Details

Information

ROAR Name ROAR-000741
Name Botswana CPD - 2022 - 2026
IWP Name Botswana IWP 2025
Year 2025
ROAR Deadline 2/5/2026

Section B – Resident Representative's Executive Summary

The Resident Representative is requested to provide an executive summary based on the analysis conducted in Section C through Section F.*

B.1 Analyze the **development and operational context** and **challenges** that have guided and/or impacted

UNDP’s work during the year. (3,000 characters max)**
2025 was a defining year for Botswana, marked by major political, economic, and social developments shaping the country’s future. Following the peaceful transfer of power after the October 2024 elections, the new administration assumed office with a strong mandate for inclusive growth and transformation [E41]. This transition brought a strategic shift in planning: the government suspended the previous NDP 12 process and extended the second National Transitional Development Plan until September 2025, paving the way for an ambitious innovative programme formulated through participatory approach. Central to this vision was the Botswana Economic Transformation Programme (BETP)—a nationwide consultative process ensuring development priorities reflect the aspirations of all Batswana. Stakeholders contributed to strategies across key sectors: tourism, agriculture, manufacturing, financial services, digitalization, infrastructure, energy and mining, healthcare, education, and social protection. BETP now forms the basis of NDP 12, currently under parliamentary review [E42], signaling a commitment to evidence-based, inclusive planning. These reforms unfolded amid economic headwinds. Botswana faced its second consecutive recession, with GDP contracting by 3% in 2024 and an estimated contraction by 0.09% in 2025 [E36], driven by declining diamond revenues, global competition from lab-grown diamonds, and reduced demand from China. Fiscal pressures deepened as mineral revenues fell, widening the deficit to 7.1% of GDP and pushing public debt beyond 30% of GDP [E44]. Inflation remained below the 3–6% target but is expected to rise with currency depreciation. Human impacts are stark: per capita income fell 2.44%, poverty persists at 16%, and inequality ranks among the highest globally [E46]. Climate shocks compounded vulnerabilities. In February 2025, extreme rainfall caused widespread flooding [E45], following two years of El Niño-induced droughts that disrupted agriculture and food systems, pushing vulnerable households deeper into poverty [E46]. These events underscore Botswana’s exposure to climate risks and the urgent need for resilience. Looking ahead, UNDP will position its next Country Programme (2027–2031) to deliver transformative results aligned with BETP and NDP 12. Priorities include accelerating inclusive economic growth, reducing inequality, strengthening social protection, and building climate resilience. UNDP will work with government and partners to ensure recovery translates into tangible improvements in people’s lives—creating jobs, expanding access to services, and empowering communities. Investments will focus on climate-smart agriculture, digital innovation, governance reforms, and social protection systems that leave no one behind. Further, UNDP stands to leverage its operational capacities especially in procurement, to support Government address the delivery gaps currently faced by the country. Through partnerships and innovation, UNDP aims to help Botswana navigate current challenges and achieve sustained human development for all.

B.2.1 Highlight how UNDP’s integrated policy and programme support contributed to the progress towards achieving key development goals of the country and the 2030 Agenda across:

(i) the three directions of change (1. Structural transformation, 2. Leaving no-one behind, 3. Building resilience)

UNDP’s integrated policy and programme support has significantly contributed to advancing Botswana’s progress toward key national development goals through strong advocacy and technical leadership in decentralisation. CO maintained support to Government beyond the formulation the national Decentralisation Policy (reflecting best practices, alignment with Botswana’s development agenda, and positioning local authorities for effective implementation) to leading the advocacy for its endorsement; UNDP, together with the Minister of Local Government and Traditional Affairs convened a series of high-level engagement on decentralization, bringing together multiple UN Agencies, Permanent Secretaries across government(Performance Management Forum), Local Authorities and Academia ensuring that decentralisation remained high on the national dialogue agenda. The policy will be tabled in Parliament in November 2025. UNDP supported the development of Botswana 4th National Human Development Report on Youth Employment [E66] to address the one of the main development challenges of the country. The report also provided clear indication on the pathway for the country’s structural transformation under the principle of Leave No one Behind. The practical recommendations of the report on the need to enhance economic diversification led by the private sector guided the main orientations of the newly approved NDP 12.

(ii) the three development enablers (1. Strategic Innovation, 2. Digitalization, 3. Development Financing)

1. The operationalization of the UNDP supported UniPod, has strengthened national innovation ecosystem by providing structured incubation, mentorship, and capacity-building pathways for youth-, women- and researcher-led enterprises; supporting the development and commercialization of market-ready solutions; fostering multi-stakeholder partnerships with private sector innovation actors which mobilized expertise, technology, and learning content at scale. 2. With UNDP support, Botswana is developing an online booking, payment and revenue collection system for National Parks and Game reserves (at Prototype stage) to improve access and transparency of revenue collection. This aligns with Botswana's digital transformation goals and enhances tourism service delivery. 3. Further, the CO also supported the design and pilot of a national e-billing solution, to enable real-time VAT tracking and laying the foundation for revenue digital systems. Through technical assistance, capacity building, and systems integration, the initiative will strengthen fiscal transparency. The CO advanced key reforms to strengthen domestic resource mobilisation and by supporting the Tax Expenditure Analysis, which provided the government with an evidence base to assess the scale, equity implications, and fiscal impact of tax incentives. This process will enhance transparency and inform decision-making, thereby ensuring better alignment of tax policy with national development priorities.

(iii) the moonshots (1. Helping 100 million people to escape out of multidimentional poverty, 2. Supporting 500 million people to gain access to clean energy, 3. Supporting 800 million people to participate in elections, many for the first time, and 4. Promoting over US$1 trillion of public expenditure and private capital investment in the SDGs) (1,500 characters max)

In 2025, UNDP Botswana successfully completed the installation of a 75 kWp Solar PV system. This initiative is expected to significantly reduce reliance on grid electricity and contribute to long-term sustainability goals. Additionally, the Country Office acquired an Electric Vehicle (EV) and charging infrastructure, marking a major step toward green mobility and reducing emissions from internal combustion engine vehicles. As a result of these efforts, the Country Office recorded a 16% reduction in total carbon footprint, with vehicle fuel emissions down by 32% and air travel emissions reduced by 38% in 2025. While monetary savings have not yet been fully realized, further reductions in electricity usage are anticipated through continued utilization of the solar system. Increased adoption of the EV will also drive additional decreases in carbon emissions, supporting UNDP's Moonshot targets and the Sustainable Development Goals.

B.2.2 Highlight any other key results that were not mentioned in B.2.1 that you achieved during the year and that you have contributed or are expected to contribute to the SDGs, national development goals, CPD/RPD outcomes and/or Strategic Plan outcomes/Signature Solutions.

The CO advanced the implementation of the National Digital Transformation Strategy and Transformation Agenda in the public sector through continued support to the Business Process Re-engineering (BPR) Initiative, designed as a strategic, whole-of-government, and human-centred approach to digital transformation and modernization of the public sector. The CO supported the Ministry of Labour and Home Affairs in re-engineering 35 civil registration, civil status, and identity management processes, addressing systemic challenges and leveraging opportunities for improvement through recommendations for changes in processes, services, policy, regulations, technology, data, and organisation. This is expected to significantly improve efficiency and effectiveness of service delivery, benefiting over 2 million citizens and residents. Further, the CO developed a pioneering Capacity Development Programme Framework to strengthen public sector capabilities in sustainable transformation, focusing on building a Centre of Excellence to lead and scale the BPR Initiative across government. Additionally, UNDP also engaged with the government on the ISO/UNDP PAS 53002 guidance for SDG alignment, promoting a standardized approach to identifying and scaling enterprises with sustainable development impact. Together, these interventions contribute to stronger resource mobilisation, improved accountability in fiscal policy, and greater alignment of both public and private investment with the SDGs. Further, a Protected Area Resource Mobilisation Strategy and Partnership Plan has been developed to secure sustainable funding for Botswana’s national parks and game reserves. The set of proposed finance solutions will bridge the biodiversity finance gap by opening up new sources of financing, improved efficiency in the use of existing resources and align biodiversity financing with broader national development goals, including sustainable tourism, climate resilience, and rural livelihoods.

B.3.1 Highlight key results achieved in partnership with other UN agencies in support of national goals. Please include any collaboration with UN Women, indicating the type and thematic area (thematic areas can include economic empowerment, gender-based violence, crisis response and early recovery, women’s political leadership, discriminatory laws, climate change, energy, other). (2,000 characters max.)

Through the Small Grants Programme (SGP), UNDP collaborated with UNESCO to implement the Community Management of Protected Areas for Conservation (COMPACT) Strategy in the Okavango World Heritage Site. The approach promotes community-led conservation and sustainable livelihoods by supporting small grants to local organizations managing resources in and around protected areas. By integrating indigenous knowledge and traditional practices, the initiative strengthens local stewardship, biodiversity protection, and resilience of communities living adjacent to the Okavango Delta. UNDP, together with UNICEF, ILO and the World Bank have jointly launched the Multi-Partner Global Accelerator (M-GA) Joint Programme on Social Protection and Employment Systems Strengthening that seeks to improve the efficiency and coordination of social protection and employment programmes, ensuring that vulnerable populations, particularly youth and women, are protected and empowered to participate meaningfully in the economy. UNDP, UNIDO & UNICEF in collaboration with the with the Ministry of Minerals and Energy, are promoting Botswana's Just Energy Transition through a clean cooking Initiative using a medium sized Biogas system at Lorolwane Primary School, in Kanye District. As part of the joi8ng support, members of local communities will be trained in construction and maintenance of biogas digesters. UNDP & UNECA in partnership with the Ministry of Trade and Entrepreneurship formulated the AfCFTA Implementation Strategy – for Botswana and continues to support implementation through capacities transferred to Government, Industry for enhanced trading environment.

Type of Collaboration & UN Agency

Type of Collaboration	UN Agency Partners
Strategic Planning and Programming (including joint planning, joint assessments, joint monitoring)	UNESCO
Strategic Planning and Programming (including joint planning, joint assessments, joint monitoring)	ILO;UNICEF;UNIDO;UN Regional Commission – ECA

Section B

*If there is no information to report, enter “Not applicable”

B.1.

**Character numbers in red mean “mandatory.” Character numbers in blue mean “optional.”

***Moonshots of the Strategic Plan include 1 - Helping 100 million people to escape out of multidimensional poverty, 2 - Supporting 500 million people to gain access to clean energy, 3 - Supporting 800 million people to participate in elections, many for the first time, and 4 - Promoting over US$1 trillion of public expenditure and private capital investment in the SDGs.

B.3.2 Provide an example of how UNDP is supporting the UNDS reform, including challenges encountered (for example, on SDG integration, support to the RCO, UNCT, UN results groups, Business Operations etc.). (1,000 characters max)

The CO co-chairs the OMT playing a critical role in leading and coordinating the development, implementation and annual review of the Business Operations Strategy (BOS) 2.0. It leads working groups on Procurement, HR, Finance providing guidance and oversight of these critical work streams. Non-resident and smaller UN agencies continue to rely on and receive operational backbone services including Common procurement services (LTAs, joint tenders for travel, fuel, printing; Shared premises support; ICT helpdesk and digital solutions. The CO provides hosting services (e.g., payroll, procurement, space planning), participates in joint planning). Finally, the CO manages shared premises and leads development of a pathway to the Common Back Office (CBO) - UNDS reform by: a. Managing shared space arrangements; b. Leading discussions on common ICT infrastructure and facilities management. UNDP Co-chairs the Results Group 4 and 5, yet joint programming is limited due to resource mobilisation constraints owing to UMIC status.

B.4 Looking into the future, highlight the emerging issues that UNDP is not ready to address and needs to prepare for to capture new opportunities. (1,500 characters max)

Carbon and Biodiversity credits: Botswana’s vast rangelands, savannah ecosystems, and rich biodiversity present strong potential for nature-based solutions that deliver climate, ecosystem, and livelihood co-benefits. Emerging carbon and biodiversity credit markets offer a new avenue for sustainable finance, supporting Botswana’s transition to a low-carbon, nature-positive economy. UNDP can play a catalytic role in developing regulatory and institutional frameworks, piloting credit-generating projects, and building national capacity for participation in international and voluntary markets, positioning Botswana as a regional leader in nature-based carbon and biodiversity finance. To guide Botswana’s early steps toward establishing high-integrity carbon and biodiversity credit mechanisms, the CO will have to leverage its regional and global networks to attract investment and innovation. Disaster Risk: Botswana faces rising climate-related disasters—notably droughts, floods, and wildfire which threaten livelihoods, ecosystems, and infrastructure. Increasing disaster frequency and limited coordination across sectors highlight the need for integrated disaster risk reduction and resilience planning. UNDP can support updating and strengthening the national disaster risk management framework, strengthen early warning and community preparedness systems, and integrate risk reduction into development planning to enhance national resilience.

Section C – CPD Development Results Analysis and Lessons Learning as prioritized in the IWP

C.1 Analyze CPD development results achieved, challenges faced, and ways to correct a course of action if needed.

Outcome-level Results: (i) Successes, (ii) Challenges, (iii) Moonshots

CPD/RPD Result Name :Outcome 1
Mandatory? :true
Successes
In 2025, UNDP's contribution to UNSDCF/CPD Outcome 1 (By 2026, gender inequality is reduced, and women and girls are empowered to access their human rights and participate and benefit from inclusive development), was in the form of strengthening national capacities of National Stakeholders, CSO Advocacy Groups and Feminists Organisations to advance gender equality through policy reform, legal frameworks, and civil society engagement [E53]. With UNDP technical advisory support, the Ministry of Youth and Gender Affairs reviewed the National Policy on Gender and Development (2015) and the National Strategy Towards Ending GBV (2015–2020) and initiated the formulation of the National Gender Sector Strategy, laying the foundation for gender-responsive legislation[E54]. Outputs from these reviews will inform the drafting of a National GBV Bill to strengthen legal protections for gender equality and women's empowerment and improve implementation. Further, UNDP in collaboration in with UNFPA, in the review of the GBV Strategy and partnered with Emang Basadi, Botswana's oldest feminist organization, to develop its strategic plan, enhancing the Feminist Group as pressure group for achieving gender outcomes[E55]. These interventions will strengthen gender-responsive governance, improve GBV prevention and response mechanisms, and empower civil society, benefiting over 1 million women and girls by 2026.
Challenges
Achievement of Outcome of the CPD was challenged by continued structural and social norms that persisted during the period under review. While slow progress is noted on Indicator 1.2. (Proportion of women in managerial position) with women holding about 37% of managerial positions, much slower progress has been achieved on Indicator 1.1. Importantly, the retrogression in Indicator 6, where only 8.7% of women were elected to Parliament, down from 12% in 2023. These are largely attributed to deep social norms, financing gaps and fragmented funding that limited the scale-up of core GBV and women's empowerment services. Botswana has in recent years experienced implementation gaps, delays with timely review of policies and implementation of transformative reforms. Further, Weak coordination across agencies, leading to siloed, small-scale initiatives and piecemeal implementation and deeply patriarchal social norms that constrain meaningful women's political participation, economic opportunities, alongside fragmented data systems reduce responsiveness and evidence-informed decision-making.
Proposed Corrective Actions The CO continues to engage and provide technical support as part of its integrator role, thereby shaping policy formulation and closing the implementation Gap. The technical expertise contribution has seen UNDP elevated to steering committee membership, which translates into a greater influence on policy and better outcomes for UNSDCF/CPD results. With regards Partnerships for Scale and Accountability, UNDP CO is increasing engaging in joint resource mobilisation with other UN agencies for addressing Violence Against Women and Girls. The CO continues to leverage technical expertise from the Regional Service Centre for Africa and other regional hubs to access capacities that meet the Government of Botswana's needs for integrated Data, Learning, and Adaptive Management systems.

Helping 100 million people to escape out of multidimensional poverty : **true**
Supporting 500 million people to gain access to clean energy : **false**

Supporting 800 million people to participate in elections, many for the first time : **true**
Promoting over US$1 trillion of public expenditure and private capital investment in the SDGs : **false**

CPD/RPD Result Name :Outcome 3
Mandatory? :true
Successes
UNDP's contribution in 2025 to Outcome 3 (By 2026, Botswana sustainably uses and actively manages its diverse natural resources, improves food security and effectively addresses climate change vulnerability), was to support the increased access of communities and now a primary school to clean energy for cooking and cooling [E57]. Government of Botswana with UNDP support, took to scale the clean energy access and promoted circular economy solutions with a total of 105 biogas digesters constructed and commissioned across seven districts, demonstrating the technology's viability for household and institutional use nationwide [E58]. This Biogas Initiative contributes to the access to Clean cooking strategy of the Botswana Energy Compact, launched in October 2025 [E57]. By capturing methane from organic waste and replacing fossil and biomass fuels, in response to Indicator 2.1.1. (Level of emissions from greenhouse gases), the programme achieved measurable mitigation outcomes — with estimated annual GHG abatement of 450–720 tCOe (central estimate ~723 tCOe) from methane capture alone, and additional benefits from avoided Liquid Petroleum Gas (LPG) and firewood use [E59]. In addition, the initiatives strengthened collaboration with the Ministry of Minerals and Energy through the Department of Energy, showcasing viable off-grid renewable energy solutions that improve clean energy access and reduce biomass dependence in rural communities. Lessons from these pilots are informing national policy instruments for example the targets set for clean cooking access in the Botswana Energy Compact 300 is directly informed by lessons from the Biogas implementation and; regulatory frameworks aimed at increasing the share of renewable energy such as the Government of Botswana Moonshot of increasing renewable energy to 50% of Energy mix by 2030[E60]. This is in alignment and contribution to UNSDCF/CPD Outcome Indicator 3.1. (Percentage of contribution of renewable energy to total energy consumption).
Challenges
A key challenge has been the limited availability of robust data and evidence to measure progress against outcome-level targets. This gap stems primarily from project designs that did not adequately integrate research, monitoring, and analytical components to generate the quantitative and qualitative data needed for reporting. As a result, while implementation has achieved notable policy, capacity, and system-level results, the absence of baseline studies, R&D activities, and systematic tracking mechanisms has constrained the ability to capture and demonstrate measurable progress against indicators. Sustaining biogas digesters beyond initial installation remains a challenge due to limited technical capacity for maintenance, irregular feedstock supply, and inadequate aftercare and monitoring systems. Addressing these constraints through targeted training, financing mechanisms, policy integration, and local supply chain strengthening will be essential to ensure long-term functionality and scaling of biogas as a viable clean energy solution.
Proposed Corrective Actions Embedding R&D and systematic data-generation mechanisms into project design and implementation will enhance the portfolio's capacity to report SMART, demonstrate impact, and inform policy decisions more effectively. Strengthen Operation and Maintenance Capacity • Establish long-term technical support systems through local service providers, cooperatives, or trained community technicians. • Conduct refresher training for users and masons on operation, maintenance, and troubleshooting. • Develop user manuals and helplines in local languages for simple problem-solving. Ensure Reliable Feedstock Supply • Promote livestock-waste management plans at household and institutional level. • Encourage feedstock diversification (crop residues, kitchen waste, abattoir waste) to ensure continuous operation year-round. Improve Financial Sustainability • Introduce maintenance funds or revolving financing schemes where users contribute small periodic fees for upkeep. • Facilitate access to green financing, microcredit, or subsidies for low-income households. • Explore carbon finance opportunities und

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CPD/RPD Result Name :Outcome 4
Mandatory? :true
Successes
UNSDCF/CPD Outcome Indicator 1: Annual growth rate of real GDP per capita; UNSDCF/CPD Outcome Indicator 2: Unemployment rate by sex, age and persons with disabilities; and UNSDCF/CPD Outcome Indicator 3: Labour share of GDP comprising wages and social protection transfers; are off track. In 2025, the country has experienced significant economic challenges which have negatively affected the performance of the economy. The main challenge has been the downward trend of the performance of the mineral sector, led by diamonds. The global diamonds' market experienced a slump, with prices going down, due to reduced demand and partly due to competition from lab-grown or synthetic diamonds. As a result, during 2025, GDP growth is expected to improve slightly to –0.9% from –3.0% in 2024. Due to subdued economic activity, owing to the sluggish performance of certain sector, unemployment continued to be high, having increased to 27.6%. Unemployment of youth in particular is even higher at 38.2%, with the females disproportionately affected. With the New National Development Plan, Botswana Economic Transformation Plan as well as the Country Programme Document present an opportunity for jumpstarting economic diversification and inclusive growth. To address this challenge, UNDP supported the development of the 4th Botswana Human Development Report on Youth Employment, that clearly indicated the need for the country to focus on economic diversification lead by the private sector, and reform the education sector, including the TVET, while providing robust on-ramping programme to young Batswana.
Challenges
Botswana's continued high dependence on diamonds has exposed the country's economic vulnerability, further exacerbated by external shocks negatively affected the performance of the economy. Due to subdued economic activity, unemployment continued to be high, having increased to 27.6%. Unemployment of youth in particular is even higher at 38.2%, with the females disproportionately affected. While it is difficult to attribute UNDP's contribution to overall GDP growth at national level, the UNDP interventions in MSME development, including the informal sector, as well as contributions in supporting start-ups among innovators do play a role, even if indirectly to eventually contribute positively to GDP growth, especially non-mineral GDP. It must be recognized, however, that some of the results from these interventions do come with a lag given their gestation period and the time it will take for them to fully take root. For instance, the start-ups incubated at the UniPod at the UB will be expected to take a bit of time to start realizing products that are commercialized
Proposed Corrective Actions As a lesson learnt, the CO recognizes the need to continue support to:
-Diversification is critical: Heavy reliance on diamonds highlights the need to accelerate investment in tourism, agriculture, manufacturing, and renewable energy to build resilience against external shocks.
-Climate adaptation must be mainstreamed: Droughts and climate variability show that resilience requires embedding climate-smart agriculture, water management, and renewable energy into national strategies.
-Inclusive policies drive equity: Persistent inequality and high youth unemployment underline the importance of targeted social protection, skills development, and gender-responsive programming to ensure no one is left behind. -Enhance data collection capacities for both the CO and implementing partners. Possible course correction interventions include providing the relevant staff, on both sides, with the requisite training and capacity development, data collection tools and sufficient budget for data collection and M&E activities.

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Supporting 800 million people to participate in elections, many for the first time : **false**

Promoting over US$1 trillion of public expenditure and private capital investment in the SDGs : **false**

CPD/RPD Result Name :Outcome 5
Mandatory? :true
Successes
UNDP in Partnership with Coalition of Civil Society Organisation in Botswana and government oversight mechanisms, ensured Transparency and Corruption Prevention remained a national agenda. Perception of Corruption had increased over the years as reported by Transparency International which reported Botswana's transparency ranking to have slipped from 60 in 2020 to 57 in 2025. This support ensured NGOs and community groups are better equipped to monitor and demand accountability of Government institutions. Oversight bodies like the Directorate on Corruption and Economic Crime (DCEC) now have strengthened Institutional capacity to track implementation of Anti-corruption processes. Further, Coalition of CSOs with UNDP support increased their Citizen engagement thereby raising awareness and participation in governance processes[E23].
Challenges
Challenges to the full attainment of the Outcome include: - Currently Botswana does not measure its own corruption. The country relies on Transparency International's annual Corruption Perception Index (CPI) data to gauge how the country is fairing corruption-wise. - Gaps in policy coherence and a general reluctance to reform within administrative organizations have slowed the effective implementation of public service reforms. - Limited Public Engagement: barriers to robust citizen participation, with resource constrained civil society and limited influence on government decisions.
Proposed Corrective Actions The Country Office's partnership with CSO networks such as the Transparency and Accountability Committee forms a strategic partnership to address the gaps of information sharing, effective citizen engagement and inclusion, promote inclusive decision making and promote accountability.

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CPD/RPD Result Name :Outcome 1
Mandatory? :true
Successes
For the year under Review, meaningful progress was not achieved for Output 1.2. and indicators 1.2.1 (Proportion of seats held by women and youth in (a) national parliament; (b) local government) and 1.2.2 (Number of incumbent and aspirant women, youth and persons-with-disabilities public office holders with the requisite knowledge and skills to effectively participate in political decision-making at national parliament and local government levels.). Women’s political representation in Botswana continues to decline, falling to 8.7% in Parliament and 8% in local councils after the 2024 elections. This retrogression is driven by structural and social barriers: weak party commitment to gender equality, absence of quotas, and a first-past-the-post electoral system that disadvantages women.
Challenges
The October 2024 resulted in a reduction in the number of women represented in elected office both in Parliament and Local Authorities. Even though the CO supported over 300 women political aspirants to compete for various positions, only 28 women competed indicating weak internal party policies to promote women's empowerment/quotas for equal representation. The persistence of root courses and structural challenges, entrenched patriarchal norms, limited financial resources for campaigns, and lack of institutional support further constrain participation. Poor inter-agency coordination and minimal investment in leadership development compounded these challenges - inhibiting the meaningful attainment of progress on this Indicator 1.2.1. Further limited data availability and not employing a

systems approach with clear strategies for short-, medium-, and long-term results accompanied by the requisite resources inhibited the achievement of the results. Another gap with regards the coordination mechanism that tracks implementation of GEWE policies has affected attainment of result.
Proposed Corrective ActionsA holistic approach will be adopted in developing the support to the country. Leveraging the technical expertise of the Governance and Peacebuilding Team at the Regional Service Centre of Africa and building strong partnerships for knowledge exchange with other regional COs with a similar focus. Previously, engagement with other development partners worked successfully, but many now face similar funding challenges with little room to deviate from strategic focuses that do not include increasing women's political leadership.

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Challenges
A key challenge has been the limited availability of robust data and evidence to measure progress against outcome-level targets. This gap stems primarily from project designs that did not adequately integrate research, monitoring, and analytical components to generate the quantitative and qualitative data needed for reporting. As a result, while implementation has achieved notable policy, capacity, and system-level results, the absence of baseline studies, R&D activities, and systematic tracking mechanisms has constrained the ability to capture and demonstrate measurable progress against indicators. Sustaining biogas digesters beyond initial installation remains a challenge due to limited technical capacity for maintenance, irregular feedstock supply, and inadequate aftercare and monitoring systems. Addressing these constraints through targeted training, financing mechanisms, policy integration, and local supply chain strengthening will be essential to ensure long-term functionality and scaling of biogas as a viable clean energy solution.
Proposed Corrective Actions Embedding R&D and systematic data-generation mechanisms into project

design and implementation will enhance the portfolio’s capacity to report SMART, demonstrate impact, and inform policy decisions more effectively. Strengthen Operation and Maintenance Capacity • Establish long-term technical support systems through local service providers, cooperatives, or trained community technicians. • Conduct refresher training for users and masons on operation, maintenance, and troubleshooting. • Develop user manuals and helplines in local languages for simple problem-solving. Ensure Reliable Feedstock Supply • Promote livestock-waste management plans at household and institutional level. • Encourage feedstock diversification (crop residues, kitchen waste, abattoir waste) to ensure continuous operation year-round. Improve Financial Sustainability • Introduce maintenance funds or revolving financing schemes where users contribute small periodic fees for upkeep. • Facilitate access to green financing, microcredit, or subsidies for low-income households. • Explore carbon finance opportunities und

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CPD/RPD Result Name :Outcome 4
Mandatory? :true
Successes
UNSDCF/CPD Outcome Indicator 1: Annual growth rate of real GDP per capita; UNSDCF/CPD Outcome Indicator 2: Unemployment rate by sex, age and persons with disabilities; and UNSDCF/CPD Outcome Indicator 3: Labour share of GDP comprising wages and social protection transfers; are off track. In 2025, the country has experienced significant economic challenges which have negatively affected the performance of the economy. The main challenge has been the downward trend of the performance of the mineral sector, led by diamonds. The global diamonds’ market experienced a slump, with prices going down, due to reduced demand and partly due to competition from lab-grown or synthetic diamonds. As a result, during 2025, GDP growth is expected to improve slightly to –0.9% from –3.0% in 2024. Due to subdued economic activity, owing to the sluggish performance of certain sector, unemployment continued to be high, having increased to 27.6%. Unemployment of youth in particular is even higher at 38.2%, with the females disproportionately affected. With the New National Development Plan, Botswana Economic Transformation Plan as well as the Country Programme Document present an opportunity for jumpstarting economic diversification and inclusive growth. To address this challenge, UNDP supported the development of the 4th Botswana Human Development Report on Youth Employment, that clearly indicated the need for the country to focus on economic diversification lead by the private sector, and reform the education sector, including the TVET, while providing robust on-ramping programme to young Batswana.
Challenges
Botswana's continued high dependence on diamonds has exposed the country's economic vulnerability, further exacerbated by external shocks negatively affected the performance of the economy. Due to subdued economic activity, unemployment continued to be high, having increased to 27.6%. Unemployment of youth in particular is even higher at 38.2%, with the females disproportionately affected. While it is difficult to attribute UNDP's contribution to overall GDP growth at national level, the UNDP interventions in MSME development, including the informal sector, as well as contributions in supporting start-ups among innovators do play a role, even if indirectly to eventually contribute positively to GDP growth, especially non-mineral GDP. It must be recognized, however, that some of the results from these interventions do come with a lag given their gestation period and the time it will take for them to fully take root. For instance, the start-ups incubated at the UniPod at the UB will be expected to take a bit of time to start realizing products that are commercialized
Proposed Corrective Actions As a lesson learnt, the CO recognizes the need to continue support to:
-Diversification is critical: Heavy reliance on diamonds highlights the need to accelerate investment in tourism, agriculture, manufacturing, and renewable energy to build resilience against external shocks.

-Climate adaptation must be mainstreamed: Droughts and climate variability show that resilience requires embedding climate-smart agriculture, water management, and renewable energy into national strategies. -Inclusive policies drive equity: Persistent inequality and high youth unemployment underline the importance of targeted social protection, skills development, and gender-responsive programming to ensure no one is left behind. -Enhance data collection capacities for both the CO and implementing partners. Possible course correction interventions include providing the relevant staff, on both sides, with the requisite training and capacity development, data collection tools and sufficient budget for data collection and M&E activities.

Helping 100 million people to escape out of multidimensional poverty : **true**
Supporting 500 million people to gain access to clean energy : **false**
Supporting 800 million people to participate in elections, many for the first time : **false**
Promoting over US$1 trillion of public expenditure and private capital investment in the SDGs : **false**

CPD/RPD Result Name :Outcome 5
Mandatory? :true
Successes
UNDP in Partnership with Coalition of Civil Society Organisation in Botswana and government oversight mechanisms, ensured Transparency and Corruption Prevention remained a national agenda. Perception of Corruption had increased over the years as reported by Transparency International which reported Botswana's transparency ranking to have slipped from 60 in 2020 to 57 in 2025. This support ensured NGOs and community groups are better equipped to monitor and demand accountability of Government institutions. Oversight bodies like the Directorate on Corruption and Economic Crime (DCEC) now have strengthened Institutional capacity to track implementation of Anti-corruption processes. Further, Coalition of CSOs with UNDP support increased their Citizen engagement thereby raising awareness and participation in governance processes[E23].
Challenges
Challenges to the full attainment of the Outcome include: - Currently Botswana does not measure its own corruption. The country relies on Transparency International's annual Corruption Perception Index (CPI) data to gauge how the country is fairing corruption-wise. - Gaps in policy coherence and a general reluctance to reform within administrative organizations have slowed the effective implementation of public service reforms. - Limited Public Engagement: barriers to robust citizen participation, with resource constrained civil society and limited influence on government decisions.
Proposed Corrective Actions The Country Office's partnership with CSO networks such as the Transparency and Accountability Committee forms a strategic partnership to address the gaps of information sharing, effective citizen engagement and inclusion, promote inclusive decision making and promote accountability.

Helping 100 million people to escape out of multidimensional poverty : **true**
Supporting 500 million people to gain access to clean energy : **false**
Supporting 800 million people to participate in elections, many for the first time : **true**
Promoting over US$1 trillion of public expenditure and private capital investment in the SDGs : **false**

Output-level Results: (i) Successes, (ii) Challenges, (iii) Development Enablers

CPD/RPD Result Name :Output 1.2.

Mandatory? :true
Successes
For the year under Review, meaningful progress was not achieved for Output 1.2. and indicators 1.2.1 (Proportion of seats held by women and youth in (a) national parliament; (b) local government) and 1.2.2 (Number of incumbent and aspirant women, youth and persons-with-disabilities public office holders with the requisite knowledge and skills to effectively participate in political decision-making at national parliament and local government levels.). Women's political representation in Botswana continues to decline, falling to 8.7% in Parliament and 8% in local councils after the 2024 elections. This retrogression is driven by structural and social barriers: weak party commitment to gender equality, absence of quotas, and a first-past-the-post electoral system that disadvantages women.

Showcasing this Success narrative in the annual report. **false**
Challenges
The October 2024 resulted in a reduction in the number of women represented in elected office both in Parliament and Local Authorities. Even though the CO supported over 300 women political aspirants to compete for various positions, only 28 women competed indicating weak internal party policies to promote women's empowerment/quotas for equal representation. The persistence of root courses and structural challenges, entrenched patriarchal norms, limited financial resources for campaigns, and lack of institutional support further constrain participation. Poor inter-agency coordination and minimal investment in leadership development compounded these challenges - inhibiting the meaningful attainment of progress on this Indicator 1.2.1. Further limited data availability and not employing a systems approach with clear strategies for short-, medium-, and long-term results accompanied by the requisite resources inhibited the achievement of the results. Another gap with regards the coordination mechanism that tracks implementation of GEWE policies has affected attainment of result.
Proposed Corrective ActionsA holistic approach will be adopted in developing the support to the country. Leveraging the technical expertise of the Governance and Peacebuilding Team at the Regional Service Centre of Africa and building strong partnerships for knowledge exchange with other regional COs with a similar focus. Previously, engagement with other development partners worked successfully, but many now face similar funding challenges with little room to deviate from strategic focuses that do not include increasing women's political leadership.

Digital Technology Solutions: significantly enabling the output through making use of digital technologies. : **false**
Societal Digital Transformation: supporting the development of inclusive, ethical and sustainable digital societies, e.g., digital policy advice or digital assessments. : **false**
Strategic innovation:
Empowering governments and communities to enhance the performance of entire systems. : **true**
Development financing:
Partnering with governments and the private sector to align capital flows with the SDGs and mobilise finance at scale. : **false**
Indicate contributions to gender equality
Gender Equality
Gender equality is a significant objective; output(s) promote gender equality in a significant and consistent way (GEN2). **false**
Gender equality is a principal objective; achievement of gender equality and/or women's empowerment are an explicit objective of the output (GEN3).**true**

CPD/RPD Result Name :Output 3.1.
Mandatory? :true
Successes
Output 3.1.1: In line with the Sendai Framework; with GEF Small Grants/UNDP Technical & Financial support, 63 women entrepreneurs from the villages of Dukwi[E25], Nata[E31], Mosetse and

Manxota[E29] capacitated in green energy and green economy and mentored to strengthen their resilience and stimulate creation of green jobs/value chains [E26]. Further, a Setswana Green Business Ideation Workbook was developed to enhance preservation of indigenous knowledge and capacities. With this support, women-led businesses have been integrated into decentralized green energy value chains and contribute to Botswana's broader green economy transition. The initiative has strengthened community resilience by moving beyond short-term coping mechanisms to building long-term adaptive capacity of rural communities who are custodians of Botswana's natural heritage. Output 3.1.2 : With UNDP Support, Biogas technology is now accessible to over 350 households and 1 primary school, expanding access especially in rural and off-grid communities[E20]. The construction of 105 digesters and the training of 160 local masons{M:60;F:45} (toward a target of 200) have enhanced the national capacity for decentralized clean energy deployment [E56]. The institutional pilot at Lorolwane Primary School demonstrates scalable potential for clean cooking in public facilities, supporting the Government School Feeding Programme and advancing the shift from biomass and fossil fuels to modern energy services [E24]. Output 3.1.3: With GEF, UNDP and Government of Botswana financial support through the Kgalagadi–Ghanzi Project, the country has gazetted the Integrated Land Use Management Plans (ILUMPs) for 599,000 ha of rangelands incorporating EBA principles [E61]. A cumulative 400ha of community lands have been integrated into Sustainable Land Use Management practices. This includes 20, 000 Ha under HRM practice, 31,400ha under encroacher bushes clearing, and 500, 000 hectares of communal areas protected through the implementation of the Kgalagadi Bush Fire risk management plan.

Showcasing this Success narrative in the annual report. **false**

Challenges

Reporting on this indicator remains constrained by limited national data on household energy use and clean-fuel adoption. Current energy surveys do not systematically capture disaggregated information on biogas or decentralized renewable energy uptake, making it difficult to quantify population-level reliance on clean technologies. Additional challenges include the absence of baseline and monitoring frameworks specific to clean cooking and off-grid renewable energy interventions, as well as limited coordination across institutions responsible for data collection (e.g., Department of Energy, Statistics Botswana, and project implementers). The lack of standardized reporting templates and verification mechanisms further hampers aggregation of project-level data to national indicators.

Proposed Corrective Actions Strengthening collaboration with the Department of Energy and integrating renewable energy tracking modules into national statistics will be essential to generate reliable data and report progress more accurately toward the 2026 target. The ongoing support under Climate Promise for the NDC revision and establishment of MRV systems will strengthen Botswana's transparency architecture, improving the quality and consistency of climate data for reporting under both the Biennial Transparency Report (BTR) and National Communications. The integration of MRV processes across sectors will ensure that mitigation and adaptation results—such as those from the biogas and renewable energy programmes—are systematically tracked and reflected in national and international reporting frameworks.

Digital Technology Solutions: significantly enabling the output through making use of digital technologies. : **false**

Societal Digital Transformation: supporting the development of inclusive, ethical and sustainable digital societies, e.g., digital policy advice or digital assessments. : **false**

Strategic innovation:

Empowering governments and communities to enhance the performance of entire systems. : **true**

Development financing:

Partnering with governments and the private sector to align capital flows with the SDGs and mobilise finance at scale. : **false**

Indicate contributions to gender equality

Gender Equality

Gender equality is a significant objective; output(s) promote gender equality in a significant and consistent way (GEN2). **true**

Gender equality is a principal objective; achievement of gender equality and/or women's empowerment are an explicit objective of the output (GEN3).**false**

CPD/RPD Result Name :Output 3.2.
Mandatory? :true
Successes
Output 2.2.1. With GEF, UNDP & Government of Botswana and in an effort to mainstream Sustainable Land Management practices in communal areas, a total of 277 community members benefited from targeted capacity-building in fire management practices. Of these, 239 participants (65.4% women) received hands-on capacities in bushfire prevention and control, strengthening community-based fire management systems. In addition, 38 farmers and village leaders from Ukwi, Zutshwa, West Hanahai, and East Hanahai were trained in Holistic Rangeland Management (HRM), enhancing local capacity to implement sustainable grazing practices and restore degraded rangelands[E34]. This enhanced local capacity to implement sustainable grazing practices and restore degraded rangelands, contributing to improved land productivity, resilience of livelihoods, strengthened community-based natural resource management and reduce greenhouse gas emissions from uncontrolled fires. During the reporting period, a total of 174 community members benefited from strengthened sustainable livelihoods and nature-based enterprises. Specifically, 112 individuals (43.8% women) were capacitated for sustainable charcoal production, enhancing their technical and operational capabilities to participate in the BORAVAST Trust's charcoal value chain, where most are now engaged as active producers. In addition, 62 participants (43.5% women) from the two target districts received capacities in Community-Based Entrepreneurship Development (ED). The beneficiaries were equipp practical business management and expansion skills, including business start-up, marketing, and process improvement. It also proffered and supported strategies for reviving dormant enterprises, strengthening governance and organizational structures, and promoting community empowerment through natural resource management and diversification of existing natural resource-based ventures. With these strategies and capacities, community beneficiaries now can establish businesses and be part of the eco-tourism value chains established by the KGDEP project.

Showcasing this Success narrative in the annual report. **false**
Challenges
Despite progress made, several challenges still hinder full delivery of the indicators 1. High staff turnover and limited extension reach. Frequent rotation of technical officers within District Councils, DWNP, and the Department of Range Resources reduces continuity in field support. This undermines consistent follow-up with trained communities and delays the implementation of rangeland and CSA practices. 2. Inadequate and inconsistent climate data at community level. Poor availability of localized data—soil moisture, rainfall patterns, fire frequency—constrains evidence-based pasture planning and discourages farmers from adopting climate-smart techniques in non-irrigated cropping systems. 3. Competing land uses and persistent overgrazing pressures. Communal rangelands continue to face pressures from uncontrolled grazing, wildlife–livestock interface issues, and persistent bush encroachment. These factors limit the effectiveness of newly introduced HRM
Proposed Corrective Actions Going forward, addressing the challenges that may hinder full achievement of the rangeland management and climate-smart agriculture indicators will require continued action by district authorities and community structures beyond the life of donor funding/ projects. Strengthening the governance of Livestock Management Associations and embedding rangeland planning within district workplans will help sustain the gains achieved. Continued mentorship by district extension officers—supported through existing government programmes—will be key to ensuring follow-up on HRM and CSA practices despite staff rotations. Adoption can be further reinforced through the use of simple community-based monitoring tools for fire management, grazing conditions, and CSA uptake, integrated into district MRV systems. Maintaining demonstration plots as learning hubs, improving access to government inputs and market linkages for nature-based enterprises, and sustaining coordination among Range Resources, Forestry, Agriculture, and Local Government will collectively help preserve

momentum. These measures will

Digital Technology Solutions: significantly enabling the output through making use of digital technologies. : **false**
Societal Digital Transformation: supporting the development of inclusive, ethical and sustainable digital societies, e.g., digital policy advice or digital assessments. : **false**
Strategic innovation:
Empowering governments and communities to enhance the performance of entire systems. : **true**
Development financing:
Partnering with governments and the private sector to align capital flows with the SDGs and mobilise finance at scale. : **false**
Indicate contributions to gender equality
Gender Equality
Gender equality is a significant objective; output(s) promote gender equality in a significant and consistent way (GEN2). **true**
Gender equality is a principal objective; achievement of gender equality and/or women's empowerment are an explicit objective of the output (GEN3).**false**

CPD/RPD Result Name :Output 4.1.
Mandatory? :true
Successes
Indicator 4.1.1. With UNDP financial and technical support, the UNIPOD was established in 2024 and operationalised in 2025 [E17] directly contributing to the Number of MSMEs with innovative technology solutions to enhance product value addition (disaggregated by urban and rural locations). To date, a total of 26 MSMEs have incubated at the UniPod actively applying technology-enabled prototyping and product development processes using UniPod's state-of-the-art innovation laboratories[E4], thereby enhancing product value addition and contributing to progress toward the UNSDCF/CPD target. Continued technical support in the form of Hands-on, technology-enabled training approaches accelerated product improvement; By allowing MSMEs to use UniPod's fabrication labs, digital design tools, and prototyping facilities, enterprises were able to test, refine, and enhance their products more efficiently than through traditional classroom-based training alone. The establishment of UniPod demonstrates how targeted support in innovation drives youth employment, regional competitiveness under AFCFTA, innovation ecosystems, and value addition, thereby accelerating Botswana's transition to a resilient and inclusive economy[E5]. Indicator 4.1.3: With UNDP support, 78 innovators benefited from entrepreneurship and business development initiatives through four UniPod innovation programmes: Startup Labs Go-To-Market Acceleration (30), Stanbic Business Financial Literacy (25), Wadhwani Ignite Entrepreneurship (23), and Orange Digital Fabrication (48). Of these, 13 were women and all participants were youth, reflecting strong engagement of young people in innovation-led enterprise development[E6]. These programmes strengthened entrepreneurial skills, enhanced financial literacy, enabling youth-led MSMEs to accelerate market entry, improve product competitiveness, and contribute to inclusive economic growth. By combining financial literacy, innovation capacity, and product value addition, UniPod-supported MSMEs are better positioned to meet financing requirements, attract investment[E2].

Showcasing this Success narrative in the annual report. **false**
Challenges
Progress on Indicator 4.1.2: Number of MSMEs with innovative financing solutions to improve access to finance (disaggregated by sex, age and persons with disabilities ownership) stalled due in part to: - Economic Shocks: Global shocks and reduced revenues weaken repayment capacity, making lenders more risk-averse and further constraining MSME financing. - Collateral and Credit Requirements: MSMEs often lack sufficient collateral and credit histories, limiting their ability to access loans and innovative financing products. - High Cost of Finance: Interest rates and transaction costs remain

prohibitive, discouraging small enterprises from pursuing available financing options. - Underdeveloped Digital Finance Ecosystems: Fintech, mobile money, and crowdfunding platforms are not fully established, restricting access to alternative financing channels. - Structural Inequalities: Women, youth, and persons with disabilities face systemic barriers, including discriminatory lending practices and limited access to tailored support.
Proposed Corrective Actions Some key lessons learned include: 1. Targeted Participant Engagement: Recruitment prioritizing women and persons with disabilities 2. Expand geographic and socio-economic reach of programmes (including low-barrier access for women) 3. Targeted programming and or partnerships through that will lead to innovative financing solutions being availed to MSMEs to improve their access to finance 4. Tailored financing models are essential: Traditional collateral-based lending excludes many MSMEs. Innovative financing solutions must be adapted to the realities of youth, women, and persons with disabilities. 5. Financial literacy drives access: Strengthening MSMEs' capacity to prepare bankable proposals, manage records, and demonstrate profitability is critical to improving creditworthiness and unlocking finance. 6. Digital finance ecosystems must be expanded: Developing fintech, mobile money, and crowdfunding platforms can diversify financing channels and reduce dependence on conventional banking.

Digital Technology Solutions: significantly enabling the output through making use of digital technologies. : **true**
Societal Digital Transformation: supporting the development of inclusive, ethical and sustainable digital societies, e.g., digital policy advice or digital assessments. : **false**
Strategic innovation:
Empowering governments and communities to enhance the performance of entire systems. : **true**
Development financing:
Partnering with governments and the private sector to align capital flows with the SDGs and mobilise finance at scale. : **false**
Indicate contributions to gender equality
Gender Equality
Gender equality is a significant objective; output(s) promote gender equality in a significant and consistent way (GEN2). **true**
Gender equality is a principal objective; achievement of gender equality and/or women's empowerment are an explicit objective of the output (GEN3).**false**

CPD/RPD Result Name :Output 4.3.
Mandatory? :true
Successes
Indicator 4.3.2: With UNDP support, 210 women basket weavers advanced innovative product design and secured fair-trade accreditation, strengthening their capacity to develop non-traditional export products[E14]. To further promote diversification, four local governments received technical support to integrate value chain analysis, Africa Continental Free Trade Area (AfCFTA) Agreement awareness, and the Informal Sector Recovery Plan into their Local Economic Development plans, contributing to the draft National Development Plan 12 (2025). These efforts equipped local artisans in the informal sector to produce high-quality export-ready goods. In addition, 200 MSMEs were capacitated on AfCFTA Rules of Origin instruments, enabling them to utilize local materials for export products that qualify under AfCFTA and to register with BURS for certificates of origin. Collectively, these interventions expanded the pipeline of non-traditional export products, strengthened women's participation in trade, and enhanced Botswana's capacity for export diversification[E27]. Finally, with the support of UNDP, The Ministry of Trade & Entrepreneurship finalised 5 Regulatory Impact Assessments, which include the revision of the Industrial Act, in a bid to increase the development of new products for export. Indicator 4.3.3 - Support was given to the Ministry of Trade & Entrepreneurship to realign the National Investment Strategy (NIS) to the new government and NDP12 priority areas. The Revised National Investment Strategy 2025-2030 is a game changer in Botswana's quest to significantly and sustainably increase annual investment flows,

accelerate economic growth and achieve the country's priority end goals, key amongst them, full employment, decent jobs and the eradication of poverty.

Showcasing this Success narrative in the annual report. **false**

Challenges

It was increasingly difficult to implement the planned activities due to financial constraints even at the IP level. While the AfCFTA activities were successful, more support to the manufacturers to achieve export readiness is required in areas such as trade finance facilitation, branding, certification in fair trade and international Standards processing and acquisition. Additional challenges include: -Limited Product Development Capacity: Many MSMEs and local artisans lack access to advanced design, prototyping, and testing facilities, slowing the pace of innovation and commercialization of non-traditional products. -Quality Standards and Certification Barriers: Enterprises struggle to meet international quality, safety, and fair-trade certification requirements, which restricts their ability to access export markets. -Weak Market Linkages: Limited exposure to regional and global buyers, coupled with inadequate marketing and branding, reduces opportunities for new products to p

Proposed Corrective Actions Lessons learnt over the year under review include: -Expand digital and alternative finance ecosystems: Invest in fintech platforms, mobile money, and crowdfunding mechanisms to diversify financing channels and reduce reliance on traditional banking. -Embed inclusivity in export diversification strategies: Ensure gender-responsive and youth-focused approaches in capacity-building, certification, and market linkage programmes to broaden participation. -Enhance policy coherence and institutional coordination: Align national, local, and sectoral programmes to reduce fragmentation and accelerate delivery of innovative financing solutions for MSMEs. -Build resilience to economic shocks: Support MSMEs with risk management tools, market intelligence, and adaptive business models to sustain operations during downturns and maintain investor confidence. -Invest in infrastructure for trade readiness: Strengthen logistics, storage, and transport systems to enable MSMEs to deliver products consistently and competitively to regional and global markets.

Digital Technology Solutions: significantly enabling the output through making use of digital technologies. : **false**

Societal Digital Transformation: supporting the development of inclusive, ethical and sustainable digital societies, e.g., digital policy advice or digital assessments. : **false**

Strategic innovation:

Empowering governments and communities to enhance the performance of entire systems. : **true**

Development financing:

Partnering with governments and the private sector to align capital flows with the SDGs and mobilise finance at scale. : **false**

Indicate contributions to gender equality

Gender Equality

Gender equality is a significant objective; output(s) promote gender equality in a significant and consistent way (GEN2). **true**

Gender equality is a principal objective; achievement of gender equality and/or women's empowerment are an explicit objective of the output (GEN3).**false**

CPD/RPD Result Name :Output 4.4.

Mandatory? :true

Successes

Indicator 4.4.1: With UNDP support, the Francistown City Council advanced the institutionalisation of ISO 9001 Quality Management System (QMS) to strengthen public service delivery. During the reporting period, a comprehensive gap analysis was completed, providing a clear roadmap of priority areas for improvement. Building on these findings, a Quality Manual was developed to guide the implementation of ISO 9001 processes and establish uniform quality standards across service units. Staff training ISO 9001 principles enhanced institutional capacity, strengthened ownership, and embedded a culture of

quality management. Collectively, these results demonstrate the successful identification and testing of structured QMS innovation that positions the Council to deliver services more transparently, consistently, and accountably, thereby improving citizen satisfaction and advancing inclusive local governance [E64].
Indicator 4.4.2: With UNDP support, national and sub-national capacities for inclusive social protection and efficient local service delivery were strengthened through strategic policy advocacy and multi-stakeholder dialogue. A key milestone was the co-hosting of a high-level Symposium with the Ministry of Local Government and Traditional Affairs, which convened policymakers, practitioners, and experts to reflect on the evolving role of local authorities. Further, structured dialogues between local authorities and central government officials advanced new models for resource mobilisation and rural industrialisation, strengthening the decentralisation of services to peri-urban and rural communities. At the same time, discussions on digital governance created pathways for adopting technology to improve transparency, citizen engagement, and service efficiency at the local level. These outputs collectively enhanced the capacity of local institutions to design and implement inclusive programmes, positioning them to deliver more efficient, people-centred public services that reach both men and women in underserved areas[E21].

Showcasing this Success narrative in the annual report. **false**

Challenges

Output-level results were not achieved largely due to systemic coordination gaps. Although the National Social Protection Framework (NSPF) was approved in 2021, it was not adequately socialized across all implementing ministries, resulting in fragmented implementation and weak institutional ownership. This hindered efforts to consolidate social protection programmes under the life-course approach recommended in the NSPF. UNDP's support remained restricted to the Ministry of Local Government and Traditional Affairs, limiting the cross-ministerial engagement required to operationalize reforms. Several key recommendations from previous UNDP support also remained pending, as they require endorsement from multiple ministries. This slowed progress, created bureaucratic bottlenecks, and prevented coherent, system-wide adoption. Collectively, these challenges highlight that policy approval alone is insufficient; reforms require deliberate coordination, institutional ownership, and streamlined endorsement processes to translate to translate frameworks into transformative results.

Proposed Corrective ActionsUNDP will strengthen capacities for inclusive social protection and efficient local service delivery by working in collaboration existing national inter-ministerial structures/steering committees. UNDP will establish or revitalising inter-ministerial mechanisms where gaps exist. In adition, technical assistance will be aligned with national priorities under NDP 12 and the BEDP to ensure coherence and sustainability.

Digital Technology Solutions: significantly enabling the output through making use of digital technologies. : **false**

Societal Digital Transformation: supporting the development of inclusive, ethical and sustainable digital societies, e.g., digital policy advice or digital assessments. : **true**

Strategic innovation:

Empowering governments and communities to enhance the performance of entire systems. : **false**

Development financing:

Partnering with governments and the private sector to align capital flows with the SDGs and mobilise finance at scale. : **false**

Indicate contributions to gender equality

Gender Equality

Gender equality is a significant objective; output(s) promote gender equality in a significant and consistent way (GEN2). **true**

Gender equality is a principal objective; achievement of gender equality and/or women's empowerment are an explicit objective of the output (GEN3).**false**

CPD/RPD Result Name :Output 5.1.

Mandatory? :true
Successes
5.1.2: UNDP in partnership with United Kingdom High Commission to Botswana, supported the Ministry of Justice's Law Reform Unit (LRU) on a benchmarking visit to the United Kingdom to better under the requirements of a fully operational law reform system and the implementation of the UNDP-supported Law Reform Strategy[E65]. The Botswana delegation met with UK officials from the High Court, Court of Appeal, Rule of Law Head at the Commonwealth Secretariat, and the UK Law Commission. The visit was made possible through the auspices of the British High Commission in Botswana, who with the Attorney General's Chambers (AGC) and UNDP form a tripartite partnership aimed at implementing the Law Reform Strategy, including the establishment of the Botswana Legal Information Institute (Botswana LII Website). The Institute seeks to host a website cataloguing Laws of Botswana, Botswana Law Reports (Court Judgements), Botswana Government Gazette, Hansard and Government Polices on one digital platform with free public access. The BOTSLII website will be an improvement to the former AGC online platform of the Laws of Botswana, i.e. E- Laws. The BOTSLII platform is proposed to accept content in word and PDF and capable of displaying it as fully searchable HTML, PDF and Word documents on the front end (online and offline access).

Showcasing this Success narrative in the annual report. **false**
Challenges
Indicators 5.1.1 Percentage of Government Gazettes, policies, legislation, judgements of the High Court and Court of Appeal and regulations freely available to the public from 1990 to 2020; and Indicator 5.1.3 Number of magistrates and judges that effectively use virtual court for adjudication (contributing to IRRF 2.4) have not made meaningful progress as a result of the below: - Weak legal frameworks—Access to Information law is not fully enforced—plus lack of clear guidelines for digital records. Limited ICT infrastructure and poor staff training hinder digitization. Budget constraints slow e-government projects, while reliance on paper systems and resistance to change persist. Public access remains restricted, especially for court records. -Virtual court adoption faces inadequate equipment, and unstable case management systems. Judges and staff lack training and confidence in technology. Court rules do not fully support remote hearings, creating procedural gaps.
Proposed Corrective Actions Lessons from 2025 implementation include: -Technology adoption requires strong leadership and clear legal frameworks. -Early investment in training and support reduces resistance and technical failures. -Equity matters—rural courts need targeted interventions to avoid widening gaps. -Legal reforms implementation plans fail to improve transparency. -Centralized systems reduce duplication and improve consistency. -Capacity-building is critical—technology alone does not guarantee access.

Digital Technology Solutions: significantly enabling the output through making use of digital technologies. : **false**
Societal Digital Transformation: supporting the development of inclusive, ethical and sustainable digital societies, e.g., digital policy advice or digital assessments. : **false**
Strategic innovation:
Empowering governments and communities to enhance the performance of entire systems. : **true**
Development financing:
Partnering with governments and the private sector to align capital flows with the SDGs and mobilise finance at scale. : **false**
Indicate contributions to gender equality
Gender Equality
Gender equality is a significant objective; output(s) promote gender equality in a significant and consistent way (GEN2). **true**
Gender equality is a principal objective; achievement of gender equality and/or women’s empowerment are an explicit objective of the output (GEN3).**false**

CPD/RPD Result Name :Output 5.2.
Mandatory? :true
Successes
Indicator 5.2.1: UNDP supported the Ministry of Finance to strengthen anti-corruption measures within Botswana's Public Finance Management (PFM) system. A context analysis was conducted to identify areas most vulnerable to corruption and assess the effectiveness of existing prevention policies. Findings informed the development of a targeted Corruption Prevention Strategy and roadmap, including monitoring and evaluation tools. The Strategy consolidates all prevention initiatives, prioritizes annual actions, and introduces mechanisms for stakeholder engagement, public participation, and automated whistleblowing reporting. These measures aim to enhance institutional accountability, improve transparency in financial governance, and reduce corruption risks across the PFM cycle. Indicator 5.2.2: UNDP supported a National CSO-led Transparency and Accountability Training Workshop to strengthen governance oversight. The training enhanced the capacity of 32 members of the National CSO-led Transparency and Accountability Committee and other stakeholders to advise government on transparency and accountability in policy development and service delivery. Participants gained skills to identify and address gaps in accountability, monitor compliance of programs and policies, and promote citizen engagement in oversight processes. This intervention contributes to improved institutional accountability and inclusive governance by equipping civil society actors with tools to influence decision-making and ensure transparency across sectors[E23].

Showcasing this Success narrative in the annual report. **false**
Challenges
During the period under review, challenges experienced and that prohibited the full achievement of Output 5.2. Botswana faced several obstacles to achieving greater effectiveness, accountability, and transparency. Delays in implementing the Access to Information law and weak anti-corruption frameworks limit openness. Institutions lack adequate skills and resources for monitoring and reporting, and fragmented systems create inefficiencies. Resistance to change and reliance on traditional processes slow reforms. Limited funding affects ICT upgrades and staff training, while poor connectivity and outdated systems restrict digital governance. Public engagement remains low, and civil society oversight is weak, reducing pressure for transparency and inclusive decision-making. Further, Coordination gaps from overlapping mandates; limited enforcement capacity due to resource and staffing constraints and data gaps also inhibited results achievement..
Proposed Corrective Actions Going forward, the CO will seek in partnership with stakeholders to ensure Legal reforms are backed by clear implementation and enforcement plans. Building institutional capacity is essential—technology and frameworks alone are not enough. Integrated systems reduce duplication and improve efficiency. Stakeholder engagement, including civil society and citizens, strengthens accountability and trust. Sustainable resource planning is needed for ICT upgrades, training, and monitoring. Equity must be prioritized so rural and marginalized groups are included in governance processes.

Digital Technology Solutions: significantly enabling the output through making use of digital technologies. : **false**
Societal Digital Transformation: supporting the development of inclusive, ethical and sustainable digital societies, e.g., digital policy advice or digital assessments. : **false**
Strategic innovation:
Empowering governments and communities to enhance the performance of entire systems. : **true**
Development financing:
Partnering with governments and the private sector to align capital flows with the SDGs and mobilise finance at scale. : **false**
Indicate contributions to gender equality
Gender Equality
Gender equality is a significant objective; output(s) promote gender equality in a significant and consistent way (GEN2). **true**

Gender equality is a principal objective; achievement of gender equality and/or women's empowerment are an explicit objective of the output (GEN3).**false**

CPD/RPD Result Name :Output 3.3.
Mandatory? :false
Successes
Output 2.3.1 With support from UNDP, UK, Germany and the EU through the BIOFIN Initiative, Botswana's National Parks revised entry fees in 2022/23, driving a major increase in financial sustainability of the protected area system. The reform generated USD 7.8 million in its first year, far exceeding the projected USD 1.8 million. By Q1 of 2025, collections for 2024/25 had already reached USD 7.9 million, with final figures expected to be considerably higher. Building on this success, BIOFIN supported the development of a Protected Areas Resource Mobilisation Strategy and Action Plan to guide reinvestment and leverage additional financing. Together with the Protected Areas Resources Management Strategy, these measures strengthened governance, coordination, and data-driven management. As a result, Protected Area Management Effectiveness scores are advancing toward the 2026 target, underpinned by improved financing, infrastructure, and institutional capacity [E38]. Output 2.3.2. With GEF, UNDP & Government of Botswana support, developed and operationalized the National Joint Operations Centre (JOC) and Intelligence Diffusion Centres (IDCs) to enhance coordination and intelligence sharing in the fight against illegal wildlife trade (IWT). These sophisticated platforms support real-time collection, analysis, and dissemination of intelligence at both national and district levels. Participating institutions include the Department of Wildlife and National Parks (DWNP), Botswana Police Service (BPS), Botswana Defense Force (BDF), Directorate of Intelligence and Security Services (DISS), Botswana Prison Service (BPS), and the Directorate on Corruption and Economic Crime (DCEC). Institutional capacity to combat illegal wildlife trade improved from a baseline of 28% to 52.3% (UNDP Capacity Scorecard, at TE), surpassing the end-of-project. Further, inter-agency collaboration was strengthened, information flow improved and increased trust and operational synergy among law enforcement and security agencies involved in wildlife protection[E63].

Showcasing this Success narrative in the annual report. **false**
Challenges
Sustaining gains in protected area management effectiveness requires full uptake and implementation of the strategy. Delays in policy support and operational adoption, coupled with the absence of formalized guidance and resourcing, risk undermining coordination and accountability, leading to fragmented approaches and duplication of effort across sites. Infrastructure gaps—including limited revenue collection staff, poor access roads, inadequate monitoring equipment, and outdated communication systems—continue to constrain field operations and reduce the consistency of enforcement and biodiversity monitoring. Within the Small Grants Programme, while community-based conservation and livelihood initiatives contribute meaningfully to national outcomes, limited budget for monitoring and weak data consolidation from small-scale interventions risk underreporting local impacts that directly support protected area management effectiveness and biodiversity targets.
Proposed Corrective Actions Sustaining improvements in protected area management effectiveness requires continued investment in infrastructure, institutional capacity, and policy implementation, with strategies embedded in the national budgetary framework to ensure predictable financing and long-term support. Rehabilitation of ranger posts, access roads, communication systems, and ecological monitoring tools is essential to strengthen operational effectiveness. Multi-stakeholder ownership, through engagement of communities, private sector, and conservation partners, is critical to coordinated implementation and accountability. Aligning financing strategies with national budgets and donor investments consolidates progress and maintains Botswana's strong record in protected area governance. For the Small Grants Programme, limited monitoring budgets can be addressed by integrating SGP monitoring into national frameworks, leveraging partnerships for participatory data collection, using digital tools, mobilizing co-financing, and mainstreaming monitoring responsibilities within project grants.

Digital Technology Solutions: significantly enabling the output through making use of digital technologies. : **false**
Societal Digital Transformation: supporting the development of inclusive, ethical and sustainable digital societies, e.g., digital policy advice or digital assessments. : **false**
Strategic innovation:
Empowering governments and communities to enhance the performance of entire systems. : **true**
Development financing:
Partnering with governments and the private sector to align capital flows with the SDGs and mobilise finance at scale. : **false**
Indicate contributions to gender equality
Gender Equality
Gender equality is a significant objective; output(s) promote gender equality in a significant and consistent way (GEN2). **true**
Gender equality is a principal objective; achievement of gender equality and/or women's empowerment are an explicit objective of the output (GEN3).**false**

CPD/RPD Result Name :Output 3.4.
Mandatory? :false
Successes
Output 2.4.1: With GEF, UNDP, Government of Botswana support, A National Anti-Poaching Strategy was developed and endorsed and launched by the Ministry of Environment and Tourism; a key policy instrument that complements existing legislative frameworks—notably the Wildlife Conservation and National Parks Act—by strengthening coordination, enforcement capacity, and resource allocation to address wildlife and environmental crime is currently being implemented in partnership with the following Law Enforcement Agencies; the Botswana Police Service; the Botswana Defense Force; and the Directorate of Intelligence Services [E37]. Three interagency forums were established and operationalized, further strengthened collaboration through the Joint Operations Centre (JOC) and National Anti-Poaching Strategy (NAPS) mechanisms. These include: • The National Anti-Poaching Coordination Committee (NAPCC), meeting weekly to guide tactical operations; • The National Anti-Poaching Executive Committee (NAPEC), a high-level body reporting to the Office of the President that provides strategic oversight; and • Four District Anti-Poaching Committees, now fully functional, coordinating field-level implementation and intelligence sharing among law enforcement agencies. Together, these forums have enhanced coordination, accountability, and information flow across the national anti-poaching system. Output 2.4.3: With UNDP technical and financial support, Government of Botswana has now established the Environment Protection Agency that provides oversight over the implementation of environmental and social safeguards including Environmental and Social Impact Assessment, Social and Environmental Screening Procedures as a requirement for all development programmes in Botswana. The EPA now has clear governance frameworks and strengthened capacities for mainstreaming Environmental Impact Assessment within the context of the overall Social and Environmental Safeguards into institutions [E].

Showcasing this Success narrative in the annual report. **false**
Challenges
For output 2.4.2. Progress toward reducing waste to landfill has been constrained by limited data collection and monitoring systems at district level, making it difficult to track waste diversion and recycling rates. Weak enforcement of waste management bylaws, coupled with inadequate investment in recycling and composting infrastructure, further slowed implementation. Public awareness and community participation in waste segregation remain low. limited funding under UNDP-supported activities constrained the ability to initiate pilot SEAs and mainstream them into local planning processes. limited funding allocations under UNDP-supported programmes restricted the scale of interventions that could directly contribute to achieving this indicator.

Proposed Corrective Actions The CO will continue supporting the Ministry of Environment and local authorities to strengthen waste data and tracking systems, enhance institutional coordination, and pilot circular economy models in selected districts. Efforts will also focus on mobilising additional resources and partnerships to scale up recycling, composting, and behavioural change initiatives.

Digital Technology Solutions: significantly enabling the output through making use of digital technologies. : **false**
Societal Digital Transformation: supporting the development of inclusive, ethical and sustainable digital societies, e.g., digital policy advice or digital assessments. : **false**
Strategic innovation:
Empowering governments and communities to enhance the performance of entire systems. : **true**
Development financing:
Partnering with governments and the private sector to align capital flows with the SDGs and mobilise finance at scale. : **false**
Indicate contributions to gender equality
Gender Equality
Gender equality is a significant objective; output(s) promote gender equality in a significant and consistent way (GEN2). **true**
Gender equality is a principal objective; achievement of gender equality and/or women's empowerment are an explicit objective of the output (GEN3).**false**

CPD/RPD Result Name :Output 4.2.
Mandatory? :false
Successes
Indicator 4.2.1: With UNDP support, UniPod facilitated the successful commercialization of two innovative products and services: Maru Junction – Free Me Store, an innovative retail model promoting locally produced goods and efficiency in the informal sector, and the Campus Connect Platform, a digital solution enabling community engagement, market access, and service coordination among university students [E9]. In addition, three products - Kudza – organic waste transformed into sustainable animal feed and fertilizer; Xaxaba – indigenous plant-based gout arthritis medicine; and ForeChem – a biological hair waste converted into organic liquid fertilizer); are in late-stage commercialization and expected to reach market readiness in the next reporting period[E13]. Progress was enabled by embedded prototyping and product development support through UniPod's fabrication, creative, and digital labs, which reduced time-to-market, and by ecosystem mentorship, including entrepreneurship coaching, business model refinement, and partner networks that accelerated readiness for commercialization [E11]. Indicator 4.2.3: With UNDP support through the UNIPOD, 4 Strategic partnerships were established with Stanbic Bank – to support financial literacy, enterprise finance readiness, and market linkage pathways; Startup Labs – for structured innovation and go-to-market acceleration support; Orange Digital Center – to expand access to digital fabrication, coding, and technology skills development; and Wadhwani Foundation – to deliver entrepreneurship curriculum, mentorship, and enterprise capacity building. These partnerships have jointly strengthened the UniPod's capacity to deliver innovation, digital skills, entrepreneurship, and prototyping support, while expanding access to networks, learning content, mentors, production facilities, and technology-enabled training environments[E8].

Showcasing this Success narrative in the annual report. **false**
Challenges
The UNIPOD continues seek partnership with private sector companies, government MDSs. Academia however, it was increasingly difficult to implement the planned activities due to financial constraints even at the Implementing Partner level. While the AfCFTA activities were successful, more support to the manufacturers to achieve export readiness is required in areas such as trade finance facilitation, branding, certification in fair trade and international Standards processing and acquisition. These areas were planned for, but only a few could be done, at a small scale, due to resource constraints. The impact will be

seen more beyond 2025.
Proposed Corrective Actions Capacity building initiatives to be conducted in more sub-sector specific groupings, involving a wider range of partners. More facilitation for MSMEs to get certificates of origin to enable them to trade under the AfCFTA will be scaled up in 2025. Engagements with Botswana Bureau of Stands on development of standards aligned to international standards to enable manufacturers to be export ready will be concluded in 2025. Further, following factors enabled strong progress toward results:
- Embedded Prototyping and Product Development Support: Use of UniPod's fabrication, creative, and digital labs enabled innovators to design, iterate, and test prototypes efficiently, reducing time-to-market.
- Ecosystem Support and Mentorship: Access to entrepreneurship coaching, business model refinement, and partner networks accelerated market readiness.

Digital Technology Solutions: significantly enabling the output through making use of digital technologies. : **true**
Societal Digital Transformation: supporting the development of inclusive, ethical and sustainable digital societies, e.g., digital policy advice or digital assessments. : **false**
Strategic innovation:
Empowering governments and communities to enhance the performance of entire systems. : **false**
Development financing:
Partnering with governments and the private sector to align capital flows with the SDGs and mobilise finance at scale. : **true**
Indicate contributions to gender equality
Gender Equality
Gender equality is a significant objective; output(s) promote gender equality in a significant and consistent way (GEN2). **true**
Gender equality is a principal objective; achievement of gender equality and/or women's empowerment are an explicit objective of the output (GEN3).**false**

CPD/RPD Result Name :Output 5.3.
Mandatory? :false
Successes
Progress in 2025 for OUTPUT 5.3: Capacity of justice and rule of law institutions enabled at national and subnational levels for improved access and redress, including for gender-based violence cases stalled. Following the comprehensive review of Botswana's Criminal Justice Sector in 2024 and developed a Roadmap to address rising crime and systemic inefficiencies. The sector includes key institutions such as the Botswana Police Service, Director of Public Prosecutions, Legal Aid Botswana, Courts (Customary, Magistrates, High Court, Court of Appeal), and Botswana Prison Services, coordinated through the Criminal Justice Forum. The review revealed major gaps: unclear legislative provisions, including the absence of a Directorate of Public Prosecutions and lack of constitutional clarity; standardized court procedures causing delays even for minor cases; poor service delivery resulting in prolonged case resolution; limited use of technology; resource shortages—financial, human, and infrastructure; and weak data systems with incomplete and inaccessible information. These challenges undermine timely justice and victim protection. The Roadmap sets out actions to strengthen institutional capacity, modernize processes, integrate technology, improve data management, and enhance accountability, ensuring a more efficient, transparent, and victim-centered justice system. Implementation however of the Roadmap was constrained by resource availability.

Showcasing this Success narrative in the annual report. **false**
Challenges
Following the 2024 UNDP-supported comprehensive review of the Criminal Justice Sector, Botswana finalized and adopted a Criminal Justice Sector Roadmap to be implemented in 2025. The Roadmap directly addresses escalating crime rates by strengthening institutional capacity, improving coordination, and expanding service delivery across the justice chain. By 2025, the sector demonstrated measurable

growth, with new institutions established, existing institutions expanded, and emerging crime trends systematically integrated into policy and operational responses. The Criminal Justice Sector now delivers a full spectrum of justice functions—crime prevention, detection, policing, investigation, monitoring, prosecution, defense, adjudication, sent. The Roadmap has still not been implemented in 2025 due to a lack of funding required to implement it.
Proposed Corrective Actions An official launch of the Review and the Roadmap would create publicly declared commitment, with a higher chance of implementation of the Roadmap. The declaration would be impactful given the new spotlight on the judiciary.

Digital Technology Solutions: significantly enabling the output through making use of digital technologies. : **false**
Societal Digital Transformation: supporting the development of inclusive, ethical and sustainable digital societies, e.g., digital policy advice or digital assessments. : **false**
Strategic innovation:
Empowering governments and communities to enhance the performance of entire systems. : **true**
Development financing:
Partnering with governments and the private sector to align capital flows with the SDGs and mobilise finance at scale. : **false**
Indicate contributions to gender equality
Gender Equality
Gender equality is a significant objective; output(s) promote gender equality in a significant and consistent way (GEN2). **true**
Gender equality is a principal objective; achievement of gender equality and/or women's empowerment are an explicit objective of the output (GEN3).**false**

C.1 Development Results Analysis

*Output level reporting is mandatory only for the outputs prioritized in the IWP 2022 and Enabling Action(s) in the reporting year. Reporting on the other outputs is optional.

C.2 [Gender Equality and Women's Empowerment]

Highlight concrete outcome/output results achieved or under-achieved towards **gender equality and women's empowerment** in the year over and above the results reported under Section C.1. Analyze what worked well and/or did not work well and why. (1,500 characters max)

Botswana has over the years developed strong legal frameworks that promote Gender equality and women's empowerment; UNDP has contributed to the formulation of several Policies and frameworks as reflected in CPD Outcome 1(Whether or not legal frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex) to provide the Country with instruments for promoting Women's empowerment and addressing the rather high levels of GBV in Botswana. Key among these include the National Policy on Gender and Development (2015), the National Strategy Towards Ending Gender Based Violence in Botswana (2015-2020), and the formulation of the National Gender Sector Strategy. Implementation of these laws and coordination of GEWE initiatives however remains a challenge. Despite being the majority of the electorate, women hold only 8.7% of parliamentary seats [E65] in 2025, one of the lowest rates in Southern Africa. The absence of quotas or affirmative action measures continues to limit women's political empowerment. Gender-based violence remains a serious issue, undermining women's empowerment and participation in public life. These are largely attributed to deep social norms, financing gaps and fragmented funding that limited the scale-up of core GBV and women's empowerment services. Botswana has in recent years experienced implementation gaps, delays with timely review of policies and implementation of transformative reforms. Further, Weak coordination across agencies, leading to siloed, small-scale initiatives and piecemeal implementation and deeply patriarchal social norms that constrain meaningful women's political participation, economic opportunities, alongside fragmented data systems reduce responsiveness and evidence-informed decision-making. UNDP in partnership with the Ministry of Youth and Gender Affairs continue to engage on the promulgation of an affirmative action provision embedded in the GBV Bill currently being conceptualised.. This legal framework will address both the issue of Gender based Violence and Women's representation in elected decision-making structures. Further, [partnership with Feminists Networks continue to promote the prioritisation of GEWE. UNDP continues to partner with other Development organisation to strengthen advocacy on clear leadership, data systems, and coordination for GEWE gains to be made.

C.3 [Portfolio management] Has your office used portfolio** approaches?

Yes

If yes, share the results achieved through the use of portfolios and how did the portfolio approach scale/achieve greater impact. (1,500 characters max.)

In 2024, the Country Office advanced its commitment to the portfolio approach, implementing the CPD through three integrated portfolios under a shared governance board. This approach strengthened coherence, reduced administrative burden, and optimized resources in a constrained environment. UNDP supported cross-portfolio collaboration to expand trade opportunities for local businesses. The platforms provided via portfolio approach enabled entrepreneurs to access regional markets, build networks, and gain insights into AfCFTA trade opportunities. Further, the CO has contributed to addressing Domestic Resource mobilisation through a blend of instruments and interventions pooling from various resources. The portfolio approach allowed the CO to move beyond fragmented projects toward systemic solutions, leveraging synergies across thematic areas. For example, collaboration between the Inclusive Economic Diversification and Sustainable Private Sector portfolios supported local businesses to access regional markets through AfCFTA platforms, enhancing competitiveness and trade integration. Similarly, the Domestic Resource Mobilisation portfolio combined fiscal policy support, technical expertise, and digital innovations to address VAT leakage and optimize revenue collection. The lack of integrated monitoring and data systems makes it difficult to aggregate and demonstrate portfolio-level impact. In addition, capacity gaps in systems thinking and portfolio management, coupled with donor alignment challenges, have slowed operationalization of the approach.

Section D –Organizational Results Analysis and Lessons Learning, as per the IWP

D.1 Analyze the IWP organizational results achieved, challenges faced, lessons learned, and ways to correct a course of action if needed.

IWP Organizational Results

IWP Output Name :Assigned: IRRF Tier 3 - 1.3 Cutting-edge strategic innovations and digital solut
IWP Org. Result Successes :With UNDP support, the University of Botswana's UNIPOD innovation hub was operationalized as a strategic platform to drive entrepreneurship and innovation. Since its launch, UNIPOD has hosted multiple ideation programs—innovation challenges, make-a-thons, and hackathons—engaging over 78 innovators and fostering a culture of problem-solving. Through strong partnerships, UNIPOD delivered targeted capacity-building initiatives: the Go-To-Market program with Start-Up Labs, Financial Literacy with Stanbic Bank, Digital Fabrication with Orange Digital Centre, and IGNITE Entrepreneurship with Wadhwani Institute. These programs provided innovators with technical skills, business acumen, and market readiness, bridging the gap between ideas and commercialization. To date, five products have successfully entered the market. Maru Junction – Free Me Store introduced an innovative retail model promoting locally produced goods and improving efficiency in the informal sector. Campus Connect created a digital platform for student engagement and market access. Kudza developed a sustainable solution by converting organic waste into animal feed and fertilizer. Xaxaba leveraged indigenous knowledge to produce a plant-based gout treatment, while ForeChem transformed biological hair waste into organic fertilizer. These successes demonstrate how innovation ecosystems can accelerate market-ready solutions, diversify economic opportunities, and promote sustainability. UNIPOD's model highlights key lessons: innovation thrives when supported by multi-stakeholder partnerships, structured mentorship, and access to financing and technology. It also shows the importance of linking innovation to market systems to ensure scalability and impact. By operationalizing UNIPOD, UNDP has contributed to building an enabling environment for youth-led entrepreneurship, advancing inclusive economic growth, and positioning Botswana as a regional innovation hub.
IWP Org. Result Challenges
The UNIPOD at UB has taken off with growing partnerships across the innovation ecosystem within Botswana and externally. The Resource mobilisation and private sector uptake of the UNIPOD is yet to fully take off given the fiscal challenges however of the country and slow growth rate of the economy.
IWP Org. Result Corrective Actions Targeted communication at Government, Development partners and Diplomatic community has elevated the visibility of the UNIPOD with potential for partnership with those private sectors from their respective countries. Government has a result commited support for the UNIPOD to ensure sustainability and scalability of the initiative,

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IWP Output Name :Assigned: IRRF Tier 3 - Environmental and social due diligence mainstreamed
IWP Org. Result Successes :The SES Committee facilitated a refresher training for the new committee members following the change of staff in the CO. Following this session, the SES committee capacitated the general staff with particular focus on project managers on Social & Environmental Safeguards. Following this session and with oversight of the SES Committee, the CO achieved over 80% compliance to SES for all projects.
IWP Org. Result Challenges
The CO is yet to establish a GRM for the effective reporting of grievances by beneficiaries and stakeholders. Reliance on the SES FP in RSCA who services several COs means that timing for such activity takes longer. The CO is working with the FP ion setting up the GRM before end of 2025.**IWP Org. Result Corrective Actions**Targeted communication around SES increases mainstreaming of SES across projects in the CO as more staff have deepened understanding of the frameworks and tools.

IWP Output Name :Assigned: IRRF Tier 3 - Inclusive working culture that is free from discrimi
IWP Org. Result Successes :The Country office continues to emphasise a safe work environment for staff and uphold the "Do no harm' Principle with partners and Beneficiaries of development interventions.

The CO capacitated Staff in the PSEAH policy, reporting platforms and corporate support mechanisms available. This session was marked by experience sharing and discussing the PSEAH Policy. Further, capacity Sessions for Partners are ongoing through the Technical Working Groups and Portfolio Steering committee as part of the accountability structures for the CPD Programme.

IWP Org. Result Challenges

The CO is yet to implement the Training on Group Mastermind as proposed in the IWP. The frequency of the PSEAH dialogue and exchanges also needs to be increased. These have had to be interchanged with support to staff to adjust to organizational uncertainty and high staff turnover..**IWP Org. Result Corrective Actions**Decentralizing the task of communicating these goals to Teams will help entrench a shared understanding and increased implementation across the CO.

IWP Output Name :Assigned: IRRF Tier 3 - UNDP become green, sustainable and just by reducing

IWP Org. Result Successes :UNDP, being the largest UN Agency in Botswana contributed about 40% of the funds invested in the installation of the Roof top solar at the UN House in Gaborone. Since the installation, the CO fully runs on clean energy with surplus evacuated to the national grid for use on less sunny days. Further the UNDP launched the only Electric Vehicle in use by any UN Agency in the country. This has enhanced visibility of UNDP support to Just energy transitions thereby leading by example.

IWP Org. Result Challenges

UNDP has made significant strides to reduce it's carbon footprint through the installation of Solar Rooftop that powers the operations of the UN Building and reserve energy evacuated to the National Grid. The CO could not finance procurement of batteries hence the excess energy is transferred to the grid. the Given that the National Grid still utilises power generated from coal, supply to the office at low solar generation periods tends to negate the gains made from using clean energy.**IWP Org. Result Corrective Actions**

The CO continues to advocate for greater uptake of clean energy while ensuring other avenues of emission are controlled. The CO is also looking to mobilise from the Moonshot for the procurement of battery storage systems.

D.2 [Partnership]Did your office forge new strategic partnership (with private sector, IFIs, Vertical Funds, foundations, Southern development partners, etc.)?

Yes

If yes, what results did the office achieve through that partnership? (1,500 characters max)

The CO facilitated the signing of an MOU between UNDP Regional Bureau for Africa represented by the Regional Service Centre for Africa and Southern Africa Development Community (SADC) in February 2025. This MOU is accompanied by an Implementation Matrix that outlines the areas of shared collaboration for the short, medium and long-term. UNDP also successfully concluded the Due Diligence process for a Private Sector company paving the way for greater resource mobilisation and patronship with the private sector in Botswana. Restore Her Sight – UNDP launched a crowdfunding campaign to support 250 women basket weavers who face the loss of sight, which affects the continuation of their craft and economic activity that supports their livelihood. The campaign integrates health, skills development, livelihood support and cultural preservation. Green Financing Working Group - The Green Finance Mainstreaming Working Group - launched under the UNDP-BIOFIN initiative to advance sustainable financing for biodiversity and climate action. The group brings together government, private sector, and development partners to guide the formulation of Botswana's green finance roadmap, promote innovative instruments such as green bonds and biodiversity credits, and align ongoing efforts like the Sustainable Finance Taxonomy. It represents a key step toward institutionalizing green finance and mobilizing investment for nature and climate priorities. Members of the GFMWG have received training on green and biodiversity finance, including the BIOFIN methodology and practical instruments for ma

D.3 [Funding] Did the office achieve its resource mobilization target?

Yes	What facilitated resource mobilization, (for example use core resources to leverage non-core)?
No	What impeded resource mobilization? The CO continues to utilise the PCAP for resource mobilisation. The Resource Mobilization environment for remains severely constrained given the UMIC status of Botswana thereby reducing potential for bilateral Donor funding. The UMIC status also hinders regional programming as development partners prioritise LDCs over UMIC countries; UMICs are perceived to be at a higher level of Development with much more resources to address challenges. Further, the increasing fiscal pressure experienced by Government has constrained resource mobilisation from government MDA who would have partnered with UND

D.4 [Sexual harassment and sexual exploitation and abuse] As a complement to your office's response on the mandatory output 2.3 on inclusive working culture, highlight specifically what has been done/achieved with regards to assessing and reflecting SH/SEA risks in your office and in the development programmes/projects, engagement with implementing partners, establishment of reporting mechanisms for local populations and building their awareness of UNDP values and standards and creating effective victim/survivor support networks on the ground. (1,500 characters max)

The Country office continues to emphasise a safe work environment for staff and uphold the "Do no harm' Principle with partners and Beneficiaries of development interventions. The CO capacitated Staff in the PSEAH policy, reporting platforms and corporate support mechanisms available. This session was marked by experience sharing and discussing the PSEAH Policy. Through the PSEAH focal point, the CO conducted in-house awareness raising clinic for CO staff. In addition to internal awareness raising initiatives, UNDP collaborated with the inter-agency PSEAH working group to raise awareness to all UN staff through townhall meetings during the year under review. Led by the RCO office, a training on safeguarding and PSEA, tailored for NGOs was offered to BOCONGO members. Awareness raising and visibility are also accomplished through observable posters at strategic locations within the UN Building so that both UN staff and partners are aware that both UNDP and the UN family have zero tolerance and should anyone encounter such form of abuse, information on who to contact (the person to engage with and/or the number to call) is openly availed. All UNDP Botswana personnel have completed the mandatory course on Preventing Sexual Harassment and other Prohibited Conduct.

D.5 [Knowledge] a) Please select an option below for the following affirmation: "Knowledge generation, sharing, and application have improved considerably since the last ROAR".

Strongly Agree

Please elaborate in case you Strongly Agree/ or Strongly Disagree. (500 characters max.)

The CO formulated the 4th Botswana Human Development Report which was launched in May 2025 by the Vice President of the Country. This knowledge product focused on Youth Employment issues affecting the country and proffered evidence-based implementable solutions for Government and other stakeholders. At the CO level, Friday Knowledge sessions provide a platform for staff to discuss policies, development challenges, innovative and strategic ideas.

b) Highlight a good practice from your Country Office to generate, share and apply knowledge and data more purposefully to strengthen thought leadership and country programming. (1000 characters max.)

The CO developed and launched the NHDR on Youth Employment with recommendations for data-driven, long-term strategies to tackle youth unemployment. UNDP continues to play its integrator role and optimally leveraging it's access lead key strategic initiatives including on Carbon & Biodiversity Markets, Decentralisation, Public Sector Transformation and the domestication of the Africa Union Agenda 2063 which Botswana is Piloting. Carbon Credit Training for government-to equip participants with foundational knowledge and strategic insights into the carbon credit landscape, including governance, integrity standards, market opportunities and mechanisms for their operationalization, and the implications for Botswana's climate ambitions. Green Taxonomy- a foundational training programme that introduces the concept of green taxonomies and supports Botswana's early efforts to develop a national taxonomy. The CO continues to hold Friday Knowledge sessions to share with other colleagues, policy advise and strategic ideas to inform and enrich programming and practice.

Section E – M and E Capacity and Decentralized Evaluation Function

E.1 Monitoring and Evaluation (M and E) capacity

Update M and E capacity of the office for 2023 based on 2022 reported data. This includes staff, serving full or part-time as M and E focal points, reflected in the evaluation resource centre (e.g., resident Representative, Deputy Resident Representative, Assistant Resident Representative, and other managers). (mandatory)

Staff Title	Staff Level	Monitoring %	Decentralized Evaluation %	Other Tasks %
Resident Representative	D1	10.00	0.00	90.00
Deputy Resident Representative	P4	30.00	10.00	60.00
Monitoring and Evaluation Analyst	NO-B	40.00	40.00	20.00

E.2 Investment to decentralized evaluations and enhance monitoring in2025

Enter aggregate expenditure (in USD) to conduct decentralized evaluations. (Numbers only)

Item	Expenditure (in USD)
Evaluation implementation costs (fees for consultants or firms, including travel, DSA, data collection etc.)	0.0
Stakeholder, validation, and/or evaluation reference group workshop costs	0.0
Assessments and/or surveys (e.g., baseline survey, rapid assessments, etc.)	40000.0

Communication costs, including editing, publication, translation and dissemination	15000.0
Other contingency costs during evaluations	10000.0
Evaluation related trainings, orientations, and/or capacity building events	5000.0
Other	30000.0
Total	

Enter aggregate expenditure (in USD) to conduct monitoring. (Numbers only)

Item	**Expenditure (in USD)**
Monitoring visits including joint monitoring visits	10000.0
Review and/or technical working group meetings	20000.0
Support by monitoring/reporting specialists, consultants, etc.	15000.0
Development and maintenance of monitoring systems, guidelines, database, websites, etc.	10000.0
Publication of knowledge products and reports	25000.0
Monitoring related trainings, orientations, and/or capacity building events	7000.0
Other	3000.0
Total	

E.3 Did the business unit complete all decentralized evaluations as per the annual Evaluation Plan?

Yes
If not, please kindly explain key issues

E.3.1 Highlight accomplishments to improve the quality coverage and use of decentralized evaluations.

1.Quality (500 characters max.)
The CO has drawn on technical support from Regional hubs to strengthen the quality assurance of Evaluations form the start (TOR formulation) through to final report quality assurance. Increasingly, Government counterparts request their active participation in the evaluation process beyond consultation and interviews as much allowed by policy. This has added to some extent on the quality of Evaluations.

2.Coverage (500 characters max.)
The CO engages with IPs and RPAs through technical reference groups to collectively map the evaluation sites, themes, stakeholders, etc thereby ensuring adequate coverage of evaluation process.

3.Use (500 characters max.)
The CO utilises the Coffee sessions, technical working groups and other accountability platforms to share learnings from the Evaluations findings. During the Onboarding sessions for Project managers, key learnings are incorporated into sessions to deepened knowledge and also emphasise the role of Evaluations in Institutional Learning.

E.3.2 Highlight major challenges in implementing the strategy to strengthen to decentralized evaluation.

1.Quality (500 characters max.)
With shrinking development financing, generation of data through regular monitoring including joint monitoring with Partners become limited. While data can be sourced remotely, interfacing with beneficiaries provides greater insight. Without it, evaluations meet with greater challenges. Additionally, feedback on evaluation results gets hindered in similar manner.

2.Coverage (500 characters max.)
Botswana is geographically diverse and sparsely populated which poses a challenge to coverage with restricted evaluation period. To make up for such challenges, use of Local government structures which in themselves are financially & technically constrained adds another layer to coverage and access of stakeholders.

3.Use (500 characters max.)
Information overload or lack of effective stakeholders coordination mechanisms results in unequal dissemination and use of evaluations results. The growing reliance on digital platform though with advantages, remains a challenge where the infrastructure is not adequately developed.

E.4 [Impact measurement] If any, highlight key initiatives to develop systems of monitoring and results measurement for tracking development impact. Analyze what worked well and/or did not work well and why. (1,500 characters max.)

Section F – UN System Wide Action Plan for Gender Equality and Empowerment of Women reporting

F.1 Does the country office have a Gender Equality Strategy / Gender Action Plan, which is aligned with the corporate Gender Equality Strategy 2022-2025?

Yes

F.2 Did the country office have a gender advisor/specialist(s) in the reporting year?

No

F.2.1 If yes, indicate the number and levels.

Level	Full-time (Number)	part-time (Number)
P5		0.0
P4	0.0	0.0
P3	0.0	
P2(exculding JPO)	0.0	0.0
JPO	0.0	0.0
NO-D	0.0	0.0
NO-C	0.0	0.0
NO-B	0.0	0.0
NO-A	0.0	0.0
Other: Service contract / UNVs	0.0	0.0

F.3 If the country is classified as a crisis country by the OECD and there is no dedicated Gender Advisor/Specialist at a P4 or P5 level (or national equivalent), explain how and who has performed this function. (1,500 characters max)

F.4 Is there a multidisciplinary Gender Focal Team led by a senior manager (Resident Representative, Deputy Resident Representative or Assistant Resident Representative?)

Yes

F.4.1 If yes, answer the following questions.

The Gender Focal Team has clear Terms of Reference.Yes

The Gender Focal Team has a clear action plan.Yes

Specific resources are allocated to support the Gender Focal Team.No

F.5 Did your country office partner and collaborated with feminist organizations* on at least one substantive initiative?

Yes

Advocacy for women's rights and equality for all women; Gender based Violence; Movement building and expansion of civic space for feminist organizations

F.6 Did UNDP co-chair an Interagency Gender Theme Group?

Yes

F.7 Did the UN Country Team implement the UNCT SWAP Gender Equality Scorecard in the year?

Yes

F.7.1 If yes, did UNDP promote and participated proactively in the implementation of the UNCT SWAP Gender Equality Scorecard?

Yes

F.7.2 If yes, indicate how (one or more can be selected)

By co-chairing with UN Women or other entity;By contributing with expertise

*Feminist Organization refers to an organization that believes in and advocates for the political, economic, and social equality of the sexes expressed especially through organized activity on behalf of women's rights and interests.