

M-GA Joint Programme Proposal Template, Thematic Call for Proposals on Fragility and Conflict, Climate Change, and Informality Round 2, May 2025

MPTFO Project Reference Number (For PUNOs only)	<i>(Leave blank, for automatic population in Quantum)</i>
Country	Botswana
Region (select as appropriate)	UN: Africa WB: AFE
Joint programme title:	Advancing Social Protection and Employment Opportunities in Botswana
Duration (NB activities must be completed within 24 months of approved funding):	24 months
Anticipated start and end dates:	10/2025 – 09/2027
Joint Programme members:	
Resident Coordinator	Ms. Wenyan Yang yang@un.org
Joint Program RCO focal point	Mr. Taimur Khilji, Economist, Botswana RCO – taimur.khilji@un.org
Lead PUNO JP Focal point	Mr. Samuel Phiri (UNICEF) samphiri@unicef.org
PUNO 1 JP Focal point	Ms. Jasmina Papa (ILO) papa@ilo.org
PUNO 2 JP Focal point	Ms. Bonolo Mathiba (UNDP) bonolo.mathiba@undp.org
World Bank Country Director/Manager	Mr. Liang Wang lwang9@worldbank.org
World Bank Practice Manager	Mr. Suleiman Namara, snamara@worldbank.org
World Bank TTL (ADM responsible) ¹	Mr. Gaston Blanco, gblanco@worldbank.org
Total budget:	\$ 910,000 (USD)

¹ TTL of the P code to which the grant is linked is automatically the TTL of the grant. TTL must be ADM responsible and must ensure that ASA processing adheres to the for country, regional and global activities (see [Accountability and Decision Making \(ADM\) framework](#)).

Source of funds:	
UN Joint SDG Fund	\$ 310,000 (USD)
PUNO 1 co-funding, <i>if applicable</i>	
PUNO 2 co-funding, <i>if applicable</i>	
SPR Umbrella Trust Fund	
World Bank co-funding, <i>if applicable</i>	\$ 600,000 (USD)
Government co-funding, <i>if applicable</i>	
International donor co-funding, <i>if applicable</i>	
Other sources co-funding, <i>if applicable</i>	
Legal context (for PUNOs only)	The legal basis for the joint programme is the Legal Annex for the signed United Nations Sustainable Development Cooperation Framework (2024-2028). It refers to the cooperation or assistance agreements or other agreements that are the existing legal basis for the relationship between the Government of Botswana and each participating UN Organization.

DECLARATION OF COMMITMENT AND SIGNATURES OF JOINT PROGRAMME

By signing this Joint Programme document, all signatories commit to work together in a spirit of partnership to achieve the results identified in the results framework, work plan and budget.

Joint Programme Lead	
GOVERNMENT COUNTERPART	Mr. Kabo Diamond Moseki , Deputy Permanent Secretary, Ministry of Local Government and Traditional Affairs Date and Signature: Name of Ministry: Ministry of Local Government and Traditional Affairs Mrs. Tshepo Nkwadi , Deputy Permanent Secretary, Ministry of Labour and Home Affairs Date and Signature: Name of Ministry: Ministry of Labour and Home Affairs
RESIDENT COORDINATOR	Mr. Zia Choudhury June 20 th , 2025 
WB COUNTRY DIRECTOR/MANAGER	Mr. Liang Wang June 20 th , 2025
Participating UN Entities	
LEAD PUNO	Mr. Samuel Phiri (UNICEF) June 20 th , 2025
PUNO 1	Ms. Jasmina Papa (ILO) June 20 th , 2025
PUNO 2	Ms. Bonolo Mathiba (UNDP) June 20 th , 2025
World Bank Endorsement	
World Bank teams: Please attach a completed CMU Endorsement Template or explain how and when endorsement will be obtained.	

The JP Steering Committee will rely on existing tri-partite governance structures at the country level, including that of the GA where it exists, which will organize dedicated M-GA meetings to review M-GA related documents and decisions

JOINT PROGRAMME SUMMARY

Problem to be addressed, and activities to be undertaken (max 200 words)	Botswana's social protection and employment systems suffer from structural inefficiencies. Nearly 30 fragmented programmes cover 56% of the population and 79% of the poor, yet service delivery remains siloed and duplicative. Social assistance spending amounts to 3.6% of GDP -including 1.1% for public sector pensions. There are multiple opportunities for improving efficiency of the social protection system, including implementation of the Single Social Registry, improving targeting and data management, more efficient benefit delivery systems, strengthening case management, strengthening the monitoring framework, and reallocating spending to programs that have the greatest impact on reducing poverty. In the context of fiscal constraints, addressing these gaps is a priority. There are several Active Labor Market Programs (ALMPs) and youth employment initiatives to promote labor market inclusion. While these programs are broadly aligned with key vulnerabilities in the labor market, there are significant overlaps in their design and objectives. Their limited effectiveness is largely due to weaknesses in program design and concept, inadequate training and intermediation support, and persistent implementation challenges. To address these critical challenges, this JP prioritizes: (a) strengthening social protection and employment (SPE) delivery systems; (b) strengthening social protection and employment spending allocation; (c) fostering an evidence-based ecosystem initiatives for enhancing economic opportunities for youth and poor; and (d) enhancing multi- stakeholders' coordination and communication.
SDG Targets directly addressed by the Joint Programme	The JP will contribute to the achievement of the following SDG targets: • SDG 1.3: Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable. • SDG 8.3: Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, and encourage the formalization and growth of micro-, small- and medium-sized enterprises. • SDG 8.5: Achieve full and productive employment and decent work for all, including young people and persons with disabilities. • SDG 10.2: Empower and promote the social, economic, and political inclusion of all.
Proposed Objective/Project Development Objective (PDO) and expected key results (up to 3)	Proposed Objective/Project Development Objective (PDO): Enhance the efficiency and effectiveness of social protection and employment systems in Botswana. Expected Key Results: 1. Improved social protection delivery system through a fully operational Single Social registry.

2. Improved employment opportunities for youth and poor.
3. Enhanced multi-stakeholder coordination.

JOINT PROGRAM DESCRIPTION

I. Narrative description (max ~1800 words)

1. Context. Please describe the situation in the country, the constraints to expanded social protection coverage and access to productive and decent employment. What are the key problem(s) this work is intended to address or gap it's going to fill? For the UN, preferably referred to the Common Country Assessment. For the thematic track, with a particular focus on (a) fragile, conflict-affected and forced displacement contexts, (b) the transition to green, sustainable economies and societies, including helping people and communities adapt to climate change, or (c) supporting decent and productive jobs and access to social protection for informal workers. (150 words)

Botswana is an upper-middle-income country with a population of 2.5 million (2024). After experiencing economic growth averaging over 5% annually from 1966 until the 2009, driven largely by diamond exports, weaker global demand of diamond has reduced economic growth and increased a fiscal deficit (in FY24/25, growth further declined to 3%, and the deficit widened to 9.2% of GDP). Poverty (at the \$2.15/day line) fell from 29.1% in 2002/03 to 15.4% in 2015/16, and is projected to remain around 14% (358,000 people) in 2025. Inequality remains among the highest globally (GINI 54.9). Unemployment rate stands at 27.6%, with youth unemployment (15–35) at 38.2%, and those not in education, employment or training (NEET) rate at 41.3%. Informal workers make 76% of total employment, and largely excluded from social protection.

Botswana invests 5.2% of GDP into social protection in comparison to peer upper middle-income countries that typically invest 8.5% of GDP. Effective coverage with social protection, measured by SGD.1.3.1 indicator has declined from 15.4% in 2015 to 13.5% in 2023, mostly owing to decline in coverage with child benefits; employment injury and social assistance.

There are multiple opportunities for improving efficiency of the social protection system, including implementation of the Single Social Registry, improving targeting and data management, more efficient benefit delivery systems, strengthening case management, and reallocating spending to programs that have the greatest impact on reducing poverty. The limited effectiveness of Active Labor Market Programs (ALMPs) and youth employment initiatives to promote labor market inclusion is largely due to weaknesses in program design and concept, inadequate training and intermediation support, and persistent implementation challenges. In a context of fiscal constraints, addressing these gaps is a priority.

Therefore, the JP will focus on strengthening the SP systems to be more efficient in service delivery, rationalizing of social protection expenditures, and fostering an evidence-based ecosystem initiatives for enhancing economic opportunities for youth and poor.

2. Proposed Solutions. Please list the main entry/leverage points or solutions proposed by the JP that have the greatest potential for impact within the given timeframe and budget. Do you expect the proposed grant activity to be associated substantially and sustainably with a policy change or investment operation? (300 words) (for the thematic track, please refer to the indicative list of eligible activities)	The JP proposes to the following solutions: Strengthening Social Protection Delivery Systems: This activity will support the full operationalization of the Government’s Single Social Registry (SSR) through boosting interoperability with National ID database, all social assistance programs managed by the Ministry of Local Government and Traditional Affairs (MoLGTA) and government administrative databases, while enhancing data privacy protection. In parallel, this activity will support introducing an objective targeting mechanism in the SSR through the development of household data collection. Additionally, this will include support for developing Management Information Systems for Social Protection programs, as well as establishing linkages with payment systems to improve efficiency. Strengthening the capacity of government to plan, budget, and monitor social protection expenditures. This will support a public expenditure review, identify coverage gaps, and promote fiscal and policy coherence. This includes gender-sensitive policy reform, improved data and enrolment tools, and activation of national coordination platforms. Fostering an evidence-based ecosystem of initiatives that would enhance economic opportunities for youth and poor. This activity will support policy and programmatic reviews and updates in support of the Government of Botswana’s priority to promote youth employment and economic inclusion. This includes: (i) support for an updated national employment policy and multi sectoral coordination mechanism for a harmonized approach to employment promotion, which will implement a comprehensive employment policy framework that mainstreams and targets job creation, supported by a functional coordination mechanism that brings together all government ministries, Departments and Agencies, private sector employers, and development partners; (ii) development of a Youth Employment Strategy; (iii) revision and strengthening the implementation of the increased public procurement access for youth- and women-led businesses; (iv) assess the effectiveness and support the revision of the design of flagship youth employment programs, such as the Youth Development Fund and the youth volunteer internship scheme; and (v) design an evidence-based comprehensive economic inclusion program in Botswana, building on lessons from existing initiatives, incorporating demand, supply, and job intermediation aspects. Enhancing multi-stakeholder coordination. The programme includes structured policy dialogue, visibility, and knowledge sharing. A joint coordination and M&E mechanism will ensure stakeholder ownership and learning.
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3. Rationale. How do you know these are the right solutions to the problems? Is there evidence from this country, or previous experience elsewhere to justify this activity here? (150 words)	The proposed solutions are informed by country-specific diagnostics, global best practices, and ongoing government initiatives. The World Bank and UN agencies have conducted extensive reviews of Botswana’s social protection programs and systems, generating recommendations that align closely with those outlined in this Joint Program (JP). Reforms in countries such as Namibia and Rwanda—particularly in establishing social registries and coordinating social protection policies—have led to improved targeting efficiency, greater policy coherence, and more effective use of social protection spending. Similarly, successful youth employment and economic inclusion initiatives in Kenya and Lesotho have demonstrated sustainable outcomes, including increased self-employment and micro-entrepreneurship among youth and low-income populations, alongside short-term income gains. Finally, Botswana’s new administration has reaffirmed its commitment to enhancing the efficiency and effectiveness of the social protection system. This includes the imminent launch of the “New Horizon initiative”, which emphasizes the need for multisector employment solutions and prioritizes institutional coordination, demand-side job creation, and broader system reforms.
4. Contribution and/or alignment to the UN Cooperation Framework and World Bank Country Partnership Framework. Please describe the relevance of the three themes (climate, fragility, informality) to country priorities, how the expected results contribute and/or align with CF/CPF objectives, national development strategies and priorities, and related SDG targets (150 words)	The proposed joint programme aligns closely with Botswana’s UNSDCF and World Bank CPF priorities on social protection and employment. It advances UNSDCF Outcome 2 by strengthening Botswana’s social protection system to provide equitable, well-coordinated support for vulnerable populations. It also contributes to UNSDCF Outcome 4 (“Prosperity”) by reducing informality and fostering inclusive, job-rich growth – generating decent work opportunities especially for youth and women. This JP also mirrors the World Bank’s CPF pillars: Specifically, it supports CPF Engagement Area1’s focus on private sector-led, jobs-intensive growth and advances CPF Engagement Area 3 (Objective 3.1) by improving the efficiency and coordination of social protection programs to empower the poorest to ‘graduate’ into employment. Through these efforts, the programme contributes directly to SDG targets 1.3, 8.3, 8.5, and 10.2, promoting social security, formal employment, decent work for all, and greater inclusion.
5. Beneficiaries. Who are the intended beneficiaries of this activity (direct and indirect)? Are they regional or throughout the country? How many are members of neglected, disadvantaged, or otherwise vulnerable groups (example, children, youth, persons with disabilities, older persons, indigenous peoples, refugees and asylum seekers, forcibly displaced people, people vulnerable to climate change,	Direct beneficiaries in Botswana are: (a) Ministry of Local Government and Traditional Affairs (b) Ministry of Labor and Home Affairs (c) Ministry of Youth and Gender Affairs (d) Office of the President (e) Ministry of Finance Indirect Beneficiaries: - Young people who intend to start their new businesses (minimum 10000, out of which 5,000 whom would be young women)

informal workers, other)? How many women and girls? (150 words)	- Young people who intend to expand their existing businesses (minimum 5000, out of which 2,500 whom be young women) - Young people with YVET and university graduates who receive intermediation support (minimum 2,500, at least 1,250 of whom would be young women) - Economic inclusion program: 30,000 poor unemployed individuals (at least 50 percent women) with financial and counseling support for implementing self-employment initiatives.
6. Gender. How does the proposed activity address gender-specific gaps or barriers ? (for PUNOS, please also fill in the Gender Marker) What outcomes are gender-responsive or gender-transformative? (150 words)	The JP proposed activities will apply a gender-responsive approach across social protection and employment interventions. Social protection enrolment and targeting systems will be improved to include gender-disaggregated data and respond more effectively to the specific vulnerabilities of women, including female-headed households. These improvements will help ensure equitable access to benefits and services. Employment-focused activities will promote gender parity in beneficiary selection, especially under youth-focused programs. Selection tools will be reviewed to eliminate bias and improve outreach to underserved groups, including young women and poor jobseekers. The JP will also aims to close gender gaps in access and outcomes, contributing to more inclusive economic participation and protection. Over time, these actions will support gender-transformative change , especially in reducing care burdens and increasing financial independence.
7. Lessons. How will the team engage with and communicate results and lessons learned to key stakeholders, including national counterparts, development partners, and donors? Please indicate key communication and visibility actions (details to be provided in annex) (150 words)	The programme will adopt a participatory, government-led approach to capturing and sharing lessons. A Technical Advisory Group, comprising key ministries and institutions, will provide oversight and meet biannually to ensure strategic alignment and institutional learning. It will approve the annual work plan and progress reports. Engagement with national stakeholders, donors, and development partners will be sustained through technical working groups and joint review forums. Lessons and results will be disseminated through a high-level policy dialogue, stakeholder workshops, media releases, sectoral consultations, and annual summary reports. Strategic use of social media will amplify success stories, elevate key issues (especially around informality and youth employment), and expand public engagement. These activities will be supported by a communications plan that includes traditional media, digital storytelling, and knowledge products tailored for national visibility and donor reporting. The programme will launch at a high-level event, supported by a communications plan that includes traditional media, digital storytelling, and knowledge products tailored for national visibility and donor reporting.
8. Does this proposed activity build on past government activities , SPR- or SDG-Fund-	This proposal builds on longstanding efforts by the Government of Botswana and development partners to strengthen social protection and employment systems. It draws directly from the National Social

supported activities, in particular M-GA or GA activities, IDA/IBRD-financed projects, projects from UN agencies or others? If so, please describe? (150 words)	Protection Framework, the Social Assistance Reform agenda, and social protection and system and expenditures supported by UNICEF, RCO, UNDP, ILO, and the World Bank. It also builds on the implementation of the National Employment Policy (2021), which has faced delays due to limited coordination mechanisms. Finally, it also builds on the development of the Youth Employment Dashboard designed to monitor real-time the progress and reach of the different youth employment initiatives at country level. These efforts provide a strong foundation to take reforms to scale and improve efficiency and effectiveness. The JP proposed activities align with past and ongoing technical assistance from the World Bank and UN agencies, and contributes to operationalizing commitments under the Global Accelerator on Jobs and Social Protection framework.
9. Is complementarity with other relevant initiatives in particular previous GA and/or MGA. How are the proposed activities linked to any other ongoing or future government-led, IDA/IBRD-financed, or project from planned relevant initiatives implemented by governments, development partners (including WB/ UN agency or), other IFIs/DFIs and other stakeholders? If so, please describe. (100 words)	While Botswana has not previously received GA or M-GA implementation funding, the proposed activities build on technical assistance that aligns with GA principles. UN agencies and the World Bank have supported Botswana with diagnostics, design support, and policy dialogue on social protection system strengthening and employment promotion.
10. Justification for financing from the M-GA. Please describe why the proposed activity benefits from collaboration of World Bank and UN agencies. How will this activity make best use of the comparative advantage of each participating agency? (150 words)	Botswana is facing a fiscal crisis that necessitates urgent action to improve the efficiency and effectiveness of social protection and employment (SPE) spending. At the same time, the country is grappling with a growing youth employment challenge that requires targeted interventions. This Joint Program (JP) proposes a set of measures aimed at transforming SPE service delivery, rationalizing public spending in the sector, and strengthening employment programs for youth and low-income populations. Harmonizing the policy recommendations and technical assistance support of UN agencies and the World Bank will be critical to addressing these challenges, and this Joint Program (JP) presents a unique opportunity to operationalize that coordination. The UN agencies and the World Bank will continue to play a vital role in strengthening Botswana’s social protection and employment (SPE) system, leveraging their global expertise and resources to help address the country’s specific challenges.

11. Coordinating and implementing arrangements Please outline the roles and responsibilities of the Resident Coordinator/Resident Coordinator Office, Participating UN Organizations (PUNOs), the World Bank, national counterparts and other relevant stakeholders (150 words)	A lean and functional coordination structure will be established upon project approval. A Steering Group will comprise a representative of the heads of the three line ministries, WB and participating PUNOs under the leadership of UN Resident Coordinator (RC), a co-chair from the Office of the President (OP). It will provide strategic oversight, approve work plans and reports, and ensure alignment with national priorities. A Technical Working Group, composed of Directors from relevant ministries, technical experts from the World Bank, RCO and PUNOs, will oversee implementation and ensure cross-sector coordination.
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- II. Work Plan: Proposed activities, project components, and outputs.
- II.1. Outputs and SDG Target and Gender Marker (to be completed by PUNOs).

Output	SDG Target	Gender Marker
Output 1: Strengthening Social Protection Delivery Systems. Government capacity is strengthened to establish a fully operationalized Single Social Registry and Management Information Systems for Social Protection programs of the Ministry of Local Government and Traditional Affairs for streamlined service delivery of SP programs	1.3	1
Output 2: Strengthening the capacity of government to plan, budget, and monitor social protection expenditures. Improved spending efficiencies for social assistance programmes.	1.3	2
Output 3: Fostering an evidence-based ecosystem of initiatives that would enhance economic opportunities for youth and poor. Strengthened employment policy strategy, especially for youth and poor, including existing program redesign and implementation support, design new programs and implement a result based monitoring and evaluation.	8.3, 8.5, and 10.2	3
Output 4: Enhancing multi-stakeholder coordination. Strengthened government coordination and knowledge sharing.	10.2	1

II.2. Activities, project components, and provisional budget allocations

Activity / Component	Brief (<=20 word) description	Responsible partners (please indicate lead partner in bold)	Allocated Budget (US\$) ²
Output 1: Strengthening Social Protection Delivery Systems			
Activity 1 (Output 1)	IT assessment of the existing Single Social Registry (based on WB SPARKS - IT tool), definition of implementation plan for full operationalization, technical support.	WB	USD 35,000 (WB)
Activity 2 (Output 1)	IT assessment, using WB SPARKS-IT tool, of Ministry of Local Government' social protection program databases, Omang (National ID) and SORBER (Payment system) to improve interoperability with SSR.	WB	USD 90,000 (WB)
Activity 3 (Output 1)	Enhance the dynamism of the SSR by adopting on-demand data collection and enhancing interoperability with other systems / databases.	WB	USD 100,000 (WB)
Activity 4 (Output 1)	Develop and implement a MIS for Ministry of Local Government's Social Protection programs	WB, UNDP	USD 60,000 (WB)
Activity 5 (Output 1)	Revise the SSR's PMT based in the 2024/2025 Household Survey and develop a strategy of household data collection for operationalizing the SSR' PMT, including implementation plan	WB	USD 40,000 (WB)
Activity 6 (Output 1)	Design of SSR household digital portal for improving dynamism	WB	USD 30,000 (WB)
Activity 7 (Output 1)	Support the implementation of the pilot SSR household digital portal, along with a comprehensive operational review to assess functionality and inform further refinements.	WB	USD 50,000 (WB)
Output 2: Strengthening the capacity of government to plan, budget, and monitor social protection expenditures			
Activity 8 (Output 2)	Conduct a Public Expenditure Review (PER) of major social assistance and social insurance programmes; deliver a budget and expenditure tracking training for government	UNICEF, UNDP, ILO	US\$110,000 (PUNO)
Activity 9 (Output 2)	Design social protection monitoring framework based on Social Security Inquiry database and capacitate government and social partners to use it, including training of district officers	ILO	USD 25,000 (PUNO)
Output 3: Fostering an evidence-based ecosystem of initiatives that would enhance economic opportunities for youth and poor			

Activity 10 (Output 3)	Review the Botswana National Employment Policy (NEP) and its implementation plan	ILO, WB	USD 10,000 (PUNO)
Activity 11 (Output 3)	Review of the flagship youth employment programs, such as the Youth Development Fund and the Youth internship volunteer scheme	ILO, WB	USD 10,000 (WB) USD 20,000 (PUNO)
Activity 12 (Output 3)	Develop a Youth Employment Strategy based on NEP	ILO, WB	USD 10,000 (WB) USD 20,000 (PUNO);
Activity 13 (Output 3)	Review procurement regulations to increase the quotas for local businesses including those owned by young women and men	ILO, WB	USD 15,000 (PUNO)
Activity 14 (Output 3)	Develop pro-employment guidelines to track, assess and maximize decent employment creation especially for young women and men, including informal economy in public sector investments	ILO, WB	USD 20,000 (PUNO)
Activity 15 (Output 3)	Conduct Employment Diagnostics Analysis to identify binding constraints, opportunities and policy options for employment creation	WB, ILO	USD 30,000 (WB)
Activity 16 (Output 3)	Design an evidence-based comprehensive ‘jobs for youth’ approach, following the guidelines of the Government’s New Horizon initiative	WB	USD 70,000 (WB)
Activity 17 (Output 3)	Design an evidence-based comprehensive ‘jobs for the poor’ approach, following the guidelines of the Government’s New Horizon initiative	WB, ILO	USD 55,000 (WB)

² For PUNOs, please also fill in the detailed budget in Annex 1

Output 4: Enhancing multi-stakeholder coordination			
Activity 18 (Output 4)	Establish the national social protection steering committee as defined in the National Social Protection Framework and build capacity for the lead coordinating agency	UNDP, UNICEF, RCO	USD 20,000 (PUNO)
Activity 19 (Output 4)	Conduct policy dialogues and capacity building initiatives with government partners to advocate for policy reforms building towards rationalization of SP Programmes, integrated planning and development of a comprehensive national SP Policy.	UNDP, UNICEF, ILO, WB, RCO	USD 30,000 (PUNO)
Activity 20 (Output 4)	Communication, visibility, and knowledge sharing (policy briefs, stakeholder engagement)	UNDP, UNICEF, ILO, WB, RCO	US\$15,000 (PUNO)
Activity 21 (Output 4))	Project management, monitoring, and administration	UNDP, UNICEF, ILO, WB, RCO	US\$ 20,000 (WB) US\$25,000 (PUNO)

Monitoring: please only indicate output level indicators³

How will you know that change has happened? What indicators will you measure? What specific milestones will the program achieve and how do these contribute to the overall objective?

Joint Programme Outcomes			
Outcome statement 1: Government capacity is strengthened to establish a fully operationalized Single Social Registry and Management Information Systems for Social Protection programs of the Ministry of Local Government for streamlined service delivery of SP programs.			
Outcome indicator 1.1: Number of Ministry of Local Government' social protection programs that use SSR for intake and coverage gap evaluation	Baseline: 0	Target: 6	Means of verification: Ministry of Local Government report
Outcome indicator 1.2: SSR becomes more dynamic	Baseline: NO	Target: YES	Means of verification: implementation of on-demand data collection and interoperability with at least 3 databases (admin and program information systems)
Outcome statement 2: Government of Botswana has improved capacity to effectively plan, allocate and monitor resources for social protection, leading to more equitable and efficient delivery of social protection services.			
Outcome indicator 2.1: Percentage of national social assistance budgets and expenditures that are aligned with evidence-based plans and tracked through established monitoring and reporting systems	Baseline: NA	Target: 90%	Means of verification: Social Assistance Programme Report
Outcome statement 3: Strengthened employment policy and strategy, especially for youth and the poor, including existing program redesign and implementation support, design of new programs and implementation of results monitoring and evaluation.			
Outcome indicator 3.1: Number of youth who start businesses through at least 1 flagship youth employment program (e.g. the redesigned new Youth Development Fund	Baseline: 0	Target: 10,000 (At least 50% young women)	Means of verification: Flagship program reports JP progress reports

³ Please pick an indicator out of the outcome indicators below

Outcome indicator 3.2: Number of youth supported to expand businesses through at least 1 flagship youth employment program (e.g. the redesigned new Youth Development Fund)	Baseline: 0	Target: 5,000 (At least 50% young women)	Means of verification: Flagship program reports JP progress reports
Outcome indicator 3.3: Number of TVET or university young people graduates who receive intermediation support	Baseline: N/A	Target: 2,500 (At least 50% young women)	Means of verification: Ministry of labour report
Outcome statement 4: Strengthened coordination and collaboration between social protection actors to support integrated planning and efficient delivery of social protection programmes			
Outcome indicator 4.1: Existence of multi-sector plan	Baseline: No	Target: Yes	Means of verification: JP progress report

Joint Programme Outputs			
Output 1 statement: : Government capacity is strengthened to establish a fully operationalized Single Social Registry and Management Information Systems for Social Protection programs of the Ministry of Local Government for streamlined service delivery of SP programs.			
Output indicator 1.1: SSR is interoperable with OMAG, SOBER and social protection programs of Ministry of Local Government	Baseline: NO	Target: YES	Means of verification: Ongoing IT assessment conducted by the WB
Output indicator 1.2: Number of Ministry of Local Government' social protection program operating with functional MIS	Baseline: 0	Target: 6	Means of verification: Ongoing IT assessment conducted by the WB
Output 2 statement: Government of Botswana has improved capacity to effectively plan, allocate and monitor resources for social protection, leading to more equitable and efficient delivery of social protection services.			
Output indicator 2.1: PER Completed and disseminated	Baseline: NO	Target: YES	Means of verification: Social Protection PER Report
Output 3 statement: Strengthened employment policy and strategy, especially for youth and the poor, including existing program redesign and implementation support, design of new programs and implementation of results monitoring and evaluation			
Output indicator 3.1: Botswana National Employment Creation	Baseline: Nil	Target: Adopted National Youth	Means of verification: Approved published document

Strategy and implementation plan finalized		Employment Strategy	JP progress document
Output indicator 3.2: New Youth Development Fund guidelines approved	Baseline: Current YDF guidelines	Target: Revised new YEF guidelines	Means of verification: Published guidelines
Output indicator 3.3: Coordination mechanisms for National Employment Policy and Youth Employment Strategy operational	Baseline: None	Target: Coordination structures in place	Means of verification: ToRs for coordination structure Minutes of meetings
Output indicator 3.4: Procurement regulations revised to increase the quotas for local businesses from 30% to 50%	Baseline: Current procurement regulations with 30% local content	Target: New procurement regulations with 50% local content	Means of verification: Government gazette
Output indicator 3.5: Pro-employment guidelines to track, assess and maximize employment creation developed	Baseline: No pro-employment guidelines in place	Target: Approved pro-employment guidelines in place	Means of verification: Published government gazette JP progress reports
Output indicator 3.6: Evidence-based comprehensive programmatic approach on jobs for the poor and youth designed.	Baseline: No approach in place	Target: Comprehensive programmatic approach on jobs for the poor and youth in place	Means of verification: JP progress report
Output 4 statement: Strengthened coordination and collaboration between social protection actors to support integrated planning and efficient delivery of social protection programmes			
Output indicator 4.1: Existence of a National Social Protection Steering Committee	Baseline: None	Target: National Steering Committee in place	Means of verification: JP progress report
Output indicator 4.2: Number of policy guidance material developed	Baseline: None	Target: 3	Means of verification: JP progress report

III. List of key outcome indicators for the M-GA (please select all that apply)

	Final Outcome Indicators
Accelerated creation of decent and productive jobs	☐ Change in informal employment, by sector and sex (SDG 8.3.1) and, where possible, by age and disability status ○ contributing to social security by employment status ○ working within the range of 'normal working hours' (35-48h/week) ○ earning less than the defined benchmarks (for example, XX per cent of the median wage or median labour income), by status in employment ○ affiliated to a union, a professional organization, a workers' association or a member-based organization of workers, by status in employment. ○ covered by Fundamentals Principles and Rights at Work ☐ Alignment of wage growth with productivity growth ☐ Change in the number of learners benefiting from lifelong learning opportunities, by sex
Accelerated achievement of universal, comprehensive, adequate and sustainable social protection	☐ Number of persons and percentage increase in effective population coverage by social protection systems (disaggregated by sex and branch of SS), including children, people with disabilities, migrants ☐ Number of persons and percentage of population with increased level of benefits ☐ Total amount of social security contributions collected from workers (with a trend over years) / [and possibly: as a percentage of total social protection expenditures]

Appendix – answers to be provided by PUNOs only

Please fill in the tables below

Budget per UNDSG categories - for PUNOs only

Please fill in the detailed below and allocated budget of each involved agency based on the provided categories

UNDSG BUDGET CATEGORIES	PUNO 1 : UNICEF		PUNO 2: ILO		PUNO 3: UNDP		TOTAL	
	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)	Joint SDG Fund (USD)	PUNO Contribution (USD)
1. Staff and other personnel	10,000	0	21,000			0	31,000	0
2. Supplies, Commodities, Materials	0		0		5,220		5,220	
3. Equipment, Vehicles, and Furniture (including Depreciation)	0		0				0	
4. Contractual services	78,000		58,500		78,000		214,500	
5.Travel	0		12,000		15,000		27,000	
6. Transfers and Grants to Counterparts	0		0				0	
7. General Operating and other Direct Costs	12,000		0				12,000	
Total Direct Costs	100,000		91,500		98,220		289,720	
8. Indirect Support Costs (7% of total direct costs – except for WFP and UNHCR which should apply 6.5% of total direct costs)	7,000		6,405		6,875		20,280	
TOTAL Costs	107,000	-	97,905	-	105,095		310,000	-

Gender Equality marker for PUNOs

Gender Equality Marker

Please copy the output as per in the workplan and add the Gender Equality marker score and justify the scoring. Please refer to the UNSDG guidance here:

<https://help.uninfo.org/un-info/results-framework/results-framework-structure/suboutput-level/guidance-on-applying-tags-and-markers/guidance-on-applying-the-gender-equality-human-rights-and-sustaining-peace-markers>

Joint Programme Outputs	GEM Score	Justification
Output 2	2	Conducting a Public Expenditure Review of Social Protection spending in Botswana is expected to significantly contribute to gender equality. Although gender equality is not the principal objective of the Social Protection PER, gender analysis will be an integral part in the exercise to identifying inefficiencies and assessing the fiscal space for expanding and adjusting social assistance programs. Given that women, particularly female-headed households, represent a disproportionate share of those dependent on social protection in Botswana, the review will examine gender disparities in benefit incidence, adequacy, and access. By doing so, it will inform gender-responsive budgeting and contribute to more equitable outcomes, ensuring that future social protection reforms address the specific needs and vulnerabilities of women and girls.
Output 3	3	The national youth employment strategy and youth development fund guidelines and new procurement regulations are going to evidence based (showing the differential effects on female youth) and will also be gender responsive in its outputs and objectives, with sex disaggregated data and targets in the implementation plan. The strategy will be developed in a consultative manner, incorporating views of all stakeholders including youth and women associations. The targeted beneficiaries for the entrepreneurship support will ensure selection of at that least gender parity is achieved. The review of youth employment initiatives will ensure consultations for all, including women and youth is undertake
Output 4	1	A key task under this Output is to establish a National Social Protection Steering Committee which will take the lead for coordination of the social protection sector. The committee will bring policy and programme formulators together on a regular basis for integrated planning, to generate synergies and to lead the SP reform. Through this output, policy dialogues will be held to guide the reform process. Emphasis will be placed on developing gender-responsive social protection policies. As such, the consultation base will include views of stakeholders that represent the interests of women and girls.

