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.
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.
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.
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……
Evolution continued – Introduction of Thematic Working Groups (TWGs)

NNSO & MFDP will be responsible for monitoring and evaluation of the Thematic Working Groups and reporting to Cabinet.

Four TWGs
Membership: Cabinet Ministers, Director General (NSO), Permanent Secretary (MFDP), PSs.
- Chair: Minister, Lead Ministry
- Secretary: PS Lead Ministry

Four Coordinating Committees
Chair: PSs of lead Ministries
Membership: PSs, Director General (NSO), Permanent Secretary (MFDP), private sector, community and citizens
- Chair: Minister, Lead Ministry
- Secretary: PS Lead Ministry

Technical sub-committees
Chair: DPSS, Private Sector representatives, non-state actors
Membership: DPSS, Director, NSO, MFDP, private sector, community and citizens
- Chair: Minister, Lead Ministry
- Secretary: PS Lead Ministry

Diagram:
- Cabinet
  - Economy & Employment
    - Doing Business
    - Infrastructure
    - ICT
    - Competitive HR
  - Governance, Safety & Security
    - Governance
    - Safety & Security
  - Social Upliftment
    - Poverty Eradication
    - Health, HIV & AIDS
  - Sustainable Environment
    - Sustainable Environment
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.
Ministerial bi–annual Performance Reviews:

- Ministry prepares bi-annual report
- Performance Review results of the Ministry shared with HE. Final Feed back by HE and Action Plan for follow-up items agreed.
- Pre Brief meeting between the Review team and Ministries
- Performance review feedback between the Review team and Ministries
- Submits to Review Team (OP, NSO, GICO, MFDP, DCEC and DPSM) for review
- Marks discussed
- Final Feedback by HE and Action Plan for follow-up items agreed.
Introduction of a Deliberate strategy on M&E continued...

- Ministerial Quarterly briefings to His Excellency

- Ministry prepares Quarterly Briefs
  - HEs brief with the line Ministry and all the stakeholders. Action items from HE and PSP for follow-up.
  - Submits to OP, NSO, MFDP, DCEC and DPSM for appreciation and comments
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
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)

Building Blocks of NMES

- Strengthening Institutional Arrangements
- Development of Policies, Guidelines, Standards, Tools
- Performance Frameworks and KPIs
- Performance Measurement, Data Development and Reporting
- Evaluation Capacity
- Communications, Oversight and Quality Control
- Training Strategy and Plan
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

Office of the President
- 'Champion'

Ministries
- Programs that link to achievement of Sector strategy
  - M&E unit
    - Ongoing performance monitoring

National Strategy Office (NSO)
- Centre of Excellence for Evaluation & Performance Measurement (CEEPM)
- National Performance/Results Framework
  - Government Evaluation Policy & Standards

M&E Support

Statistics Botswana
- Data

Training and Research Institutions.
- Auditor General
- Oversight

M&E Committees
1. Senior M&E Committee
2. Pilot Steering Committees

Internal management & accountability needs
Ministerial Performance Report

Thematic Working Groups (TWGs)

MFDP 17

Vision Council

National planning & policy development

NDP Review
Emerging Successes and Challenges

**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 !!!!!!