy for the 2010-2014 programme in a manner that will enhance sustainability of benefits.
- iv. **Lean Programme:** Against the backdrop of NCC status by 2016, UNDP should consider developing a lean programme informed by her comparative advantage and value addition.

The CO should consider dropping programme areas where other UN Agencies can plan a more leading role. In the areas of governance, UNDP should consider innovation in programme design and find approached for involvement of Civil Society, private sector and non-state actors. Strengthening programme design in governance for the environment sector, local government management and extractive industry appear high on the priority. Enhancing the capacity of the DECE is pivotal.

- v. **UMIC/NCC:** UNDP should set in motion a process of learning from countries that have successfully managed the UMIC/NCC status and build a unique model informed by Botswana country situation.

Annexure

Annex 1: Terms of Reference

Terms of Reference for the Terminal Evaluation of the Botswana Country Programme, 2010 -2014

1. Background and context

Botswana is a landlocked country and shares the borders with the Republic of South Africa to the south, the Republic of Namibia to the west, and the Republic of Zimbabwe to the east. Botswana is sparsely populated with a population of 2 million in a total land area of about 581,730 square kilometres. The population growth rate is estimated at around 1.7% per annum. Majority of people live in urban areas. There is significant rural/urban migration with only 38% of the population currently residing in rural areas. Approximately 70% of Botswana is covered by the Kgalagadi desert. Botswana is endowed with flora and fauna. It has significant quantities of natural resources which include coal, iron ore, silver, copper, salt, nickel and diamonds. The latter accounts for more than 75% of GDP, 70-80% of export earnings, and about half of the government revenues. Botswana is known for its prudent management of its natural resources, specifically diamonds, whose revenue has transformed the socio-economic status of Botswana from being one of the poorest countries at Independence in 1966 to a high middle income country today. Botswana is a stable democracy and performing well in most governance related indices.

Botswana's literacy rate in 2010 was estimated to be around 80% (both males and females). This meant that about 80 percent of all people above 15 years old were able to read and write. Botswana offers free education up to tertiary level.

The above achievements notwithstanding, Botswana has many challenges including high HIV and AIDS prevalence rate, inequality, extreme poverty in the rural areas, desertification, increasing crime rate, bloated and poor public service, increasing corruption, unemployment, and drought, amongst others. It is estimated that about 350,000 of the 2 million total population of Botswana are living with HIV/AIDS.

From the challenges above, it is evident that the focus of this evaluation would cover areas related to poverty, governance and environment in their broadest sense. These will include issues of gender equality, HIV/AIDS, and capacities to deliver services efficiently and effectively. The implementation and results of the Botswana Country Programme Document (CP) of 2010 -2014 is the subject of this external terminal evaluation. The CP drew from development challenges identified in the 2007 common country assessment. It is based on the current UNDAF for period 2010 -2016 and on lessons learned from the previous programme cycle, and is well linked to national development priorities, the Millennium Development Goals (MDGs) and the UNDP Strategic Plan of 2008 -2014. The areas of focus correspond to the five UNDAF outcomes. The CP is an integral part of the Government of Botswana United Nations Programme Operational Plan (UNPOP) for period 2010 – 2014. The CP was to be implemented in concert with resident and non-resident United Nations Agencies. The areas of focus of the CP are governance, gender equality, poverty reduction and economic diversification, HIV and AIDS, sustainable development and climate change which have been consolidated into three programme components, namely, governance, poverty reduction and environment. Through the implementation of the CP, the following outcomes were pursued:

- A. Governance
 - Strengthened, accountable and responsive governing institutions are in place to deliver towards the attainment of Vision 2016 goals, NDP10 goals, MDGs, Millennium Declaration and other international agreements and obligations.
 - Strengthened human rights institutions to respond to the rights of vulnerable groups including youth, children, women, PWA, refugees and disabled.
 - Gender mainstreamed in national laws and policies, and in national, district and community plans and programmes.
 - Enhanced disaster risk reduction and preparedness capacities at all levels.
- B. Poverty
 - Enhanced National and district capacity to support inclusive community – driven development
 - Technical and institutional capacity to develop, implement and monitor inclusive development policies and strategies is strengthened in key ministries.
 - The institutional and regulatory environment for inclusive trade and private sector development is strengthened
 - By 2016 institutions at all levels capacitated to effectively respond to HIV and AIDS and deliver preventative and curative health services
- C. Environment
 - Improved access to information for decision-making by all stakeholders (government, civil society, private sector and individuals)
 - Increased capacity of government, civil society & private sector in coordinating / reporting on implementation of Natural Resource Management policies
 - Environment and conservation mainstreamed into national development and poverty reduction framework.

The estimated total programme resources for the programme duration was estimated at US\$34 million, at a cost sharing contribution ratio of 40:60 for UNDP and the Government of Botswana, respectively. The Global Environment Facility was expected to remain an important source of funding for the environmental component. The administrative support was to be funded through both Government Local Office Contribution (GLOC) and operating budget provided UNDP Headquarters.

The national execution modality was a preferred approach in this CP which would ensure national ownership and capacity building amongst others through implementation by various government ministries and their departments and selected non-government organizations (NGOs).

The final evaluation follows the recently completed midterm evaluations of the UNPOP (2010-2014) and the National Development Plan 10. There have been projects evaluations as well. The external evaluation will be based on quality standards for evaluations consistent with the concepts and terms presented by the UNEG Standards for Evaluation in the UN System.

2. Evaluation purpose

The final evaluation of the CP (2010-2014) is carried out in the year preceding the end of the duration of the CP in order to assess the extent to which the implementation of the country programme has contributed to the achievements of the intended outcomes. Further, the evaluation will assess the extent of UNDP commitment to the human development approach and how effectively equality and gender mainstreaming have been incorporated in the design and execution of the projects and programmes.

The evaluation results will inform the preparation of the successor CP for period 2015-2017 and any UNDP related programming in the country. The evaluation will be undertaken by an independent consultancy team under the overall oversight of the Botswana Country Office's UNDP Management and the Government of Botswana.

3. Evaluation scope and objectives

The evaluation will be comprehensive, integrated and all-encompassing in its scope. It will cover all aspects of the CP for the period 2010 to 2014 and will draw conclusions on the overall development results by 2014. The evaluation will assess to the extent possible, the achievements of the desired transformational development results arising out of UNDP support throughout the country. It will be wide and national in its geographical coverage. It will cover all outputs related to the following:

A. Governance

- Evidence based inclusive and responsive policies, legislation, programmes and projects formulated by government to accelerate progress towards achievement of the objectives of Vision 2016 goals, NDP10 goals, MDGs and Millennium Declaration.
- Increased efficiency and accountability of the public sector, civil society organisations, private sector in the development, provision and delivery of services.
- Effective coordination of the ratification, domestication, monitoring and reporting of international treaties and conventions which Botswana is party to.
- Effective coordination of collection, analysis and use of quality disaggregated data (statistics) for decision making.
- Human Rights institutions strengthened for enhanced equality and equity (by gender, minority status, socioeconomic status) and specific vulnerable groups.
- Strengthened justice and social systems.
- Legal framework reviewed and gender policy mainstreamed in national policies to comply with ratified international commitments.
- Enhanced awareness and capacity in government and civil society organizations for gender analysis and gender responsive programming.
- Increased and enhanced representation of women in leadership in government and non-government institutions.
- Disaster preparedness and response strategies, structures, systems and mechanisms at all levels developed and strengthened.
- Effective/efficient use and reporting of resources placed at the disposal of Implementing Partners.
- Identification of specific transformational development results achieved during implementation of the CP.
- In addition, this evaluation should enquire on the extent to which the interventions sought to strengthen the application of the rights-based approach and mainstream gender in development efforts.
- Are the interventions sustainable or not over time?

B. Poverty

National and district frameworks for local economic and social development (LED) are developed in all districts.

- Regulatory instruments to improve poor people's access to financial services and productive assets/resources strengthened.
- Enhanced technical and oversight capacity of the Ministry of Finance and Development Planning to manage the implementation of the National Strategy for Poverty Reduction.

- Poverty reduction is mainstreamed into national and district development plans.
- Vulnerability and social protection mechanisms are strengthened based on vulnerability assessments, research and analysis.
- Institutional capacity to provide and coordinate private sector development and support services, especially for the SMME and informal sectors is strengthened.
- Technical and institutional capacity to develop, implement and monitor inclusive development policies and strategies is strengthened in key ministries
- Efficient/effective use and reporting of resources placed at the disposal of Implementing Partners
- Identification of specific transformational development results achieved during the implementation of the CP.
- In addition, this evaluation should enquire on the extent to which the interventions sought to strengthen the application of the rights-based approach and mainstream gender in development efforts.
- Are the interventions sustainable over time or not?

C. Environment

- Improved access to information for decision-making by all stakeholders (government, civil society, private sector and individuals).
- Increased capacity of government, civil society & private sector in coordinating / reporting on implementation of Natural Resource Management policies.
- Environment and conservation mainstreamed into national development and poverty reduction framework.
- Improved national capacity and community participation (especially women and youth) in management of water resources, including trans-boundary, management, sanitation and hygiene
- Enhanced capacity of rural communities (especially women and youth) for ecosystem management and benefit acquisition
- Efficient, cost-effective and inclusive systems for biodiversity (and species) conservation
- Increased sectoral capacity to assess vulnerability and monitor impacts of climate change
- Development of multi-sectoral adaptation and mitigation response to climate change
- Increased access to clean energy services and energy efficiency.
- Identification of specific transformational development results achieved during implementation of the CP.
- Are the interventions sustainable or not over time?

D: HIV/AIDS

- Strengthened structures, systems, staff, policies and plans for coordinated health, nutrition and HIV/AIDS services delivery
- Civil society and communities mobilized to address stigma, discrimination, gender and other barriers to use of SRH and HIV related services.
- Identification of specific transformational development results achieved during implementation of the CP.
- Are interventions integrated into the national response?
- Are the interventions sustainable or not over time?
- The evaluation should address issues related to the relevance, efficiency, effectiveness, and sustainability of the interventions. In addition, this evaluation should enquire on the extent to which the interventions sought to strengthen the application of the rights-based approach and mainstream gender in development efforts.

4. Evaluation questions

This evaluation would be an outcome evaluation and poses the following questions:

- Were stated outcomes or outputs achieved?
- What progress toward the outcomes has been made?
- What factors have contributed to achieving or not achieving intended outcomes?
- To what extent has UNDP outputs and assistance contributed to outcomes?
- Has the UNDP partnership strategy been appropriate and effective?
- What factors contributed to effectiveness or ineffectiveness?
- What are the lessons learned from implementation of the CP across the support areas?

These evaluation questions as proposed by the UNDP are to be agreed upon among users and other stakeholders and accepted or refined in consultation with the evaluation team.

5. Methodology

While the ToR may suggest an overall approach and method for conducting the evaluation, as well as data sources and tools that will likely yield the most reliable and valid answers to the evaluation questions within the limits of resources, it is noted and recognized that final decisions about the specific design and methods for the evaluation should emerge from consultations among the UNDP, the evaluators, and key stakeholders about what is appropriate and feasible to meet the evaluation purpose and objectives and answer the evaluation questions, within the potential limitations of budget, time and availability of data.

The above notwithstanding, it is envisaged that while retaining the flexibility for the evaluation team to determine the best methods and tools for collecting and analysing data, it is suggested that the evaluation would use questionnaires, field visits and interviews and review of relevant documents. Further, the evaluation will use as a reference baseline information, indicators and targets in the monitoring and evaluation framework of the UNPOP. A list of Implementing Partners to be interviewed will be provided.

6. Evaluation products (deliverables)

The evaluation team will be accountable for producing key evaluation products. At the minimum, these products would include:

- Evaluation inception report to be prepared before going into the full-fledged evaluation exercise. It should detail the evaluators' understanding of what is being evaluated and why, showing how each evaluation question will be answered by way of: proposed methods; proposed sources of data; and data collection procedures. The inception report should include a proposed schedule of tasks, activities and deliverables, designating a team member with the lead responsibility for each task or product. The inception report provides the UNDP, the Government of Botswana and the evaluators with an opportunity to verify that they share the same understanding about the evaluation and clarify any misunderstanding at the outset.
- Draft evaluation report—The UNDP, the Government and key stakeholders in this evaluation will review the draft evaluation report to ensure that the evaluation meets the required quality criteria
- Final evaluation report.
- Evaluation brief and other knowledge products or participation in knowledge sharing events
- These products would be provided in soft copies in CDs and hard copies in PDFs.

7. Evaluation team composition and required competencies

A four person team would be necessary to undertake the evaluation. The team members should have experience in undertaking evaluations of programmes and initiatives of the nature and scale comparable to those in the CP. The team should have advance degrees in development related fields with particular focus on areas of health, governance, environment and natural resources management, poverty and monitoring and evaluation. One of the four members should serve as the team leader who will be accountable for the delivery of the outputs quality as required by UNDP and within time. He/she will also be responsible for the in-depth evaluation of the poverty portfolio.

The specific qualifications and competencies for the team leader are:

- A minimum of Master's Degree in Social Sciences, preferably Economics or Development Studies
- 10 years of experience, minimum 5 years of which is post Master's degree, in development work including in areas related to work on the Millennium Development Goals (MDGs) and poverty at the national or international level. Extensive experience in research and policy-level analysis. Some experience in design, monitoring and evaluation of development projects.
- Fluency in both written and spoken English

The other three members should have relevant education and experiences to address the three areas of Governance, Environment and HIV as follows:

Governance

- A minimum of Master's Degree in Public Administration, Political Science, Law or related field
- 7 years experience, minimum 3 years of which is post Master's degree, in development work in areas related to democratic governance in general of its aspects which include public administration, human right, access to justice, etc. at the national or international level. Extensive experience in research and policy-level analysis. Some experience in design, monitoring and evaluation of development projects will be an added advantage.
- Fluency in both written and spoken English
- Environment
- A minimum of Master's Degree in Environment/Natural Resources Management, Environmental Science, Environment Health or related fields
- 7 years' experience, minimum 3 years of which is post Master's degree, in development work in areas related to environmental management in general or/and its aspects which include energy, climate change, water, land management, etc. At the national or international level. Extensive experience in research and policy-level analysis. Some experience in design, monitoring and evaluation of development projects will be an added advantage.
- Fluency in both written and spoken English
- HIV/AIDS
- A minimum of Master's Degree in Public Health, Health Sciences or related fields
- 7 years experience, minimum 3 years of which is post Master's degree, in development work in areas related to Health with emphasis on programming in HIV prevention at the national or international level. Extensive experience in research and policy-level analysis. Some experience in design, monitoring and evaluation of development projects will be an added advantage.
- Fluency in both written and spoken English

The team should possess competencies adequate to address professional and technical analysis of the four areas of health, poverty, governance, environment and natural resources management and monitoring and evaluation with a development focus.

In summary, the team should have a team leader with at least 10 years of development experience with emphasis on MDGs, poverty and monitoring and evaluation. The members of the team should have 7 years minimum post graduate experience in their field. The team leader will be responsible for the quality of the outputs and timely completion of the tasks. A gender balanced team is desirable. The team should have the capacity to adequately articulate management issues. The education background, experience and competencies should be backed up by copies of original certificates, traceable education from accredited and recognized institutions, work samples and references

8. Evaluation ethics

The evaluation will be conducted in accordance with the principles outlined in the UNEG 'Ethical Guidelines for Evaluation' and should ensure observance of evaluation ethics and procedures to safeguard the rights and confidentiality of information providers, for example take necessary measures to ensure compliance with legal codes governing areas such as provisions to collect and report data, particularly permissions needed to interview or obtain information about children and young people; provisions to store and maintain security of collected information; and protocols to ensure anonymity and confidentiality.

9. Implementation arrangements

The Evaluation Team will be ultimately accountable to the UNDP Resident Representative through the oversight of a Reference Group (RG) comprising, representatives of Government, NGOs, Private sector, Academia, and UN System. A Technical Working Group (TWG) made up of UNDP's Assistant Resident Representative, Operations Manager, Programme Managers and Technical Advisers working under the overall strategic guidance of the Deputy Resident Representative will manage the quality of the outputs on behalf of the Reference Group and before they are submitted to the Reference Group. The TWG representing the RG would work closely with the Evaluation Team and ensure timely delivery of outputs, the quality of the outputs and adherence to timelines.

The outputs should be prepared to the ultimate satisfaction of the UNDP Resident Representative who will in turn authorize final payment for the work done.

The Evaluation Team shall communicate with the TWG and the RG through the Team Leader or his/her designate.

UNDP will provide through the Operations Manager, logistical considerations, such as office space within the UN Building, supplies, equipment, and materials necessary for the evaluation.

10. Time-frame for the evaluation process

The time breakdown for the following activities includes:

- Desk review
- Briefings of evaluators
- Finalizing the evaluation design and methods and preparing the detailed inception report
- In-country evaluation mission (visits to the field, interviews, and questionnaires)
- Preparing the draft report
- Stakeholder meeting and review of the draft report (for quality assurance)
- Incorporating comments and finalizing the evaluation report

In addition, the evaluators may be expected to support UNDP efforts in knowledge sharing and dissemination (see Chapter 8). Required formats for the inception reports, evaluation reports and other deliverables should be included in the annexes of the ToR for the evaluation being commissioned. The evaluation will be

undertaken for a total of 40 working days during a period commencing 14th October 2013 to 6th December 2013.

- a. Commencement – 14th October 2013
- b. Desk study or documentation review 14-15 October 2013
- c. Submission of Draft Inception report – 17 October 2013
- d. Meeting of the Technical Working Group – 18th October 2013
- e. Comments from the TWG – 21st October 2013
- f. Submission of Inception Report to the Reference Group – 22th October 2013
- g. Meeting with the Reference Group 24 October 2013
- h. Interviews – 25 – 31 October 2013
- i. Field Visits/Questionnaires/Participatory approaches – 1 - 8 November 2013
- j. Drafting - 11– 15 November 2013
- k. Submission of first Draft Evaluation Report to Technical Group – 15 November 2013
- l. Meeting with TWG – 18 November 2013
- m. Comments from TWG to consultants – 19 November 2013
- n. Incorporation of comments from TWG – 20 November 2013
- o. Submission of revised Draft Evaluation to TWG for onward submission to Reference Group 20 November 2013
- p. Presentation of Draft Report to Reference Group by the Evaluation Team– 26 November 2013
- q. Comments from the Reference Group – 28 November 2013
- r. Incorporation of comments by Evaluation Team – 2 December 2013
- s. Submission of Revised Final Draft to the Reference Group 3 December 2013
- t. Presentation of Revised Draft Final Report to the Reference Group – 5 December 2013.

11. Payment Schedule

Payments will be upon delivery of specified outputs to the ultimate satisfaction of the UNDP Resident Representative following approval by the Technical Working Group and/or the Reference Group as follows:

- Evaluation inception report – 10% of the total fees
- Draft evaluation report— 30 % of the total fees
- Final evaluation report and Evaluation brief – 60% of the total fees

12. Annexes to the TORs

- Country Programme Document, 2010 -2014
- The 'Code of Conduct for Evaluators in the UN System' to be read, understood and signed by each member of the evaluation team prior to the commencement of the evaluation
- UNEG, 'Standards for Evaluation in the UN System', 2005.
- UNDP evaluation policy
- Evaluation Criteria for the award of bid to technically and financially responsive bidders

13 Key documents to be available at the commencement of the evaluation

- List of key stakeholders and partners—
- Documents to be consulted:
- Vision 2016
- National Development Plan 10
- Midterm Review of NDP10
- Common Country Assessment, 2009
- United Nation Development Assistance Framework, 2010 -2016
- Government of Botswana United Nations Programme Operation Plan (UNPOP) – 2010 -2014

- Revised Government of Botswana United Nations Programme Operation Plan (UNPOP) – 2014-2014
- Botswana National Human Development Report
- Millennium Development Report
- Programme and Project documents for on-going projects
- Monitoring Visits Reports for various projects
- Note for Files for various projects
- Annual Resident Coordinators Reports
- Annual Administrators Reports
- Various Impact studies
- Various programme and projects reports
- Office structure
- Required format for the inception report
- Required format for the Evaluation Report
- Sample Evaluation matrix — the evaluation matrix is a tool that evaluators create as map and reference in planning and conducting an evaluation. It also serves as a useful tool for summarizing and visually presenting the evaluation design and methodology for discussions with stakeholders. It details evaluation questions that the evaluation will answer, data sources, data collection, analysis tools or methods appropriate for each data source, and the standard or measure by which each question will be

Annex 2 Profiles of the Team of Consultants

Brief Background: Primson Management Services put together a team of Consultants to work on the Terminal Evaluation of the Botswana Country Programme. The team has a gender balance among actual evaluators, two males and two females. The team was carefully selected to meet the technical needs of the evaluation. The team is supported by a male project manager from Primson Management Services. The Team Leader is the Executive Director of Primson Management Services. The rest of the team members are Associate Consultants for Primson Management Services. The profiles of the team of consultants are provided below.

Lead Consultant and Governance Expert: Dr Neddy Matshalaga: Dr. Neddy Matshalaga is a renowned international consultant with a strong evaluation background. Dr Matshalaga has taken part in global, regional and sub-regional consultancies. Dr. Matshalaga holds a PhD in Sociology from the Syracuse University, USA and an MA in Gender and Development from the University of Sussex, UK. She brings to the team over twenty years of experience in evaluations and working in more than 20 countries. Her areas of expertise and interest include: gender; HIV/AIDS; OVC, New aid modalities; Project and policy evaluation; Results based management and Capacity building. Dr Matshalaga has great experience in working at high level government setups at policy and planning level, as she has been a team leader in over 80% of the work she has done. Dr Matshalaga led a team of three consultants on the evaluation of the UNDP Zimbabwe country programme. The country programme has almost similar components to the one that Primson proposes to undertake. Lead consultant positions have included leading a team of 3 consultants in the execution of the assignment on evaluating the SADC and MiET Regional CSTL OVC programme. International experience with UNDP includes; being part of a three member international team who evaluated the first phase of the Paris Declaration in Asia, Africa and Europe. In 2009, Neddy was a co-international consultant for the Assessment of Development Results for Botswana. Dr Neddy Matshalaga has other experiences in research and evaluations, in Gender, Poverty, OVC, Health and HIV and AIDS. She was involved in the Poverty Reduction Strategic Plan (PRSP 1) for the Government of Zimbabwe and included in the efforts of developing poverty position papers at regional level with SARPIN. Dr Matshalaga is the project director for the project on strengthening the governance, financial management systems and innovative programming of 30 CSO organisations in 3 countries in the Southern African Region. Dr Neddy Matshalaga was the national consultant for a governance related assignment for UNDP Zimbabwe. The assignment was on evaluation of the Zimbabwe Electoral Commission's (ZEC's) Capacity Strengthening Programme. She is the Director of Primson Management Services and she takes keen interest in quality control and has done quality control in assignments she has not taken part in.

Poverty Expert: Mr Leonard Turugari: Leonard Turugari is an Economist, Social Policy and Social Protection Expert with over 16 years of working and professional experience in Government and the United Nations (UNDP and UNICEF). He holds a MSc. Economics Degree from the University of Economics, Varna, Bulgaria. Leonard Turugari has evaluations experience with the UN systems and government. He has mastered the UN Country Programme design processes and has played a pivotal role in the formulation and design of three (3) Zimbabwe UN Development Assistance Frameworks and UNDP and UNICEF Country Programmes, CPAPs, AWP's and Monitoring Frameworks. He oversaw the production of 5 Zimbabwe Human Development Reports over 10 years. The economist also has been at the helm of the Government and UNDP MDG reporting portfolios for over 5 years. Leonard Turugari has over 15 years of experience in poverty assessment, analysis and interventions design. He led the production of the second Poverty Assessment Study Survey Report (PASS II) of Zimbabwe 2003/4 and participated in the production of the Poverty in Zimbabwe Report of 1997-98 based on the 1995/96 Incomes, Consumption and Expenditure Survey. He also led the design and implementation of 8 rounds of the Sentinel Surveillance Programme for Monitoring the Social Dimensions of

Adjustment over a period of 5 years. Throughout his career, he has accumulated lots of experience and expertise in social policy formulation and design, as well as designing, implementation, M&E of social protection and safety net programmes for vulnerable groups, including children, people with disabilities and women. Leonard Turugari has over 10 years of managerial experience in both Government and UN systems. As Deputy Director for Policy and Special Programmes (Department of Social Services) and Assistant Resident Representative (UNDP) he was a liaison officer between government/UNDP, and relevant line ministries, the UN system and civil society with particular interest in poverty reduction and social protection.

HIV and AIDS Expert: Prof Dolly Ntseane

Dolly Ntseane is an Associate Professor in the department of Social Work at the University of Botswana. Prior to teaching at the University of Botswana, she worked at the Ministry of Local Government as a Senior Social Welfare Officer. Prof Ntseane has participated in a number of research activities in the areas of Social Protection, Social Development Policy, HIV and AIDS and Gender issues. In the area of HIV and AIDS, she has carried out extensive research and consultancy work since 2001. The latest major project was the Assessment of the HIV and AIDS related needs of people with disabilities commissioned by Tlokweng DMSAC. The other recent study was the assessment of the Impact of HIV and AIDS on Works and Transport Sector in Botswana. Other similar studies were commissioned by international bodies such as the Human Science Research Council, United Nations Research Institute for Social Development (UNRISD), UNICEF, UNDP, FES and the World Bank. Prof Ntseane has published extensively in book chapters and journal articles in the area of social protection and HIV and AIDS. At the regional level, she participates actively as a member of the SADC Social Security Specialists. She has made a major contribution in evaluating national social welfare programs such as the review of the National Policy on Destitute Persons, Review of Social Safety Nets, Review of the Coupon System, evaluation of BOCONGO Sector Coordination and the development of the Social Development Framework for Botswana. Prof Ntseane obtained her Bachelors of Social Science degree from the University of Botswana; Master of Science in Social Work from Columbia University in New York; and a PhD in Social Policy from Brandeis University in Boston.

Environment Expert: Richard White: Richard White is a Forester, Environmentalist and Rural Planner with nearly 40 years experience. He has undertaken a wide variety of assignments, mostly in eastern and southern Africa, but also in the United Kingdom. He has experience of working in both local and central government and has particular experience of working with rural communities. He has been team leader or project manager of a number of major studies and has worked closely with governments, donors and NGO's. He is the author of a critically well-received book on Botswana's cattle industry, as well as being a successful communal area cattle farmer. He was Managing Director of Natural Resource Services (Pty) Ltd, a respected local consulting firm in Botswana, for many years. The main areas of his work include natural resource management (forestry, tourism, land and water resources), land tenure and land use planning and rural development. He was a pioneer of community based resource management and rural development initiatives in Botswana and much of his work has had a strong poverty reduction or poverty alleviation component. He was a member of the standing reference group of the National Conservation Strategy (Coordinating Agency) from 1994 to 1998, which later became the Department of Environmental Affairs. He has experience in policy level work including being team leader of a review of the Communal First Development Area Strategy, then the leading rural development strategy in Botswana's communal areas. Following this review, the Communal First Development Area Strategy was abandoned and replaced by a Community Based Rural Development Strategy based on the team's recommendations. He has participated in or conducted numerous Environmental Impact Assessments. He is

registered with the Botswana Environmental Assessment Practitioners Association as a Principal Environmental Assessment Practitioner (Consultant) and as a Chartered Environmentalist in the United Kingdom.

Project Manager: Tafadzwa Hove: Tafadzwa Hove is an in-house Consultancy Bidding and Execution Team Leader. He holds a Master's Degree in Population and Demography. He has over five year experience in the assistance of teams in the development of assignment proposals, inception reports, data collection tools and the draft and final report. He has a keen eye for detail and innovation in development of log-frames, conceptual diagrams and ensures an interesting and user friendly report. In light of this he has continuously bridged the gap that exists between the original TORs (used for proposal writing) and the main/final document. He has developed a number of winning bids for Primson Management Services and either executed or managed their execution. Has taken part in the national survey for the Assessment of HIV/AIDS in the Works and Transport Sector in Botswana, and provided administrative and logistical support. Has participated as a field data specialist and report writer in the OVC Family Strengthening Programme for SOS in Zimbabwe, National OVCY strategy, National HBC Study for NAC and WHO, National Baseline survey for WFP, Zimbabwe National Gender Policy, Zimbabwe National Gender Based Violence Strategy, just to mention the few. Tafadzwa creates the needed balance in the team as he offers also skills in demography that could be used in sampling or offering questionnaire development skills

Annex 3 CP Outcome and Output Measurement Tools

Tool 1. Governance

Degree of Achievement of UNDP CP Outcomes and Outputs

Outcome 1.1: Strengthened accountable and responsive governing institutions to deliver towards the attainment of Vision 2016 goals, MDGs, Millennium Declaration and other international agreements & obligations				
Indicator and Baseline	Target and Status	Degree of Outcome Accomplishment		
		Achieved	Good Progress	Not Achieved
Indicator:73% of national institutions were delivering effectively	Target. 76% (2016) Status:(2014)Study in place statistics not yet official nor released Public Sector Banking. sector 73% (2014)			
Outputs				
Indicator and Baseline	Target and Status	Output Performance		
		Met	Part met	Not met
Output 1.1.1: Policies, legislation, programmes and project formulation is evident and accelerate the achievement of Vision 20116, NDP 10, MDGs and Millennium Declaration				
Indicator: No. of policies , programmes and projects addressing empirical evidence of baseline, feasibility studies & research studies Baseline: (Inventory in place 2010)	Targets 1 Gaps identified and fulfilled (2016) 2. CECA (2013) 3. Code of Conduct PS			
Output 1.1.3: Effective coordination, domestication, monitoring and reporting of international treaties and conventions				
Indicator: Ratification and domestication of treaties meet international standards Baseline: Not meeting standards-2010	Target: Met standards (2016) Status: .70% meeting standards (2014 MFAIC)			
Indicator: Database on ratified and domesticated treaties & conventions Baseline: None (2008)	Target: 1 by (2011) Status: . Available (2014 MFAIC)			
Indicator: Monitoring and reporting is compliant with standard Baseline:	Target: 100% (2016) Status: 60% (2014 MFAIC)			
Outcome 1.2:Strengthened Human Rights Institutions to Respond to the rights of vulnerable groups including youth, children, women , PWA, Refugees and disabled				
Indicator and Baseline	Target and Status	Degree of Outcome Accomplishment		
		Achieved	Good Progress	Not achieved
Indicator: No. of HR Institutions advocating for the rights of vulnerable group (Youth, Children, women, PWA, refugees and disabled Baseline:(2008)	Target: .6 (2011) 2 at least 6 (2014) Status: BALA, BAYC, BONELLA LAB, BONEPWA, OMBUDSMAN DITSHWANELO			
Outputs				
Indicator and Baseline	Target and Status	Output Performance		
		Met	Part met	Not met
1.2.1 Human Rights institutions strengthened and promote equality (by gender, minority and socio-economic status) and vulnerable groups				
Indicator: Database of HR institutions and capacities Baseline: 0 (2008)	Target: Database (2011) Status 2014: No data base but capacities of HR supported by UNDP noted through CCG coordinating mechanisms			
Indicator: Yearly update of HR Institutions. Achievements	Target: Yearly. Status2014: through CCG updates of DCEC, LAD, Ombudsman, provided. Progress of Civil Society Human rights Institutions still a gap. Involvement of CSO in CCGs limited			

1.2.2 Strengthened Justice and Social systems has the capacity to deliver services to all.				
<i>Indicator:</i> No. of districts & social justice system incorporating e-government structures <i>Baseline:</i>	<i>Target:</i> 6 districts (2016) <i>Status:</i> 2014 surpassed			
<i>Indicator:</i> Average turnaround time reduced from 14 -7 month (2014) <i>Baseline:</i>	<i>Target:</i> for 2016 75% turnaround February (2014) <i>Status:</i> 65% 2014			
<i>Indicator:</i> Percentage of backlog cases cleared. <i>Baseline:</i>	<i>Target:</i> 75% of backlog cleared (2016) <i>Status:</i>			

Outcome 1.3: Gender mainstreamed in national laws and policies and in the national district, & community plans and Programmes				
Indicator and Baseline	Target and Status	Degree of Outcome accomplishment		
		Achieved	Good Progress	Not achieved
Indicator: No. of laws that mainstream gender into national, district and community plans Baseline: Few (2010)	Target: None Status: 83 pieces of laws (2014)			
Indicator: GDI Index Baseline:	Target: .GDI index (TBA) Status: (2014)			
Outputs				
Indicator and Baseline	Target and Status	Output Performance		
		Met	Part met	Not met
Output 1.3.1: Government and civil society organizations have the capacity and undertake gender analysis and gender responsive programming				
Indicator: Proportion of government and CSO who implement sector specific gender sensitive research, planning M&E Baseline: (TBD)	Target: 50% increment (2016) Status: 40% (2014) GEAD			
Indicator: No. of programmes that do gender programming Baseline: 0 (2008)	Target: 100% integration on gender issues (2016) Status: 80% (2014)			

Outcome 1.4: National institutions have the capacity to manage disasters, risk reduction & preparedness at all levels.				
Indicator: Annual % increase for expenditure for the disaster preparedness policy development Baseline:2010 expenditures	Target: 0% (2016) Status: 0% increase (2014)			
Indicator: Expenditure for development and implementation of structures and policies Baseline:(2010 expe)	Target: TBD Status: 0% increase			
Indicator: No. of institutions with disaster management plans in place Baseline:0 (2010)	Target: No targets Status: Not known Status			
Output				
Indicator and Baseline	Target and Status	Output Performance		
		Met	Part met	Not met
Output 1.4.1: Disaster preparedness and responsive strategies, structures, systems and mechanisms developed at all levels				
Indicator: No. of policy briefs Baseline: 0 (2008)	Target:1 per season (2010) Status:29 districts (2014)			
Indicator: No. of volunteers trained at national, district, and community level Baseline: 0 (2008)	Target:100% of volunteers trained (2014) Status: None 2014			
Indicator: No. of recovery efforts Baseline: 0 (2008)	Target:50% planned and implemented public Baseline:			

Tool 2 Poverty Reduction

CP Outcome 2.1: *Key national institutions develop and implement evidence-based, gender sensitive pro-poor policies and strategies that contribute to the diversification of the economy.*

Indicator and Baseline	Target and Status	Degree of accomplishment of outcome		
		Achieved	Good Progress towards Achievement	Not Achieved
Indicator: HPI Baseline: 31.4% (2005)	Target: 13% (2016) Status: No data			
Indicator: HDI Baseline: 0.629 (2009)	Target: Not stated Status: 0.634 (2013)			
Indicator and Baseline	Target and Status	Output performance		
		Met	Partially met	Not Met
CP Output 2.1.1: Local Economic Development is adopted and implemented				
Indicator: Status of LED programme Baseline: 10% of work done	Target: Pilot programme implemented by 2014 Status: 65 – 70% of work complete			
Indicator: Status of Poverty Eradication Policy (PEP) Baseline: No PEP	Target: BPES produced by 2013 Status: 45 – 50 % complete			
Indicator: Mining sector share of GDP Baseline:	Target: Not stated Status:			
CP Output 2.1.2: Social Protection (SP) system strengthened and support poverty eradication and reduce vulnerability				
Indicator: SP strategic framework produced Baseline: No SP strategic framework	Target: Not stated Status: SP Advisory Note produced			

CP Outcome 2.2: *National policies and institutions promote and support entrepreneurship and employment among the poor and vulnerable*

Indicator and Baseline	Target and Status	Degree of accomplishment of outcome		
		Achieved	Good Progress Towards Achievement	Not Achieved
Indicator: Botswana Global Competitiveness Ranking Baseline: 76/141 countries (2007)	Target: Not stated Status: 74/148 countries			
Indicator: Botswana Doing Business Ranking Baseline:38/181 countries (2009)	Target: Not stated Status: 56/189 countries			
Indicator and Baseline	Target and Status	Output performance		
		Met	Partially met	Not Met
CP Output2.2.1: Policy environment that promotes entrepreneurship established				
Indicator: Competition Authority established Status: None	Target: Competition Authority established by 2011 Status: Established and functional			

Tool 3 HIV and AIDS

CP Outcome 3.1 : By 2016 institutions at all level capacitated to respond to HIV and AIDS and deliver preventative and curative health services

Indicator and Baseline	Target and Status	Degree of achievement of outcome		
		Achieved	Good Progress	Not Achieved
Indicator: HIV incidence Baseline: 2.9% (2008)	Target: 75% reduction in incidence Status: HIV incidence 2.92% i.e. 0.007% from target.			
Indicator and Baseline	Target and Status	Output performance		
		Met	Partially met	Not Met
CP Output 3.1.1Strengthened structures, systems, staff, policies and plans for coordinated HIV service delivery				
Indicators: Revised plans and frameworks in place Baseline: 0 (2008)	Target: Not set Status: Policy framework and National Operational Plan produced			
Indicator: Revised sectoral policies and legislation in place Baseline: 0 (2008)	Target: 4 sectoral policies by 2016 Status: 4 produced			
Indicator: Guidelines and standards in place Baseline: 0 (2008)	Target: All guidelines and standards reviewed and standardized Status: 3 guidelines in place			
Indicator: Coordinated mechanisms established Baseline (0-2008)	Target: Coordinated mechanism for HIV national response and health available Status: National and sub national mechanisms in place			
CP Output 3.1.3: MoH, NACA, MLGRD and Civil societies have the capacity to undertake routine data collection, research, studies and surveys				
Indicator: Stigma Index Survey Baseline: None	Target: Stigma Index Survey completed (2014) Status: Stigma Survey Completed			
Indicator: Stigma Reduction Strategy Baseline: None (2008)	Target: Not stated Status: Stalled due to lack of funding			
Indicator: Pilot Study on the integration of social factors on PMTCT Baseline: None	Target: Study completed (2013) Status: Pilot study completed			
Indicator: Guidelines revision on PMTCT by 2014 Baseline	Target: Not stated Status: Not done due to lack of funding			
Indicator: National project roll out Baseline	Target: Roll out by 2014 Status: Not done			
Indicator: Mapping Study on the involvement and contribution of the Private Sector Baseline: none (2008)	Target: Mapping study done by 2014 Status: Mapping study completed			

Tool 4: Environment and Climate Change

CP Outcome 4.1 Key national institutions, civil society, private sector, individuals and diverse actors have access to environmental information and the capacity for effective decision-making in ensuring sustainable development, environmental integrity and natural resource management

Indicator and Baseline	Target and Status	Degree of accomplishment of outcome		
		Achieved	Good Progress	Not Achieved
<i>Indicator:</i> Environmental information integrated and accessible <i>Baseline:</i> Environmental data scattered and not integrated (2009)	<i>Target:</i> 2 local authorities have full access to EIS <i>Status:</i>		Good Progress Towards Achievement	
	<i>Target:</i> 5 (2016) <i>Status:</i> 1, software problem stalled further installation			
<i>Indicator:</i> Not given <i>Baseline:</i> Not given	<i>Target:</i> Not given <i>Status:</i> Not given			
Indicator and Baseline	Target and Status	Output performance		
		Met	Partially met	Not Met
CP Output 4.1.1: National environmental systems developed and utilised				
<i>Indicator:</i> Functional EIS web portal with full functionality <i>Baseline:</i> Currently system running but data providers are unable to log and upload info into the system (2009)	<i>Target:</i> System running efficiently <i>Status:</i> System installed but not running due to software problems			
<i>Indicator:</i> No of Mass Media houses delivering Environmental awareness messages <i>Baseline:</i> Not given	<i>Target:</i> 1 (2016) <i>Status:</i> BTV and other mass media fairly covering environmental issues but with little support from UNDP.			
CP Output 4.1.2: Increased capacity of government, civil society organisations (CSOs) and private sector in coordinating, monitoring and reporting on implementation of natural resource management instruments, strategies and tools.				
<i>Indicator:</i> No. of environmental and NRM coordination mechanisms in place <i>Baseline:</i> Nil	<i>Target:</i> None <i>Status:</i> ECCCG established			
<i>Indicator:</i> No of integrated Environmental Management tools <i>Baseline:</i> Nil	<i>Target:</i> Not given <i>Status:</i> 3			
CP Output 4.1.3: Strengthen institutional capacity for implementation of Multilateral Environmental Agreements (MEAs)				
<i>Indicator:</i> No. of MEAs implemented <i>Baseline:</i> Nil (2009)	<i>Target:</i> 3 MEAs have implementation guidelines and tools <i>Status:</i> 2 (Roads, Agriculture)			

CP Outcome 4.2 "National policies and institutions promote and support the participation and beneficiation of communities in natural resource management"

Indicator and Baseline	Target and Status	UNDP Effort towards Outcome		
		Achieved	Good Progress towards Achievement	Not Achieved
<i>Indicator:</i> No. of CBOs with capacity to develop and implement plans in NR and ecosystem management and benefit distribution <i>Baseline:</i> 88 CBOs (2008)	<i>Target:</i> 20% increase in CBOs <i>Status:</i> KCS successfully implemented community-based NRM. Botswana now has a national Integrated Water Resources Management and Water Efficiency Plan, of which the Department of Water Affairs has taken ownership		Significant Progress Towards Achievement	
Indicator and Baseline	Target and Status	Output performance		
		Met	Partially met	Not Met
CP Output 4.2.1: Improved national capacity and community participation (especially women and youth) in management of water resources, including trans boundary, management, sanitation and hygiene				
<i>Indicator:</i> No. of CBOs having local capacity for Water Resources	<i>Target:</i> All targeted district level Water Partnerships developed:			

Management <i>Baseline: Nil (2008)</i>	Women/Youth participation in ecosystem management and benefit acquisition increases over time (2013) <i>Status: Started</i>			
<i>Indicator: % of Village Development Committees with appropriate awareness, communication and outreach on sanitation and hygiene</i> <i>Baseline: Nil (2008)</i>	<i>Target: All targeted district level Water Partnerships developed;</i> Women/Youth participation in ecosystem management and benefit acquisition increases over time (2013) <i>Status: Not started</i>			
<i>Indicator: No of laws on Environmental Governance of IWRM</i> <i>Baseline: Nil (2008)</i>	<i>Target: Not given</i> <i>Status: National Water Policy drafted; national Integrated Water Resources Management and Water Efficiency Plan in place.</i>			
<i>Indicator: No. of trans-boundary water resource initiatives undertaken</i> <i>Baseline: Nil (2008)</i>	<i>Target: Not given</i> <i>Status: 3 prior to 2008, 1 in 2012, total 4</i>			
CP Output 4.2.2: Enhanced capacity of rural communities, especially women and youth, for ecosystem management and benefit acquisition				
<i>Indicator: No. of women and youth participating in Natural Resources Management (NRM) planning and implementation</i> <i>Baseline: 88 (2008)</i>	<i>Target: No. of CBOs increases by 20% with minimum of 40% participation by women or youth</i> <i>Status: Number of CBO's 120 (2013)</i> No data on participation by women or youth			
<i>Indicator: No. of Community-level Protected Areas established</i> <i>Baseline: 1 (2008) {Incorrect – 2 (2008)}</i>	<i>Target: Prelaunch the CRNRM in Botswana</i> <i>Status: Community-level protected areas established under the KCS programme.</i>			
	<i>Target: 4 (2013)</i> <i>Status: Achieved</i>			
<i>Indicator: % of Local NRM plans formulated and integrated into Community and District Development Plans</i> <i>Baseline: Nil (2008)</i>	<i>Target: 40% (2016)</i> <i>Status: No hard data but some CBNRM plans included in district development plans</i>			

CP Outcome 4.3 “Enhanced national policy frameworks and institutional capacities for effective climate change adaptation and mitigation”

Indicator and Baseline	Target and Status	Degree of accomplishment of Outcome		
		Achieved	Good Progress towards Achievement	Not Achieved
<i>Indicator:</i> National Climate Change Policy in place with Action Plans <i>Baseline:</i> No Climate Change Policy	<i>Target:</i> National Climate Change Policy in place with Action Plans <i>Status:</i> A National Climate Change Implementation Plan and Plan of Action was being developed			
Indicator and Baseline	Target and Status	Output performance		
		Met	Partially met	Not Met
CP Output 4.3.1: National and sub-national integrated climate change adaptation and mitigation policy , strategy and action plan developed				
<i>Indicator</i> No. of Guidance Tools for Climate Change Vulnerability Assessments developed and tested <i>Baseline:</i> No guidance tools and instruments in place	<i>Target:</i> 6 assessments conducted (2013) <i>Status:</i> None			
<i>Indicator:</i> No. of Economic Valuation Tools and requisite capacity for assessing Climate Change impacts developed and tested <i>Baseline:</i> None (2008)	<i>Target:</i> 1 (2016) <i>Status:</i> None			

CP Output 4.3.2: Improved inter- and intra-sectoral climate change coordination				
<i>Indicator:</i> No. of sectors incorporating Climate Change Adaptation Plans <i>Baseline:</i> Nil (2008)	<i>Target:</i> 3 (2016) <i>Status:</i> A National Climate Change Implementation Plan and Plan of Action was being developed			
CP Output 4.3.4: Increased access to cleaner energy services and energy efficiency				
<i>Indicator:</i> % use of solar energy in households <i>Baseline:</i> Minimal update of use of alternative energy sources in place	<i>Target:</i> Solar energy use in households increased by 50% (2013) <i>Status:</i> Solar-powered heating systems and lighting appliances introduced to some 88 villages			
<i>Indicator:</i> No. of private sector organisations with adequate capacity on Energy Efficiency <i>Baseline:</i> Not determined	<i>Target:</i> Not stated <i>Status:</i> BPC and Lesedi have some capacity			

Annex 4 List of Persons Interviewed

List of Persons Interviewed

Organisation	Participant	Designation
Government		
Statistics Botswana	Mr. Tapologo Baakile	Director Social Demographic Statistics
	Mr. Moffat Malepa	Principal Statistician
	Ms. Malebogo P. Kerekang	AG PSG (Economic Social Statistics)
Office of the President	Mr. Mathibi	Head of PES
	Abraham Keetshabe	General Counsel
	Montshiwa Montshiwa	Permanent Secretary
Department of Industry and Trade	Kesego Mogotsi	Principal Trade Officer
	Dothodzo Kgomo	Chief Trade Officer
	Kelebogile M. Lekaukau	Chief Trade Officer
	Shirley G. Moncho	Acting Director
MLGRD	Ofetse Modisa	Director Planning
Ministry of Finance and Development Planning	Lesego Analashika	Director Population and Development Coordination
	Kgalalelo Senne	Chief Economist
	Jansen, R	Technical Advisor
Department of Environmental Affairs, MEWT	Gaborekwe, D	
	Segomelo, P	Director
	Motsumi, S	Assistant Director
	M. Chambwera	Technical Advisor
Department of Water Affairs (MMEWR)	Thamuku, B	Senior Water Engineer
Department of Meteorological Services, MEWT	Gopolang, B	Senior Meteorologist
	Botshoma, T	Director
	Masisi, D	Senior Meteorologist
Gender Affairs Department	Mogegeh, Valencia	Director
NACA	Mophuting, Tshepo	Programming Planning Manager
	Ogomoditse Odirile	Principal Program Officer
	Matlhare Richard	National Coordinator
UNDP and UN Agencies		
UNDP	Anders Pedersen	Resident Coordinator
	Lare Sisay	Deputy Resident Representative
	Kgomotso, P (Dr)	Programme Specialist, Environment and Climate Change
	Setlhare, O	
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	Tryphinah Majuta	Head PMSU
	Kelebogile Dikole	UNDP operations Manager
WHO	Madidimalo, Tebogo	National Professional Officer

Organisation	Participant	Designation
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	Mokhowe, Marks	Accountant
Kalahari Conservation Society	Monggae, F	CEO
MFAIC	John Thomas Dipawe	
	Tebogo Motshome	
DCEC	Botlhale Makgekgenene	Deputy Director General Policy/ HQ
	Rita Chikanda	Public Relations Officer
Legal Aid Botswana	Peter Brits	Interim Legal Aid Coordinator
BALA	Steve Pheko	Administrative Officer
Office of the Ombudsman		Ombudsman
	MS M Bakwana	Executive Director
	Penny Letshwiti	Principle Public Relations Officer
Gaing-o Community Trust, Matshumo	Basitsitsi, G	CEO
	Tumedi, M	Trust Chairman
	Mathapa, B	Treasurer
BONEPWA	Ngele, David	Former Executive Director
Ditshwanelo	Mogwe Alice	CEO
Birdlife Botswana	Senyatso, K (Dr)	CEO
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	'Brian'	Pupil
Shoshong Senior Secondary School	Mapii, J	Headmaster
	Lesetedi, M	Maintenance Officer
MISA	Moloko jerry	Administrative Officer
Vision 2016	Monofo Mokwakwa	Research Fellow
BOCONGO	Bagaisi Mabilo	Executive Secretary
NDMO	Mr Moyo	Chief Programmes
	Mr Miles Pego	Principal Officer
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Annex 6 Consultants Code of Conduct

