



# Joint Programme 2021 Annual Progress Report

## SDG Financing Portfolio - Component 1

### Cover page

**UNCT/MCO:** Botswana

**Reporting Period:** 1 January - 31 December 2021

**JP title:** Support Implementation of SDG Financing Strategy Through an Integrated National Financing Framework

**PUNOs:** UNDP, UNICEF, UN-Women, UNFPA

**Government partner:** Ministry of Finance and Economic Development

**Target SDGs:** SDGs 1, 3, 5, 9, 10, 17

**Gender Marker:** 2

**Approved budget:** USD 1,000,000

**Co-funding:** USD 100,000

**Total Disbursement by 2021:** USD 500,000

**Total estimated expenditures:** USD 184,604.4 (est. Delivery rate: 36.9%)

**Total estimated commitments** (including expenditures): USD 522,569.6 (est. Committed rate: 105%)

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### Executive Summary

1. Under the guidance of a government-led national oversight team, a series of dialogues bringing together government officials, private sector, and other stakeholders were held from 22nd to 26th November 2021. The dialogues – led by a consultancy team comprising of international and national experts – were aimed at informing the direction of the study, enhancing national ownership, and identifying key issues across priority thematic areas.
2. The final report on the Investment case to end the unmet need for family planning, which allows to improve understanding of the needs, funding flows and gaps pertaining to family planning, as well as identify policy options to close the gaps. A multi-stakeholder validation workshop was held on November 30, 2021.
3. Phase 1 (hands-on and direct assistance to the pilot ministries) of the component on technical advisory support to the Government of Botswana in institutionalizing zero-based budgeting (ZBB) has been successfully completed. Key deliverables achieved in phase 1 include: Targeted assistance to key agencies with development and budget division (DBD) on formulating budget initiatives as part of ZBB Bids; Assistance to DBD with review of proposed budget initiatives; Inputs to the Budget Strategy Paper 2022/23; Inputs to bilateral

meetings with MDAs on ZBB Bids; Inputs to the preparation of Budget Call Circular; Input to key agencies' 2022/23 Budget Proposals; Review of draft budget 2022/23 Budget Proposals for selected agencies

## Annual Progress

### Overall JP self-assessment of 2021 progress:

Not-satisfactory (majority of expected results not yet achieved; over 3 months delay in implementation)

**Comments on self-assessment:** The project has encountered several challenges in terms of rollout and implementation which affected project delivery rate. These challenges include:

- The staff movement/s in project personnel have contributed to delayed progress in implementation. The UNDP Economic Advisor who was the Technical Lead for the INFF was reassigned to a different country in Q1, 2021. The staff has still not been replaced. Thus, the INFF has been without the Technical Lead for over nine (9) months.
- The International Consultant for undertaking the INFF Assessment and develop the INFF Roadmap terminated his contract in the inception phase of the project. This resulted in delays as the project had to procure his replacement.
- UNWomen which is the lead agency on the Gender component, had staff movements, including the focal for this component, which contributed to a delay in implementation (the focal person left the project, and it took over a month to get a replacement). Implementation of the gender component was also delayed by prolonged consensus building and ownership with the Implementing Partner (Ministry of Nationality, Immigration and Gender).

### Overall progress and key developments to date (3 key JP milestones)

1. Research, assessments, and feasibility studies on SDG financing.

Integrated National Financing Framework (INFF): • A series of financing dialogues that brought together government officials, private sector, and other stakeholders to facilitate discussion on how to build consensus on priorities and articulate a roadmap that shapes the steps to be taken in the INFF development phase were held.

Zero Based Budgeting (ZBB): Phase 1 (hands-on and direct assistance to the pilot ministries) of the component on technical advisory support to the Government of Botswana in institutionalizing zero-based budgeting (ZBB) has been successfully completed.

Investment Case to end the Unmet Need for Family Planning in Botswana • A multi-stakeholder validation workshop was held on November 30, 2021 to validate the final report on the Investment case for Family Planning.

Gender Responsive Budgeting • The draft Inception report on the proposed methodology and institutional landscape mapping on development of a gender responsive INFF for Botswana was presented to Govt. • The project has enabled government institutions to broaden the scope of engagements beyond ministerial mandates.

2. Capacity building for key stakeholders on SDG financing Zero Based Budgeting (ZBB): In September 2021, five interactive workshops capacitated technical teams from the MFED and priority (pilot) agencies who have a role in planning and spending decisions. They were trained on how resources freed up through the budget initiatives can be reprioritized towards priority areas, particularly, aligned to the SDGs. It also helped generating champions for the reforms beyond the MFED, as well as assisting the Ministry in testing and refining the reforms to ensure meaningful and lasting change in budgeting and budget execution.

Integrated National Financing Framework: Government officials, technical working group members and other key stakeholders participated in a virtual workshop on integrated national financing frameworks in Africa.

3. Financial policy development and financial advocacy activities. Zero Based Budgeting (ZBB): The Team Leader’s in-country technical mission was instrumental in advocacy with all relevant stakeholders, including MFED, for improved planning and budgeting processes that are clearly linked and aligned with the SDGs in the country. It also helped to ensure government ownership and success of the JP interventions. As a next step, based on the experience of this hands-on assistance (Phase 1), the team will formulate detailed guidelines and training modules during Phase 2, to be utilized during in-person trainings in Phase 3.

**Changes made to JP:** The JP applied and submitted its request for a no-cost extension on December 11, 2021. The requirement of the no-cost extension was the submission of a Revised and signed JP ProDoc with the new end date, updated workplan and results framework. Therefore, the JP modified the ProDoc by changing the end date, updating the workplan to reflect the activities that go beyond the original end date as well as modifying the results framework. The JP’s outcomes and outputs remain the same and as such, the programme remains strategic and catalytic in the new context. As articulated in the note to file for the no-cost extension, the changes to the ProDoc were necessitated by several challenges that the project has encountered in terms of rollout and implementation.

**Main Challenges:** 1. Integrated National Financing Framework • The staff movement/s in project personnel have contributed to delayed progress in implementation. The UNDP Economic Advisor who was the Technical Lead for the INFF was reassigned to a different country in Q1, 2021. The staff has still not been replaced. Thus, the INFF has been without the Technical Lead for over six (9) months. UNDP has assigned an officer who has facilitated progress of the component on the INFF. • The International Consultant for undertaking the INFF Assessment and develop the INFF Roadmap terminated his contract in the inception phase of the project. This resulted in delays as the project had to procure his replacement. A replacement for the Consultant was expedited and the new Consultant is working with the national consultant in delivering the work on the INFF. To this end the draft Report on the Scoping Assessment has been submitted in December 2021 for consideration by the Technical Working Group.

2. Gender Responsive Budgeting • UNWomen which is the lead agency on the Gender component, had staff movements, including the focal for this initiative, which contributed to a delay in implementation (the focal person left the project, and it took over a month to get a replacement). UNWomen which is the lead agency on the Gender component, had staff movements, including the focal for this initiative, which contributed to a delay in implementation (the focal person left the project, and it took over a month to get a replacement). A new focal person joined the project and the work has progressed. • Implementation of the gender component was also delayed by prolonged consensus building and ownership with the IP (Ministry of Nationality, Immigration and Gender). The Ministry of Finance and Economic Development as the coordinating partner facilitated engagement with the Ministry of Nationality, Immigration and Gender. The engagement led to the coming on board of the Ministry of Nationality, Immigration and Gender to take lead in implementing the gender component.

## Updates on SDG financing framework

	Assessment		Monitoring	Governance
Inception phase	Diagnostics	Financing Strategy	Review	Coordination
Completed (100%)	Advancing (50-99%)	Planned (0%)	Planned (0%)	Emerging (1-49%)

## Descriptions on progress by INFF building blocks

**Inception Phase:** • The INFF Roadmap which is the key outcome of the financing landscape assessment process, marks the culmination of the INFF inception phase. The roadmap articulates the purpose and value added of the INFF, along with the agreed steps that the government and partners will take to operationalize the various corrective measures identified to be executed on the subsequent development phase. The roadmap has been structured

to provide recommendations for the financing strategy, monitoring and review systems, governance, and coordination mechanisms while also indicating further assessments and diagnostics that need to be undertaken to deepen understanding and to firm up practical measures. • This Roadmap will be reviewed, validated, and prioritized and will serve the basis for the formulation of the Botswana INFF Financing Strategy. The Financing Strategy aligns with the existing and proposed NDP-12, and as a result it acts as a cornerstone for financing both NDP-12, the Reset Agenda, and Agenda 2030 SDGs.

**Assessment & Diagnostics:** The INFF Assessment and Road Map was submitted in December 2021 to be considered by the Technical Working Group on January 25th, 2022. The INFF Assessment and Road Map process were led by the Ministry of Finance and Economic Development (MFED) and supported by the United Nations Development Program (UNDP). The Assessment & Diagnostics Report is the result of months of research and a thematic dialogue process that has engaged stakeholders across the domestic public and private international public and private divide. Discussions included government and agency officials, the private sector, civil society, and international cooperation partners. The general approach has also allowed the Ministry of Finance and Economic Development to: ? Provide an overview of Botswana’s financing ecosystem including the trends and composition of all public, private, domestic and international of financial flows. ? Review the strength and achievements of existing financing strategies, policies and institutional structures to meet key financing challenges. ? Consider a prioritized focus on areas in depth, (particular finance flows or financial planning) that are central to Botswana’s ability to achieve results by executing Agenda 2030 and Vision 2036. ? Identify existing constraints that hinder institutional attempts to both mobilize and effectively channel finance into its priority areas (with a focus on its capacity to couple public and private finance). ? Propose realistic recommendations around policy and institutional reforms that can be used to strengthen capacities and institutions to this end; and, ? Provide the foundation for the INFF Roadmap.

**Financing Strategy:** N.A

**Monitoring & Review:** N.A

**Governance & Coordination:** N.A

## Priority Cross-cutting Issues

### How did the JP adapt to the COVID-19 context

The JP was picked up in the UN Socio Economic Response Framework (SERP) and is contributing to the Government’s objective of maintaining fiscal discipline in a budgetary constrained environment (due to the economic impact of COVID-19). As such, the SDGF Joint Programme has aligned with the development and budget department of the MFED and is working to ensure that development expenditure (especially towards the SDGs) is efficient. In this regard, UNICEF has developed an implementation strategy for social protection initiatives that aim to “rationalize” and “consolidate”. Also, UNICEF conducted an expenditure review of the education sector. UNDP worked with the private sector through its apex body, Business Botswana, to develop a COVID-19 Economic Recovery Plan, an important strategy document that could be aligned to the work on the INFF and the role of the private sector in the process. The SDGF Joint Programme considers these critical programming outputs and strategic documents in the implementation of its activities. In summary, this is aligned with the objectives of the Botswana’s Economic Recovery and Transformation Plan (ERTP) that aims to operate effectively within a reduced budgetary envelope.

### How did the JP apply the Gender Marker

The four-point coding scale used by the UN to qualify resource/funding commitments to programmes and projects, is such that:

? Gender Equality Marker 3 (GEM 3): 80 to 100 % of the total budget is allocated towards GEWE activities ? Gender Equality Marker 2 (GEM 2): 30 to 79 % of the total budget is allocated towards GEWE activities ? Gender Equality Marker 1 (GEM 1): 30 to 79 % of the total budget is allocated towards GEWE activities. ? Gender Equality Marker 0 (GEM 0): 0 of total budget allocated to GEWE activities.

So the project budget and work plan of activities were analyzed and the cumulative figure of gender equality activities that are costed (mainly technical support from consultants and dialogues with relevant government agencies a capacity-building intervention for understanding how to mainstream gender issues in the INFF roadmap), showed that 30% of the entire budget will be invested in achieving results related to gender equality and women empowerment.

*Estimated % of overall disbursed funds spend on gender: 30%*

### **Alignment with cross-cutting UN issues (e.g. human rights, decent work, inclusion, LNOB)**

In addition to Government as the implementing partner, the JP has included Business Botswana (an autonomous private sector umbrella body) to facilitate the establishment of the multi-stakeholder platform. Further, to ensure a balance of views, the financing dialogues included stakeholders from civil society, academia, research institutions etc.

### **How did the JP work to build ownership and buy-in of key stakeholders**

- Establishment of a multi-stakeholder national dialogue platform-whole of society approach-that facilitates dialogue and participation around financing from planning to allocation, to execution, to monitor and oversight, transparency and accountability.
- MFED leading the implementation of the JP and engagement of Senior leadership of MFED so as ensure ownership and buy-in by Government and other Implementing Partners

## **Annual Reporting on Results**

### **Results achieved in promoting the priority thematic SDG agendas**

SDG 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development. • The JP has strengthened partnerships between UN agencies compelling them to work together for the achievement of the JP outcomes. • In a similar way the 3 participating Government Ministries are working together towards an SDG Financing Strategy • The Multistakeholder platform mentioned above is also another way to foster partnerships and joint implementation of SDGs

SDG 1: End poverty in all its forms everywhere. • The implementation of the SDG Financing Strategy will catalyse progress towards achievement of SDGs

SDG 5: Achieve gender equality and empower all women and girls. • The SDGs Financing strategy will result in more resources being availed for SDG 5

SDG 9: Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation. • The objectives of the roadmap towards a more carbon efficient economy (creation of green jobs, green markets, adoption of ESG, incentive packages) will incentivize the realization of SDG 9

SDG 10: Reduce inequality within and among countries.

### **JP contributions to the Joint SDG Fund's global results (especially around Outcome 2 & Output 4)**

- Additional resources mobilized for other/ additional sector /s or through new sources/means
- Additional resources mobilized for the same multi-sectoral solution.

### **Progress against JP-specific outcomes**

• The INFF Scoping Assessment Report and Roadmap has been submitted but not yet approved by the JP oversight body. • Phase 1 (hands-on and direct assistance to the pilot ministries) of the component on technical advisory support to the Government of Botswana in institutionalizing zero-based budgeting (ZBB) has been successfully completed.

### **Progress against JP-specific outputs**

• Under the guidance of a government-led national oversight team, a series of dialogues bringing together government officials, private sector, and other stakeholders were held from 22nd to 26th November 2021. The dialogues – led by a consultancy team comprising of international and national experts – were aimed at informing the direction of the study, enhancing national ownership, and identifying key issues across priority thematic areas. The Report of the Dialogues was approved by MFED. The INFF Scoping Assessment Report was submitted in December 2021 to be considered by the Technical Working Group in January 2022. • The final report on the Investment case to end the unmet need for family planning, which allows to improve understanding of the needs, funding flows and gaps pertaining to family planning, as well as identify policy options to close the gaps has been approved and is at printing stage. A multi-stakeholder validation workshop was held on November 30, 2021. • Phase 1 (hands-on and direct assistance to the pilot ministries) of the component on technical advisory support to the Government of Botswana in institutionalizing zero-based budgeting (ZBB) has been successfully completed.

### **JP contributions to strengthening UN coherence, partnerships and reducing duplications of efforts**

• The JP has strengthened partnerships between UN agencies compelling them to work together for the achievement of the JP outcomes. • There is one reporting structure and technical working group for the entire joint programme which considers and makes decisions all deliverables of the JP • The PUNOs jointly share the programme management costs

## **Strategic Partnerships, Documents and Communications**

### **How did the JP facilitate collaboration with diverse stakeholders in the SDG financing space**

The INFF financing dialogues dialogue process engaged stakeholders across the domestic public and private international public and private divide. Discussions included government and agency officials, the private sector, civil society, and international cooperation partners.

### **Did the JP secured additional financing (co-funding/co-financing) from the following stakeholders:**

Government	Donors & IFIs	Private Sector	PUNOs	Other Partners
No	No	No	No	No

**Comments on additional financing secured:** The INFF financing dialogues dialogue process engaged stakeholders across the domestic public and private international public and private divide. Discussions included government and agency officials, the private sector, civil society, and international cooperation partners.

## JP organized events in 2021

JP Launch Event	Annual Donor Event	Partners Event
Organized in 2020	Yes in 2021	Yes in 2021

Number of strategic documents produced by the JP: 0

Number of strategic documents contributed by the JP: 0

Number of communication materials produced: 3

## 2022 Plans & Way Forward

### JP priority activities & expected results for 2022

• Finalization of the INFF Scoping Assessment • Development of a gender responsive SDGs Financing Strategy • Establishment of a multi-stakeholder national dialogue platform • Gender analysis undertaken and mainstreamed in the INFF and SDGs financing strategy • Dissemination of the Botswana specific investment case on family planning • An Implementation Manual and related tools for zero based budgeting is developed • Key budgeting and planning officials trained to independently operate new tools and processes on zero based budgeting principles

### 3 major transformative results that will be achieved by the end of the JP

1. Botswana has a fully operationalised INFF and a gender responsive SDGs Financing Strategy
2. Botswana successfully adopts the zero-based budgeting principle and upscaled same in all sector MDAs.
3. Botswana has in place a gender responsive national budget and a gender-based budgeting strategy.

### Estimated rate of completion for each result as of 31 Dec 2021

Result.1	Result.2	Result.3
Advancing (50-99%)	Advancing (50-99%)	Advancing (50-99%)