



Botswana

**National Performance Monitoring and
Evaluation
Policy**

13th September, 2017

Acronyms and Abbreviations

APR	Annual Performance Review
CDP	Capacity Development Plan
DPSM	Directorate of Public Service Management
GDP	Gross Domestic Product
GICO	Government Implementation Coordination Office
GoB	Government of Botswana
KPI	Key Performance Indicator
M&E	Monitoring and Evaluation
MDA	Ministries, Departments, and Agencies
MFED	Ministry of Finance and Economic Development
MPR	Ministerial Performance Review
MPU	Ministerial Planning Unit
MTEF	Medium Term Expenditure Framework
MTFF	Medium Term Fiscal Framework
NDP	National Development Plan
NEP	National Evaluation Plan
NMES	National Monitoring and Evaluation System
NSO	National Strategy Office
NSS	National Statistical System
OP	Office of the President
PM&E	Performance Monitoring and Evaluation
PSM	Public Sector Management
PSR	Public Sector Reform
SB	Statistics Botswana
SOE	State-Owned Enterprise
SP	Strategic Plan
TA	Thematic Area
TWG	Thematic Working Group
UDPs	Urban Development Plans

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INTRODUCTION AND RATIONALE

Introduction and Background

1. The Government of Botswana is committed to strengthening performance monitoring and evaluation through the National Monitoring and Evaluation System (NMES) as part of an integrated effort to improve public sector performance. Performance Monitoring & Evaluation (PM&E) is a policy-based cross-cutting public sector management function to be applied by all government Ministries, Departments and Agencies (MDA). Performance M&E promotes the use of performance information for evidence-based policy and decision making to improve public sector performance, helping strengthen public sector effectiveness, efficiency, transparency and accountability. PM&E is a core part of the policy cycle from planning, budgeting, implementation, public service management to monitoring and evaluation. It comprises a combination of tools, capacities and incentives to allow government and each of its institutions to track policies, programmes and projects to achieve results, such as inclusive growth, economic diversification and service-delivery. While elements of M&E were practiced in Botswana in the past, the approach was quite different in objectives, focus, and use.
2. Adopting a comprehensive perspective across the public policy making functions and systems is key to ensuring an integrated approach and a greater focus on performance and results. Under the National Development Plan (NDP) 10, an effort was made to modernize M&E and move beyond its traditional focus on activities and outputs towards a more systematic approach to capture information on the results of policies, programmes and projects. Despite the long experiences with M&E in Botswana, the track-record for PM&E implementation during NDP 10 was mixed. Progress made included the design of a Performance Framework for NDP 10 and the institutionalization of regular progress reviews and reporting, including the Ministerial Performance Reviews (MPRs) and His Excellency the President's Ministerial Quarterly Briefings. Some of the challenges that prevented the PM&E from achieving its full potential included the lack of a fully integrated system across the public sector management functions; the lack of an effective institutional architecture for PM&E implementation; and a limited use of evaluations. This resulted in weak accountability for results and curtailed use of performance information in public management systems for policymaking and implementation. With the commencement of Vision 2036 and a new National Development Plan period, the need for greater fiscal discipline and a review of government policies, programmes and projects to help accelerate progress on economic diversification and improve both access and quality of service delivery for all citizens has become apparent. This has now given a new impetus to develop PM&E as a way to lift public sector performance. This Policy therefore proposes a new approach to monitoring and evaluation as an integrated way to strengthen public sector performance

Rationale

3. In 2010, the National Strategy Office (NSO) was established in the Office of the President and has since been leading the development and implementation of the NMES. Since 2012, NSO has been participating in regular Ministerial Performance Reviews (MPRs). NSO has also coordinated the development of the Vision 2036 Performance Framework to measure

performance of the country's long-term development priorities. It also developed the M&E Chapter for the NDP 11, which was approved by Parliament in November 2016. Since then, it has led the development of the NDP 11 Performance Framework (PF), comprising a set of Key Performance Indicators (KPIs) for each Thematic Area (TA) of the Plan, against which progress towards the NDP 11 goals will be monitored and evaluated. More recently, it developed the M&E Chapter for the Mid-Term Review of the NDP 11. This National PM&E Policy takes this process further by providing formal Government approval of the objectives, functions, tools, the institutional architecture, the human and financial resources required, and the necessary implementation arrangements to strengthen PM&E in Botswana. The Policy further strengthens the functions of the TWGs which were setup to foster joint planning and monitoring and evaluation of performance at sector level. This Policy Paper outlines a more consistent and comprehensive approach to monitor and evaluate policies, programmes and projects with a focus on improving public sector performance to achieve national development goals.

4. Performance M&E has the following benefits:
 - (i) It increases public sector efficiency, thus creating greater fiscal savings and value for money, such as reduced human and financial resources and quicker delivery of a particular project or programme.;
 - (ii) It enhances public sector effectiveness, including the use of innovative ways and alternative ways of service delivery, structures, tools and processes, thus enhancing both access to and the quality of service delivery contributing to greater equity;
 - (iii) It strengthens transparency, thus making information more accessible and making government more open; supporting greater knowledge sharing; and
 - (iv) It strengthens accountability, thus ensuring that government delivers on its mandate to implement service delivery as planned, by the responsible staff, within the existing budget and timeframes.

POLICY STATEMENT AND OBJECTIVES

Policy statement

5. This National Performance M&E Policy lays the foundation for the design and implementation of a comprehensive PM&E system in Botswana. It affirms the Government's commitment to performance M&E at all levels of government based on the National Vision and subsequent NDPs. A PM&E Manual will provide further guidance for the policy implementation.

Policy objectives

6. The general objective of the Performance M&E Policy is to establish an effective Performance M&E System with the aim of strengthening the efficiency, effectiveness, accountability and transparency across government to support the achievement of national development goals.
7. The specific objectives of the Performance M&E Policy are to:

- i) Lay the foundation for the design and implementation of an effective PM&E system across Government;
 - ii) To integrate PM&E into other public sector management functions across the core public sector cycle from planning, budgeting, implementation, and public service management;
 - iii) Ensure timely and accurate monitoring and introduce a formal evaluation function;
 - iv) Set up an effective institutional architecture for PM&E across stakeholders;
 - v) Increase the use of PM&E information for evidence-based policy and decision making for effective implementation; and
 - vi) Promote a culture of performance, by moving from an approach of pure compliance to an approach of continuous learning and improvement, and the necessary change management.
8. As a result of the above, the Policy will strengthen efficiency, effectiveness, transparency and accountability of service delivery and generate fiscal savings. It will, thus contribute to enhanced public sector performance for the achievement of national development outcomes.

Policy Principles:

9. The Performance M&E Policy is built on the following principles.
- **Efficiency:** The PM&E policy seeks to enhance value for money by creating more efficient policy, programme and project design and implementation.
 - **Credibility:** Performance M&E information needs to be robust, solid, and evidence-based to enhance use.
 - **Reliability:** The PM&E information needs to be timely and readily available for consistent use by different stakeholders in and outside government.
 - **Integrity:** The PM&E policy seeks to set up a system that is trustworthy, creates value for users, and helps enhance transparency and accountability across government.
 - **Realism:** The PM&E seeks to set up a system that is practical, pragmatic and demand-driven and aligned with the reality on the ground.

PERFORMANCE M&E FUNCTIONS, TOOLS AND USE

Monitoring Function

10. Monitoring is a continuous management tool to assess progress on implementation of on-going policies, programmes and projects, focusing on national Vision and NDP priorities. Monitoring includes financial and non-financial monitoring tools. It helps track progress towards agreed goals and objectives and take corrective action when implementation is off track.

11. Monitoring includes the systematic and routine collection of data on set performance indicators from project to the national Vision level. To facilitate the flow of performance information, monitoring tools, will be developed, reviewed and simplified as needed for different monitoring purposes, types and audiences of performance information.
12. Ministerial Performance Reviews used to monitor ministerial performance will over time be complemented by other tools such as Performance Frameworks to capture all relevant performance information across the policy cycle. Each ministry will be responsible for regular monitoring and reporting against its respective performance indicators and targets. NSO will develop standards for ministry level performance measures, across the range of policies, programmes and projects. The emphasis will not just be on implementation of Development Budget funded programmes and projects, but also on the Recurrent Budget funding delivery of existing services, bearing in mind that the bulk of public resources flows through the latter. The cycle of Ministerial Strategic Plans (SPs) will provide an opportunity to further define ministry, department and agency level core performance indicators. These are likely to be predominantly output and intermediate outcome based, in contrast to the outcome oriented and multiple agency contributing to higher level Thematic Area Key Performance Indicators (KPIs).
13. Thematic Area (TA) monitoring will be undertaken in the context of the National Vision and implemented through the NDPs. The NDP Performance Framework will illustrate which ministries, departments and agencies contribute to the Vision and NDP outcomes, how the KPIs are defined, and who will be responsible for collecting the necessary KPI data. The KPIs are organized by Key Results Areas within each Thematic Area and include a limited number of high-level outcomes that can overlap with National Vision indicators, along with medium term and intermediate outcome indicators. Some Thematic Areas include key outputs generated by individual Ministries. The framework demonstrates both a link to high level outcomes by cascading up to the National Vision indicators, as well as links to more operational indicators included in Ministry Strategic Plans.
14. Regular progress reporting will be a standard feature of the monitoring function building on the progress reports from line ministries. NSO in collaboration with MFED and GICO will coordinate the production of four key performance outputs throughout the year: Being three summary Quarterly Performance Reports and one comprehensive Annual Performance Report, to be presented to Cabinet and Parliament. The Annual Performance Report will include a project chapter summarizing project implementation across line ministries and informed by Project Monitoring Reports.
 - i. **Quarterly Performance Reports:** Ministries will prepare brief quarterly performance reports on key ministerial results/deliverables and progress on the MPR performance indicators. Every second quarter performance report will in addition contain progress towards NDP targets.
 - ii. **Annual Performance Report (APR):** NSO in close collaboration with MFED and GICO, will develop a format for annual reporting of progress towards NDP objectives, and

promote the use of this information for decision-making. The APR results will also be disseminated to the broader public.

- iii. **Mid-term and Final Review of NDP Performance Reports:** These reporting processes will combine the reporting inputs from the Annual Performance Reports, periodic evaluations on NDP policies, programmes and projects, and other analysis used to track achievements and challenges of the NDP goals. The Mid-term and Final NDP Performance Reviews will cover thematic areas coordinated by MFED in collaboration with NSO, GICO and Statistics Botswana. Every Final NDP Review Report will in addition contain progress towards Vision targets.
- iv. **Mid-term and Final Review of Vision Performance Report:** These reporting processes will combine the reporting inputs from the Midterm and Final Review of NDP Performance Reports and other analysis used to track achievements and challenges of the Vision goals. This will be coordinated by NSO in collaboration with MFED.

Evaluation Function

- 15. The second main PM&E function is evaluation. The aim of evaluations is to determine the relevance and fulfilment of objectives, efficiency, effectiveness, impact, and sustainability of a policy, programme or project. While monitoring will provide information on whether progress is on or off track, evaluations will produce reliable information on what works, what does not, and why. Evaluations will be undertaken periodically for a systematic and objective assessment of planned, on-going or completed policy, programme, or project. Evaluation findings will be used as part of an evidence-based approach to both policy making and the design and implementation of programmes and projects. Thereby, evaluation findings will enhance service delivery and make better use of public resources to achieve national goals. The usage of performance improvement plans will ensure that evaluation findings are used for decision making and implementation.
- 16. While there have been formal reviews and informal evaluations of different public sector policies, programmes and projects in Botswana, the evaluation function is still nascent. Strengthening the evaluation function will be an important goal for the PM&E given its potential to improve the design and delivery of public interventions, and generating efficiency and effectiveness gains.
- 17. The evaluation function will complement the financial, economic, institutional and social appraisal of programmes and projects prior to their approval and commencement. Policies, programmes and projects will have an embedded M&E framework. For public investment management, rigorous appraisals from pre-to post investment will take place as per the Planning Officers' Manual.
- 18. A National Evaluation Plan, informed by NDP priorities and programmes, will be developed on an annual basis to guide the selection, design and roll out of the evaluation function. Depending on the focus, objectives, timing and audience of the evaluation, the menu of evaluation tools will include the following:

- i. **Diagnostics evaluation:** Establishes the baseline and develops the theory of change for an intervention;
 - ii. **Design evaluation:** Analyses the theory of change, before or early on during intervention, to determine if it is working as planned;
 - iii. **Implementation evaluation:** Helps understand how a policy, programme or project works, for example, is the intervention implemented as intended;
 - iv. **Impact evaluation:** Measures change in outcomes such as well-being, attributable to the intervention (using comparison group or counterfactual where feasible) and can also detect unintended consequences;
 - v. **Economic evaluation:** Focuses on the costs, especially if the costs outweigh benefits-based on unit of output or outcome (cost effectiveness) or monetizing the changes in outputs or outcomes (cost benefit analysis); and
 - vi. **Evaluation synthesis:** Synthesizes a range of evaluations to generalize findings across government, e.g. a function such as supply chain management, a sector, or a cross-cutting issue such as capacity.
19. NSO will lead the coordination, selection, management and quality assurance of evaluations and follow-up of the National Evaluation Plan. MFED will initiate budget evaluations for the budget-making process, while the NSO will coordinate Vision 2036 evaluations. Ministries will progressively take over the responsibility for selecting, overseeing, conducting and resourcing of the evaluations.

Integrated approach across public sector management functions

20. Performance M&E will be a fully integrated part of the wider public sector management functions and systems, including supporting on-going public sector reforms to strengthen public sector performance. It will serve a number of mutually interdependent and reinforcing goals, including providing regular performance information for:
- i. The strategic planning process to assess progress on implementation of development plans and achievement of their targets at both national and sector levels.
 - ii. The budget process on results achieved from previous budgets. This will inform the preparation of future budgets, including a potential adoption of performance-based budgeting in the medium-term.
 - iii. The public investment management, to strengthen the efficiency and effectiveness of capital budgeting; and
 - iv. Achievement of public service performance management instruments, including employees performance contracts.
21. Government has introduced a cycle of ministerial and sector-based strategic plans providing an opportunity to efficiently and effectively achieve the national goals. The NSO will provide guidance for ministries to review and fine-tune their performance targets to ensure that they accurately reflect each ministry's mandate and are focused primarily on outputs. Ministries performance targets are linked to the national goals. These will in turn be monitored and reported against the KPIs in the NDP Performance Framework. To avoid unrealistic plans,

strategic plans will be framed within a realistic resource envelope, consistent with the overall macro-fiscal framework of the NDP, as will be articulated by the Medium Term Expenditure Framework (MTEF). Ministerial Strategic Plans will provide a basis for annual work plans to be developed, which will be used to both guide management decisions during the year, and also to give substance for the employee performance contracts that senior officers, such as Permanent Secretaries, and Directors will be employed under.

22. PM&E will also strengthen the annual budget process through which financial and human resources are allocated to ministries for the year ahead. Over the longer term, the Government will move to a more programmatic and unified system of budgeting, with ministerial budgets presented in programme format and reflecting both the capital and recurrent budgets spending. A first step in this direction will be to give ministries a more unified set of ceilings in order to encourage the trade-off between recurrent and capital budget spending. This will be facilitated by the continued development of a Medium Term Expenditure Framework (MTEF).
23. The performance information developed as part of PM&E will enhance budget decision-making. This development is expected to inform how resources are better deployed to achieve the ministerial performance targets, and the higher level targets of the KPIs. This is a vital shift in the new era where regular increases in budget resources cannot be assumed, and the Government is committed to fiscal targets, such as the reduction over time of total government spending as a share of the GDP. This will also require the development of baseline estimates of the cost of existing policies, programmes and projects by ministries, and their use in the strategic phase of annual budgeting.
24. Performance information will also influence the public service management system. Instead of focusing on the number of additional staff government may hire, the dialogue will shift over time to how existing government staffing resources can be optimally utilised to achieve policy, programme and project objectives. The public employees' performance assessments focus will shift from inputs and activities to outputs and outcomes. This will also enable linking and informing public employees' performance contracts to Government development priorities and results. Employees' performance contracts would thereby be harmonized with sector-based strategic plan targets.

Statistical foundation for PM&E

25. To ensure the availability of performance information, timely and reliable statistics and data will be needed to monitor and evaluate effectively progress toward the achievement of national Vision and NDP goals. Statistics Botswana will play a key role in data collection for performance information, including on data collection standards and quality assurance for administrative data. NSO will maintain regular dialogue with MFED and Statistics Botswana to ensure that the development of Statistics Botswana's capacity and the requirements of the PM&E system proceed in tandem. PM&E stakeholders will therefore work closely with Statistics Botswana and administrative data producers in ministries will identify appropriate data production systems.

Use of the Performance M&E System, Tools and Findings

26. In order for PM&E to support improvements in efficiency and effectiveness of public service delivery, the actual use of PM&E tools and findings is essential. In terms of the PM&E tools at programme and project level, the progress reports will allow for monitoring and reporting against targets and take corrective action when progress is off track. Regular progress review meetings at sector level will allow Ministers, Permanent Secretaries, and Directors to assess whether programmes are on or off track and agree on corrective actions and accountabilities as needed.
27. At a higher level, the PM&E findings, in particular the Annual Progress Report will serve a number of purposes, including (i) informing budget negotiations and the integration of results in the budget, (ii) providing targets and progress information for performance management, (iii) informing Cabinet, Parliament, Vision 2036 Council and other oversight institutions on progress towards the achievement of national development priorities; and (iv) development and refinement of policies and programmes. This will ensure that PM&E is a critical function for making Government more performance oriented in the delivery of existing, new services and projects, and more evidence based in the development of new policies, programmes and projects.
28. Effective use of performance information will also require further investment in integrated IT systems for PM&E. The new IT systems and tools will be developed to ensure the availability, timeliness, integration, and interoperability of information across the public sector. For the specific purposes of the PM&E system, a tailor-made dashboard will be developed, starting with simple instruments and moving to more sophisticated systems over time.
29. To ensure the use of PM&E tools and findings, an incentives framework will be developed as part of the technical design of each of the tools, as well as part of the change management mechanisms. This will include financial and non-financial elements to promote greater use of the PM&E, which is the litmus test of the effectiveness and impact of the system. Discussions by MFED and DPSM with line ministries on their annual budgets and staffing allocations would take account of compliance with PM&E policies, and allocate resources accordingly. Decisions, such as allocating more funds or staff in response to ministry requests, would be taken in line with the analysis of the quality of performance information submitted by the ministry and its regularity.
30. To ensure an integrated approach, information-sharing and capacity strengthening will be encouraged at an early stage. Performance information will also be made available for the management of Districts and State-Owned Enterprises (SOE). While the scope of the PM&E Policy will initially focus on the Central Government and its line Ministries, Departments, and Agencies, it will over time be rolled out to Local Authorities and SOEs.

Citizen Engagement

31. To encourage greater credibility and use of the PM&E findings, transparency will be crucial to allow PM&E to be used both as a management tool and a mechanism for internal and

external accountability. This will include internal dissemination across government as well as external dissemination to the private sector, citizens and civil society. It will also include PM&E tools for citizen engagement. Regular publication of progress reports will allow external stakeholders, such as citizens, to provide informed feedback to government on service delivery. Progress reports and evaluations will be made public through various channels, including the web. This will include tailored dissemination activities for different stakeholders to share results, encourage feedback and promote greater use of the system, thus contributing to the sustainability of the NMES. Dissemination will also include formal launches of flagship PM&E products such as on the implementation of NDP and major evaluations.

32. Participatory monitoring tools will help effectively implement the PM&E function and improve service delivery outcomes. Citizen engagement tools will be included in the NMES in several ways, including (i) citizen feedback on access to and quality of service delivery, for example in the water, education, and health sectors, (ii) regular consultations with citizens on progress and challenges in the implementation of NDP and sector policies, programmes and projects, and (iii) public consultations on the findings of national and sectorial progress reports. Building on different tools developed by the line ministries and GICO, participatory monitoring and citizen engagement tools applied could include social audits, citizen report card surveys, community score cards, public hearings, and mobile feedback devices.

INSTITUTIONAL ROLES AND RESPONSIBILITIES

Performance M&E Roles and Responsibilities

33. As PM&E will be fully integrated across the public sector through the NMES, the success of the System will depend on all stakeholders understanding and playing their roles and assuming their responsibilities effectively. It will also depend on the appropriate accountability mechanisms to ensure that the PM&E is not only designed, but also effectively implemented as planned.
34. The NSO will be responsible for the design and implementation of PM&E in consultation with all stakeholders. It will take the lead in the formulation of the PM&E Manual and the coordination of the National Evaluation Plan. Jointly with MFED, it will coordinate reporting on progress towards NDP goals. GICO will lead monitoring and reporting on project implementation and service delivery. MFED will coordinate development of NDP and prepare annual budgets aligned with NDP priorities. Statistics Botswana will produce data and exercise data quality control. The Auditor General will audit budget performance while DPSM will periodically review human resource performance of ministries. Ministries will monitor and report progress towards implementation of sector plan targets with a view to taking corrective action when and if off track and for successful policy, programme, and project implementation. A summary of roles and responsibilities is presented in Annex 2.

IMPLEMENTATION OF THE PM&E FUNCTION

Human and financial resources for the PM&E function

35. Establishing the PM&E function across Government is key for the effective implementation of the NMES. This calls for the integration of the PM&E function to ministries' organizational structure either in existing departments, such as Planning, whenever possible, or creating a new PM&E unit. Guidelines on the functional structure will be included in the PM&E Manual to ensure that Ministries, Departments and Agencies have sufficient flexibility in how PM&E staffing and capacity is built within their organizational structures.
36. To reap the benefits of PM&E in terms of greater government effectiveness, realization of fiscal savings, and rebalancing of staffing levels, implementation of the PM&E Policy will need to be adequately resourced in terms of finances as well as human resources for M&E. For monitoring, ministries will review their existing complements of central policy support staff (Planners, Policy and Programme Analysts, Statisticians, Performance Improvement Coordinators and M&E Specialists) and reallocate functions so as to give greater prominence to PM&E. For evaluations, in the initial years, NSO will budget for funds to coordinate the evaluation function under the National Evaluation Plan. Thereafter, as central funding of evaluations by NSO is gradually reduced, line ministries will be expected to make provision for evaluations within existing budgets, consistent with financial and staffing ceilings.
37. An M&E Capacity Development Plan will be developed by NSO in collaboration with DPSM. Its objective is to ensure that public officers are familiar with PM&E and have the required skills to play their roles effectively to ensure successful implementation. Both private and public training institutions, will provide the necessary tailor-made M&E capacity strengthening programmes.

Operationalization of the Performance M&E Policy

38. A comprehensive PM&E Manual will be developed to provide detailed guidance on the implementation of this Policy. The Manual will include guidance on how to establish, manage and use performance PM&E. The Manual will include detailed steps required to establish and consolidate the M&E systems, such as defining indicators and setting targets, instituting regular performance monitoring and reporting, and undertaking periodic evaluations. Guidance on dissemination, public participation and citizen engagement will also be included. A complementary change management, communications and risk management strategy will also be developed for the implementation of this Policy. The PM&E Manual will be harmonized with the Planning Officer's Manual, District Planners Handbook and the Finance Officer's Manual.

Review of the National Performance M&E Policy

39. The National Performance M&E Policy outlines performance monitoring and evaluation in Botswana. The process, approach and practice for performance M&E continues to evolve over time. As such, this Policy will be subjected to regular reviews to make it relevant to emerging

trends in PM&E. The report on the implementation of the NMES will be included in the Annual Progress Report with a view to improve the efficiency and effectiveness of the NMES. The Policy will also be evaluated every six (6) years, in line with end of implementation period of NDPs.

ANNEX 1: NATIONAL PERFORMANCE M&E POLICY IMPLEMENTATION PLAN

Policy Objective	Key Performance Indicators	Relevant Initiatives	Responsible	Start date	End date
Development of Performance M&E foundation and tools	number of targeted M&E tools developed	a. Development PM&E Manual	NSO	Jan 2019	Dec 2020
		b. Development of Performance Frameworks	NSO, MFED, TWGs	Apr 2017	Continuous
	number of adopted tools being used	c. Simplified reporting templates	NSO	Apr 2018	Dec 2019
		d. Institutional arrangement for M&E	DPSM	Jan 2020	Mar 2021
Operationalisation of Performance M&E functions 1) Monitoring, including performance reporting	% of indicators being reported on	a. Compile Annual Progress Report on implementation of NDP	NSO, Vision 2036 Agency, MFED	Apr (Annually)	Jul (Annually)
	% of institutions reporting as per the set standards	b. Compile TWG Performance Reports	TWGs	Apr (Annually)	May (Annually)
	% of indicators with quality data	c. Undertake Ministerial Performance Reviews	Ministries to PRT	Quarterly	Continuous
		d. Develop and implement NMES Data Management Strategy	SB, NSO, MFED	Nov 2019	Mar 2023
Operationalisation of Performance M&E functions 2) Evaluations both at Centre of Government and in individual Ministries	% of adherence to the Annual Evaluation Plan % of adopted evaluation recommendations implemented	a. Development and Implementation of the National Evaluation Plan	NSO, MFED, Vision 2036 Agency	Jan (Annually)	Continuous
		(1) NDP Mid-Term Review	MFED, NSO	April 2019	Dec 2020
		(2) NDP Final Evaluation	MFED, NSO	April 2022	March 2023
Promote the use of Performance information	% of performance reports available to the public	a. Develop and implement NMES HR and Capacity Strengthening Strategy	DPSM, NSO	Jan 2018	Continuous
	% of evaluation reports available to the public	b. Develop and Implement the change management strategy	NSO	Nov 2019	Continuous

NB: Under responsible, the first institution in the list is the lead.

ANNEX 2 – ROLES AND RESPONSIBILITIES IN THE NATIONAL M&E SYSTEM

Parliament	<ul style="list-style-type: none"> • Conducts oversight on implementation of the National Vision and NDPs. • Review and approve budgetary provision in line with NDP. • Use performance information to hold government accountable.
Cabinet	<ul style="list-style-type: none"> • Approval of NDP Performance Framework • Approval of Annual National Evaluation Plan. • Use performance information for decision making.
Office of the Auditor General	<ul style="list-style-type: none"> • Conduct selective independent reviews of policies, programmes and projects • Conduct regular performance audits
National Strategy Office (NSO)	<ul style="list-style-type: none"> • Coordinate the design and implementation of the PM&E system, in collaboration with MFED, DPSM, GICO, Statistics Botswana and other key stakeholders. • Develop an evaluation policy, plan, tools and guidelines • coordinate evaluations; • Periodic review of the National Performance Monitoring and Evaluation Policy • Conduct periodic Ministerial Performance Reviews (MPRs). • Jointly with PEEPA and respective Ministries, conduct periodic review of performance of state owned enterprises (SOEs). • Set standards and coordinate the preparation of Ministry Strategic Plans (SPs)
Ministry of Finance and Economic Development (MFED)	<ul style="list-style-type: none"> • Provide overall leadership on development, implementation and review of NDPs • Prepare annual budgets in line with the MTEF • Monitor the performance of the budget in line with the NDP goals • Produce quarterly, semi-annual and annual budget performance reports • Conduct Mid Term and Final Review of NDPs in collaboration with NSO, GICO and Statistics Botswana.
Thematic Working Groups	<ul style="list-style-type: none"> • Develop, implement and review NDPs • Coordinate implementation of cross cutting themes
Government Implementation Coordination Office (GICO)	<ul style="list-style-type: none"> • Undertake performance monitoring of projects and produce annual and semi-annual reports to Cabinet • Conduct Citizen Perception surveys on services delivery, in partnership with line ministries • Monitor adherence to service standards.

Directorate of Public Service Management (DPSM)	<ul style="list-style-type: none"> • Coordinate establishment of PM&E function across government. • Incorporate performance information into regular staff assessments • Periodically review human resource performance of ministries • Lead M&E capacity building initiatives across government • Implement the M&E Human Resource Management Strategy in collaboration with MDAs.
Ministries, Departments and Agencies (MDAs)	<ul style="list-style-type: none"> • Regular monitoring and evaluation of the performance of ministerial policies, programmes and projects • Periodically prepare Ministerial /Sectoral Strategic Plans. • Monitor and submit to NSO performance reports, as required by the MPR system • Monitor implementation of sector projects and submit reports to GICO • Create M&E unit within their organizational structures and staffing complements • Use performance information for decision making.
Ministry of Local Government & Rural Development (MLGRD)	<ul style="list-style-type: none"> • Provide overall leadership on development, implementation and review of District Development Plans(DDPs) and Urban Development Plans (UDPs) • Monitor the performance of the local Government level performance framework • Receive and analyse quarterly performance reports from Local Authorities and provide feedback to key stakeholders • Convene development fora at Local Authority level and follow-up recommendations • Monitor and evaluate Local Authorities budgets in relation to performance goals and targets
Local Authorities	<ul style="list-style-type: none"> • Ensure that the design and implementation of District Development Plans(DDPs) and Urban Development Plans (UDPs) become increasingly performance-based • Develop progress reports on implementation of DDPs/UDPs.
Statistics Botswana	<ul style="list-style-type: none"> • Timely development and production of data. Quality assurance of data including data generated directly by line ministries (administrative data).
Non-State Actors (Citizens, CSOs, Media, Academia Private Sector, Development partners)	<ul style="list-style-type: none"> • Participate in the NDP development, implementation and review through TWG structures • Conduct participatory monitoring by providing feedback on policy, programme and project implementation through different instruments.