



Republic of Botswana

Institutionalization of Evaluations - National Evaluation Capacities (NEC) Conference

National Strategy Office, Botswana



Conference
partners





Takeaway

Participants will gain an understanding on:

- Botswana's progress in the development of the National Monitoring and Evaluation System
 - The country's efforts in strengthening national evaluation capacities in the era of the SDGs.



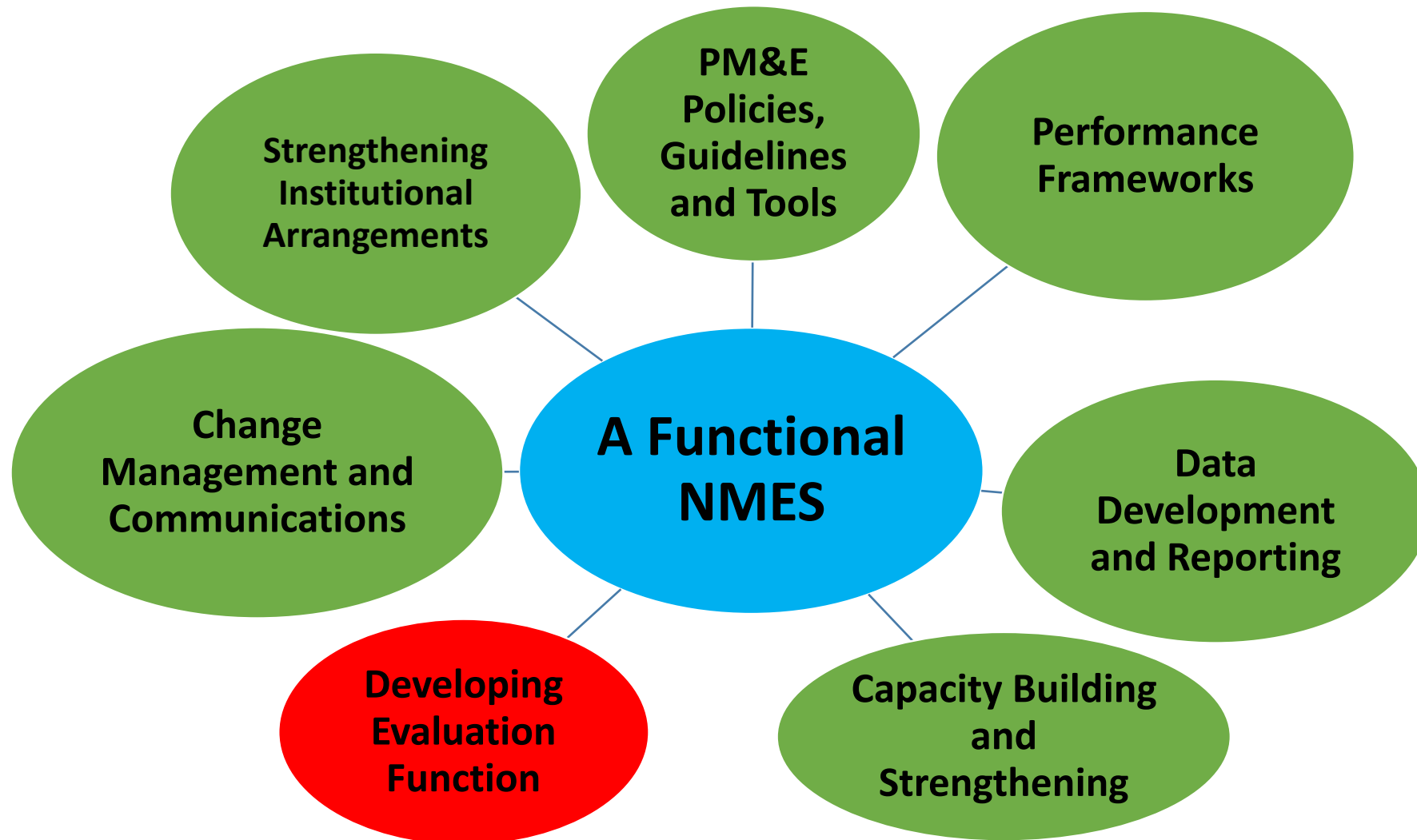
Botswana's progress in the development of the National Monitoring and Evaluation System



National Strategy Office (NSO): Roles and Responsibilities

- The National Strategy Office (NSO) exists to **facilitate** and **coordinate** the **development, monitoring and evaluation** of national strategies, including the National Vision, National Development Plan guided by its 5 Divisions and done through the **4 Thematic Working Groups (TWGs)**, which comprise of membership from Government, Civil Society, Private Sector and Development Partners.
- NSO has been facilitating the development of a National Monitoring and Evaluation System (NMES) Project with the technical assistance from the World Bank since 2013.
- The NMES is expected to enable the Government to monitor progress on the achievement of development goals and inform evidence-based policy-making.

The Components of the National M&E System



National M&E System Structures

NMES Steering Committee
Role: oversight

Membership: Government -Permanent Secretary level; Development Partners – represented by UNDP Resident Rep.; Academia; CEOs selected parastatals; Private Sector – representation; Civil Society representation
 National Strategy Office is Secretariat

Project Team
Role: Technical work

Membership is same as above but at technical level
 National Strategy Office is Secretariat

Project Team operates through 4 implementation Streams

Data Management Stream **led by Statistics Botswana**

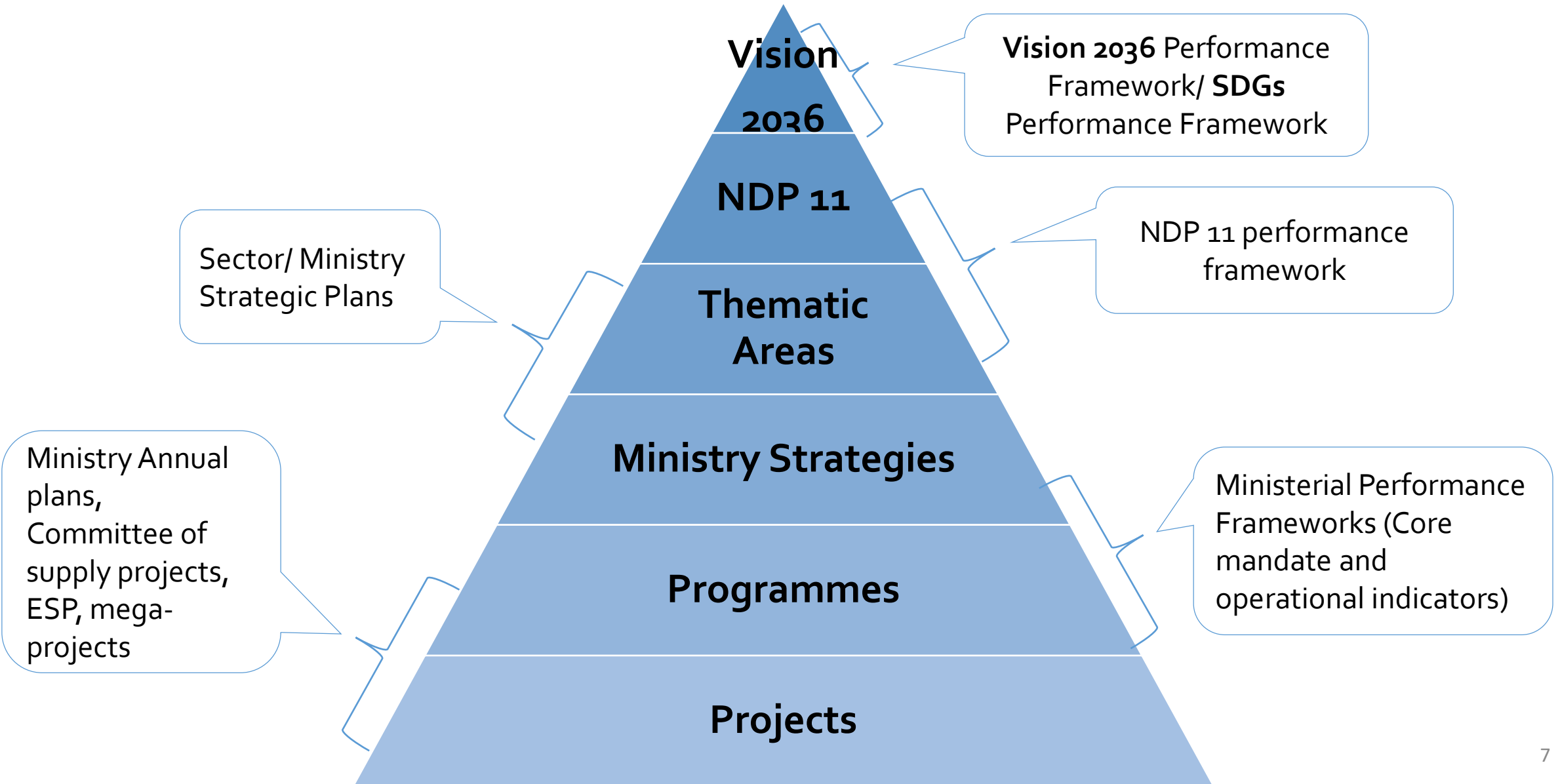
HR and Capacity building Stream **led by Directorate of Public Service Management**

Change Management & Communications **led by Reforms Unit in Office of the President**

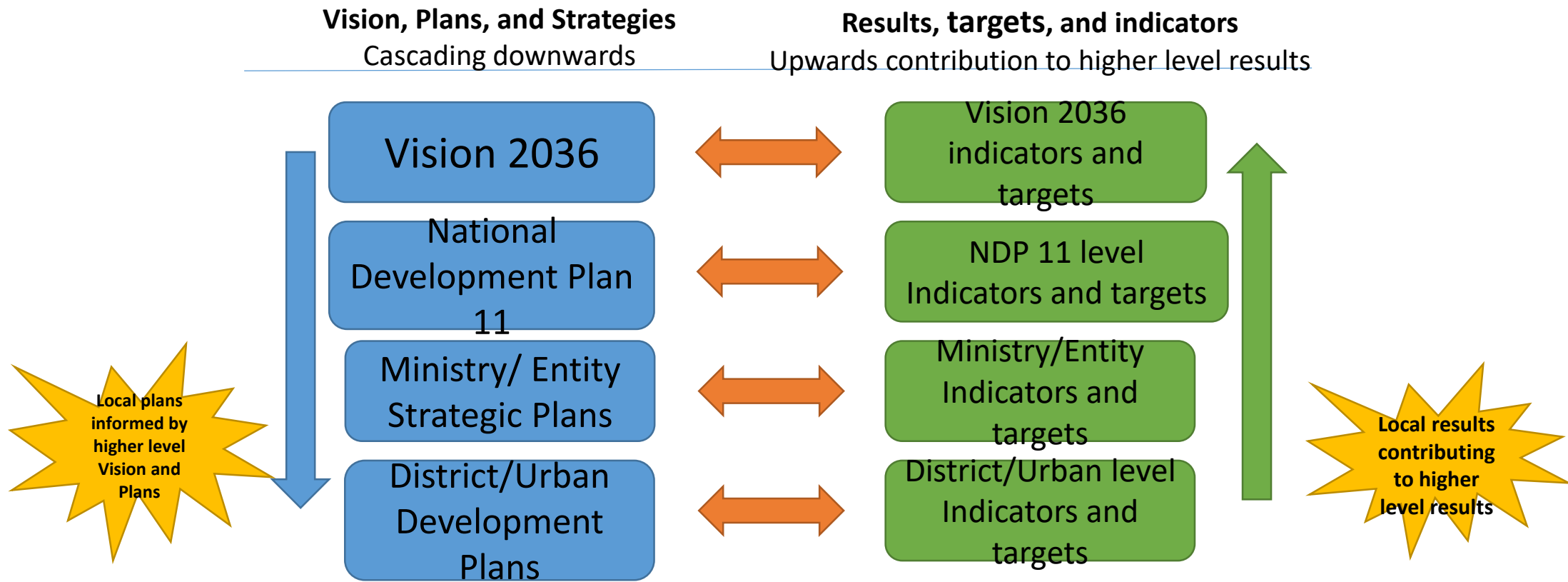
Linkages Stream – Linking Planning, Budgeting and Public Service Management **led by the Ministry of Fin & Eco. Development**



What we want



Systematic Measurement of Results at all levels



PM&E Policy - Institutional Architecture

Center of government

MFED: Uses PM&E information for budget preparation & NDP monitoring

NSO: Coordinates NMES implementation, sets evaluation standards, guides in identification of areas for evaluation and promotes use of evaluation findings

DPSM: Uses PM&E for staff performance appraisals; supports PM&E capacity strengthening

GICO: Project and service delivery monitoring

Sectors

Ministries:

- Monitor and evaluate sector policies, programs and projects and identify areas for and conduct evaluations
- Ministries supported by: **TWGs** for coordination purposes and **Statistics Botswana** for data management and **E-gov team/DIT** for electronic monitoring tools

Internal and external oversight

National Assembly: Uses PM&E to review Plans and review annual budgets

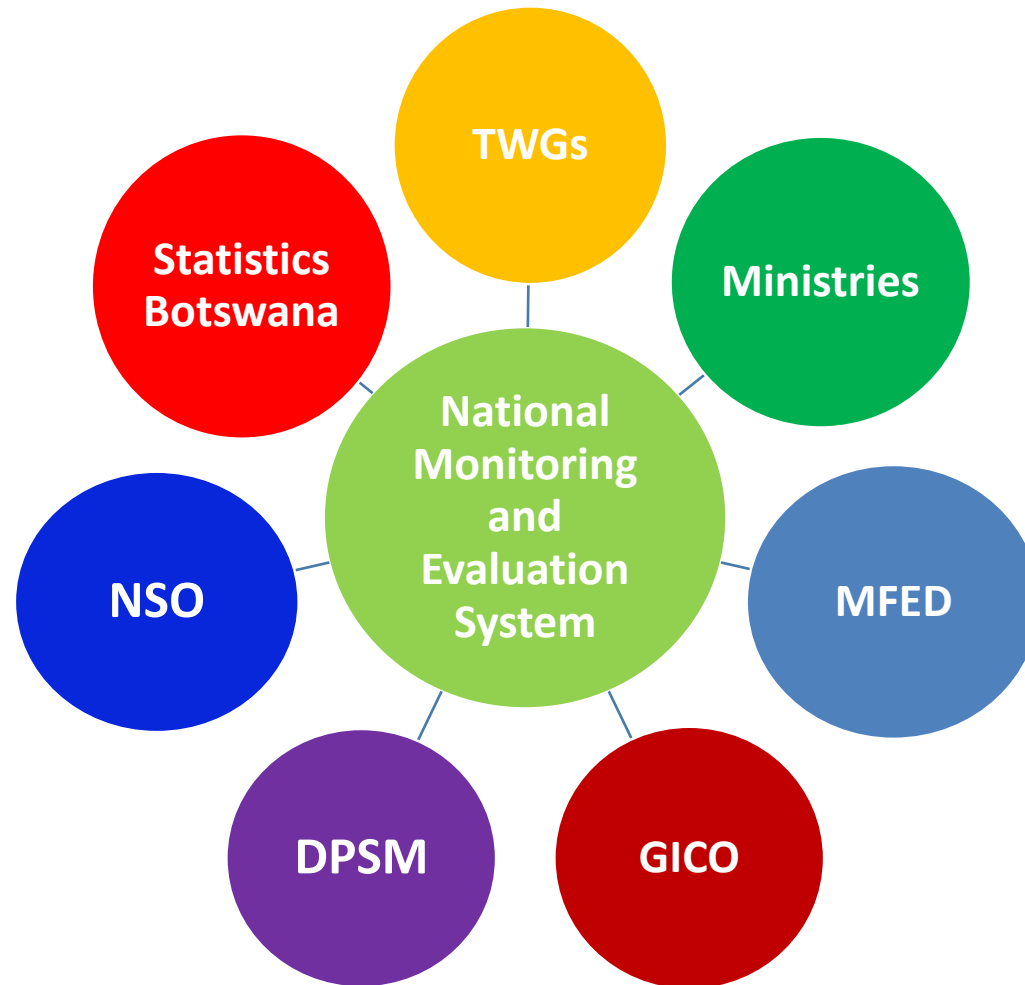
Auditor General: Uses PM&E for budget monitoring & conduct performance information audits including the use of M&E Tools

Non-State Actors Including Development Partners: Support and Participatory monitoring and evaluation

NMES is Championed by All

M&E Demand by Non-State Actors

- Academia
- CSOs
- Private Sector
- Development Partners

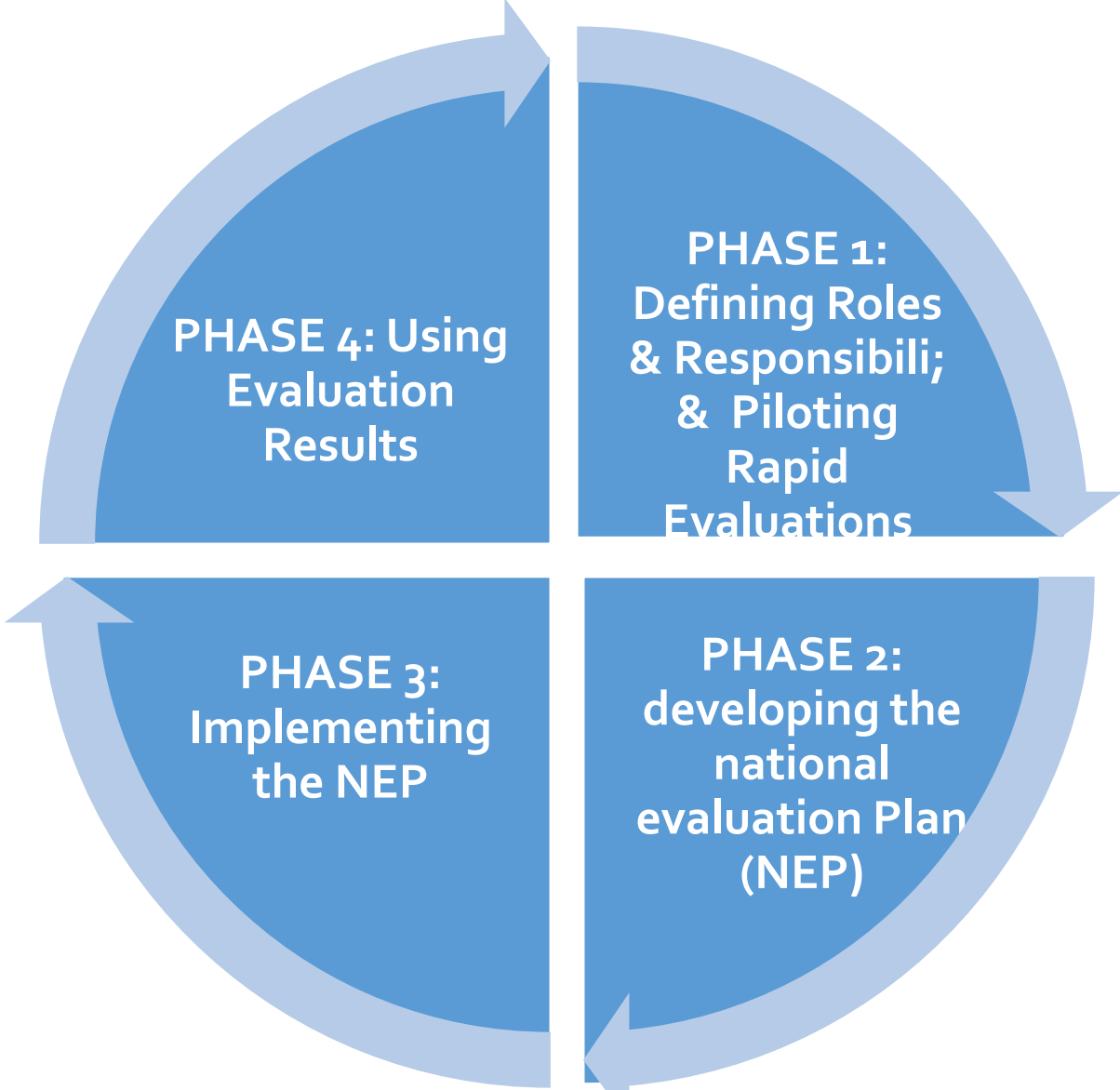




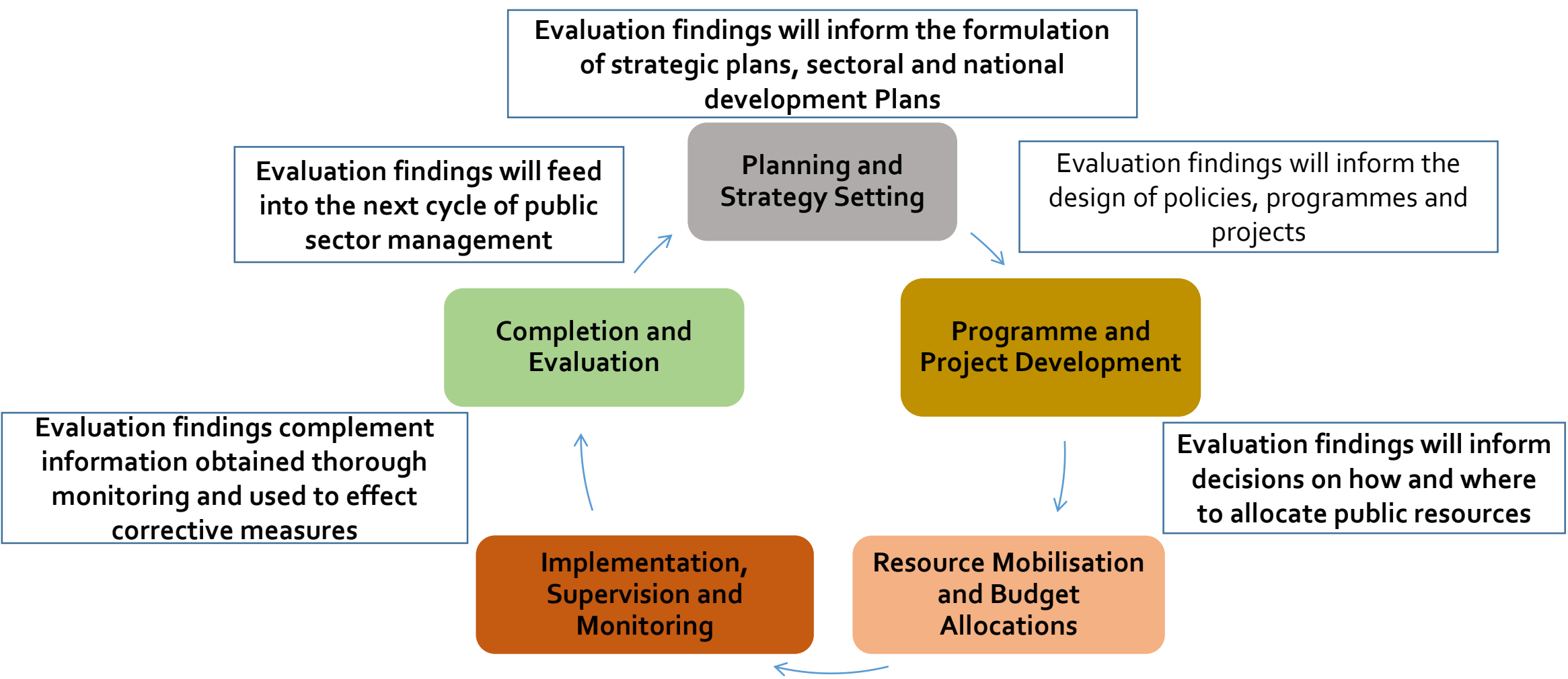
Botswana's efforts in strengthening national evaluation capacities in the era of the SDGs.




Approach - developing the National Evaluation function




How evaluation results are expected to be used in the public sector management cycle



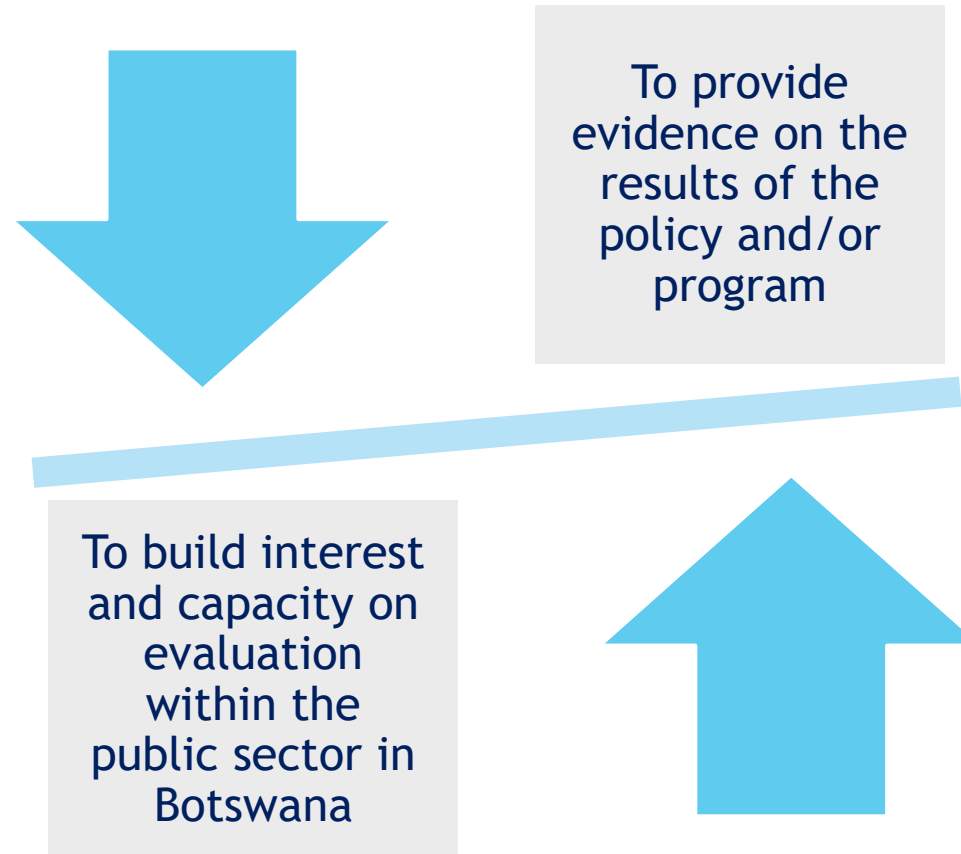


Institutionalization of Evaluations through Pilot Rapid Evaluations (REs)

- While there have been many periodic assessments, formal reviews and informal evaluations of different public-sector policies, programs and projects over the years in Botswana, the evaluation function is still nascent.
- **As part of the NMES a decision was made to institutionalize evaluations through Pilot Rapid Evaluations.**
- **Rapid Evaluations are focused systematic evaluations of policies, programs or projects.**
- **They are based mostly on available data, as a result, they are neither expected to generate new data nor to address all aspects of the evaluated interventions.**
- **The time frame for their implementation is typically shorter**
- **& their cost lower than that of traditional evaluations.**



Institutionalizations of Evaluations through Rapid Evaluations: key purposes of the three Rapid Evaluations





Commissioning Pilot Rapid Evaluations (REs)

The process entailed:

- Identification and selection of topics
 - Evaluability Assessment
 - Approval of selected topics: 3 topics selected (Tourism Policy and related Strategies; Medicine Supply Chain (MSC) ; & Early Childhood Development (ECD)
 - Appointment of External Evaluators - development of ToRs for the Rapid Evaluations
 - Setting up of Rapid Evaluation Structures
 - Appointment of Focal Persons & Evaluation Technical Team
 - Appointment of Reference Groups to guide Rapid Evaluations
- NMES Steering Committee as an oversight

Evaluation criteria for the three Rapid Evaluation

DAC CRITERIA	Tourism Strategy & Policy	ECD	Medical supply chain
RELEVANCE	✓	✓	✓
EFFECTIVENESS	✓	✓	✓
EFFICIENCY			
IMPACT			
SUSTAINABILITY			
GENDER		✓	
EQUITY		✓	



Rapid Evaluation Activity Plan

Phase 1: Inception



Phase 2: Evaluation Design



All Phases required a set of Evaluator Outputs, Evaluation Team, Reference Group and NSO Contributions

Phase 3: Fieldwork



Phase 4: Analysis & Synthesis



Phase 5: Draft report & validation



Phase 6: Final Reporting, drafting of Improvement Plan & Close-Out



Rapid Evaluation Data collection methods

Qualitative data

- Analysis of documents and already existing data
- Key Informant Interviews
- Site visits (interviews & observations)
- Focus group discussions

Quantitative data

- National & international statistics
- Administrative data

Evaluators used principles of Appreciative Inquiry (AI) when conducting KIIs and site-level interviews.

AI is an evaluation approach that encourages participants to identify constructive solutions to challenges and constraints



Key lessons from the Rapid Evaluations

Achievement of the main objectives

- **Objectives 1: To build interest and capacity on evaluation within the public sector in Botswana**
 - Capacity has been built on evaluations both at NSO and participating institutions.
 - **Increased demand for research on some of the issues/findings** e.g research on maternity/ paternity leave. Demand for a fully fledged evaluation of the ECD Program.
- **Objective 2: To provide evidence on the results of the policy and/or program**
 - Evidence generated by the Tourism Rapid Evaluation **used to inform the new proposed Tourism Policy.**
 - Findings on the ECD Rapid Evaluations used to inform the NDP 11 Mid Term Review.
 - MSC findings used to inform decisions on service delivery.



Next Steps on institutionalization of Evaluations

Use evaluations to change the way we do business in the public sector by innovating and strengthening performance.

1. Implementation of Improvement Plans for the 3 Rapid Evaluations.
2. Development of a National Evaluation Plan on annual basis.
3. Implementation of the National Evaluation Plan.
4. Continuous capacity strengthening on Evaluations. This can be done through: in-house training; skills and knowledge transfer; resourcing both financial and human resources; development of an M&E Curricula; & Strengthening of Botswana M&E Association.



Conclusion

- Building a National Evaluation System is not an event, it's a process that requires commitment from all Stakeholders.
- The use of a Gradual Approach is very important.
- NMES has great potential to make Government more efficient and effective. Realizing this potential depends on:
 - ✓ Integrating performance information into planning, budgeting and public service management, and other key processes of government.
 - ✓ Ensuring that other international agendas e.g. SDGs, Agenda 2063 are infused and taken as part of the National Agenda to avoid duplications and also ensure efficiency in the use of resources.
 - ✓ Regular monitoring and evaluation of the performance standards for corrective purposes should remain core to all in order to achieve the national goals and the SDGs.
 - ✓ Working as a team to deliver as one - Government, Private sector, Development Partners, Civil Society. It is critical to ensure partnerships and more engagements.



Thank you