

Stayed

Joint SDG Fund
 Template for the Joint Programme
 Evidence-based Final Narrative Report
SDG FINANCING PORTFOLIO – COMPONENT 1

Cover page

Date of Report: 27/11/2023

<i>Programme title and Country</i>
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¹ The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to as "Project ID" on the project's factsheet page on the [MPTF Office GATEWAY](#).

² The start date is the date inserted in the original ProDoc submitted and approved by the Joint SDG Fund.

³ As per approval of the original project document by the relevant decision-making body/Steering Committee.

⁴ If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the same as the operational closure date which is when all activities for which a Participating Organization is responsible under an approved MPTF / JP have been completed. As per the MOU, agencies are to notify the MPTF Office when a programme completes its operational activities. Please see [MPTF Office Closure Guidelines](#).

⁵ Financial Closure requires the return of unspent balances and submission of the [Certified Final Financial Statement and Report](#).

Programme Budget (US\$)				
Total Budget (as per Programme Document, without co-funding):				
Agency/Other Contributions/Co-funding (if applicable):				
Joint SDG Fund Contribution⁶ and co-funding breakdown, by recipient organization:				
Agency/others	Joint SDG Fund contribution	Co-funding	Total	
UNDP	635,700	62,970	698,670	
UNFPA	170,000	25,000	195,000	
UNICEF	321,776	15,000	336,776	
UNWOMEN ⁷		(13,000)	(13,000)	
Total	1,127,476	102,970	1,230,446	

⁶ Joint SDG Fund Contribution is the amount transferred to the Participating UN Organizations – see [MPTF Office GATEWAY](#).

⁷ UNWOMEN's contribution is included in UNDP's co-funding figure. The USD 13,000 figure has not been added to the totals to avoid double counting.

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Abbreviations

SDG	Sustainable Development Goals
TNDP2	Transitional National Development Plan 2
FSOC	Financial Sector Oversight Committee
4IR	Forth Industrial Revolution
AAAA	Addis Ababa Action Agenda
B4SDG	Budgeting for the SDGs
BBB	Build Back Better
BDB	Botswana Development Bank
BoB	Bank of Botswana
BSE	Botswana Stock Exchange
BSFS	Botswana Sustainable Financing Strategy
CSR	Corporate Social Responsibility
D-SFWG	District Sustainable Financing Working Group DB Development and Budget
DFA	Development Finance Assessment
EFP	Economic and Financial Policy
ESG	Environment, Social and Corporate Governance F2F Funding to Financing
FDI	Foreign Direct Investment
FfD	Financing for Development
FIA	Financial Intelligence Agency
FSOC	Financing Strategy Oversight Committee
GBP	Green Bond Principles
GDP	Gross Domestic Product
GoB	Government of Botswana
HDI	Human Development Index
ICMA	International Capital Market Association
ILO	International Labour Organization
IMF	International Monetary Fund
INFF	Integrated National Financing Framework
IoT	Internet of Things
JP	Joint Programme
LNOB	Leave No One Behind
MDAs	Ministries, Departments and Agencies
MoE	Ministry of Education
MoF	Ministry of Finance
MoH	Ministry of Health
MoLGRD	Ministry of Local Government and Rural Development
MoLW	Ministry of Lands and Water Affairs
MoTC	Ministry of Transport and Communications
MSEMs	Micro, Small and Medium Enterprises
MTFF	Medium-Term Fiscal Framework
MTRS	Medium Term Revenue Strategy
NBFIRA	Non-Bank Financial Institutions Regulatory Authority
NDC	Nationally Determined Contribution
NDP	National Development Plan
NMES	National Monitoring and Evaluation System
NPC	National Planning Commission
NSPF	National Social Protection Framework

NURS	Botswana Unified Revenue Services
ODA	Overseas Development Assistance
OECD	Organization for Economic Co-operation and Development
PPP	Public Private Partnership
PUNOs	Partner United Nations organizations
SADC	South African Development Community
SB	Statistics Botswana
SDGs	Sustainable Development Goals
SFWG	Sustainable Financing Working Group
SME	Small to Medium Enterprise
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Program
UNEP	United Nations Environment Program
UNICEF	United Nations Children’s Fund
WB	World Bank
ZBB	Zero-based Budgeting

Executive Summary

The joint programme (JP) brought together 4 UN agencies—UNDP, UNICEF, UNFPA and UNWOMEN—to develop a multi-prong approach to SDG financing and developing an integrated national financing framework for the Government of Botswana (i.e. Ministry of Finance). The specific areas of focus on the respective UN agencies were (i) research, assessments and capacity building culminating in an SDG financing strategy (led by UNDP); (ii) building an investment case for ending unmet need for family planning (UNFPA); (iii) mainstreaming zero-based budgeting (ZBB) across key government ministries; and (iv) gender-based budgeting and analyses that was incorporated into the integrated national financing framework (UNWOMEN/UNFPA). In addition, additional financing was made available through the ‘emergency modality’ for four additional outputs, including (i) a comprehensive report on the impact of global crisis on food, energy and finance; (ii) using big-data and the recent census data to highlight poverty and income/wealth inequality; (iii) a fiscal space and spending gap analysis focused on policy solutions; and (iv) informing the 12th NDP by using census data to improve overall understanding of population dynamics and district population profiles.

The INFF which encompasses an SDG financing strategy is the central piece to the joint programme. Through a wide-ranging consultative process an Integrated National Financing Framework (INFF) was developed through collaboration with several ministries and departments (Ministry of Finance led), the Bank of Botswana, Botswana Civil Society representative, academia, private sector companies and institutions, as well as other stakeholders. Building on the Development Finance Assessment (DFA), which was completed in 2022, the Botswana SDG Financing Strategy aims at narrowing the SDG financing gap through several structured and sequenced actions, including (i) implementing evidence-based policies; (ii) strengthening the regulatory framework; and (iii) building capacity to institute financial sector reforms. UNDP also collaborated with UNWOMEN to ensure gender-based budgeting and gender-responsive, green and climate-smart SDG financing elements were merged as part of the overall of financing strategy. Therefore, concretely, the BSFS covers all the building blocks of the INFF.

Looking ahead, the challenge facing government and the UN is the full adoption of the INFF/BSFS by the Ministry of Finance and its relevant components into the national development plan. At the very least, there needs to be strong engagement between the Ministry of Finance, Bank of Botswana, Statistics Botswana, and the National Planning Commission (NPC) to ensure development planning is in lock step with budgetary allocations and the proposed and intended regulatory and financial sector reforms are rolled out. While there is an institutional architecture in place (Programme Steering Committee, SDG Task Force, and the National Steering

Committee on SDGs), the UN system is seeking commitment from the Office of the President to ensure adherence to the agreed roadmap.

With UNICEF's support, the social protection financing architecture, a sub-component of the INFF, has been strengthened through availability of evidence on the fiscal implications of rolling out the National Social Protection Framework (NSPF). The GoB now has the cost of estimates for implementing the NSPF, at different scale with options for mobilising additional resources to roll out the NSPF.

The joint programme achieved success in mainstreaming ZBB across government ministries, departments, and agencies (MDAs). Adopting ZBB as a means of more efficient spending gained momentum during the pandemic when fiscal space was severely constrained due to economic impact of the pandemic. On the other hand, the needs and challenges associated with the pandemic and recovering from it were well documented. Therefore, 'value for money' was a priority for the Botswana government and ZBB provided a clear path to achieving greater efficiency in allocating and spending resources, streamlining budget lines, and moving toward a more results-oriented budget architecture.

Successfully implementing the investment case towards ending the unmet need for family planning has led to several changes within and outside government. First, it has strengthened advocacy efforts focused on the transition from funding to financing health care. Second, it has brought forth the importance of sexual and reproductive health and rights for women. Third, it has underscored the importance for collecting crucial data that was previously not compiled. For the first time, there is empirical evidence that provides cost estimates for ending the unmet need for family planning and the associated health benefits, as measured through averted unintended pregnancies, maternal deaths, and unsafe abortions.

UNFPA's technical support to Statistics Botswana on compiling data from the Population and Housing Census to study population dynamics and build district profiles is intended to inform the next 12th National Development Plan as well as encourage a data-driven approach to social policy that is currently lacking.

Given the high levels of poverty and inequality for an upper middle income country, UNDP is collaborating with mobile operators (MASCOM and Orange) and statistics Botswana to compile updated statistics around poverty, inequality and wealth. The objective is also to provide a proof-of-concept by using big-data (meta-data from mobile operators) to highlight areas/regions by income and poverty levels. The updated data around these key themes will inform the next development plan and help generate policy solutions to address poverty and inequality.

Context

The overall logic of the joint programme was to improve the efficiency, effectiveness, as well as the targeting of Botswana's SDG financing and investments. On the other hand, the covid and post-covid context also demanded a renewed emphasis on resource mobilization and partnerships given the fiscal stress caused during the pandemic. Making the link between how the INFF contributes toward enhances Botswana's ability to deal with recovery from the pandemic was critical given the competing priorities of the government. Therefore, the UN team laid emphasis on advocacy and communications vis-à-vis the INFF, especially during exchanges and dialogues with government and development partners. The level of buy-in significantly improved as Government and partners saw the relevance of outputs related to the joint programme in their overall post-covid recovery effort.

Botswana, like many other countries, was severely impacted during the pandemic. Given the dependence and reliance of diamond revenues, the country incurred a significant economic and social shock, leading to 25 percent contraction in GDP during the second quarter of 2020. Looking beyond the formal economy, the

informal sector and micro-enterprises including street vendors were also severely affected. The informal sector is one that is that is predominantly female and highly vulnerable to economic shocks. Given the paucity data on the informal sector, it is hard to gauge the true impact. However, ‘stakeholder interviews highlighted strong social and economic disruptive effects on the informal sector of the COVID-19 pandemic and lockdown’.⁸

As mentioned, government ministries and departments were looking to improve efficiency and effectiveness in terms development spending. Zero-based budget- a proven approach – was adopted by government as a pilot, initially across 4 ministries. It has now been adopted across all of government. The investment case for family planning resonated strongly with government/ministry of health counterparts given the need around sexual and reproductive health and the lasting impacts emanating from the HIV/AIDs epidemic. Gender-based budgeting and more thorough gender lens was applied to the INFF and the financing strategy.

During the commencement of the JP, Botswana was approaching the tail end of its 11th National Development Plan (NDP 11). NDP 11 ended while the joint programme was still being implemented. However, instead of embarking on a new 12th NDP, the government chose to institute a 2-year transitional national plan and INFF and the financing strategy are likely to be more fully adopted as part of the 12th NDP. This also led to a delay in the completion of certain outputs as the UN wanted to ensure alignment, whereby INFF and the financing strategy be completed to coincide with the development of NDP 12.

Finally, the outputs related to the emergency modality were developed during a period of relatively high inflation (especially food inflation), high interest rates and a growing crisis emanating from the Ukraine-Russia conflict. It also coincided with the pandemic recovery efforts. Governments priorities then and now remain on reducing food inflation induced poverty and reforming (and enhancing) the government’s social protection system, as well as designing more robust social policies (health, education, and infrastructure). The outputs linked with the emergency modality funding were conceived against this backdrop and therefore were designed to supplement the government’s overall recovery effort and align with its priorities.

Joint Programme Results

1. Overview of Strategic Final Results

1.1. Overall assessment

The joint programme, to a large degree, was able to accomplish most of its intended results through successfully achieving outcomes and outputs through close engagement with government, between UN partner organizations, and key development partners. As the initiative commenced during the pandemic, they were naturally some delays and challenges vis-à-vis implementation. In terms of the adoption of the INFF, it is critical that the financing strategy inform and be an integral part of the 12th National Development Plan. The NDP 12’s development is currently in its preliminary stage.

- Above expectations (fully achieved expected JP results and made additional progress)
- In line with expectations (achieved expected JP results)
- Satisfactory (majority of expected JP results achieved, but with some limitations/adjustments)
- Not-satisfactory (majority of expected JP results not achieved due to unforeseen risks/challenges)

⁸ Government of Botswana and UNDP (2020). Botswana National Informal Sector Recovery Plan, 2020, pp 2.

The key outputs/outcomes as they relate to the project have been achieved. Some results have been beyond expectation in terms of the joint programme’s ability to influence government policy making (i.e. integrated policy advice) on SDG achievement. It has also helped create institutional mechanisms which will help accelerate implementation (and progress) on the SDGs. Some outputs suffered from significant delays and challenges, but these were eventually addressed.

1.2 Key results achieved

Programme Outcome 1: An integrated INFF and SDGs Financing Strategy and its core institutional components are developed and implemented.

Through a comprehensive and consultative process, an Integrated National Financing Framework (INFF) was formulated jointly with several Ministries (under the leadership of the Ministry of Finance), the Bank of Botswana, the private sector, Botswana Civil Society representative, and other stakeholders. Building on the Development Finance Assessment (DFA) completed in 2022, BSFS aims at narrowing the SDG financing gap by implementing policy, regulatory, capacity, and financial instrument reforms, providing a gender-responsive, green and climate-smart SDG financing strategy based on dialogue and partnerships for the goals. The BSFS covers all the building blocks of the INFF.

The social protection financing architecture, a sub-component of the INFF, has been strengthened through availability of evidence on the fiscal implications of rolling out the National Social Protection Framework (NSPF). The GoB now has the cost of estimates for implementing the NSPF, at different scale with options for mobilising additional resources to roll out the NSPF.

The availability and implementation of the investment case towards ending the unmet need for family planning has strengthened the advocacy efforts focused on the transition from funding to financing health care, including sexual and reproductive health and rights. For the first time, there is empirical evidence that provides cost estimates for ending the unmet need for family planning and the associated health benefits, as measured through averted unintended pregnancies, maternal deaths and unsafe abortions.

Through the provision of high-level technical support towards the Population and Housing Census, the national statistics office has made advancements towards the thematic data analysis phase, including identification of lead analysts and thematic topics for inclusion in the analysis phase. However, there has been a significant delay in the availability of data to ensure timely availability of the analysis results for evidence-based decision-making purposes.

Programme Outcome 2: Zero-based budgeting principle is adapted and ready to be piloted.

The GoB has fully adopted and implementation Zero Based Budgeting. ZBB has already proven to be a successful budgeting method in Botswana, resulting in improved spending efficiency, streamlined budget lines, and better allocation of resources, ultimately creating more value for the Government. These gains already realized are expected to sustain and improve, in the medium to long-term, helping the government to redirect funds more effectively, allowing for more targeted spending on high-priority areas such as healthcare and education. In addition, the success of ZBB sets a critical foundation for the country to transition to a more results-based budgeting approach such as Programme Based Budgeting.

1.3. Results achieved on Integrated National Financing Framework/SDG financing building blocks.

Implementation stages	Planned (0%)	Emerging (1-49% progress)	Advancing (50-99% progress)	Complete (100% progress)	Previously completed	Not applicable
1. Inception phase	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>

2. Assessment & diagnostics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
3. Financing strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
4. Monitoring & review	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>
5. Governance & coordination	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	x	<input type="checkbox"/>	<input type="checkbox"/>

The assessment and diagnostics report and the INFF Roadmap was successfully completed. As part of the inception phase there was significant effort devoted toward building consensus and ensuring buy-in, especially from government through a consultative process. A roadmap was developed in agreement with all relevant stakeholders. The key recommendations of the roadmap related to steps/actions to be taken during the INFF development phase.

With regard to the ‘diagnostics and assessment’ phase a Development Finance Assessment (DFA) was developed. The DFA considered all relevant development finance-related information. As part of the assessment phase, a series of ‘financing dialogues’ also took place. These dialogues brought together government officials, private sector, and other stakeholders to develop a roadmap and prioritize actions within the roadmap. It laid the groundwork to develop the overall roadmap for the INFF. The DFA informed the financing strategy and was a direct precursor.

While Botswana has made significant efforts in preparing for implementation of SDGs, a 2019 Performance Audit Report on preparedness for implementation of SDGs in Botswana revealed that the country had not yet “explored other financing mechanisms for implementing the 2030 Agenda and SDGs and that, the main source of SDGs funding was through the mainstream national budget.” There remained a lack of disaggregated project funding data for costing SDG financial requirements. Hence calculating the financial gap specifically for SDGs was not possible during the course of the joint programme. However, persistent budget deficits were used as a proxy for indicating the existence of a financing gap between available mainstreamed financial resources and SDGs financial requirements.

The Botswana Sustainable Financing Strategy provides an integrated response to the National Vision, NDPs and the President’s reset agenda. It is developed as a set of actions to close the financing gap. The Strategy builds from the Botswana 2022 Development Finance Assessment, established through more than two days of national workshops involving all key stakeholders, which identified; policy, institutional, capacity and financing instrument entry points, gap and blind spots, as the basis for establishing a Road Map for the Strategy structured around several focus areas, including, (i) enabling governance and coordination measures; (ii) domestic public measures; (iii) domestic private measures; (iv) international public measures; (v) international private measures; (vi) cross-cutting themes; and (vii) new financing instruments.

The primary objective of the financing strategy is to narrow the SDG financing gap by implementing policy, regulatory capacity, and financial instrument reforms, providing a gender-responsive, green and climate-smart SDG financing strategy based on dialogue and partnerships for the goals and with a focus on SDG localization through decentralization.

This strategy brings together existing financing policies, regulations, instruments, and processes within a national and district level framework to mobilize financial resources. It provides coherence between different financing policy areas (public and private financing and macro-systemic issues) and the national and local sustainable development priorities, while also outlining options to guarantee collaboration across stakeholders and partners.

Primary findings and proposed actions related to the strategy are:

Domestic Public Finance Priorities include strategically budgeting for the SDGs, implementing a Medium-Term Revenue Strategy (MTRS), approving the Draft Fiscal Decentralization Policy and executing the strategy, undertaking SDG sector costing using the new MoF Costing Tool, developing a National PPP Pipeline, reducing the fiscal footprint in public spending, greening the banking system, strengthening the digital economy, and piloting SDG localization.

Domestic Private Finance Priorities involve modernizing critical business-enabling legislation, accelerating financial inclusion, promoting venture capital investments, strengthening ESG investing, establishing Botswana's carbon market, scaling up access to sustainable finance, and reducing illicit financial flows.

International Public Finance Priorities focus on strengthening relations with MDBs and DFIs, as well as improving ODA SDG alignment and effectiveness.

International Private Finance Priorities aim to increase foreign direct investment and encourage more effective use of remittances for sustainable development.

The roles of the Financial Sector Oversight Committee (FSOC), the BSFS Working Group and the District Sustainable Finance Expert Group (D-SFWG) are also developed as follows:

- **Financial Sector Oversight Committee (FSOC):** The FSOC is responsible for the overall coordination and oversight of the BSFF. It is a high-level committee, chaired by the Minister of Finance (given implications for revenue, expenditures, PPPs / concessions and incentives), and includes representatives from key government entities, the private sector, and development partners. The main functions of the FSOC include providing strategic direction, monitoring the implementation of the BSFF, and ensuring alignment with the country's broader development goals.
- **Botswana Sustainable Financing Strategy (BSFS) Thematic Working Group:** Building from the strong tradition of Thematic Working Groups (TWGs), the BSFS Working Group is a technical committee responsible for the day-to-day management and implementation of the BSFF. It is composed of representatives from the NPC, various ministries, departments, and agencies, as well as the private sector and development partners.
- **The District Sustainable Finance Expert Group (D-SFWG):** The D-SFWG plays a crucial role in the decentralization and localization of sustainable financing initiatives and has a close working relationship with District Planning Structures. The D-SFWG is responsible for implementing, coordinating, and monitoring sustainable financing strategies at the district level, ensuring that these strategies are aligned with both national development goals and local priorities. Composed of representatives from various local government departments, the private sector, and development partners, the D-SFWG facilitates collaboration and communication among stakeholders within the district. By focusing on context-specific challenges and opportunities, the D-SFWG helps to enhance the effectiveness and impact of sustainable financing efforts, ultimately contributing to the achievement of Botswana's broader sustainable development objectives.

Finally, there is significant emphasis put on monitoring and review of the Strategy during implementation. This is included as the monitoring and review process is fully mainstreamed into government functions, in line with Vision 2036 and NDP arrangements, and as outlined in the 2022 National Voluntary Review (NVR). The overall monitoring and review system is therefore integral to the National Monitoring and Evaluation System (NMES). Moreover, as the BSFS is aligned to the TNDP2, the baselines and targets set by the National Planning Commission including for Vision 2036 Index and the Botswana Domestic SDG Indicator Framework (which tracks 209 indicators) provide the foundation for overall impact level monitoring, underpinned by the SDG Indicator Baseline Framework established in 2018.

The BSFS is aligned to the NDP, the baselines and targets set by the National Planning Commission including for the Vision 2036 Index, and the Botswana Domestic SDG Indicator Framework (which tracks 209 indicators) provide the foundation for overall impact level monitoring, underpinned by the SDG Indicator Baseline Framework established in 2018.

The BSFS Macro performance dashboard provided will constitute the backbone of the monitoring of impacts of domestic and international public and private flows, providing the basis for tracking progress and annual policy review. This will provide the evidence base for policy, institutional and financial market reforms, as well as monitoring risks related to debt, and contingent liabilities for example, and guarantees or long-term Power Purchase Agreements that commit future budgets.

To strengthen the coverage of financing indicators under the NMES, a ***BSFS Dashboard*** is to be established in order to track public and private flows across the economy, providing an overall view of changes in sustainable financing flows over time. This is a new initiative and will help government track coverage of financial flows (public and private) over time. The dashboard will also monitor the size, value and impact of different instruments, such as PPPs implemented and climate and green bonds issued, from which eligible projects are financed. The primary objectives of the BSFS monitoring and review framework is therefore to monitor action plan results delivered by the SFWG in order to steer decision-making and learning, report progress against plans and make improvements to delivery based on lessons learned.

The National Monitoring and Evaluation System (NMES): The NMES will provide the overall system for monitoring NDP and Agenda 2030 outcome, supported by the BSFS Dashboard to increase reporting of Financing for Development (FfD). This will be housed within the National Planning Commission (NPC).

Governance arrangements for the BSFS are built across three levels, all of which are fully integrated into core government functions. At the national level the Economy and Employment Thematic Working Group will assume the function of a typical Financing Strategy Oversight Committee (FSOC) supported by a Secretariat and Sustainable Financing Working Group (SFWG) to be chaired by the Ministry of Finance composed of the Bank of Botswana and sector ministry financing experts. The Financing Strategy Oversight Committee (FSOC), chaired by the Minister of Finance, is the lead decision making structure for the BSFS. The committee is entrusted with the responsibility for directing the BSFS implementation while ensuring coordination among public and private financial sectors. This will be part of the deliverable of the Economy and Employment TWG and not necessarily as a stand-alone committee. This deliverable will include initiating and conducting evaluations to collect data on financing requirements, including trends, risks, and limitations, which will help implement the agreed-upon financing strategy components and tools, aligned with national sustainable development priorities from 2023 to 2030.

The Oversight Committee guarantees the integration of public and private financing policies with sustainable development objectives and fosters consistency across policy domains. The committee identifies and recommends any necessary institutional changes to support monitoring and review frameworks, coordination structures, and dialogues with external stakeholders, such as the private sector and civil society, including discussions on cross-cutting issues like gender, climate change, and inclusivity. ***The FSOC's core function is to steer the development and execution of the BSFS, setting priorities in sequence, and designing the roadmap across four key areas: analysis and diagnosis, financing strategy development, monitoring and review, and governance and coordination.***

The FSOC will include the Bank of Botswana, BURS and other finance and planning related decision-making structures, at the discretion of MoF. The FSOC will guide the work of the Sustainable Finance Working Group (SFWG), in close connection with the National SDG Committee, chaired by MoF and the UN Resident Coordinator. ***The FSOC will have at its disposal the technical expertise of the key sector ministries organized through the SFWG.*** The Ministry of Finance Permanent Secretary will chair the SFWG, with the

responsibility for taking forward directives and requests emerging from the FSOC. The established Economy and Employment Technical working group chaired by MoF Permanent Secretary will assume this function.

The Oversight Committee facilitates and directs the process while advocating for and executing actions in the roadmap. In this capacity, the primary responsibilities of the FSOC include:

- Overseeing various tasks related to the BSFS implementation, emphasizing the delivery of the roadmap.
- Monitoring and evaluation, learning from experience accumulated, strategic leadership
- Aligning the roadmap with ongoing or planned reforms surrounding the National Development Planning process.
- Assembling stakeholders from diverse sectors, including national and local government, private sector, and other relevant entities such as international cooperation partners and civil society.
- Promoting the benefits and advantages of the BSFS (business case and value proposition) and communicating accomplishments.
- Working with policymakers beyond the committee to create, endorse, and implement necessary reforms required to operationalize the BSFS.
- Coordination and tasking of road map actions to the National Sustainable Financing Working Group
- Coordinating with development partners to obtain technical assistance for the BSFS process including resource mobilization.
- Ensuring the integration of key concerns such as women's empowerment, fiscal decentralization, climate action, greening the banking system or curbing illicit financial flows.
- Supporting and nurturing SDG localization across districts and municipalities.

Also, notwithstanding existing structures such as the District Development Committees and Village Development Committees, the **District-Sustainable Finance Working Group** will lead the process of implementing the fiscal aspects of the fiscal decentralization policy and strategy, as well as driving the SDG localization process forward.

In order to strengthen governance and coordination on an ongoing basis, the following options are offered for consideration by the members of the FSOC. These and other actions will be sanctioned as part of the rolling BSFS Road Map execution.

Set up SDG Centers at district level to serve as enablers, catalysts, and think tanks, fostering SDG adoption and implementation.

Identify and create new public-private collaboration platforms and productivity pacts to deepen dialogue around innovative financial instruments for the SDGs.

Launch national education campaigns, public events, and media coverage to raise awareness and support for the SDGs.

Establish a UN Global Compact Local Network in Botswana to enhance public-private dialogue and collaboration on the SDGs.

Develop a Triangular Cooperation Framework for priority sectors, encouraging public and private investors to work together on SDG-focused projects.

Create SDG Localization Contract Groups and financial forums in various regions to promote the localization of SDGs and enhance regional cooperation.

By considering these and other actions for implementation, the strategy aims to foster a supportive environment for the achievement of the SDGs, encouraging collaboration between the public and private sectors, and facilitating the localization of the goals across the country. Over the life of the strategy, new sector priorities such as the digital economy and digitization agenda can be added, at the discretion of MoF.

In terms of monitoring, the MoF will prepare an annual report on the implementation of the BSFS for the FSOC’s review summarizing key lessons learnt and adjustments made in response, making it publicly accessible at the end of each fiscal year. The report will detail (i) all roadmap reforms undertaken, (ii) resources mobilized, (iii) SDG impact, (iv) challenges encountered, and (v) priorities for the upcoming fiscal year. This annual BSFS report will contribute to the Voluntary National Review (VNR) and will be coordinated with the SFWG and D-SFWG.

1.4. Contribution to SDG acceleration

SDGs indicators	Baseline	Expected target	Actual results achieved/to be achieved in the near future	Reasons for deviation from targets, if any
SDG 1: Target 1.31	57.9	70	The social protection system is being reformed and as a result a greater proportion of the population will be covered. The data is still pending.	Monitoring has not been done yet and some policies are still being designed as part of the NDP 12.
SDG 3: Target 3.c	Health worker density and distribution; Doctors 0.38 Nurses 3.26 per 10,000 population	2.5 for doctors	Focus on financing health sector through the SDG financing strategy, with focus on improved and more equitable distribution of doctors across the country.	
SDG 5: Target 5.c	0- (No systems to track and make public allocations for gender equality and women’s empowerment)	1 – (systems to track and make public allocations for gender equality and women’s empowerment)	As part of the INFF, gender-based budgeting as well as a monitoring framework has been put in place.	Progress has not been assessed yet, but the necessary systems and processes are now in place.
SDG 10: Target 10.4	0-(lack of Adoption of policies, especially fiscal, wage and social protection policies, and progressively	1	The INFF is firmly focused on govt. adopting policies, - fiscal, wage and social protection policies- to achieve greater equality	Monitoring has not been done yet and some policies are still being designed as part of the NDP 12.

	achieve greater equality			
SDG 17: Targets 17.3; 17.4	1.8%	0	Debt service as a proportion of exports of goods and services is likely to be reduced with increased revenue from diamonds and diversification of the economy.	

1.5. Contribution to SDG financing flows

Botswana Sustainable Financing Strategy (BSFS) (2023-2030), explored ways to fund SDG and the country’s development priorities attainment. The BSFS argues that not all SDG attainment is the task of government only, but it needs to adjust policies to crowd in the private sector to provide financing for a significant part of the task); and government also needs to review both the revenue and expenditure side of the budget to help increase fiscal space (and in the case of fossil fuel subsidies, gain twice over when spending that goes against SDG attainment is cut, such as fossil fuel subsidies) and then used to bolster SDG attainment. The resulting deficit will be much smaller, which then will need to be financed using the whole spectrum of forms of financing, not only debt-creating ones (e.g., given the large State-Owned Enterprise sector, some well targeted privatization could help here).

Execution of Zero-Based Budgeting technical support was instrumental in advocacy with all relevant stakeholders, including Ministry of Finance (MoF), 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. This paved way for the formulation of detailed guidelines and training modules during Phase 2, to be utilized during in-person trainings in Phase 3.

The availability of the family planning investment case has spotlighted family planning as a high impact intervention in terms of cost and effectiveness, with a high return on investment, while also having a ripple effect on other transformative result areas such as gender equality and women’s empowerment, and maternal health. This is expected to strengthen the positioning of family planning in terms of attraction and sustainability of financial flows.

1.6. Results achieved on contributing to UN Development System reform

Working through the Resident Coordinator’s Office helped streamline reporting as well as aggregation of results. It also enabled the staff dedicated to the JP to meet as a team regularly to assess progress, identify challenges and agree on the way forward. Additionally, the cohesiveness of the joint initiative was also appreciated by the implementing partners (i.e. Government counterparts) as well as other partners, with the UN coming in as one entity rather than in a fragmented manner.

The roll out of the joint programme coincided with the development of UN’s cooperation framework, 2022-26 and as such it helped to inform several outputs and activities under the prosperity workstream/outcome area. Linkages were also established with other outcome areas of the Cooperation Framework. Moreover, the very design and thrust of the joint programme was predicated on bringing together areas of work that were deemed critical including the investment case for family planning, gender-based budgeting as well as more effective and

efficient use of resources through advocating and helping to implement performance/outcome-based budgeting. The joint programme also helped the UN position itself with the core work of the Ministry of Finance (typically an area where the World Bank and IMF lead). Finally, it helped to connect the budgeting and planning processes of the government.

Examples from Agencies:

The JP managed to improve interagency coordination on social protection in Botswana. Various UN Agencies have their footprint in social protection landscape. While this is critical as it allows for more resources to be deployed in this sector, however, the challenge is poor inter-agency coordination which in some instances results in duplication. In Botswana, UNICEF and the UNDP have been active in the social protection programming, the JP with its structure coordination mechanism led by the RCO enabled improved coordination in programming which resulted in complementary interventions and sharing of experiences.

In line with the UN Reform agenda of delivering-as-one, the JP strengthened coordination of UN support to the government of Botswana in the data and analysis phase of the census project, where UNFPA served as the convener and liaison between the UN agencies (UNDP) and the national statistics office, Statistics Botswana.

1.7. Results achieved on cross-cutting issues

The intervention on improving allocative efficiency through the adoption and institutionalization of the ZBB principles allowed for creating more fiscal space through achieving efficiency gains. This in turn allows for improved allocation on critical interventions that promote gender equality and women empowerment, youth, and principles of leaving no one behind.

The primary objective of the family planning investment case is to advance gender equality, women's sexual and reproductive rights, as well as women's empowerment, while targeting the furthest left behind first, including women who are rural dwellers, least educated and of low socio-economic status.

In addition, gender-based budgeting and incorporating a gendered lens to the SDG financing strategy has been critical to the overall work of the joint programme. This has allowed for a much more nuanced approach to financing SDGs (through the INFF). The government has welcomed this approach as it has managed to address several longstanding issues related to budgeting and allocation of development resources.

1.8. Results achieved on COVID-19 recovery

The messaging, advocacy and workshop held around the INFF helped establish broader development partnerships and provided a new lens through which to view development financing. While a direct causal link between the JP and strengthened ways to finance the pandemic recovery is hard to establish, the INFF did open up new avenues of development finance for the government. As Botswana relies heavily on revenue from diamond sales, the volatility in the diamond market during the pandemic has had a severe fiscal impact on Botswana. Post-pandemic, there is much greater emphasis and appreciation (via discussions with government counterparts) on finding more efficient and effective ways of spending. Therefore, a shift toward performance-based budgeting (through the ZBB approach) was welcomed.

1.9. Strategic Partnerships

Social protection interventions under the JP facilitated the establishment of a Social Protection Development Partner Technical Working Group which comprises the UN Agencies working on social protection in Botswana and the World Bank. This has allowed for improved coordination among partners and development of a common narrative on social protection, thus, reducing conflicting messages to government.

Also, the UN was able to connect issues that are usually distinct and separate. The investment case for family planning brought together the health ministry, health professionals, and health related NGOs with the Ministry of Finance colleagues. This was instrumental in broadening the scope of development financing discussions to look at health as critical driver of overall SDG achievement.

Finally, the JP was able to bring together a diverse range of development actors, including the biggest diamond producer and company (De Beers/ Debswana) and discuss opportunities to drive SDG-related investments. One benefit of bringing non-traditional partners to the proverbial table has been that the government has welcomed them and is now open to engaging them in the development of the 12th national development plan.

1.10. Additional financing mobilized

Botswana is an upper middle-income country with a population of 2.3 million. Botswana has a well-endowed sovereign wealth fund and diamond revenues have helped it to buffer its finances. Lack of resources—development or otherwise—is not the main concern. There is much more urgency around the effectiveness and efficiency of spending to achieve positive development outcomes. Therefore, there hasn’t been a big push for drawing external resources to the fund the SDG financing strategy. If the government truly views it as a value addition, it will finance its implementation and adoption. Currently, the UN is waiting for the government to pass it through cabinet and get it endorsed and then duly adopt it.

Thus far, the government and other entities (including the IMF and EU) have provided in-kind resources through hosting meetings, lending the time of their technical staff, and developing/commissioning a diagnostics report of the Botswana financial sector as part of the overall work. Business Botswana (the national chamber) organized consultations with its constituencies.

The UN agencies have co-financed (allocations reflected in the initial table in this report) the overall work of the JP.

Source of funding	Yes	No	Type of co-funding/co-financing	Name of organization	Amount (USD)	Comments
Government	<input type="checkbox"/>	<input type="checkbox"/>				
Donors/IFIs	X	<input type="checkbox"/>	In kind	IMF and EU	NA	Conducted a diagnostic of the financial sector to complement the work of the JP.
Private sector	<input type="checkbox"/>	<input type="checkbox"/>				
PUNOs	X	<input type="checkbox"/>	Cash Cash Cash Cash	UNWOMEN UNDP UNICEF UNFPA	13,000 62,970 25,000 15,000	
Other partners	X	<input type="checkbox"/>	In kind	Business Botswana and Ministry of Finance	NA	Hosting workshops and discussion roundtables.

2. Results by JP Outcome and Output

Programme Outcome 1: An integrated INFF and SDGs Financing Strategy and its core institutional components are developed and implemented

The social protection financing architecture, a sub-component of the INFF, has been strengthened through availability of evidence on the fiscal implications of rolling out the National Social Protection Framework (NSPF). Three sub-outputs were delivered under this output which include (i). Social Protection Budget and Expenditure Analysis, examining patterns and trends in the level of investment in social protection in Botswana to understand the allocation and utilization of resources in the sector; (ii). Financing and Fiscal Space Analysis which provided evidence on the availability of fiscal space to roll out shock-responsive social protection interventions in Botswana in line with the National Social Protection Framework, using the fiscal space diamond as the conceptual framework and (iii). Social Protection Funding Gap Estimation providing details of resource requirement to implement social assistance programmes as envisaged in the National Social Protection Framework.

The analysis and the ensuing stakeholder engagement through the validation workshop enabled stakeholders in the social protection space to come together to discuss the findings of the analysis. It was noted that most of the technical officials in the working on social protection from the various ministries had not been aware of the National Social Protection Framework that had been adopted by Cabinet in August 2020. This was observed a key hinderance for the implementation of planned reforms in social protection in Botswana.

Advocacy efforts to elevate family planning as a high impact intervention that yields a high return on investment are expected to be strengthened with the availability of empirical evidence generated during the investment case undertaking. Further, the high-level dissemination platform targeted at members of parliament and cabinet, resulted in improved understanding of high impact sexual and reproductive health and rights interventions and their positive externality to other sustainable development aspirations.

Programme Outcome 2: Zero-based budgeting principle is adapted and ready to be piloted

The GoB has fully adopted and implementation Zero Based Budgeting. ZBB has already proven to be a successful budgeting method in Botswana, resulting in improved spending efficiency, streamlined budget lines, and better allocation of resources, ultimately creating more value for the Government.

Since adoption of ZBB by the Government of Botswana, there have been notable achievements. The Ministry of Finance reports having observed significant improvements on allocative and spending efficiencies, costing and revenue maximization strategies as noted by the Minister of Finance, Hon Peggy O. Serame, in her 2023 Budget Speech, see Box 1. In addition to efficiency gains, the ZBB approach has strengthened the bottom-up budget process, ownership and engagement between the line ministries and the Ministry of Finance. The budget preparatory period has been extended by an additional month to allow for more engaging and deeper consultative process.

Box 1

71. Further, **Mr. Speaker**, as part of the improvements to the national budgeting process, the zero based budgeting approach has improved the costing of budgetary requirements for Ministries, Departments and Agencies. MDAs' submissions included detailed costing of goods and services they will need in the coming year. The revenue maximization and cost containment initiatives that are part of this approach continue to gain traction as some Ministries, Departments and Agencies are beginning to come up with realistic and informed estimation of their budgetary requirements as well as streamlining internal operational processes to contain costs and to improve efficiency in public spending.

2023 Budget Speech, , Hon Peggy O. Serame, Minister of Finance, Republic of Botswana, February 2023

A diagnostic and assessment report of what it would take for the GoB to rollout and pilot the zero-based budgeting principle in the selected ministries was produced. This enable the Government to adopt a phased approach the adoption of ZBB which was ultimately adopted for the whole Government. 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. In addition, capacities for enhancing efficiencies in budget preparation were enhanced through training of finance and budget administrators from all line ministries.

ZBB Guidelines and Monitoring and Evaluation Framework were developed are now being used as refence tools to support budget practitioners in implementing ZBB. In addition to the tools and manuals produced, about 120 budget practitioners from line ministries were trained on their use.

Notwithstanding the improved spending efficiency and streamline budget lines, the ZBB implementation and the hands-on capacity building exercise revealed structural weakness of the national budget formulation and execution process that inhibit the full realisation of the objectives of ZBB. The budget formulation appears to be siloed and confined to finance and planning officers with limited engagement of sectoral technical practitioners which results insignificant budget credibility issues during implementation.

3. Challenges and Changes

Given that the JP started during the height of the pandemic, there were significant delays initially. Government was not forthcoming given challenges in meeting in person and challenges with internet connectivity. Also, the government had competing priorities (i.e. roll out of vaccines, roll out socio-economic pandemic measures, enforcing pandemic measures, mitigating the negative economic and social impact of the pandemic etc.), which delayed implementation of the JP.

Also, there was regular and significant turn over both within government and the UN, which created challenges of implementation for the JP. These challenges were one-off but did lead to delays.

Implementation of the ZBB and social protection components faced time delays in delivery. The drivers for delayed implementation of the planned outputs were the delayed response by government departments on providing inputs to the draft products that would have been submitted. In addition, the unavailability of core-technical counterparts for some of the analytical product due to competing assignment meant that some of the

reviews, inputs and capacity building interventions had to be delayed accommodating the competing demands. This resulted in delays. To address some of these challenges, particularly the delayed reviews and submission of comments for delivered analytical products, stakeholder validation workshops were conducted after submission of draft documents that allowed the service providers to present and get comments from the participating stakeholders which were then used to iterate the draft analytical products allowing for finalisation with inputs from stakeholders.

Notwithstanding the strengthened advocacy position, implementation of the recommendations from the investment case remains limited, with no evidence of increased financial flows observed as yet. Regarding the support for the thematic data analysis, significant delays have been experienced with regards to accelerating the thematic data analysis and dissemination phase of the population and housing census, due to protracted delays in completion of data quality and consistency checks.

4. Sustainability and Country Ownership

ZBB has been adopted by government as a budgeting principle and is now embedded in the budget formulation process. The institutionalising of ZBB in the government budget preparation process ensures sustainability as it being driven by the government led by the Ministry of Finance as one of the public finance management reforms aimed at reducing wastages and improve efficiencies in public finance. While a total of approximately 120 budget practitioners across all line ministries have been trained on ZBB, there is need for further in-depth capacity building at different level within the hierarchy of line ministries including sectoral technical practitioners to improve understanding of the ZBB principle. This will also assist in addressing the structural challenges that exist regarding budget formulation, execution and reporting to be perceived as the purview for finance and planning officers to include sectoral programmes practitioners.

Ownership for reforms and options presented in the social protection fiscal space and funding gap analysis still remains a challenge despite the fully participation of the government departments including the Department of Social Protection as the key counterpart. This is mainly due to the slow pace that the Department of Social Protection has adopted in rolling-out the National Social Protection Framework. The limited knowledge on the new framework by the other line ministries implementing other social protection programmes makes it difficult for the government to expedite the reform process. The reason for the slow pace is due to a combination of factors of which some include, weak accountability and limited technical capacity in the Department for Social Protection to comprehend the NSPF reforms. Going forward, it is necessary that the UN technically support the Department of Social protection to disseminate the NSPF, systematically provide technical support for its rollout including capacities for coordination.

The entire process to undertake the family planning investment case from inception, dissemination and implementation has been led by the government of Botswana through the Ministry of Health. This process was overseen through already existing technical structures, that provided the data and quality assurance at various stages of the process, including validation workshops. Further, ministry of health assumed a leadership role in the dissemination of the final report in both national and regional platforms. This demonstrates the extent of national ownership of the final product.

5. Communications

5.1. Communication products

A communications plan was developed during the inception of the joint programme. It entailed a social media strategy, outreach strategy as well as a partnerships strategy. While a couple of blogs were written, there was more emphasis sharing content through social and print media.

5.2 Events

Type of event	Yes	No	Number of events	Brief description and any highlights
JP launch event (mandatory)	X	<input type="checkbox"/>	1	A major launch event was undertaken in Q4 of 2020 attended by government and development partners.
Annual donors' event* (mandatory)	X	<input type="checkbox"/>	2	Two events- one in 2021 and the other in 2022 were undertaken
Partners' event ** *(optional)	X	<input type="checkbox"/>	1	Undertaken in 2022 which brought together partners for the INFF.

6. Lessons and Best Practices

6.1. Key lessons learned, best practices, and recommendations on SDG financing

- There is a level of adapting that may be required to adjust objectives of the INFF. In an upper middle-income country such as Botswana, resources mobilization for SDG related investments may be less of a priority than ensuring more effective and efficient spending. Such nuances need to be incorporated into the INFF framework. It should be adapted to country context.
- Second, while obtaining initial buy-in of government is critical, it needs to be worked on on a continuous basis, especially as competing priorities do emerge. The INFF was competing with the onslaught of the pandemic, high inflation, high interest rates, impact of Russia-Ukraine conflict, and high levels of unemployment and inequality. A clear case has to be made as to why the INFF is critical not only as a stand-alone public good, but also as a product that complements and supports in helping to address other issues.
- Obtaining buy-in of development partners is also critical. Important that our overall general presentation be able to go beyond providing a superficial understanding of the INFF and its overall logic. It should also delve into operational details and the potential feasibility of adopting it in a particular context.

Key lessons learned and best practices, and recommendations on Joint Programming

- A better job can be done to think through the connections between the outcomes as well as between the outputs related to different outcomes. This would be an internal UN-level discussions bringing in the relevant agencies.
- Feedback from government has been that the INFF is a blueprint that must be adapted to local realities and context. The government clearly needs to 'see' the short and long-term value add and benefit of instituting the INFF. WB and IMF also need to be brought on board and it seems to be inconsistent with their narrative/tools.
- Another lesson learnt along the way was to establish key institutional mechanisms (steering committees and working groups) so that reliance on any specific individuals is minimized due to turnover in government staff. Also it is critical that working level and technical level relationships are forged early on, as the early buy-in for any JP is usually secured at the senior level and not at the working or technical levels.

Annex 1: Consolidated results framework

1. JP contribution to global programmatic results (full programme duration)

Joint SDG Fund Global Outcome 2: Additional financing leveraged to accelerate SDG achievement (Complete table below): **NA**

Indicators	Baseline 2019	Target (end of JP)	Result (end of JP)	Notes
2.1: US\$ & Ratio of financing for integrated multi-sectoral solutions leveraged disaggregated in terms of public and private sector funds				

Joint SDG Fund Global Output 4: Integrated financing strategies for accelerating SDG progress implemented (Complete table below and provide details as requested) **UNDP to provide info**

Indicators	Baseline 2019	Targets (end of JP)	Results (end of JP)	Notes
4.1: #of integrated financing strategies/instruments that were tested				
4.2: #of integrated financing strategies that have been implemented with partners in lead				
4.3: # of functioning partnership frameworks for integrated financing strategies to accelerate SDG progress				

2. Selected global operational effectiveness indicators

2.1. Did your Joint Programme contribute to the improvement of the overall UNCT coherence?

- Yes, considerably contributed
 Yes, contributed
 No

Explain briefly: UNCT comes together once a month and the SDGF JP is a standing agenda item to which JP UN agencies contribute via a progress update and receive feedback. It also stood as a good example of joint programming.

2.2. Did your Joint Programme contribute to avoiding duplication of efforts for the participating UN agencies in interaction with national/regional and local authorities and/or public entities?

Yes,

No

N/A (if there are no other joint programmes in the country)

Explain briefly: agencies were able to iron out and discuss a joint way forward and also assess progress in a joined up manner, which in turn enhanced consistency in overall messaging to the government and development partners.

3. Results as per JP Results Framework

Result / Indicators	Baseline	Original Target (as per ProDoc)	Revised Target (if applicable)	Result (end of JP)	Reasons for variance from original target (if any)
OUTCOME 1: By 2022, Botswana has a fully operationalized integrated INFF, and SDGs Financing Strategy and its core institutional components developed and implemented.					
Outcome 1 indicator: DFA & INFF/SDGs Financing Strategy					
Output 1.1 indicator: # of diagnostics & assessment of financing landscape and financing strategies	0	1	N/A	1	
Output 1.2: By 2022, Botswana has in place a gender responsive national budget and a gender-based budgeting strategy.					
Output 1.2 indicator: # of gender responsive national budgets and gender-based budgeting strategies	0	1	N/A	1	
Output 1.3: By 2021, an oversight committee and secretariat bodies are established and operationalized to oversee the INFF process.					
Output 1.3 indicator: oversight committee and secretariat established	0	1	N/A	0	An Oversight committee and secretariat for the INFF Strategy is proposed in the BSDS and are awaiting be established

Output 1.4: By 2022 Botswana has in place a fully operationalized multi-stakeholder dialogue platform					
Output 1.4 indicator: # of multistakeholder platforms established	0	1	N/A	0	A multistakeholder platform is proposed to be established
Output 1.5 indicator: By 2022 the national budget and financing strategies are sensitive to the needs of the poor and all vulnerable groups in the society with focus on poverty eradication and the fight against inequality and exclusion					
Output 1.5 indicator: number of people centred national budget and financing strategies			N/A		
Output 1.6: By 2022 Botswana's financing sources are diversified with new financing instruments and enhanced national capacity towards delivery of the SDGs					
Output 1.6 indicator: # of new financing instruments & investment cases	0	1	N/A	1	N/A
OUTCOME 2: By 2022 Botswana successfully adopts the zero-based budgeting principle and upscaled same in all sector MDAs					
Outcome 2 indicator: zero-based budgeting principle piloted in 10 sector MDAs	0	5	6	6	Additional training was conducted for the M & E Framework
Output 2.1: By 2022 Botswana has successfully undertaken a diagnostics and assessment to pilot the zero-based budgeting principle in selected sector MDAs					
Output 2.1 indicator: # of diagnostics and assessments	0	1		1	
Output 2.2: By 2022 Botswana has in place guidelines to guide the piloting of the zero-based budgeting principle in selected MDAs					
Output 2.2 indicator: # of zero-based budgeting guidelines	0	1		1	
Output 2.3: By 2022 sector MDAs have enhanced capacity to successfully implement zero-based budgeting principle					
Output 2.3 indicator: # of capacity building training	0	1	2	2	Second training was conducted

workshops on zero-based budgeting					on the M & E Framework
Output 2.4: By 2022 Botswana has in place an effective monitoring and evaluation framework to guide the implementation of the zero-based budgeting principle in all sector MDAs					
Output 2.4 indicator: A fully operationalized M&E framework	0	1		1	

Annex 2: List of strategic documents

1. Strategic documents that were produced by the JP

Title of the document	Date (month; year) when finalized	Document type (policy/strategy, assessment, guidance, training material, methodology etc.)	Brief description of the document and the role of the JP in finalizing it
Botswana Development Finance Assessment (DFA)	March 2022	Assessment	The DFA (i) analyzes the financing landscape covering all public, private, domestic and international resources (ii) analyzes 1 to 3 focus areas (around a particular finance flow, national development priority, or INFF building block) that will affect the country's ability to achieve results across the economic, environmental, gender equality and social dimensions of sustainable development (iii) assesses the strength of government's existing financing strategies, policies and institutional structures to meet key financing challenges (iv) assesses the strength of the building blocks of the Botswanan integrated national financing framework and (v) identifies constraints that hinder government attempts to mobilize financing for sustainable development results, where integrated financing solutions support could be offered. It also provided the Road Map that served for the formulation of the Botswana INFF Financing Strategy.
Botswana Sustainable Financing Strategy	June 2023	Strategy	The Botswana Sustainable Financing Strategy provides an integrated

			<p>response to the National Vision, NDPs and Reset agendas and the implementation of the SDGs. Builds from the Botswana Development Finance Assessment, the Strategy brings together existing financing policies, regulations, instruments and processes within a national and district level framework to mobilize financial resources. It provides coherence between different financing policy areas (public and private financing and macro-systemic issues) and the national and local sustainable development priorities, while also outlining options to guarantee collaboration across stakeholders and partners. Its primary objective is to narrow the SDG financing gap by implementing policy, regulatory, capacity and financial instrument reforms, providing a gender-responsive, green and climate-smart SDG financing strategy based on dialogue and partnerships for the goals and with a focus on SDG localization through decentralization. The strategy is structured around the following focus areas: i) Enabling governance and coordination measures; ii) Domestic public measures; iii) Domestic private measures; iv) International public measures; v) International private measures; vi) Cross Cutting themes; and vii) New financing instruments</p>
<p>Social Protection Fiscal Space and Funding Gap Analysis in Botswana</p>	<p>September 2023</p>	<p>Assessment</p>	<p>The Report presents results of the assessment of Botswana’s Social Protection</p>

			with the aim to determine the level of resources that will be required to roll out the new National Social Protection Framework (NSPF) and assess the adequacy of available fiscal space. The analysis also explores alternative financing options to mobilize additional resources required to roll out shock responsive social protection. The assessment was funded through the JP with complimentary funding from UNICEF.
Zero Based Budgeting Guidelines	August 2022	Guidance	Provides technical guidance on ZBB. Technical support for the development of the guidelines was funded through the JP.
Zero Based Budgeting in Botswana, Monitoring & Evaluation Guidelines	April 2023	Guidance	Provide technical guidance on monitoring and evaluating ZBB budgets. Technical support for the development of the M & E guidelines was funded through the JP.
Investment case for ending the unmet need for family planning	December 2021	Assessment	The report provides the empirical evidence as measured in costs and health gains for ending the unmet need for family planning

2. Strategic documents to which the JP directly contributed to

Title of the document	Date (month; year) when finalized	Document type (policy/strategy, assessment, guidance, training material, methodology etc.)	Brief description of the document and the role of the JP in finalizing it
Common Country Analysis	October 2023	Analysis/assessment	INFF/ SDG financing strategy informed the content of this strategy.
Transitional National Development Plan	July/August 2022	Strategy	The transitional National Development Plan document relied on the financing assessment document as one of its inputs.
UN Development Cooperation Framework 2022-26	December 2021	Strategy document	Relied to material of the JP, especially for content of outcome 4 of the CF.

Annex 3. Communications materials

1. Communication products

Title of the document	Date when finalized (MM/YY)	Brief description and hyperlink (if it exists)
Investment Case Towards Ending Unmet Need for Family Planning – Botswana Synthesis Report	September 2021	https://botswana.unfpa.org/sites/default/files/pub-pdf/botswana_synthesis_report_.pdf
Blog- The United Nations Supports Botswana In Designing And Implementing An SDG Financing Strategy	May 2021	https://jointsdgifund.org/article/united-nations-supports-botswana-designing-and-implementing-sdg-financing-strategy
Short blog	Summer 2021	https://www.geopolicity.com/copy-of-azerbaijan-unsdcf
Press release	Dec 2021	https://www.undp.org/botswana/press-releases/integrated-national-financing-framework-inff-financing-dialogues-rolled-out-capture-roles-and-aspirations-all-entire-economic

Annex 4: Stakeholder feedback

If applicable, include a list of all stakeholders interviewed during the final report preparation and summarize their feedback.

No	Name of entity	Name of Representative	Title	Contact information	Role in the programme	Summary of feedback