IDEV
Independent Development Evaluation
Évaluation indépendante du développement

AFRICAN DEVELOPMENT BANK GROUP

Mid-Term Evaluation of the Botswana Country Strategy Paper (CSP) (2022-2026)

Inception Report

August 27, 2024

Table of Contents

Acknowledgement **3**
Abbreviations and Acronyms **4**
1. Introduction 7
1.1 Background 7
1.2 Botswana Political Context 7
1.3 Economic and Social Context 7
1.4 COVID-19 and the Botswana Economy 8
2. Botswana Development Priorities 8
2.1 National Development Frameworks 8
2.2 The Botswana Country Strategy Paper 9
2.3 The Bank's Indicative Lending and Non-Lending Pipeline in Botswana 11
3. Review of AfDB's Portfolio in Botswana 11
3.1 Sectoral Focus of Projects Approved at Mid-Term 13
4. Scope, Evaluation Objectives and Evaluation Questions 13
4.1 Evaluation Scope 13
4.2 Evaluation Objectives 14
4.3 Evaluation Questions (EQ) and Sub-Questions 14
5. Methodology 16
5.1 Methodological Approach 16
5.2 Sampling 17
5.3 Theory of Change 17
5.4 Analysis of Portfolio Interventions 20
5.5 Thematic Analysis 21
5.6 Assessment of Non-lending Activities 21
5.7 Assessment of Cross-cutting Issues 21
5.8 Triangulation of Data 21
5.9 Country-level Assessment and Synthesis 22
5.10 Expected Limitations and their Management 22
5.11 Stakeholder Mapping and Evaluation Audience 23
6. Management, Evaluation Quality Assurance and Timeline 24
7. Work plan, Milestones and Deliverables 24
Annexes **26**
Annex 1: Evaluation Matrix 27
Annex 2: CSP 2022 – 2026 Results Measurement Framework 34
Annex 3: Data Collection Instruments 40
Annex 4: Synthesis Report Outline 43
Annex 5: Stakeholder Mapping and Engagement Strategy 44
Annex 6: Indicative Lending and Non-Lending Program at the Start of the CSP 48
Annex 7: References 53

Acknowledgement

Task manager(s)	Eustace Uzor, Evaluation Officer, IDEV.1
Team member(s)	Andon Nsune, Principal Evaluation Officer, IDEV.1
Consultant(s)	Dennis Chiwele and Stephen Tembo, RuralNet Associates Limited
Internal peer reviewer(s)	Abdulkareem Lawal, Consultant IDEV.0 Samson Kohovi Houtohossou, Principal Evaluation Officer, IDEV.2 Girma Earo Kumbi, Chief Evaluation Officer, IDEV.2
External peer reviewer(s)	Steve Tabor, Independent Consultant
Internal Bank reference group	Amira Mosad Elmissiry, Chief Accountability Officer, SNDR.1 Anders Cajus Pedersen, Chief Regional Power System Officer, PESD.5 Auma George Kararach, Lead Economist, ECCE2, RDGS Baboucarr Koma, Chief Governance Officer, ECGF.2, RDGS Caroline Akishule Ntumwa, Principal Country Economist, ECCE.2, RDGS Edward Batte Sennoga, Lead Economist, ECCE.2/RDGE Helio Bertachini Neto, Principal Quality, Results, Monitoring Officer, SNDR.3/RDGS. Jonathan Richard K. Banda, Financial Sector Portfolio Management Officer, PINS.2, COMW. John Ng'ambi, Senior Education Analyst, AHHD.2, RDGS Noel Kulemeka, Consultant Country Programme Officer, RDGS Paul Mpuga, Chief Country Economist, ECCE.2 Wael Soliman, Principal Hydrologist/Water Engineer, AHAI.6, RDGS
Knowledge management and communications officers	Christine Bukania, Principal Knowledge Management Officer, IDEV.3 Kate Stoney, Senior Communication Officer, IDEV.3 Salimata Traore, Consultant, IDEV.3
Special thanks to	Henda Ayari, Team Assistant
Division manager	Rufael FASSIL
Evaluator General	Karen ROT-MUMSTERMANN

Abbreviations and Acronyms

AfDB	African Development Bank
BOCONGO	Botswana Council of Non-Government Organizations
BDC	Botswana Development Corporation
BDP	Botswana Democratic Party
BMTHS	Botswana Multi-Topic Household Survey
CODE	Committee on Operations and Development Effectiveness
COVID-19	Corona Virus Disease 2019
CSO	Civil Society Organization
CSP	Country Strategy Paper
DFI	Direct Foreign Investment
EDD	Economic Diversification Drive
ERG	Evaluation Reference Group
ERTP	Economic Recovery and Transformation Plan
ERSP	Economic Recovery Support Program
EQ	Evaluation Question
FGD	Focus Group Discussions
GDP	Gross Domestic Product
GRB	Government of the Republic of Botswana
GNI	Gross National Income
KM	Kilometer
KPI	Key Performance Indicator
KII	Key Informant Interviews
M&E	Monitoring and Evaluation
MTE	Mid-Term Evaluation
MTR	Mid-Term Review
MSME	Micro, Small and Medium Enterprises
MPI	Multidimensional Poverty Index
MW	Mega Wats
NDP	National Development Plan
PRA	Project Results Assessment
RDGS	Southern Africa Development and Business Delivery Office
RDVP	Regional Development, Integration, and the Business Delivery Complex
REC	Regional Economic Community
SME	Small and Medium Enterprise
ICT	Information Communication Technology
IDEV	Independent Development Evaluation

IIG	Ibrahim Index of Governance
IRP	Integrated Resource Plan
PAIDP	Pandamatenga Agriculture Infrastructure Development Project
PPP	Public Private Partnership
TYS	Ten Year Strategy
UA	Unit of Account
UN	United Nations
SADC	Southern Africa Development Community
SDG	Sustainable Development Goal
SEGA	Strategy for Governance in Africa
SEZ	Strategic Economic Zone
TBD	To be decided
ToC	Theory of Change
VAT	Value Added Tax

Map of the Republic of Botswana



1. Introduction

1.1 Background

The Independent Development Evaluation (IDEV) at the African Development Bank Group (AfDB or 'the Bank') is undertaking a Mid-Term Evaluation (MTE) of the 2022-2026 Country Strategy Paper (CSP). The evaluation will assess the implementation and performance of the CSP, providing recommendations to the Bank's Management on how to enhance the design and execution in the remaining CSP period. The MTE will be undertaken in coordination with the Botswana CSP Mid-Term Review (MTR), being conducted by the Southern Africa Development and Business Delivery Office (RDGS), which is planned for delivery in September 2024, at the midpoint of the CSP period. The MTE is thus an opportune moment to review progress, draw useful lessons, and make strategic adjustments to enhance the implementation of the remaining CSP period.

1.2 Botswana Political Context

Botswana is a landlocked country in Southern Africa, home to 2.4 million people, and shares borders with South Africa, Namibia, Zimbabwe, and Zambia. Since independence in 1966, it has been one of the most stable and peaceful countries in Africa. This is due to the country's strong governance institutions, a functional parliamentary system that has held peaceful elections every five years, and the important role of traditional leadership structures which advocate and mobilize in support of local development interests. Botswana is highly rated by the Ibrahim Index of Governance (IIG), reflecting the strength of its governance institutions. In 2023, Botswana scored 68.1 out of 100, significantly above Africa's average IIG score of 48.9.

1.3 Economic and Social Context

Since gaining independence in 1966, Botswana has experienced remarkable economic transformation, evolving from one of the poorest countries in Africa to an upper middle-income nation with a Gross National Income (GNI) per capita of USD 6,640 in 2020. Despite being one of the world's leading diamond producers, Botswana has avoided the "Dutch disease," a condition where resource-rich countries suffer negative economic and social impacts due to their abundant resources. This success is largely attributed to strong governance institutions that have prevented overspending and ensured that expenditures remain within statutory limits. Diamond revenues have been effectively utilized to support economic growth and maintain a stable macroeconomic environment. However, a concern remains that despite the economy's rapid growth, diamond mining continues to dominate, with limited development in other sectors, particularly the labor-intensive manufacturing sector. This sector is highly desired for its job-creating potential, especially in absorbing unskilled labor from agriculture.

Despite achieving Middle-Income Country (MIC) status, Botswana struggles with low socio-economic outcomes, indicating that its economic growth has not been inclusive. Many citizens have not benefited from the growth dividends of post-independence Botswana. The recent Botswana Multi-Topic Household Survey (BMTHS, 2015/16) shows high levels of poverty and income inequality, with poverty at 16.3% and a GINI Coefficient of 0.52. A 2021 pilot survey for a Multidimensional Poverty Index (MPI) revealed that 20.84% of the population are multidimensionally poor. Additionally, unemployment remains a critical issue, rising to 25.2% and stabilizing at 23.6% in 2022, only slightly decreasing from 21% in 2020. Youth unemployment reached 44.2% in 2022, up from 41.5% in 2020. These challenges highlight significant developmental hurdles, illustrating how Botswana's growth has left behind large segments of the population.

Lack of diversification is a core challenge for Botswana's development. While the services and tourism sectors have grown significantly, benefiting many Batswana, the economy remains heavily reliant on diamond mining and a large public sector. The capital-intensive diamond mining industry has limited linkages with other sectors, resulting in minimal value chain development and low job creation, especially for those at the base of the value chain, including the poor, young people, and women. Despite being prioritized in national development plans, the agriculture and manufacturing sectors have struggled to grow. Additionally, the country's vulnerability to climate change poses significant challenges for the agricultural sector, which is vital for Botswana's diversification efforts and provides crucial income for vulnerable populations in rural areas.

One of the critical issues highlighted in Botswana's national development documents is the need to successfully develop the private sector. However, this sector faces several constraints, including inadequate transport infrastructure, unreliable and costly electricity, high internet access costs, a mismatch between labor market skills and demand, and limited access to finance. Additionally, finding effective solutions for climate change adaptation and mitigation is crucial, given Botswana's high environmental vulnerability. These challenges are key barriers to achieving the diversification needed to reduce the economy's dependence on diamond mining and support sustainable development

1.4 COVID-19 and the Botswana Economy

The COVID-19 global pandemic highlighted the fragility of Botswana's economy, shaking any remaining confidence in a diamond-driven economic model. Officially, the pandemic began in Botswana with the first reported case on December 31, 2021. The government responded by implementing measures to mitigate the negative impacts, protect the Batswana people, and support economic recovery. The pandemic exacerbated several existing challenges, including:

- Declining economic growth: The GDP growth rate sharply declined to -8.5% in 2020 due to pandemic-related disruptions, down from 3.0% in 2019. Recovery efforts saw a rebound to approximately 11.4% in 2021, followed by 5.2% in 2022, and 2.7% in 2023. However, these growth rates remain insufficient to significantly raise real incomes or create the necessary employment opportunities.
- A deteriorating fiscal position, marked by a long-term structural decline in fiscal revenues, leading to budget deficits and the depletion of financial buffers accumulated during periods of high diamond revenue.
- The urgent need to diversify exports became even more apparent, to reduce the heavy reliance on diamonds and lay the foundation for future balance of payments and currency stability.
- Increased uncertainties in the diamond mining sector, compounded by the depletion of diamond deposits, rising production costs, competition from synthetic diamonds, and rapid global market changes.
- Persistent high unemployment, slow job creation, and a Gini Index of 53.3 reflect substantial inequality, emphasizing the need for greater socio-economic inclusion and raising concerns about the exacerbating effects of climate change on vulnerable populations.

Learning from the COVID-19 pandemic, the Government of Botswana (GoB) launched a two-year Economic Recovery and Transformation Plan (ERTP 2020/2021 – 2022/2023). The plan aimed to (a) boost productive capacity by developing infrastructure, renewing productive capital, and enhancing skills; (b) immediately increase the supply of essential goods and services to reduce import reliance; (c) promote medium to long-term export growth and diversification; (d) encourage entrepreneurship and creativity; (e) implement deregulation and structural reforms to improve business ease; (f) ensure sustainable government funding and reduce the depletion of financial reserves by enhancing domestic resource mobilization; and (g) improve productivity, efficiency, and the competitiveness of Botswana's economy.

2. Botswana Development Priorities

2.1 National Development Frameworks

Botswana's development priorities are outlined in key national documents, including: 1) Botswana Vision 2036, 2) The National Development Plan 11 (2017 - 2023), and 3) the two-year Economic Recovery and Transformation Plan (ERTP, 2020/2021-2022/2023). These documents address structural challenges by crafting a Vision 2036, aspiring to achieve prosperity for all Batswana and elevate Botswana to a high-income country status. This aspiration acknowledges that a significant portion of the population was excluded from past growth benefits, highlighting the need for inclusive growth where all Batswana can participate in and benefit from economic progress.

The pathways to achieve inclusive growth include: 1) Accelerating private sector investment growth, 2) Enhancing productivity and innovation, 3) Increasing the GDP contribution from non-mining sectors, 4) Pursuing an export-led growth strategy, and 5) Managing exposure to climate change impacts and other risks, including gender equality, youth employment, and environmental sustainability.

While Botswana ranks high on Africa's governance indices, good governance remains central to its development strategy. Improvements are needed in education, rural development, and public administration. The national documents also emphasize the role of civil society organizations in implementing development plans at the community level, the importance of land management, and the creation of Special Economic Zones (SEZs) to attract investment and promote private sector development.

The Botswana National Development Plan 11, which ran from April 2017 to March 2023, outlined strategies for economic growth through diversification. Critical pathways to achieve this diversification include:

1. Developing diversified sources of growth,
2. Implementing an export-led growth strategy,
3. Creating a conducive environment for private sector development and job creation,
4. Establishing a regulatory framework that promotes doing business in Botswana,
5. Enhancing the global competitiveness of Botswana products,
6. Accelerating the development of critical infrastructure, and
7. Innovating in key areas, including Information Communication Technology (ICT), to ensure Botswana is not left behind in the digital revolution.

2.2 The Botswana Country Strategy Paper

The African Development Bank and the Government of Botswana (GoB) have collaborated on two Country Strategy Papers (CSPs). The first CSP, initially covering 2015 to 2019, was extended to 2021 after a 2018 mid-term review confirmed its continued relevance to Botswana's development goals. The CSP aligns well with the Bank's 2013-2022 Ten Year Strategy articulated in its High 5s. Both CSPs aim to support Botswana's efforts to achieve economic diversification through industrialization, creating pathways for prosperity for all Batswana while pursuing high-income country status as per Vision 2036. The CSPs are guided by Botswana's national priorities outlined in key development documents.

The Bank and the Government of Botswana continue to jointly develop strategies to address Botswana's needs. Extending the first CSP allowed both parties to assess the socio-economic impacts of the COVID-19 pandemic and understand its effects on Botswana's development agenda. This led to the creation of a two-year Transitional Economic Recovery Programme, which proposed measures to mitigate the pandemic's negative impacts and help the country recover quickly. CSPs are built on lessons learned, adjusting fit Botswana's context and aspirations.

The scope of the Botswana CSP MTE, detailed in Table 3, encompasses a wide range of activities and interactions between the Bank and national stakeholders. It covers both lending and non-lending portfolios, as well as the nature and quality of policy dialogue, coordination, and partnerships within Botswana. Table 3 presents the main elements of the Botswana CSP 2022-2026, including its objectives, strategic pillars, key activities, outputs, outcomes, and impacts.

Table 3: Key Elements of the Botswana CSP 2022 - 2024

CSP Objective	To support Botswana's ambition to diversify its economy and speed up structural transformation for sustainable and inclusive growth			
Strategic Pillars	**Activities**	**Outputs**	**Outcomes**	**Impacts**
Building Economic Resilience through Support to Economic Governance and Private Sector Development	• Supporting key policy reforms to advance public sector efficiency. • Creating an enabling business climate through regulatory reforms and sustaining power macroeconomic stability. • Expand support to SMEs, to boost high value-added economic activities.	• PPP regulations and guidelines developed and approved. • PPP capacity needs assessed, and capacity development conducted. • Income Tax and VAT (Amendment) Bills approved by Cabinet. • Administration Bill approved by Cabinet. • National Policy on Agriculture Development approved by Cabinet. • Botswana meat regulator established • Development of a Capital Markets Masterplan completed. • Training for capital market stakeholders • Mentorship programs for SMEs capital market assets supported. • Contribute to the BDC support to women owned/led enterprises. Attain higher capacity of BDC and its subsidiaries to Support to women.	• Increased Public Private Partnership (PPP) transactions • Increased private gross fixed capital formation as percentage of the GDP. • Increased Bank and DFI domestic credit to the private sector as percentage of the GDP. • Increased real sector contribution to GDP. • Enhanced targeting of social protection schemes, percentage of beneficiaries reached with focus on women and youth in the Single Social Registry. • Increased stock market capitalization of local companies • Increased domestic investment of pension funds. • Increased productivity & revenue and the # of jobs created for women.	• Increased productivity and revenue • Increased number of jobs created for women
Infrastructure Development for Improved Competitiveness and Productivity	• Development of quality and sustainable, multi-modal transport infrastructure • Generation, transmission, and distribution of clean power • Development and rehabilitation of critical water and sanitation infrastructure	• Generated Renewable Power (MW) • Power transmission line built (KM) • Higher water and waste recycling • Additional constructed dual carriage way roads (KM) • New technical and economic studies conducted	• National electricity access • Rural electrification • Generated renewable energy • Effluent utilization as an alternative source of water to augment the limited water supply • Lower travel time and vehicle operating costs • Identification of bankable transport Investments	
Cross-cutting issues: Climate change, gender equality, youth employment and the environment				

Source: Author's Analysis using Botswana's approved CSP (2022-2024)

2.3 The Bank's Indicative Lending and Non-Lending Pipeline in Botswana

The Bank outlined an ambitious and comprehensive Indicative Lending and Non-Lending Program at the start of the CSP (2022-2024), focusing on key areas to support Botswana's development goals. The intended lending activities include substantial projects across various sectors such as economic governance, infrastructure development, and energy. For lending activities, the Economic Recovery Support Program (ERSP) Phase II, aimed at fostering resilience and inclusive economic recovery post-COVID-19 through enhanced governance and real sector structural reforms, is a flagship initiative with a significant allocation of UA 95.00 million. Additionally, the Glen Valley Wastewater Reclamation project, intended to provide senior debt financing for wastewater management, is allocated UA 20.98 million. The 2*50MW Solar PV IPP project, aimed at supporting renewable energy infrastructure, has an allocation of UA 35.00 million.

Other projects include the Botswana Transport Support Program, which focuses on preparatory work for physical infrastructure with an allocation of UA 1.90 million. The Aerotropolis Developments, encompassing the development of the Aerodrome Link Road and the Sir Seretse Khama International Airport SEZ Land Servicing, are allocated UA 21.90 million and UA 1.90 million respectively. Lastly, various project preparatory activities, including techno-economic studies and sector diagnostic studies, are allocated UA 5.20 million. For non-lending activities, the PPP Capacity Strengthening Project, aimed at creating an enabling environment for private sector participation in infrastructure, has an allocation of UA 0.68 million. The Botswana Renewable Energy IPP Procurement Program, supporting policy and institutional frameworks to promote private sector involvement in the energy sector, is allocated UA 1.19 million. The Capacity Building for the Botswana Stock Exchange Project, aimed at developing capital markets for private financing, has an allocation of UA 0.85 million. Additionally, support for Botswana to develop a long-term low carbon, climate-resilient strategy (LTS) is allocated UA 0.01 million, while technical assistance to women-empowered businesses is allocated UA 0.10 million. The total indicative lending and non-lending program amounts to UA 184.71 million, reflecting the Bank’s commitment to addressing critical development areas in Botswana through both financial and technical support.

3. Review of AfDB’s Portfolio in Botswana

As of June 30, 2024, the African Development Bank’s (AfDB) active lending and non-lending portfolio in Botswana comprises seven projects approved between 2018 and 2022, amounting to UA 198.4 million. These projects include significant initiatives such as the Economic Recovery Support Programme (ERSP) Phase II and the Public-Private Partnership (PPP) Capacity Strengthening, both approved under the current Country Strategy Paper (CSP).

The Economic Recovery Support Programme Phase II is the largest project, accounting for 68.4% of the total portfolio with a budget of UA 135.71 million. This project aims to support resilience and post-COVID-19 pandemic inclusive economic recovery through improved governance and real sector structural reforms. The Botswana Development Corporation Line of Credit follows, representing 30.3% of the portfolio at UA 60.1 million. In contrast, the smallest projects, such as the Botswana Support to Economic Diversification Technical Assistance and the Botswana Renewable Energy Support Program, each account for just 0.4% of the total funding.

The average disbursement ratio across these projects is 60.1%. Notably, some projects have achieved a full 100% disbursement, including the Economic Recovery Support Programme Phase II and the Botswana Development Corporation Line of Credit. However, other projects have lower disbursement rates, such as the Zambezi Integrated Agro-Commercial Development Project, which stands at 6.91%.

Table 1: AfDB’s Active Portfolio in Botswana as of June 31, 2024

Operation/Project	Cost (UA)	Approval Date	% of Total Volume	Disbursement Ratio (%)	Financing Window	Financing Instrument	Type of Operation	Sector

Botswana Support to Economic Diversification Technical Assistance - Grant	751,202	2018	0,4%	74,30%	MIC TAF-Grant	Non-Lending	Technical Assistance	Multisector
Botswana Development Corporation Line of Credit	60,096,152	2019	30,3%	100%	ADF/FAPA	Lending	Line of Credit (LOC)	Finance
Botswana Renewable Energy Support Program	760,000	2021	0,4%	12,11%	Sustainable Energy Fund for Africa (SEFA)	Non-Lending	Technical Assistance	Energy
Zambezi Integrated Agro-Commercial Development Project	1,000,000	2021	0,5%	6,91%	ADB	Lending	Investment Project	Agriculture
Economic Recovery Support Program (ERSP) Phase II	135,710,000	2022	68,4%	100%	ADB	Lending	Program-Based Operation (PBO)	Multisector
PPP Capacity Strengthening	100,000	2022	0,1%	27,60%	MIC TAF-Grant	Non-Lending	Technical Assistance	Multisector
Support Botswana to develop a Long-Term Low carbon, climate-resilient strategy (LTS)	10,000	2022	0,01%	100%	The Africa Climate Change Fund (ACCF)	Non-lending	Technical Assistance	Energy
	198,427,354		**100,0%**	**60,1%**				

Author's calculation based on SAP Data (June 2024)

Table 2: Operations in the Indicative approved during the CSP Period

Name	Amount (in UA million)	Sector	Financing Window	Board Approval Date
Economic Recovery Support Program II	135.71	Multisector	ADB	30-Nov-2022
PPP Capacity Strengthening Project	0.10	Multisector	MIC TAF-Grant	8-Jul-2022
Botswana Renewable Energy Support Program	0.76	Energy	The Sustainable Energy Fund for Africa (SEFA)	16-Dec-2021
Support Botswana to develop a Long-Term Low carbon, climate-resilient strategy (LTS)	0.01	Energy	The Africa Climate Change Fund (ACCF)	18-Jul-2022
Total	**136.58**			

Author's calculation based on Mission Aide Memoire (June, 2024)

The data from Tables 1 and 2 highlight the concentration of the Bank's investments in several key operational areas: Multisector (68.4%), Finance (30.3%), Agriculture (0.5%), and Energy (0.4%). The majority of the portfolio funds have been effectively disbursed, particularly for the largest projects such as the Economic Recovery Support Programme Phase II and the Botswana Development Corporation Line of Credit, both of which have achieved a 100% disbursement rate. This indicates robust project execution and fund utilization for these key initiatives. However, some projects still face disbursement challenges, such as the Zambezi Integrated Agro-Commercial Development Project, which has a low disbursement rate of 6.91%. The portfolio includes both lending and non-lending operations, highlighting the Bank's strategic approach in addressing Botswana's development needs through diverse financial instruments. The non-lending projects, such as the Botswana Support to Economic Diversification Technical Assistance and the Botswana Renewable Energy Support Program, play a crucial role in providing technical assistance and capacity building.

3.1 Sectoral Focus of Projects Approved at Mid-Term

The projects approved within the CSP mid-term focus on the Multisector and Energy sectors. The Economic Recovery Support Program II, with a significant allocation of UA 135.71 million, underscores the Bank's commitment to multisectoral development, aiming for resilience and economic recovery. The PPP Capacity Strengthening Project and the Support Botswana to develop a Long-Term Low Carbon, Climate-Resilient Strategy further emphasize this focus. Several projects listed in the Indicative Lending and Non-Lending Program at the start of the CSP were not approved (See Annex 6). These include the Glen Valley Wastewater Reclamation Project, the 2*50MW Solar PV IPP, the Botswana Transport Support Program, and various preparatory activities for transport infrastructure. Similarly, in the non-lending category, the Capacity Building for the Botswana Stock Exchange Project and Technical Assistance to Women Empowered Businesses were not approved.

4. Scope, Evaluation Objectives and Evaluation Questions

4.1 Evaluation Scope

The evaluation will encompass both lending and non-lending portfolios, applying the OECD/DAC evaluation criteria of relevance, coherence, effectiveness, efficiency, including an assessment of cross-cutting issues. This approach aims to generate lessons and recommendations. Projects approved during the current CSP are likely to show fewer results compared to those approved earlier.

Under the first pillar, the MTE will assess: (a) the Bank's support for key policy reforms aimed at enhancing fiscal performance, strengthening public financial management systems, and improving public sector efficiency; (b) the Bank's support for efforts to increase private sector participation in economic activity through regulatory reforms and public-private partnerships (PPPs); and (c) the Bank's support for SMEs, particularly by addressing barriers such as lack of access to finance, to boost women's engagement in high-value economic activities. Additionally, the MTE will evaluate the extent to which the three strategic outcomes under pillar one has been achieved, are being achieved, or are likely to be achieved halfway through the CSP implementation period. In summary, the MTE will assess progress in achieving the three key outcomes of pillar one: (i) improved fiscal efficiency, sustainability, and economic governance; (ii) an enabling environment and the necessary framework and capacity for private sector development, including participation in infrastructure delivery; and (iii) SME development and job creation.

Under the second pillar, the MTE will focus on: (a) improvements in infrastructure and better border management; (b) the extent to which transport and transaction costs have decreased, given their importance in promoting regional trade, encouraging investment in value-added activities, and facilitating integration into regional and global value chains; (c) the Bank's support for rail and road infrastructure and whether the role of the private sector in these investments has increased; and (d) support for the International Airport Sir Seretse Khama Strategic Economic Zone (SEZ) to boost tourist traffic and aerotropolis investments through industrial developments. The MTE will also evaluate the suitability and appropriateness of the instruments used by the Bank to channel its support, such as project finance/loans, technical assistance, analytical/knowledge work and policy dialogue. Furthermore, the MTE will assess the extent to which the two key outcomes of pillar two

have been achieved: (i) enhanced domestic and regional value chains, and (ii) increased industrialization through improved access to water and enhanced energy security.

4.2 Evaluation Objectives

The overall objective of the MTE for the Botswana CSP 2022-2026 is to provide an evidence-based assessment of the Bank's operational strategy and interventions, leading to recommendations for corrective actions to address emerging challenges and enhance operational performance for the remainder of the CSP duration. The MTE's specific objectives are to:

a) Assess the relevance of the Bank's strategy and program in Botswana to the national development priorities, beneficiaries' needs and priorities, and the Bank's overarching goals since the commencement of the CSP 2022-2026;
b) Take stock of the performance in terms of implementation progress, achieving planned results and the likelihood of achieving remaining results and outcomes by the end of the CSP, with a special focus on the adaptability and resilience of the strategies in the face of external challenges as part of the recovery from the COVID-19 pandemic;
c) Draw lessons from the implementation of projects and programs approved under the CSP 2022-2026;

d) Identify the factors that have enabled or hindered the Bank's performance during the first two years of implementation of the CSP 2022-2026, and;

e) Suggest areas for strategic and operational adjustment.

4.3 Evaluation Questions (EQ) and Sub-Questions

The evaluation questions and sub-questions are outlined in Table 4 below. Following the OECD/DAC evaluation criteria, the key questions focus on: 1) **Relevance**: Assessing the alignment of the Bank's objectives (CSP 2022-2026) with relevant country development frameworks; 2) **Coherence**: Evaluating how the Bank's support complements existing operations (internal coherence) and the efforts of other development partners (external coherence); 3) **Effectiveness**: Measuring the extent to which the Bank's support has achieved its intended results; 4) **Efficiency**: Examining how prudently the Bank has managed and organized resources to deliver on the CSP; 5) **Cross-Cutting Issues**: Assessing the integration of cross-cutting issues in the Bank's interventions in Botswana; and 6) **Lessons Learned**: Identifying lessons from project and program implementation and providing recommendations to improve CSP performance. Annex 1 presents the Evaluation Matrix, which details the evaluation questions, sub-questions, judgment criteria, indicators, and data sources/methods. These questions align with the reconstructed Theory of Change (ToC) for the Botswana CSP 2022-2026 (see Figure 2 below) and the Results Framework (Annex 2). Annex 3 details the data collection instruments.

Table 4: Key Evaluation Questions and their Respective Sub-questions

Evaluation Criteria	Evaluation Question	Evaluation Sub-questions
Relevance	**EQ. 1:** To what extent are the objectives of the Bank's 2022-2026 country strategy and program (including the pipeline) aligned with relevant corporate and sector strategies of the Bank, Botswana's national vision and development frameworks, and the needs and priorities of beneficiaries? Which stakeholders were consulted at the design stage of CSP? What was the level of stakeholder participation?	**1a)** How were the various CSP intervention areas selected – what processes were followed; who was consulted? **1b)** To what extent was the CSP aligned with Bank's Policies, strategies and other programmes? **1c)** To what extent was CSP aligned with Botswana's national development documents (policies, strategies, etc.) **1d)** To what extend are the interventions implemented under the CSP contributing to its overall goal and objectives? **1e)** To what extent was the design of CSP conducive to leveraging resources and services from within the Bank, Cooperating Partners, Private sector, Civil Society services?
Coherence	**EQ2a.** To what extent do the Bank's lending and non-lending activities in the CSP (2022-2026) complement the Bank's existing operations?	**2a)** To what extent are CSP interventions linked to and coordinated with other global, continental or regional programmes. **2b)** To what extent were there synergies, harmonisation, complementarity, integration and coordination between CSP interventions and the other interventions at regional and continental level which focus on similar areas?
	EQ2b To what extent do the Bank's lending and non-lending activities compliment the development interventions of other development partners in Botswana?	**2b.1)** Which areas has the Bank registered key impact in its collaboration with other partners? What factors have led to the contribution to the impact? **2b.2) What** factors undermine effective partnership?
Effectiveness	EQ3a. To what extent has the Bank's interventions been effective in achieving the planned results	**3a.1)** To what extent has CSP achieved or is likely to achieve the expected results in targeted interventions? **3a.2)** To what extent has the Bank's support contributed to improvement in the CSP focus areas?
	EQ3b. What are the internal and external factors that have facilitated or impeded achievement of the CSP's objectives, and how has the Bank's strategy adapted to these factors?	**3b.1)** What factors stimulated the achievement of results the most and how did this happen? **3b.1)** What factors impeded the achievement of results the most and how did this happen?
Efficiency	EQ4. How efficiently has the Bank organized and managed its resources to deliver on the CSP?	**4a) T**o what extent has the Bank been efficient in disbursing its CSP committed funds to various recipient government institutions and other stakeholders? **4b)** To what extent has the Bank's inputs been used efficiently to achieve planned results? (Timeliness, Resource Use Efficiency and Implementation Progress) **4c)** What monitoring mechanisms are in place to track CSP's performance and how effective have they been?

Evaluation Criteria	Evaluation Question	Evaluation Sub-questions
Cross-cutting issues	EQ5. How well do the Bank's strategy and programs in Botswana incorporate cross-cutting issues, including gender, youth, the environment (including climate change), and regional integration?	**5a)** To what extent has the CSP contributed to gender participation and empowerment in the focus areas? **5b)** What specific activities have implemented under the CSP to promote youth empowerment and participation? And to what extent have these activities been effective? **5c)** To what extend are environmental management and climate change issues being addressed in the CSP? **5d)** To what extent have the Bank's resources in Botswana been directed towards regional integration?
Lessons and Recommendations	EQ6. What lessons and recommendations can be drawn from implementation of CSP in Botswana to better inform the implementation of the remainder of the CSP considering Botswana's Middle-Income Country status?	**6a)** What have been the major enabling and inhibiting factors for the CSP's performance in the different areas of intervention? **6b)** What are the key lessons that can be drawn from the design and implementation of the CSP so far? **6c)** To what extent are good practices documented, shared and integrated in the implementation of CSP? **6d)** To what extent was innovation central to the design and implementation of CSP?

5. Methodology

A broad-based methodological approach will be used to assess the CSP's performance midway through its implementation. The methodology will include a portfolio review, project results assessment, thematic analysis, and country-level assessment and synthesis. These approaches will be informed by document reviews and country-level field visits, utilizing tools such as thematic analysis and Key Informant Interviews (KIIs). The overarching framework for the evaluation will be the Theory of Change (ToC), as shown in Figure 2. The Mid-Term Evaluation (MTE) will assess whether the assumptions underpinning the CSP held during the mid-term period (2022-2024). Additionally, the MTE will conduct a contribution analysis to evaluate how each intervention in the Bank's portfolio has individually and collectively contributed to the observed development results.

5.1 Methodological Approach

The overall methodology will consist of three main phases: Inception, Stakeholder Engagement, and Data Analysis and Reporting (see Figure 1). Key activities in Phase 1 will include document review, preparation of data collection instruments, sampling, and writing the Inception Report. Phase 2 will commence with stakeholder engagement at the Bank's regional office in South Africa (RSA) and in Gaborone, Botswana. This engagement is critical as it coincides with the Mid-Term Review (MTR) of the CSP during the same country visit period. This overlap offers an opportunity for the MTR and Mid-Term Evaluation (MTE) teams to conduct joint field visits and use the same program for stakeholder engagements, thereby engaging the same stakeholders in unified meetings. This coordination will also help synchronize data collection activities between the MTE and MTR. Data collection will target all key informants from implementing government institutions, the private sector, Civil Society Organizations (CSOs), and beneficiaries. This will include targeted project visits to assess the performance of selected CSP interventions at the community level. Phase 3 will focus on data cleaning, analysis, interpretation, verification, and reporting. Verification will involve stakeholder engagement to confirm information and address any identified gaps.

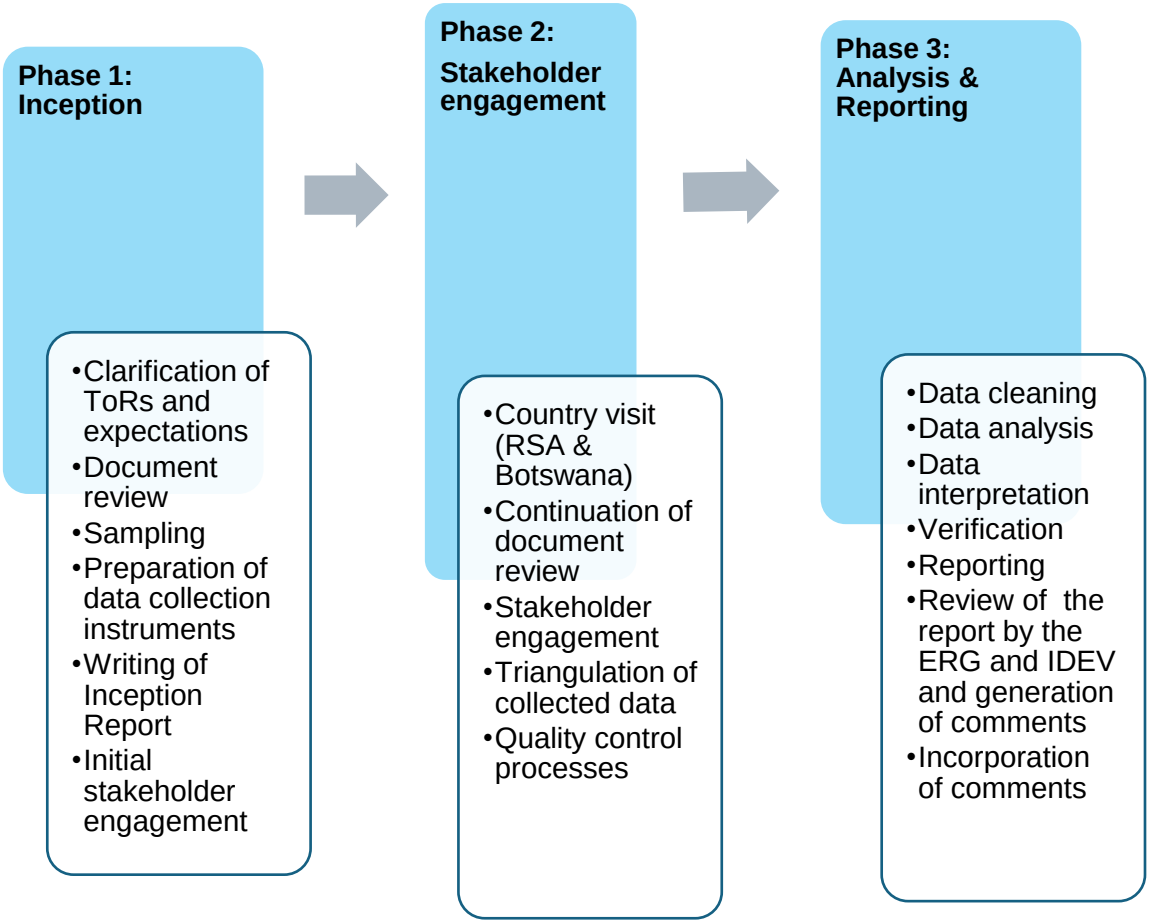


Figure 1: Phases of the Methodology

5.2 Sampling

The MTE will examine the Bank's portfolio of operations (both lending and non-lending) approved during the CSP period (2022-2024). Additionally, it will review ongoing projects approved before the CSP period that align with the current pillars of the Bank's CSP. Key Informants will include Project Implementing Units (PIUs) and their parent Ministries responsible for executing these projects/operations. Stakeholders with supervisory roles, such as the Ministry of Finance (MoF), National Planning, Audit, and Non-Governmental Organizations (NGOs)/Civil Society Organizations (CSOs), will also be interviewed.

5.3 Theory of Change

A theory-based approach will be used to assess how the Bank's interventions have collectively contributed (or not) to the achievement of expected results and outcomes. A Theory of Change (ToC) has been constructed to articulate the Bank's rationale for its portfolio of programs and to evaluate the existing evidence of results at each level of the ToC. This will involve documenting available evidence in a performance story, examining planned versus actual accomplishments, identifying lessons learned, and explaining the main factors influencing the outcomes, whether they have had none, limited, or significant impact. By building a contribution story and systematically assessing CSP results, the MTE will test the Bank's role in Botswana and determine whether its support has generated results at the country level.

To achieve increased productivity, revenue, and job creation, particularly for women, the Bank's support for the CSP will focus on two major transformational pathways: economic diversification and infrastructure. The economic diversification pathway emphasizes providing necessary inputs such as partnerships, human

technical expertise, skills, and financial resources to create a regulatory and policy framework that stimulates private sector investment in the economy. Private sector investment, particularly through the PPP model, will lead to increased Bank direct investment and other Foreign Direct Investments (FDI), resulting in greater real sector contributions to GDP and, consequently, increased job and wealth/revenue creation.

The infrastructure pathway focuses on the provision of essential inputs to facilitate the construction and rehabilitation of critical infrastructure, such as roads, water and sanitation systems, and clean energy generation facilities. This will enhance productive and generative capacity, resulting in higher renewable energy generation (in MW), improved water and waste recycling, and the construction of additional dual-carriageway roads. These improvements will increase national access to electricity, reduce travel time and vehicle maintenance costs, and promote effluent utilization as an alternative water source. Enhanced access to renewable energy will significantly contribute to a green economy, supporting a sustainable increase in productivity and revenue, as well as creating more jobs, including those for women. Table 5 presents the anticipated outcomes for the mid-term evaluation of the Botswana Country Strategy Paper (CSP) 2022-2026. It details the key areas of progress expected by the mid-point of the strategy, emphasizing improvements in infrastructure, economic governance, private sector growth, and social and environmental sustainability.

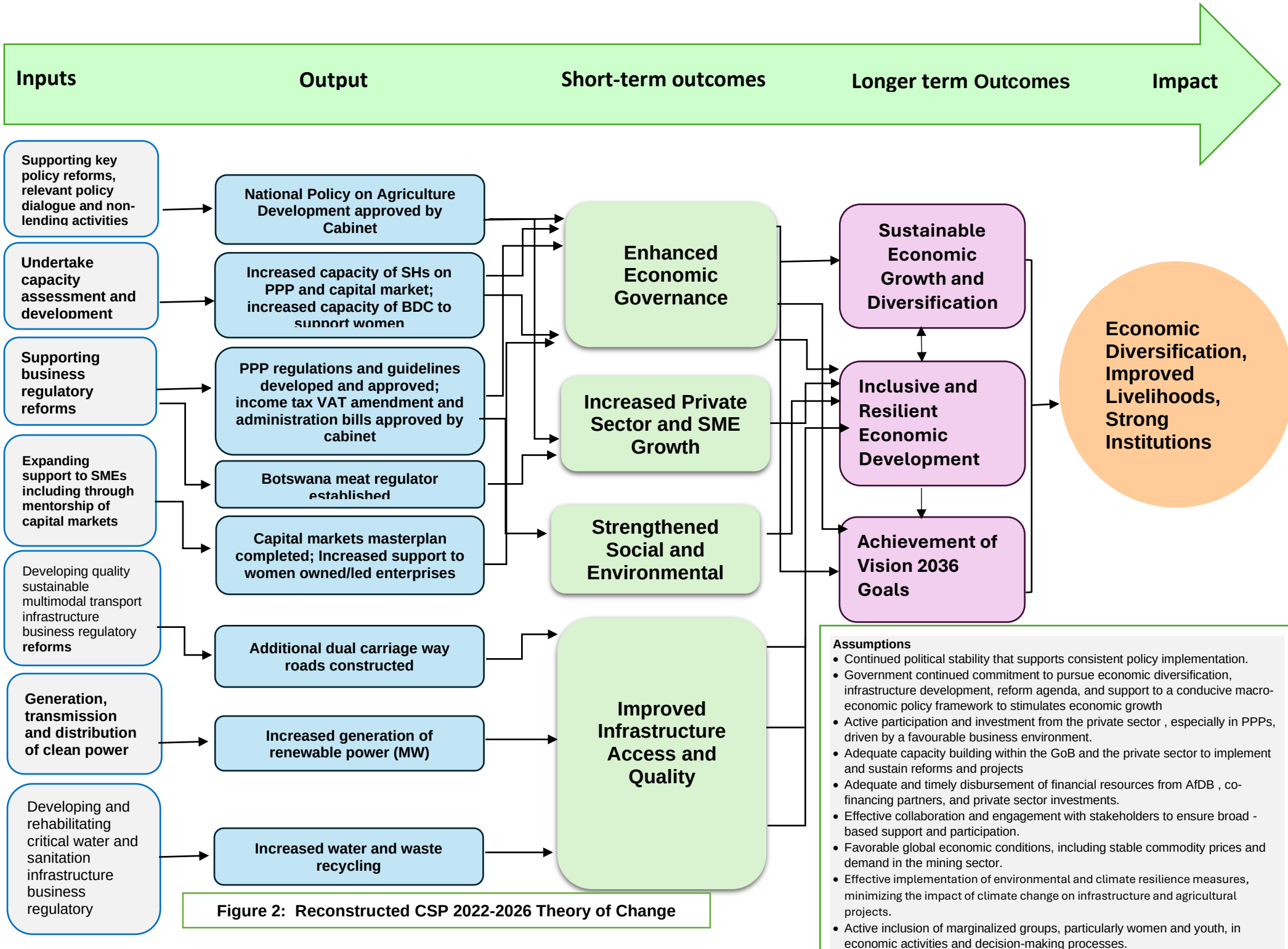


Figure 2: Reconstructed CSP 2022-2026 Theory of Change

Table 5: Outcomes Framework for the Botswana Reconstructed CSP (2022-2026)

Short-term Outcomes (by mid-term evaluation)	**Improved Infrastructure Access and Quality** ○ Increased access to reliable water, sanitation, and electricity services. ○ Enhanced transport connectivity, reduced logistics costs and travel time. ○ Improved ICT services and digital infrastructure.
	Enhanced Economic Governance: ○ Improved fiscal management and increased efficiency in public spending. ○ Greater transparency and accountability in public procurement processes. ○ Enhanced capacity of institutions to manage public resources effectively.
	Increased Private Sector and SME Growth: ○ Increased number of SMEs accessing finance and technical support. ○ Improved business climate, with simplified regulatory processes and incentives. ○ Growth in non-mining sectors, contributing to economic diversification.
	Strengthened Social and Environmental Outcomes: ○ Increased employment opportunities, particularly for youth and women. ○ Enhanced climate resilience through sustainable infrastructure and energy projects. ○ Improved health and education outcomes, reducing socio-economic inequalities.
Longer-term Outcomes (by end of CSP)	**Sustainable Economic Growth and Diversification:** ○ Reduced dependency on diamond mining through diversified economic activities. ○ Increased industrialization and value addition in key sectors. ○ Greater integration into regional and global value chains.
	Inclusive and Resilient Development: ○ Significant reductions in poverty and income inequality. ○ Enhanced social inclusion, with better access to essential services for marginalized communities.
	Achievement of Vision 2036 Goals: ○ Progress towards Botswana's transformation into a high-income country. ○ Achievement of key Sustainable Development Goals (SDGs). ○ Strengthened institutional capacity for long-term sustainable development.

5.4 Analysis of Portfolio Interventions

This will entail an identification of all the Bank's portfolio interventions in Botswana just before 2022 and during the 2022 – 2026 period. An assessment will be made about the key objectives of each of these portfolio interventions, their main focus areas/components, their strategies and their main beneficiary groups. This will allow for identification of synergies and complementarity between the various portfolios supported by the Bank. The analysis will also facilitate lesson learned from previous Bank supported portfolio interventions into the new ones, and the extent to which there is a building on the successes scored in the previous interventions.

The analysis will map the evolution, structure, characteristics and overall performance of the Bank's portfolio in the country over the evaluation period and just before it.

5.5 Thematic Analysis

Building on portfolio analysis, desk reviews, and other data collection efforts, thematic analysis will be conducted covering (i) infrastructure, including power, transport, and water and sanitation; (ii) agriculture and private sector development; and (iii) governance, including capacity building and emergency support. Each thematic analysis will include sector-level assessment, enabling evaluation and reporting at the CSP pillar/priority area. This analysis will also assess relevant policy dialogue and other non-lending activities and their contribution to achieving intended objectives and results.This analysis will conducted within the wider logic of the Theory of Change (ToC) and evaluating the contribution of each sector to the two CSP pillars and their respective objectives.

5.6 Assessment of Non-lending Activities

For policy dialogue activities, the evaluation team will first map the intended areas and themes/sectors for dialogue within the Bank's strategies (CSP), establishing what was done and how it was executed. They will evaluate the human resources and technical capacities mobilized to lead and follow this dialogue. Additionally, the team will seek to understand the nature and importance of achievements, as well as the factors and issues that posed hindrances. This understanding will be based on discussions with the Bank's in-country representatives and strategic stakeholders interviewed in key national ministries, primarily during the field mission. Finally, the team will assess the extent to which these achievements contributed to the pillars and overall objectives of the CSP.

Regarding other non-lending activities, the evaluation will establish a list of implemented activities, such as studies and support, that were explicitly envisaged at strategic or sectoral levels and within specific operations. The team will collect evidence on the implementation, publication, and dissemination of planned works and studies, contextualizing their specific success factors and barriers. They will also aim to understand the level of use, quality, and usefulness of economic and sector work and studies. This assessment will be based on available evidence of use and applications, stakeholder perceptions, and feedback obtained through key informant interviews during field visits and desk reviews. The thematic analysis mentioned earlier will provide an assessment of key issues for each of the cross-cutting aspects in the main sectors of intervention, detailing the specific interventions of the Bank related to these aspects.

5.7 Assessment of Cross-cutting Issues

The Bank's portfolio in Botswana aimed to address key cross-cutting issues such as climate change and environment, gender, youth, and fragility/resilience, including crisis response. Also, Regional integration is a key aspect that the CSP aimed to facilitate. The evaluation will, therefore, assess the Bank's approach and results at the following levels: project, sector, and CSP pillar, and CSP. This includes evaluating program/project/activity design, alignment with the Bank's corporate strategy and priorities, specific objectives, selected indicators, monitoring capacities, achieved outputs, and contribution to expected outcomes, as detailed in the Evaluation Matrix (Annex 1). The evaluation will provide an overall assessment of the integration of cross-cutting issues in Botswana during the review period and how the Bank has contributed to progress. It will also draw lessons on the approach followed over the last ten years, highlighting key success factors and potential improvements.

5.8 Triangulation of Data

Triangulation will ensure that findings are rigorous and based on solid evidence. This process involves verifying evidence with at least two other sources, ensuring that three parties provide the same or similar information. The MTE will use multiple data sources, data collection methods, and questions to achieve triangulation. Table 6, below, illustrates how this process will be undertaken.

Table 6: Triangulation Approaches to be used

Sources	Methods	Questions
Key documents (CSP, NDP 11, ERTP, ERSP, Review of NDP 11, CSP Implementation Progress reports, etc.)	• Structured interviews; • Semi-structured interviews.	• Evaluation sub-questions in the evaluation matrix • Probing questions on issues targeted by the sub-questions
Government line ministries (Ministry of Environment, Ministry of Entrepreneurship, Ministry of Trade and Industry, Ministry of State, etc.)	• Structured interviews; • Semi-structured interviews.	• Evaluation sub-questions in the evaluation matrix • Probing questions on issues targeted by the sub-questions
Central government coordinating ministries/entities (i.e., Ministry of Finance and National Planning Commission)	• Structured interviews; • Semi-structured interviews.	• Evaluation sub-questions in the evaluation matrix • Probing questions on issues targeted by the sub-questions

5.9 Country-level Assessment and Synthesis

Based on the project and thematic analyses, and any other relevant information collected, the team will conduct an overall analysis in response to the evaluation questions at country-level and will formulate conclusions, lessons learned, and considerations for future AfDB country engagement, all of which will be included in the Technical Report. The country level strategic analysis will draw on the thematic case studies, portfolio review and other information sources to establish the overall relevance of the CSP and its pillars / priority areas, coherence, implementation and extent to which development objectives have been met and how AfDB's assistance has contributed to national / global development goals for Botswana, based on the efficiency, sustainability and quality of partnerships and engagement between the Bank and the Government of Botswana. The IDEV Team will produce a Summary Report, synthesizing key findings, lessons, and recommendations for presentation to the Board.

5.10 Expected Limitations and their Management

Three major challenges have been identified that could potentially impact the implementation of the MTE. The first challenge is obtaining all necessary documents from the Government of Botswana, its partners, and the Bank, which are essential for providing the necessary evidence for the MTE. The second challenge involves engaging all critical stakeholders of the CSP, from the national level down to the grassroots level. The third challenge is adhering to the work plan and timeline of the CSP MTE. To address these challenges, a summary of risk analysis and mitigation measures has been prepared, as shown in Table 7. After implementing the risk mitigation measures, the risk rating for all three challenges is reduced from medium to low.

Table 7: Summary of Risk Analysis and Mitigation

Risk	Risk Rating	Risk mitigation measures	Condition ality (Y/N)	Risk after mitigation
H – High; S – Substantial; M – Moderate; L – Low				
The challenge of obtaining all the important documents from the government of Botswana and its partners as well as from the Bank – documents which are required to provide the necessary evidence for the MTE.	M	The MTE has designed a comprehensive methodological approach that is wide-ranging. It has adequate provision to facilitate triangulation. The MTE team will have strong collaborative links with the Southern Africa Development and Business Delivery Office.	N	L

Risk	Risk Rating	Risk mitigation measures	Conditionality (Y/N)	Risk after mitigation
		Engagement of a local consultant by IDEV will further enhance access to country data/ information and documentation.		
The challenge related to the engagement of all the critical stakeholders of the CSP from the national level to the grassroots level.	M	Communication with the Government of Botswana was undertaken in good time (or ahead of time) regarding the Bank's intention to conduct the MTE of the Botswana CSP. The Bank has kept an active engagement with the Government of Botswana since then.	N	L
The challenge related to sticking to the work plan and timeline of the CSP MTE.	M	The IDEV staff responsible to provide key inputs into the MTE are aware of the work plan and timeline. They will ensure they stick to the timeline.	N	L
Overall risk assessment	**M**			**L**

5.11 Stakeholder Mapping and Evaluation Audience

A preliminary stakeholder analysis identified primary and secondary stakeholders, assessing their level of interest and influence. This analysis defined their roles during the evaluation, their evaluation knowledge needs, how this knowledge would be delivered, and how they are likely to utilize it. This information is detailed in Table 7 below.

The primary audience for the evaluation includes the Bank's Board of Directors, through the Committee on Operations and Development Effectiveness (CODE), Senior Management, the Bank's Southern Africa Development and Business Delivery Office (RDGS), and the Regional Development, Integration, and Business Delivery Complex (RDVP). Other key audiences include the Government of Botswana, Multilateral and Bilateral Development Partners, and relevant United Nations Agencies.

Additional stakeholders include (i) Government officials/policymakers; (ii) private sector players; (iii) civil society organizations (CSOs); (iv) Cooperating Partners; (v) the Regional Economic Community; and (vi) beneficiaries of the CSP's impact.

The stakeholder analysis will guide engagement throughout the MTE as follows:

Phase 1: Inception – Evaluators will engage stakeholders, particularly the ERG, for technical guidance on finalizing the inception report. The team will also work with the RDGS to update the stakeholder map, covering all institutions involved in CSP implementation. This process will assist in sampling and ensure alignment with the planned MTR by the RDGS. The information gathered will help finalize the communication and dissemination plan.

Phase 2: Stakeholder Engagement – During country visits to Botswana, the evaluation team will meet with the Government of Botswana and brief key AfDB staff and government focal persons on the evaluation. Key informant interviews and focus group discussions will be conducted with identified stakeholders during data collection. At the end of the mission, a debriefing meeting will present preliminary findings and recommendations to stakeholders.

Phase 3: Analysis and Reporting – Consultation meetings will be held with relevant Bank departments, and validation workshops will be convened to present the draft technical report at the country level. Feedback from these workshops will inform the final report, which will then be presented to CODE. Upon approval, the final report will be disseminated to stakeholders.

A dissemination plan will ensure the timely and effective distribution of knowledge generated from the MTE, using accessible formats. This plan aims to enhance the Bank's operational effectiveness by providing evidence, lessons, and recommendations for corrective actions to improve the performance of the Botswana CSP during its remaining implementation period. Table 8 outlines the key stakeholder categories to be engaged in, and Annex 5 provides further details on these categories and the engagement strategy.

Table 8: Stakeholder Mapping and Roles

SN	Stakeholder Category	Specific Stakeholders
1	Government	1) Ministry of Finance 2) Ministry of Environment and Tourism 3) Bank of Botswana 4) Ministry of state president 5) Ministry of Entrepreneurship 6) Ministry of Trade and Industry 7) National Planning Commission 8) The Public Procurement Regulation Authority 9) The Public Procurement Tribunal 10) Botswana National Development Bank (NDB) 11) Ministry Of Local Government and Rural Development
2	Private sector players	12) Business Botswana
3	Cooperating partners	13) UN Resident Coordinator Office 14) World Bank Office 15) European Union Office
4	AfDB	16) The Regional Office (RDGS) 17) The Head Office
5	Civil Society	18) Botswana Council of Non-Government Organizations (BOCONGO)
6	Regional Economic Community (REC)	19) Southern Africa Development Community (SADC) Secretariat
7	Beneficiaries	20) Female led SMEs 21) Youth led SMEs 22) Community members

6. Management, Evaluation Quality Assurance and Timeline

To ensure that it is of good quality, reliable and credible, the evaluation will use the Bank's effective quality assurance processes and measures through an Evaluation Reference Group (ERG) nominated by the Bank's Senior Management in RDGSs. The MTE itself will commence in June 2024 with the final report delivered for management response by August 2024. Indicative timelines and milestones are as in Table 8.

7. Work plan, Milestones and Deliverables

The execution of the CSP Botswana will take approximately 6 months, from drafting a Concept Note to the submission of the Summary Report for Management Response. The whole process will involve three (3) major milestones and 3 main deliverables. The milestones are: (a) the Finalization of the Concept Note; (b) the finalization of the Terms of Reference and recruitment of consultants, and; (c) the Finalization of in-country data collection/country field visits. On the other hand, the three (3) key deliverables are: (i) the Final Inception Report; (ii) the Evidence Synthesis Report and; (iii) the Final Report for Management Response. The key activities that will constitute the respective milestones as well as the key activities that will lead to the key deliverables and their respective timelines are presented in Table 7 below.

Table 8: Indicative Work plan, Key Milestones and Deliverables

Key Deliverables and Activities		April				May				June				July				August				September			
		Weeks				Weeks				Weeks				Weeks				Weeks				Weeks			
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
M1	**Finalization of the Concept Note (CN)**																								
1.1	Desk review																								
1.2	Writing draft CN																								
1.3	Review of the CN																								
1.4	Incorporation of comments/Final CN																								
M2	**Finalization of the Terms of Reference (ToRs) and Recruitment of consultants**																								
2.1	Drafting ToRs																								
2.2	Review of draft ToRs																								
2.3	Finalization of ToRs																								
2.4	Recruitment of consultants/Reviewer																								
D1	**Inception Report**																								
1.1	Literature review																								
1.2	Draft IR																								
1.3	Reviewing draft IR																								
3.4	Finalizing IR																								
M3	**Finalization of in-country data collection/ Country Field Visits**																								
3.1	RSA visit & RDGS engagement																								
3.2	Botswana visit & s/holder engagement																								
D2	**Summary Report for Management Response**																								
2.1	Drafting summary report																								
2.2	Reviewing draft report																								
2.3	Incorporate comments /Final Report																								

Key:

	Key Milestone
	Key Deliverable
	Key Activity

Annexes

Annex 1: Evaluation Matrix

Evaluation Criteria	Key Evaluation Question	Specific Evaluation Questions	Judgement Criteria and Indicators		Data Sources/ Methods	Judgement/Remark
			Judgement Criteria	Indicators		
Relevance	**EQ. 1:** To what extent are the objectives of the Bank's 2022-2026 country strategy and program (including the pipeline) aligned with relevant corporate and sector strategies of the Bank, Botswana's national vision and development frameworks, and the needs and priorities of beneficiaries? Which Stakeholders were consulted at the design of CSP? What was the participation?	1a) How were the various CSP intervention areas selected – what processes were followed; who was consulted?	• Steps/stages followed for selection of CSP intervention areas • Extent of participation of key stakeholder groups in the selection process of the key CSP areas • Mechanisms employed for selection of CSP areas • Documentation of selection process for CSP key areas	• Existence of Documentation on CSP selection of key areas	• Document Review • Key stakeholder interviews • Field observations	•
		1b) To what extent was the CSP aligned with Bank's Policies, strategies and other programmes?	• Extent of synergies between CPS's key objectives, components, strategies with those of the Bank's policies strategies and other programs • Extent of harmonization between CSP interventions with those of the Bank's policies, strategies and other programs.	• # of CSP objectives aligned • # of other Bank's development frameworks aligned to CSP		
		1c) To what extent was CSP aligned with Botswana's national development	• Extent to which CSP activities are integrated or drawn from National development policies, strategies	• # of CSP activities drawn from national development frameworks		

Evaluation Criteria	Key Evaluation Question	Specific Evaluation Questions	Judgement Criteria and Indicators		Data Sources/ Methods	Judgement/Remark
			Judgement Criteria	Indicators		
		documents (policies, strategies, etc.)	and similar national development frameworks. • Concordance between CSP and the relevant country development interventions • Extent to which the CSP interventions are reflective of the needs of the country			
		1d) To what extend are the interventions of CSP contributing to its overall goal and objectives?	• Physical implementation progress that has been realized linked to financial disbursements • Perceptions of implementing institutions on results being realized	• Proportion of output KPIs achieved • Proportion of outcome KPIs achieved		
		1e) To what extent was the design of CSP conducive to leveraging resources and services from within the Bank, Cooperating Partners, Private sector, Civil Society services?	• Leve of resources mobilized from within the Bank, cooperating partners, the private sector and the civil society organizations • Resources allocated in National Budgets for CSP targeted areas	• Proportion of resources (of the total required) mobilized by stakeholder category • Funding gaps		

Evaluation Criteria	Key Evaluation Question	Specific Evaluation Questions	Judgement Criteria and Indicators		Data Sources/ Methods	Judgement/Remark
			Judgement Criteria	Indicators		
Coherence	**EQ2a.** To what extent do the Bank's lending and non-lending activities in the CSP (2022-2026) complement the Bank's existing operations?	2a) To what extent are CSP interventions linked to and coordinated with other global, continental or regional programmes.	• Existence of linkages between CSP interventions and other global programmes, continental and regional programmes • Similarities in objectives between CSP interventions and other programmes of concern	• # of CSP interventions linked to global, continental and regional programs • # of CSP interventions coordinated with global, continental and regional programs	• Document Review • Key stakeholder interviews • Field observations	
		2b) To what extent were there synergies, harmonisation, complementarity, integration and coordination between CSP interventions and those at regional and continental level which focus on similar areas?	• Establish the existence of collaborations/ linkages, congruence/agreements • Review similarities between CSP interventions with those funded by other DPs working in the same space • Harmonization of coordinating structures between CSP and other DP supported interventions • Harmonization of M&E and other systems between CSP interventions and those supported by other DPs	• # of agreements, platforms and other mechanisms established for: synergies, harmonization, complementarity, integration and coordination between CSP interventions and those of other development partners and the private sector. • # of joint activities between CSP and partners • Proportion of resources saved arising from collaborative efforts		

Evaluation Criteria	Key Evaluation Question	Specific Evaluation Questions	Judgement Criteria and Indicators		Data Sources/ Methods	Judgement/Remark
			Judgement Criteria	Indicators		
	EQ2b To what extent do the Bank's lending and non-lending activities compliment the development interventions of other cooperating partners in Botswana, such as contributing to the goals set out in Vision 2036 and NDP 11?	2ba) Which areas has the Bank registered significant impact in its collaboration with other partners? What factors have led to the contribution to the impact?	• Similarities in key objectives between CSP and interventions supported by other partners • Review annual work plans and budgets for the Bank supported interventions			
		2bb) What factors undermine effective partnership?	• Establish absence or presence of duplication in implementation of targeted activities			
Effectiveness	EQ3a. To what extent has the Bank's interventions been effective in achieving planned results	3aa) To what extent has CSP achieved or is likely to achieve the expected results in targeted interventions?	• Assess output and outcome Key Performance Indicators • Assess physical progress on the ground	• Proportion of output KPIs achieved at MTE • Proportion of outcome KPIs achieved MTE	• Document Review • Key stakeholder interviews • Field observations	
		3ab) To what extent has the Bank's support contributed to improvement in the CSP focus areas?	• Review physical progress towards targets by the CSP implementing institutions • Review disbursements	• Proportion of output KPIs achieved at MTE • Proportion of outcome KPIs achieved at MTE		
	EQ3b. What are the internal and external factors that have facilitated or	3ba) What factors stimulated positive impact the most?	• Identify high performing components • Identify success factors	• # of factors that stimulate positive impact • Time it has taken to implement		

Evaluation Criteria	Key Evaluation Question	Specific Evaluation Questions	Judgement Criteria and Indicators		Data Sources/ Methods	Judgement/Remark
			Judgement Criteria	Indicators		
	impeded achievement of the CSP's objectives, and how has the Bank's strategy adapted to these factors?			• # of beneficiaries reached • Disbursement rate		
		3bb) What factors impeded positive impact the most?	• Identify low performing components • Identify factors leading to slow progress	• # of impeding factors • Time it has taken to implement • # of beneficiaries reached • Disbursement rate		
Efficiency	EQ4. How efficiently has the Bank organized and managed its resources to deliver on the CSP?	4a) To what extent has the Bank been efficient in disbursing its CSP committed funds to various recipient government institutions and other stakeholders?	• Timeliness of resource disbursement and implementation of activities • Levels of disbursements against available resources and utilisation of disbursed resources • Level of adherence to covenants	• Overall % disbursements to CSP supported interventions • Timeliness of disbursements • Proportion of covenants adhered to	• Document Review • Key stakeholder interviews • Field observations	
		4b) To what extent has the Bank's inputs been used efficiently to achieve planned results? (Timeliness, Resource Use Efficiency and Implementation Progress)	• Value for money • Physical progress on the ground	• % actual achievement against targets • % of inputs used against target • Actual time taken to achieve targets • % of stakeholders satisfied		
		4c) What monitoring mechanisms are	• Existence of M&E system(s) • Use of M&E results	• Timely production of M&E products		

Evaluation Criteria	Key Evaluation Question	Specific Evaluation Questions	Judgement Criteria and Indicators		Data Sources/ Methods	Judgement/Remark
			Judgement Criteria	Indicators		
		in place to track CSP's performance and how effective have they been?		• # of implementation decisions informed by M&E results		
Cross-cutting issues	EQ5. How well do the Bank's strategy and programs in Botswana incorporate cross-cutting issues, including gender, youth, the environnement (including climate change), and regional integration?	5a) To what extent has CSP contributed to gêner participation and empowerment in the focus areas?	• Review gender mainstreaming in CSP interventions	• % of female participants in interventions supported by CSP • % of female participants empowered through CSP support	• Document Review • Key stakeholder interviews • Field observations	
		5b) What specific key activities has CSP implemented to towards promoting youth empowerment and participation? And to what extent have these activities been effective?	• Review youth mainstreaming in CSP interventions	• % of youth participants in interventions supported by CSP • % of youth participants empowered through CSP support		
		5c) To what extend are environmental management and climate change issues being addressed in CSP?	• Review environment and climate change mainstreaming in CSP interventions	• % of resources spent on environment and climate change. • # of Climate Smart technologies promoted		
		5d) To what extent are the Bank's resources in Botswana directed towards	• Review support to regional integration	• # of regional integration interventions supported through Bank's funding		

Evaluation Criteria	Key Evaluation Question	Specific Evaluation Questions	Judgement Criteria and Indicators		Data Sources/ Methods	Judgement/Remark
			Judgement Criteria	Indicators		
		regional integration?		• % of resources spent on supporting regional integration		
Lessons and Recommendations	EQ6. What lessons and recommendations can be drawn from implementation of CSP in Botswana, especially to better inform the implementation of the remainder of the CSP taking into account Botswana's unique position as a Middle-Income Country?	6a) What have been the major enabling and inhibiting factors for CSP's performance in the different areas of intervention?	• Major enabling factors for CSP's; • Major inhibiting factors for CSP's performance	• # of lessons from enabling factors for CSP performance • # of lessons from inhibiting factors for CSP performance	• Document Review • Key stakeholder interviews • Field observations	
		6b) What are the key lessons that can be drawn from the design and implementation of the CSP so far?	• Review CSP design to learn lessons; • Review CSP implementation to draw lessons	• # of lessons from the design of CSP; • # of lessons from the implementation of CSP		
		6c) To what extent are good practices documented, shared and integrated in the implementation of CSP?	• Documentation of good practices during implementation; • Documentation of good practices during implementation; • Identification of good practices in AWPBs	• # of good practices documented; • # of good practices shared/disseminated; • # of good practices integrated in the implementation of CSP		
		6d) To what extent was innovation central to the design and implementation of CSP?	• Identify innovations in CSP document; • Identify innovations implemented during CSP • Identify innovations scaled up so far	• # of innovations in CSP • # of innovations implemented • # of innovations scaled up		

Annex 2: CSP 2022 – 2026 Results Measurement Framework

PRIORITY AREA I: ***Building Economic Resilience through Support to Economic Governance and Private Sector Development.***		
The Botswana National Development Plan		**Bank's Corporate Policies**
Vision 2036: Sustainable Economic Development Pillar; Sustainable Environment Pillar; Governance, Peace and Security Pillar; Human and Social Development Pillar. **NDP 11 2017-2023:** ***Strategic Priority 2***: Ensuring more efficient government spending and financing ***Strategic Priority 3***: Building human capital **Sustainable Development Goals:** No Poverty (SDG 1); No Hunger (SDG 2); Gender Equality (SDG 5); Decent Work and Economic Growth (SDG 8); Industry, Innovation,		**-TYS 2013-2022: Operational priorities**: Private sector development; Governance and accountability; skills and technology. **-Areas of special emphasis**: gender, climate, and food security **High 5s:** Light up and power Africa; Industrialize Africa; Integrate Africa; Feed Africa; Improve the quality of life for the
Country Sector Strategy		**Bank Sector Strategy**
The 2011 Economic Diversification Drive (EDD) Strategy: Development of competitive and sustainable enterprises in various priority sectors to participate in regional and export markets; local preferences in government procurement of products and services; Cluster Development Initiative to enhance economic diversification in the other five priority sectors of beef, diamond beneficiation, financial services, mining, and tourism. **2015 Doing Business Reform action plan/roadmap:** Improving the regulatory framework and business environment (Trade and Industrial Development Acts, The On-line Business Registration System etc.) **Industrial development policy:** Supports the growth of Micro, Small and Medium Enterprises (MSMEs). **Economic Recovery and Transformation Plan (2020-2023):** Supporting SME development; Fast- tracking the improvement of the business environment; Seeking opportunities for Public-Private Partnerships (PPPs) in the provision of infrastructure to contribute to ensuring efficiency and improving quality. **Private Sector Economic Recovery Plan "Build Back Better" (2020-2024)** (i) A more inclusive private sector, with particular emphasis on the participation of youth and women; (ii)) An economy with technology, in particular digital technologies, as its backbone, as part of the 4th Industrial Revolution; (iii) A diversified economy, with stronger value and supply chains; (iv) A greener economy, with opportunities to recycle and to utilize renewable energy; (v) A commercially independent agriculture sector		**-**Strategy for Governance in Africa (SEGA, 2021-2025) -Strategy for Agricultural Transformation in Africa (2016-2025) -Bank Group Gender Strategy 2021-2025 -Climate Change and Green Growth Strategy (2021-2030) - Bank Group PPP Strategic Framework 2021-2031 - Bank Group Water Strategy 2021 2025 - Towards a Water Secure Africa

Country Development Results				Bank interventions and resources	
Indicators	**Baseline (2021)**	**Targets (2026)**		**Generic areas of interventions or instruments**	**Amount (UA m)**
Economic Governance				**Investment:**	**2.83**
Use of Public-Private Partnerships (PPPs) as a financing option (%) for major infrastructure projects (Zambezi, rail, and road links)	0	50%		…of which sovereign operations	2.83
Fiscal Deficit/GDP ratio	-8.4% (2020/21)	-4.8% (2021/22)		…of which non-sovereign operations	0.00
A FinScope SMME survey (access to finance/financial inclusion) to provide accurate information on financing needs	0	1		… of which PBO	TBD
				Capacity building and technical assistance Knowledge work	TBD
Climate					
Reduced Green House Gases (% NDC target)	0 (2010)	15% (2030)		**Total**	**2.83**
PRIORITY AREA II: ***Infrastructure Development for Improved Competitiveness and Productivity.***					

I

National Development Plan				Bank's Corporate Policies	
Vision 2036: Sustainable Economic Development Pillar; Human and Social Development Pillar. **National Development Plan 2017-2023:** ***Strategic Priority 1***: Promotion of export-led growth ***Strategic Priority 4***: Provision of appropriate infrastructure **Sustainable Development Goals:** Good health and well-being (SDG 3); Gender Equality (SDG 5); Affordable and clean energy (SDG 7); Decent Work and Economic Growth (SDG 8); Industry, Innovation, and Infrastructure (SDG 9)				**-TYS 2013-2022: Operational priority**: infrastructure, regional integration, green growth. **-Areas of special emphasis**: gender, climate, agriculture and food security, fragile states. **High 5s:** Light up and Power Africa; Integrate Africa; Improve the quality of life for the people of Africa	
Country Sector Strategy				**Bank Sector Strategy**	
Integrated Transport Policy (2011-2036): Passenger; Freight transport and Logistics; roads; railways; aviation; rivers, marine & pipeline; life-changing projects (Kazungula road/rail bridge, Trans-Kalahari railway & port) **Economic Recovery and Transformation Plan (2020-2023):** Developing economic clusters; Expediting the digital transition; Developing productive infrastructure. **2020 Integrated Resource Plan (IRP):** Provides policy scenarios for the generation mix until 2040; Procurement of 795MW of new capacity **Renewable Energy Roadmap** (in preparation): to support shift to solar power generation **2018 National Broadband Strategy:** Advocates for access to high-speed ICTs infrastructure; provision of online services and applications; and promoting a knowledgeable and informed society.				**-Strategy for the New Deal on Energy for Africa (2016-2025)** **-Bank Group Gender Strategy 2021-2025** **-Climate Change and Green Growth Strategy (2021-2030)** **-Southern Africa Regional Integration Strategy Paper, 2020-2026**	
Country Development Results				**Bank interventions and resources**	
Indicators	**Baseline (2020)**	**Targets (2025)**		**Generic areas of interventions or instruments**	**Amount (UA m)**
Energy				**Investments** …of which sovereign operations …of which non-sovereign operations	**81.68** 25.7 55.98
Access to electricity (%)	81.5	100 (2030)			
Generation capacity	732MW	1,540 MW (2040)		**Capacity building and technical assistance**	**8.03**

Water		
Expansion of water infrastructure	83%	87%
Transport		
Enhanced diagnosis of asset-based cost-recovery management of transport sub-sectors (No.)	0	3
Enhanced implementation of projects identified in the integrated transport policy (No.)	0	4
Continued implementation of transport sector reforms (%)	20	60

Knowledge work	**TBD**
Total	**89.71**

CSP 2022 – 2026 Performance Matrix

Performance Area	Monitoring Indicators	Baseline (2020)	Target (2026)	Sources
Priority Area I: Building Economic Resilience through Support to Economic Governance and Private Sector Outcomes)				
Outcomes	Number of PPP transactions executed under the new framework	0	3	IPR/PCR MTEF/IMF Reports National Accounts Bank of Botswana reports National Accounts Ministry of Local Government reports IPR/PCR IPR/PCR AFAWA/BDC reports
	Fiscal deficit/GDP ratio	-8.4% (2020/21)	-4.8% (2021/22)	
	Private Gross Fixed Capital Formation as % of GDP	19.5% (2020)	27.4% (2023)	
	Credit to the private sector (Annuall %)	5.3% (2020)	13.5% (2023)	
	Real sector contribution to GDP (%)	2.1% (2020)	5.0% (2023)	
	Targeting of social protection schemes enhanced (% of beneficiaries uploaded to the single social Registry) (% of women and youth)	0 (2019)	75.8% (2023)	
	Domestic companies stock market capitalization (BWP billion)	BWP 35.6 billion	BWP 40 Billion	

	Share of Pension Fund assets invested domestically (%)	36.5	50	
	Increased productivity and revenues for women (no. of jobs created)	30	300	
Outputs	PPP regulations and guidelines	No	Yes	IPR/PCR IPR/PCR IPR/PCR Cabinet memo Cabinet memo Agric. Ministry reports Cabinet memo IPR/PCR IPR/PCR IPR/PCR AFAWA/BDC reports IPR/PCR
	PPP capacity needs assessment conducted	No	Yes	
	PPP capacity development program developed and rolled out	No	Yes	
	Income Tax and VAT (Amendment) Bills approved by Cabinet	No	Yes	
	Tax Administration Bill approved by Cabinet	No	Yes	
	National Policy on Agriculture Development approved by Cabinet	No (2019/20)	Yes (2022/23)	
	Botswana Meat regulator established	No (2019/20)	Yes (2022/23)	
	Development of a Capital Markets Masterplan	No	Yes	
	Training for capital market stakeholders (BSE, NBFIRA)	0	10	
	Mentorship programs for SMEs capital market assets supported	0	1	
	Contribute the BDC support to women owned/led enterprises (No.)	3 (2018)	30+ (2023)	
	Higher capacity of BDC and its subsidiaries to support women (No.)	0	10+ staff trained	
Priority Area II: Infrastructure Development for Improved Competitiveness and Productivity (Outcomes)				
Outcomes	National electricity access	71.8% (2020)	89%	IPR/PCR/ National Energy Statistics
	Rural electrification (national)	26.2% (2020)	37	
	Renewable electricity output (% of total electricity output)	0	15%	
	Effluent utilization as an alternative source of water (% of total supply)	20	28	IPR/PCR/National Water Statistics
	Lower travel time around Aerotropolis (%)	0	15	IPR

	Lower vehicle operations cost (USD/km)	0.23	0.18	PCR
	Bankable transport investments identified (No.)	0	4	
Outputs	Generated renewable power (MW)	6	675	IPR?PCR
	Power transmission line built (km)	2,25	3,269	
	Higher water and waste recycling (litres/day)	90 million	140 million	
	Additional constructed dual carriageway roads (km)	0	8.35	
	New techno-economic studies conducted (No.)	0	6	
Cross-Cutting Issues: Climate Change, Gender, Youth Skills Development, and Job Creation				
Climate Change & Green Growth	Long-term low-carbon climate resilience strategy	No	Yes	Publication of Strategy IPR/PCR AfDB's Climate Finance Project
	Climate-proof projects (% of operations)	33%	100%	
	Climate finance (% of financing)	0	40	AfDB Botswana Portfolio
Gender	No. of supported women-led SMEs accessing credit through BDC	3 (2018)	30+	IPR/PCR

Annex 3: Data Collection Instruments

Part I: General Findings/Overview

Parameter	Key issues to be captured			
Name of the sector/subsector	•			
Sector Strategies, Policies, and Priorities as well as alignment to NDP and Regional/Continental Frameworks	•			
CSP Sector Level Objectives, commitments and expected results	•			
Name of the project(s)/intervention (s)	•			
Key objectives or Areas of focus of project (s) or intervention(s)	•			
Main components/Strategies for achieving the objectives	•			
Brief description of progress at CSP level at MTE	•			
Progress in the achievement of Key Performance Indicators (output and outcome indicators) related to this sector/Area of focus				
	Indicator 1: XXXX	Indicator 2: XXXX	Indicator 3: XXXX	Indicator 4: XXXX
• Baseline indicator values				
• Target end of CSP				
• Achievement (%) at MTE				
• Major challenges				
Main focus areas for the remaining half of the CSP/ recommendations	•			
Key lessons learned during the 1st Half of the CSP	•			
Other relevant issue(s) related to the MTE of the CSP	•			

Part II: Findings Based on the Evaluation Criteria

Criteria	Key Evaluation Question	Major Findings	Line of Evidence[1]
Relevance	**EQ.1:** To what extent are the objectives of the Bank's 2022-2026 country strategy and program (including the pipeline) aligned with relevant corporate and sector strategies of the Bank, Botswana's national vision and development frameworks, and the needs and priorities of beneficiaries? Which stakeholders were consulted at the design of CSP? What was the participation?	•	•
Coherence	**EQ.2a:** To what extent do the Bank's lending and non-lending activities in the CSP (2022-2026) complement the Bank's existing operations?	•	•
	EQ.2b: To what extent do the Bank's lending and non-lending activities compliment the development interventions of other cooperating partners in Botswana, such as contributing to the goals set out in Vision 2036 and NDP 11?	•	•
Effectiveness	**EQ.3a:** To what extent has the Bank's interventions been effective in achieving planned results	•	•

[1] Based on the logical framework

Criteria	Key Evaluation Question	Major Findings	Line of Evidence[1]
	EQ3.b: What are the internal and external factors that have facilitated or impeded achievement of the CSP's objectives, and how has the Bank's strategy adapted to these factors?	•	•
Efficiency	**EQ.4:** How efficiently has the Bank organized and managed its resources to deliver on the CSP?	•	•
Cross-cutting issues	**EQ.5:** How well do the Bank's strategy and programs in Botswana incorporate cross-cutting issues, including gender, youth, the environment (including climate change), and regional integration	• **Gender:**	•
		• **Youth:**	•
		• **Environment (plus climate change):**	•
		• **Regional Integration:**	•
Lessons and Recommendations	**EQ.6:** What lessons and recommendations can be drawn from implementation of CSP in Botswana, especially to better inform the implementation of the remainder of the CSP taking into account Botswana's unique position as a Middle-Income Country?	•	•
Other Information			
List available documents and their sources		•	
Data Sources *(also use footnotes where possible)*		•	
List stakeholders engaged, their position, institution and contact details (mobile WhatApp numbers and email addresses)		•	
Date of the Interview/Discussion		•	
Name of Interviewers (Evaluation Team Members)		•	

Annex 4: Synthesis Report Outline

1. Background and purpose

2. Methodology

3. Findings

3.1 Relevance

3.2 Coherence

3.3 Effectiveness

3.4 Efficiency

3.5 Cross-cutting Issues

4. Conclusions, lessons and recommendations

4.1 Conclusions

4.2 Lessons

4.3 Recommendations

5. Annexes

6. References

Annex 5: Stakeholder Mapping and Engagement Strategy

SN	Stakeholder Type	Stakeholder Name	Engagement Strategy	Role in evaluation	Information needs and interest	Communication products	Potential use of evaluation knowledge
1	Government of Botswana	1) Ministry of Finance 2) Ministry of Environment and Tourism 3) Bank of Botswana 4) Ministry of state president 5) Ministry of Entrepreneurship 6) Ministry of Trade and Industry 7) National Planning Commission 8) The Public Procurement Regulation Authority 9) The Public Procurement Tribunal 10) Botswana National Development Bank (NDB) 11) Ministry of Local Government and Rural Development	• Data collection through focus group discussions and interviews with (a) officials involved since the first CSP, (b) with the ability to provide baseline information of the current CSP or (c) in managerial positions of implementing institutions • Meetings to finalize stakeholder mapping and validate the MTE findings • Dissemination of final report and related products	• Provide data and information, including historical information about the first CSP and baseline information about the current CSP • Provide information about how the portfolio has performed • Discuss the role of policy dialogue in the CSP implementation • Utilize lessons and recommendations	• Findings, lessons and recommendations	• Information brief about the evaluation • Executive summary • Summary report • Evaluation brief	• Adjust the implementation of the remaining CSP phase • Decision-making about project financing • Policy formulation, implementation and monitoring
2	Private sector players	12) Business Botswana	• Data collection through focus group discussions	• Provide data/information to the evaluation team	• Performance of the CSP portfolio • Opportunities for private sector involvement	• Information brief about the evaluation • Executive summary	• Project financing • Project execution and monitoring

SN	Stakeholder Type	Stakeholder Name	Engagement Strategy	Role in evaluation	Information needs and interest	Communication products	Potential use of evaluation knowledge
			and interviews • Dissemination of final report and related products	• Utilize findings, lessons, and recommendations		• Evaluation brief	
3	Cooperating partners	13) UN Resident Coordinator Office 14) World Bank Office 15) European Union Office	• Data collection through interviews • Consultation meetings • Dissemination of final report and related products	• Provide data/information to the evaluation team • Utilize the findings, lessons, and recommendations	• How the lending and non-lending activities complement programs of cooperating partners • Findings about the effectiveness of existing partnerships • Factors hindering or facilitating the implementation of CSP, lessons and recommendations • Resource gaps and opportunities for engaging with the Bank and Botswana Government to address them	• Information brief about the evaluation • Executive summary • Summary report • Evaluation brief	• Target project financing and advisory services • Awareness of the Bank's engagements with the Botswana Government • Enhance and harmonize partnerships with the Bank and the Botswana Government
4	Civil Society	16) Botswana Council of Non-Government Organizations (BOCONGO)	• Data collection through interviews • Consultation meetings • Dissemination of final report	• Provide data/information to the evaluation team • Utilize the findings, lessons, and recommendations	• Details of the CSP programs and reach • Relevance of CSP for addressing the needs and priorities of beneficiaries	• Information brief about the evaluation • Executive summary • Evaluation brief • Social media messages	• Evidence-based advocacy with the government for improved implementation of the CSP • Identify opportunities for further

SN	Stakeholder Type	Stakeholder Name	Engagement Strategy	Role in evaluation	Information needs and interest	Communication products	Potential use of evaluation knowledge
			and related products		• How well cross-cutting issues (gender, youth, environment, climate change) are integrated in the CSP	• Human interest story	engagement with beneficiaries • Monitoring of the CSP implementation
5	Regional Economic Community (REC)	17) Southern Africa Development Community (SADC) Secretariat	• Data collection through interviews • Consultation meetings • Dissemination of final report and related products	• Provide data/information to the evaluation team • Utilize the findings, lessons, and recommendations	• Findings, lessons and recommendations • How well cross-cutting issues (gender, youth, environment, climate change and regional integration) are integrated in the CSP	• Information brief about the evaluation • Executive summary • Evaluation brief • Social media messages • Human interest story	• Capacity training • Mobilization of financial resources • Regional policy harmonization
6	Beneficiaries	18) Female led SMEs 19) Youth-led SMEs 20) Community members	• Data collection through interviews • Project visits Dissemination of final report and related products	• Provide data/information to the evaluation team • Utilize the findings, lessons, and recommendations	• Details of the CSP programs and reach • Relevance of CSP for addressing the needs and priorities of beneficiaries • How well cross-cutting issues (gender, youth, environment, climate change) are integrated in the CSP	• Information brief about the evaluation • Executive summary • Evaluation brief • Social media messages • Human interest story	• Evidence-based advocacy with the government for improved implementation of the CSP • Identify opportunities for further engagement with beneficiaries
7	AfDB	21) Evaluation Reference Group	• Dissemination of evaluation outputs	• Review and assure the quality	• Proposed approach	• Inception report	• Create awareness about the evaluation

SN	Stakeholder Type	Stakeholder Name	Engagement Strategy	Role in evaluation	Information needs and interest	Communication products	Potential use of evaluation knowledge
			• Consultation meetings •	of evaluation outputs • Provide technical guidance to the evaluation team	• Findings, lessons and recommendations	• Summary report	findings, lessons and recommendations
		22) Board of Directors/CODE	• Presentation of evaluation report at CODE meeting • CODE meetings to discuss management response	• Review and approve the evaluation • Discuss the Management's response to the evaluation report	• Evidence-based performance of the CSP based on the evaluation criteria • Lessons and recommendations for management action	• Summary report	• Use the evidence and recommendations to make decisions
		23) RDVP 24) RDGS 25) RDRI	• Data collection through interviews • Consultation meetings • Dissemination of final report and related products • Dissemination workshop	• Provide data and information • Use findings, lessons and recommendations to adjust the design of CSPs and related policies and programs/projects	• Evidence-based performance of the CSP based on the evaluation criteria • Lessons and recommendations for management action	• Summary report	Use the findings and lessons, and recommendations to review the remaining CSP implementation period and design new CSPs.

Annex 6: Indicative Lending and Non-Lending Program at the Start of the CSP

Year	Operation	Description	Priority Area	Sector	High 5s	Cost (UAm)	Potential Financing Sources				
							ADB	SEFA	ACCF	AFAWA	MIC TAF
A: LENDING ACTIVITIES											
2022	Economic Recovery Support Program (ERSP) Phase II	To support resilience and post-COVID 19 pandemic inclusive economic recovery through improved governance and real sector structural reforms	Economic Governance & Private Sector Development	Multisector (SO)		95.00	★				
2022	Glen Valley Wastewater Reclamation project	Senior debt financing support for PPP project in wastewater management and reuse *(still at bidding stage)* with possibility of raising concessional co-financing as an Accredited Agency for GCF	Infrastructure Development	Water (NSO)		20.98	★				
2022	2*50MW Solar PV IPP	Senior debt in USD and PCG to support Pula financing from Stanbic for winning bidders of 2*50MW Solar PV bidding *(The winning bidders are yet to be announced)*	Infrastructure Development	Energy (NSO)		35.00	★				

Year	Operation	Description	Priority Area	Sector	High 5s	Cost (UAm)	Potential Financing Sources				
							ADB	SEFA	ACCF	AFAWA	MIC TAF
2023	Botswana Transport Support Program	Preparatory work for provision of Basic Physical Infrastructure	Infrastructure Development	Transport (SO)		1.90	★				
		Aerotropolis Developments (a) <u>Development of Aerodrome Link Road:</u> Development of Francistown dual carriageway of 3.9 km road from Gerald Estate roundabout linking to A3 road and servicing of 87 Phase IV industrial plots (3.55 km of roads and 900m of asphalt overlay on the industrial bypass).	Infrastructure Development	Transport (SO)		21.90	★				
		<u>(b) Sir Seretse Khama International Airport (SSKIA) SEZ -</u> Land Servicing of Phase I - 300Ha: Preparatory work for provision of Basic Physical Infrastructure at SSKIA - SEZ (Internal Roads Network, Water, Storm water	Infrastructure Development	Transport (SO)		1.90	★				

Year	Operation	Description	Priority Area	Sector	High 5s	Cost (UAm)	Potential Financing Sources				
							ADB	SEFA	ACCF	AFAWA	MIC TAF
		Control, Sewer Network, Power Reticulation, Street lighting, Communication Systems)									
		Project Preparatory Activities (a) Techno- Economic Studies for Development of Mmamabule-Lephalale Railway, Trans Kalahari Railway Link, Francistown –Nata road, Maun-Mohembo Road (b) Sector Diagnostic Study (to include recommendations on Asset Management)	Infrastructure Development	Transport (SO)		5.20	★				
	Sub total					**181.88**					
B: NON-LENDING ACTIVITIES											
2022	PPP Capacity Strengthening Project	To create an enabling environment and build the requisite capacity for private sector participation in infrastructure through PPPs as a means of boosting private sector	Economic Governance & Private Sector Development	Multisector (SO)		0.68					★

Year	Operation	Description	Priority Area	Sector	High 5s	Cost (UAm)	Potential Financing Sources				
							ADB	SEFA	ACCF	AFAWA	MIC TAF
		investments in the delivery of quality infrastructure and related services.									
2022	Botswana Renewable Energy IPP Procurement Program	Support to the Energy Ministry and national regulator to strengthen the relevant policy, legal and institutional frameworks, to promote private sector participation into the sector	Economic Governance & Private Sector Development	Energy (SO)		1.19		★			
2023	The Capacity Building for the Botswana Stock Exchange Project	To develop vibrant capital markets as a funding option for private financing for development.	Economic Governance & Private Sector Development	Multisector (SO)		0.85					★
2022	Support Botswana to develop LT low carbon, climate-resilient strategy (LTS)	To promote climate-resilient low carbon investment design, technology and adoption of ecosystem-based adaption practices in Botswana	Economic Governance & Private Sector Development	Energy (SO)		0.01			★		
2023	Technical Assistance to Women	To support women empowered businesses	Economic Governance & Private	Multisector (SO)		0.10				★	

Year	Operation	Description	Priority Area	Sector	High 5s	Cost (UAm)	Potential Financing Sources				
							ADB	SEFA	ACCF	AFAWA	MIC TAF
	Empowered businesses		Sector Development								
	Sub total					**2.83**					
	GRAND TOTAL					**184.71**					

Annex 7: References

1. AfDB. 2019. “Botswana Development Corporation Limited Thematic facility: “Industrialize Botswana” Botswana.” April 2019
2. AfDB. 2021. “Botswana - Support to Botswana Economic Diversification - IPR December 2020.” July 2021
3. AfDB. 2021. “Botswana - Support to Botswana Economic Diversification - IPR February 2020.” November 2021
4. AfDB. 2021. “Botswana - Technical Assistance Grant to Botswana Development Corporation - IPR November 2019.” December 2021
5. AfDB. 2022. “Botswana - Botswana Support to Economic Diversification Technical Assistance Project - IPR November 2021.” February 2022
6. AfDB. 2022. “Bank Group Country Strategy Paper (2022-2026) revised version.” March 2022
7. AfDB. 2022. “Project: Public Private Partnership Capacity Strengthening Project (PPP-CSP).” June 2022
8. AfDB. 2022. “Botswana - Support to Economic Diversification Technical Assistance Project - IPR April 2022.” June 2022
9. AfDB. 2022. “Botswana - Support to Economic diversification Technical Assistance project - IPR November 2022.” November 2022
10. AfDB. 2023. “Botswana - Economic Recovery Support Program - EER November 2022.” January 2023
11. AfDB. 2023. “Botswana - Pandamatenga Agricultural Infrastructure Development Project - IPR June 2019.” March 2023
12. AfDB. 2023. “Botswana - Pandamatenga Agricultural Infrastructure Development Project - IPR September 2022.” April 2023
13. AfDB. 2023. “Multinational - Botswana Zambia-Kazungula Bridge Project - IPR June 2022.” July 2023
14. AfDB. 2023. “Multinational – Botswana/Zambia-Kazungula Bridge Project - IPR September 2022.” July 2023
15. AfDB. 2023. “Botswana - Support to Economic Diversification Technical Assistance Project - IPR August 2023.” September 2023
16. AfDB. 2023. “Botswana - Zambezi Integrated Agro-Commercial Development Project - TAF for Project Preparation - IPR October 2023.” December 2023
17. AfDB. 2024. “Botswana - PPP Capacity Strengthening Project - IPR December 2023.” January 2024
18. AfDB. 2024. “Botswana - Support to Economic Diversification Technical Assistance Project - IPR March 2024.” May 2024

19. BDC. 2023. “NSO results brief.” 2023
20. FAPA. 2017. “Technical assistance request.” 2017
21. IDEV. 2024. “Mid-Term Evaluation of the Botswana CSP (2022-2026) draft concept note.” April 2024
22. Lentswe La Lesedi. 2016. “Vision 2036- Achieving Prosperity for All.” July 2016
23. NDP. 2016. “Botswana National Development Plan.” March 2016
24. UNDP. 2020. “Botswana National Informal Sector Recovery Plan.” August 2020
25. UNDP. 2022. “Project document Botswana”. March 2022