



Evolution of the National Monitoring and Evaluation System – The Case for Botswana

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Introduction – The Botswana National Planning System

- ❑ Since 1966 Botswana has followed multiyear economic planning
 - Six (6) year medium term development plans (NDPs) guide economic development;
 - Mid Term reviews of NDPs;
- ❑ longer horizon National Vision established in 1996, subsequent NDPs becomes the blueprint of this National Vision;
- ❑ NDP 10 (2008/09) became the first results driven National Development Plan.

Evolution of the NMES

- ❑ 1997 Standing Committee on Project Implementation (SCOPI), is established to address implementation bottlenecks and to ensure high project monitoring
- ❑ 1998 Standing Committee on Local Authorities Project Implementation (SCOLAPI) is established to monitor project implementation at district level with special attention on limping projects
- ❑ 2001 a Project Monitoring Unit at MFDP is established and in 2004 a formal Project Monitoring System is developed

Evolution continued ...

- ❑ 2007 Government Implementation Coordination Office (GICO) established to coordinate and support implementation of policies, programmes and projects by Ministries
- ❑ 2010 GICO transformed to become the National Strategy Office with an additional mandate of Strategy development and management.
- ❑ 2014 GICO as an independent department under Office of the president is re-establishment

Evolution continued ...

- ❑ 2008, Integrated Results Based Management (IRBM) was introduced & embedded in NDP 10

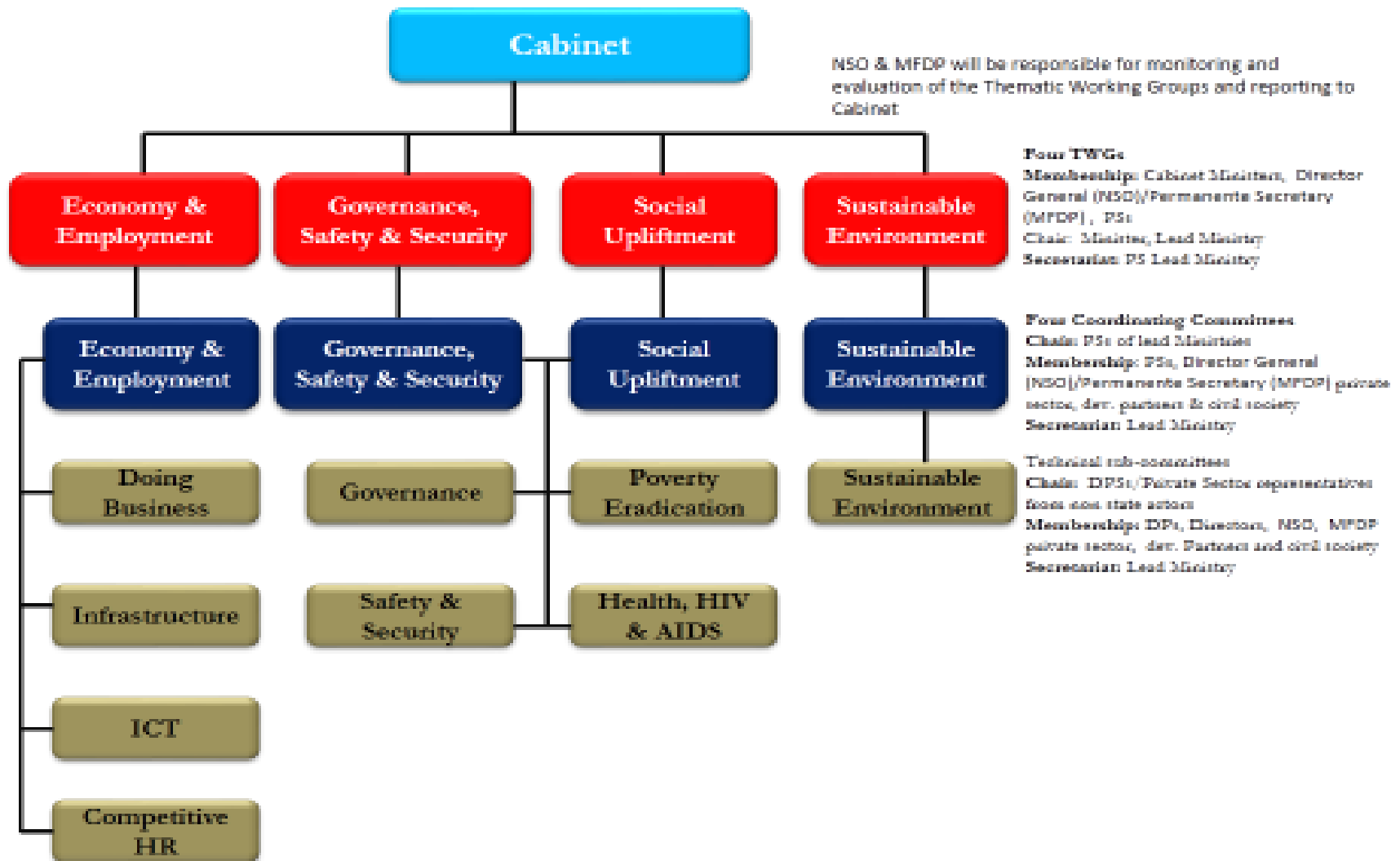
- ❑ NDP 10 development process attempts to create a hierarchy of goals, cascading down from the high level goals of the Vision, through NDP 10, to sector and ministry goals.

Evolution continued.....

CHART 3.1: CASCADING VISION 2016 INTO NDP 10



Evolution continued – Introduction of Thematic Working Groups (TWGs)



Objectives of TWGs

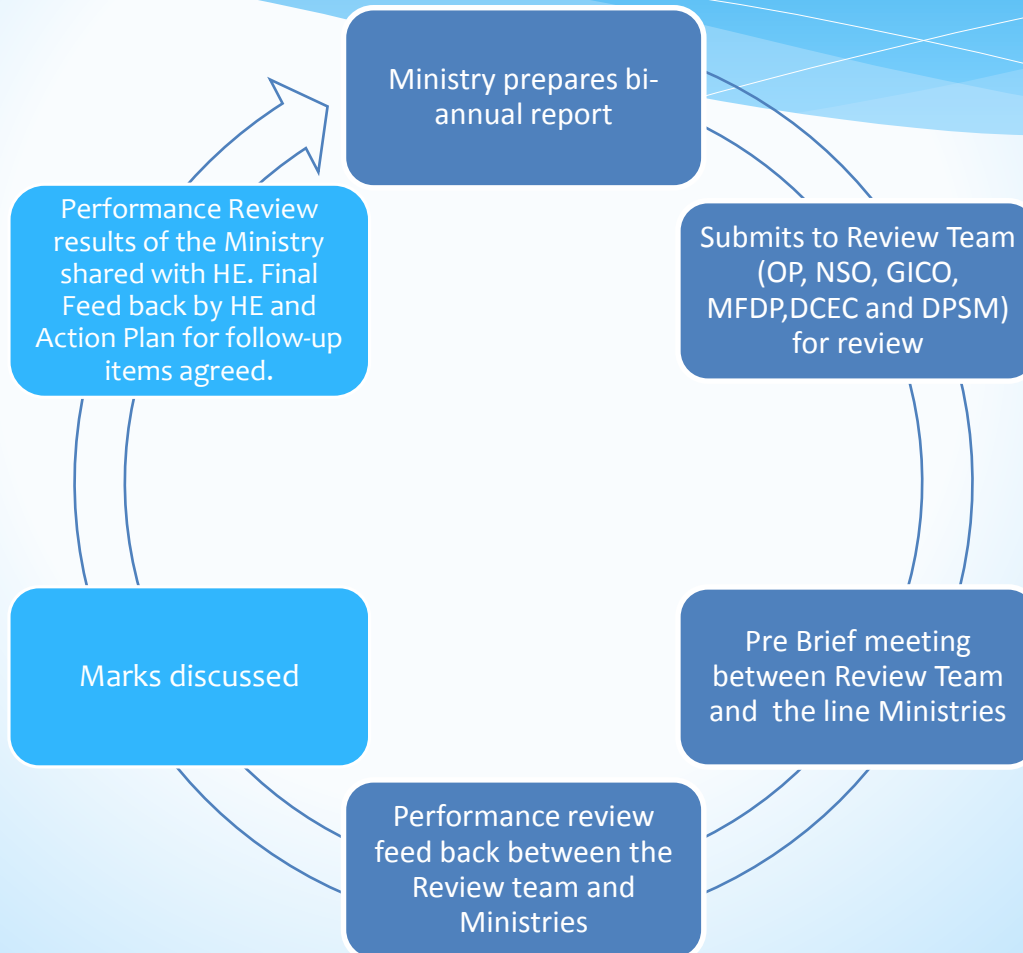
- ❑ To ensure strategic planning, coordination and implementation of the thematic NDP goals;
- ❑ To build consensus on Key Result Areas, Outcomes, Indicators and Targets;
- ❑ To ensure alignment of Policies, Programmes and Projects to identified outcomes;
- ❑ To facilitate inter-sectoral synergies between government, private sector, development partners and civic organizations;

Evolution continued – Objectives of TWGs

- ❑ To develop performance measurement framework for the NDP and complementary guidelines
- ❑ To coordinate implementation of thematic NDP goals through identified programmes;
- ❑ To monitor and evaluate the implementation of thematic NDP goals and prepare necessary documents/ reports on bi-annual basis for feedback.

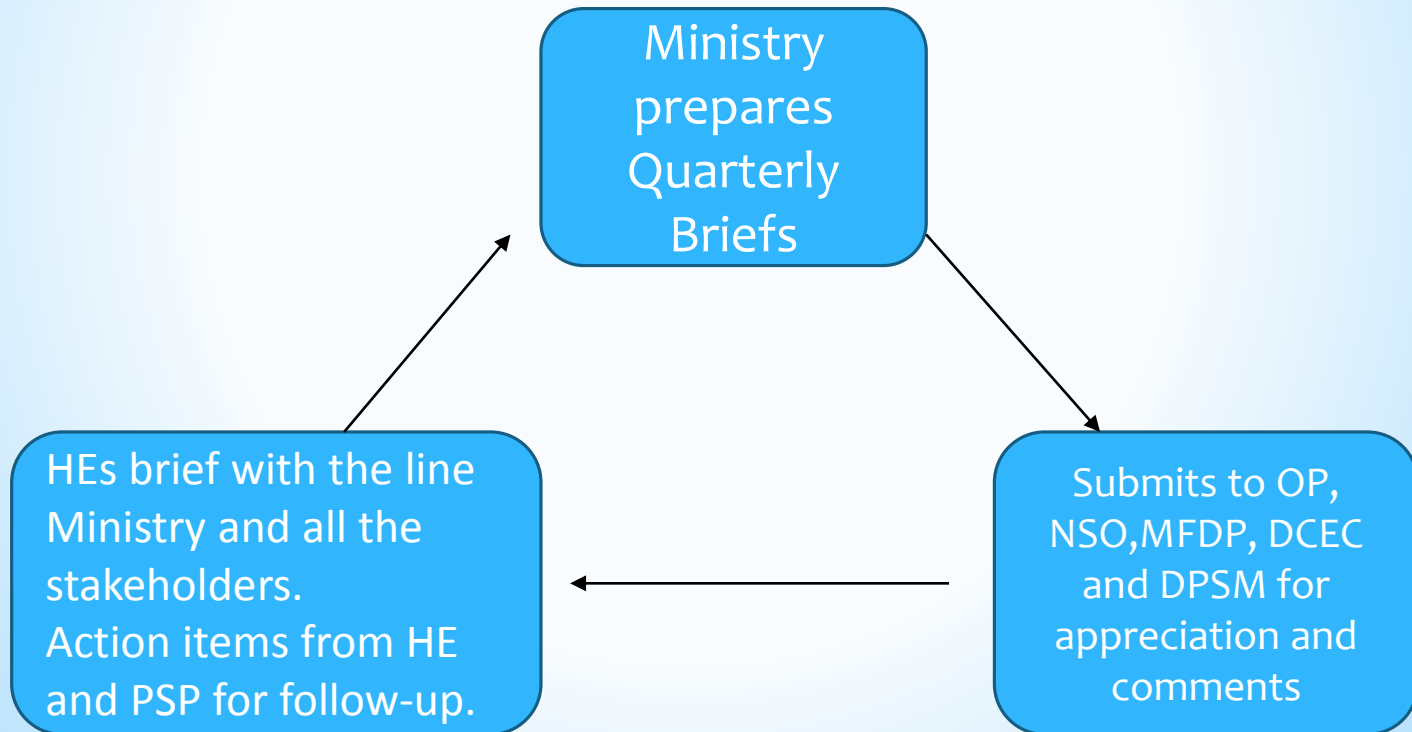
Evolution continued – Introduction of a Deliberate strategy on M&E

Ministerial bi – annual Performance Reviews:



Introduction of a Deliberate strategy on M&E continued...

- Ministerial Quarterly briefings to His Excellency



Evolution continued – Other Initiatives

* On-the Ground Monitoring – Frontline Service Delivery

- Undertaken in partnership with Local Authorities to assess quality of service delivery to citizens.
 - ❖ Includes Mystery Shopping as well as Spot Checks

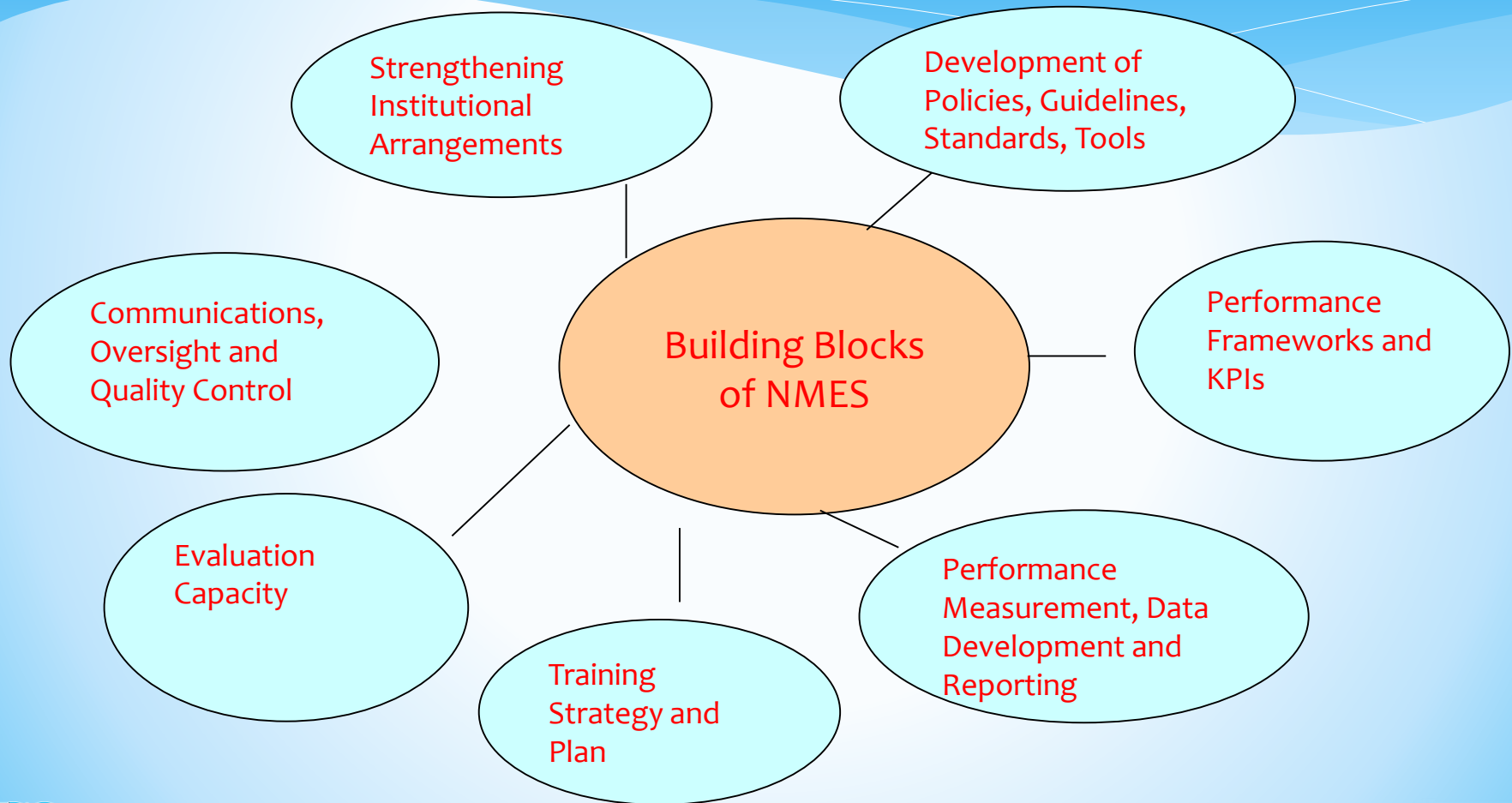
Evolution continued – Other Initiatives

Community Based Monitoring

- ❑ A social accountability tool that empowers local communities to demand government services from extension service departments;
- ❑ Local communities are empowered to rate Government Services using Village Score Cards;
- ❑ Administered in collaboration with the Ministry of Local Government & Rural Development;

NB: Findings used to promote dialogue with service providers/customers to find solutions for service delivery improvement

Institutionalization of the National Monitoring and Evaluation System (NMES)



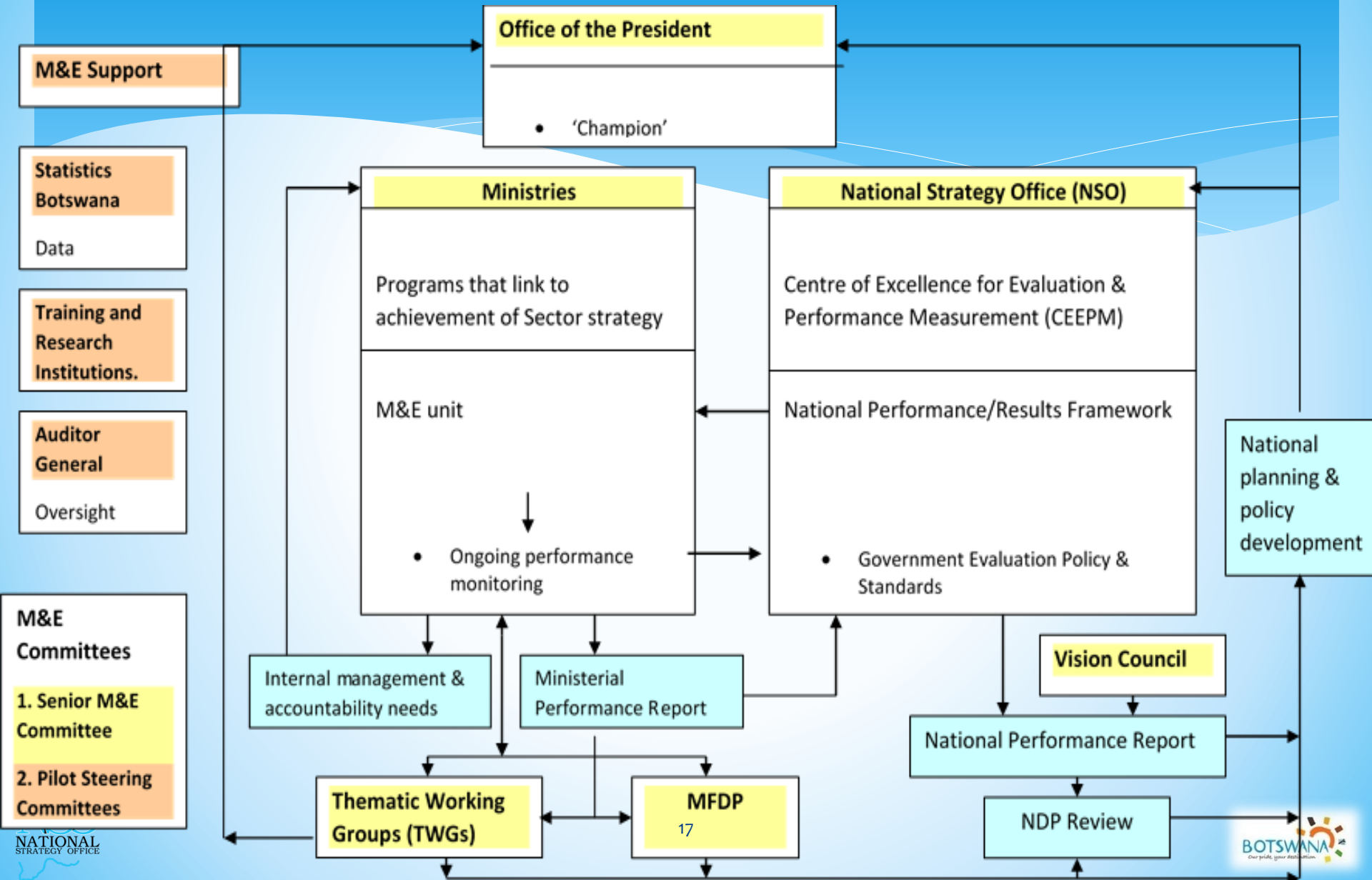
Why institutionalise a National M&E System

- ❑ Failure of many government projects due to implementation challenges
- ❑ Weak Project Management with no M&E
- ❑ No coordinated National evaluation Agenda, so no evidence based decisions to influence change
- ❑ Poor service delivery and citizen dissatisfaction

Components of the NMES currently on-going

- ❑ Design of Performance M&E Policies, Plans, Tools and Guidelines (STANDARDS)
- ❑ Design of Performance Frameworks for the NDP 11, including the design of performance measurement and reporting strategies (To cascade to sectoral & ministerial)
- ❑ Strengthening Institutional Capacity (positioning functions to accommodate M&E, designating M&E key institutions, capacity building)

Proposed NMES and Key Players



Emerging Successes and Challenges

strengths

Current Understanding of PM&E

- ❑ High level commitment
- ❑ Key building blocks – institutions, Peer Review Team)
- ❑ Some tools and routines for monitoring available (MPRs, Performance contracts, NDP MTRs, Performance Audits etc)
- ❑ Foundation from NDP 10 with IRBM

weaknesses

- ❑ PM&E mostly compliance
- ❑ oriented HRM, PFM and Anti Corruption
- ❑ No clear consequences for non-performance and good performance
- ❑ No legal framework supporting M&E activities
- ❑ Overlapping coordination mandates
- ❑ Lack of capacity – at institutional and individual level
- ❑ Lack of data across sectors
- ❑ Lack of sectoral strategies bridging the gap between NDPs and Ministry plans
- ❑ No explicit Indicator Hierarchy (No link between NDP indicators and Ministerial indicators)

Success factors for the System

- ❑ Formulation of a National Monitoring and Evaluation Policy Framework
- ❑ Alignment of the system with Planning, budgeting, Public Investment Management and Public Service Management Systems;
- ❑ Graduation from a compliance to performance system with results and improving performance through an integrated approach, revising the M&E tools and creating evaluations tools;
- ❑ Simple and user friendly - The NMES would start simple, building on the strengths of current M&E practices, starting from pilots and promoting the use of M&E tools and information;
- ❑ Establishment of a cascading hierarchy of indicators.

THANK YOU !!!!!!!