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**Republic of Botswana**



**PUBLIC EXPENDITURE AND FINANCIAL  
ACCOUNTABILITY (PEFA) GENDER RESPONSIVE  
PUBLIC FINANCIAL MANAGEMENT  
ASSESSMENT REPORT**

Report 25<sup>th</sup> April 2022

## **Exchange Rate**

**Exchange rate effective as of 1<sup>st</sup> November 2021  
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**PUBLIC EXPENDITURE AND FINANCIAL  
ACCOUNTABILITY (PEFA)**

**GENDER RESPONSIVE PFM ASSESSMENT OF  
BOTSWANA**

**APRIL 2022**

The PEFA Secretariat confirms that this report meets the PEFA quality assurance requirements and is hereby awarded the '**PEFA CHECK**'.

PEFA Secretariat  
April 25, 2022

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## Abbreviations and Acronyms

AfDB	African Development Bank
APP	Annual Performance Plan
BEC	Botswana Examinations Council
BGCSE	Botswana General Certificate of Secondary Education
BIDPA	The Botswana Institute for Development Policy Analysis
CG	Central Government
CSOs	Civil Society Organizations
DHMT	District Health Management Committees
EDD	Economic Diversification Drive
ETSSP	Education and Training Sector Strategic Plan
GABS	Government Accounting & Budgeting System
GBV	Gender-Based Violence
GECAF	General Education Curriculum and Assessment Framework
GER	Gross Enrolment Rates
GIZ	German Corporation for International Cooperation
GoB	Government of Botswana
GRPFM	Gender Responsive Public Financial Management
HIV	Human Immunodeficiency Virus
HRDC	Human Resource Development Council
ICD	International Classification of diseases 10th Edition
JCE	Junior Certificate Examinations
LPS	Local Procurement Scheme
MoA	Ministry of Agriculture
MDAs	Departments & Agencies
MoF	Ministry of Finance
MLG&RD	Ministry of Local Government and Rural Development
MLHA	Ministry of Labour and Home Affairs
MMR	Maternal Mortality Ratio
MTPW	Ministry of Transport and Public Works
MTCT	Mother to Child Transmission
MYSC	Ministry of Youth, Gender, Sports and Culture
NER	Net Enrolment Rates
OAG	Office of Auditor General
PAC	Public Accounts Committee
PEFA	Public Expenditure and Financial Accountability
PEPFAR	President's Emergency Plan for AIDS Relief
PFM	Public Finance Management
PPAD	Public Procurement and Asset Disposal
PM	Project Memorandum
POM	Planner Officer's Manual
PSLE	Primary School Leaving Examination
STEM	Science, Technology, Engineering and Mathematics
SONA	State of the Nation Address
UNICEF	United Nations Children's Fund
YDF	Youth Development Fund

# I. INTRODUCTION

## I.1. PURPOSE

The primary purpose of Gender Responsive Public Finance Management (GRPFM) assessment is to check the adequacy of the Country's Public Finance Management systems in response to gender policies and associated laws. The results of the assessment will guide the improvements to be made on the country's PFM systems in terms of equitable distribution of resources. Mostly the results will also enhance the PFM Reform Programme currently spear headed by the Ministry of Finance (MoF) where budgeting processes will be enhanced with gender responsive features.

Currently gender responsive programs or initiatives are not aligned or directly contributing to the ongoing PFM Reforms and the assessment will assist with the formal recognition of gender issues within public finance management cycle and daily operational decision making. The Public Expenditure and Financial Accountability (PEFA) Gender Responsive Public Financial Management (GRPFM) assessment was conducted primarily to test the adequacy of Botswana government public finance management towards gender equality. The assessment is used as a litmus test for tracking service delivery using sex-disaggregated results to enable enhancement of equitable access to services. The country is not doing very well in terms of preventing and eliminating gender inequality in some sectors and overall unsatisfactory performance is on Gender-Based Violence (GBV) which has worsened since the outbreak of COVID 19 especially during the lockdown period (2020 Social Services Report).

The human rights equality is enshrined in the Constitution of the Country, Chapter 2 and other laws support equality and access to equitable services. Over time, as government structures and functions revolved, the former Ministry of Nationality, Immigration and Gender Affairs (MNIG) was strengthened by establishing the Department of Gender Affairs and currently the department is providing oversight on gender equality. The functional role of the ministry dealing with gender is still at vertical level hence gender mainstreaming is still weak at horizontal level and thus making the role of MoF and MYSC not well integrated. The initiatives of tracking gender mainstreaming within PFM systems, especially the budget cycle, is still lagging behind hence the current tools are not adequate for the existing gender related policies and programmes. This assessment comes at a critical time when the world is faced with the COVID 19 pandemic which has affected different countries and economic sectors differently hence the results will form part of the evaluation of the country PFM systems and long term improvement on the equitable distributions of financial resources.

Gender Responsive Public Finance Management (GRPFM) makes gender an integral part in fiscal and budgetary decision making and brings focus to the recognition that fiscal policies (both expenditures and revenues) have different impacts on men, women, girls and boys. Gender responsive budgeting is intended to ensure that PFM can contribute to addressing gender specific needs and closing gender gaps in men and women's opportunities for economic, social, and political participation and thus development outcomes. The results of this assessment will raise

awareness on where the country is lacking in terms of PFM systems responses to gender mainstreaming and also make policy makers realize how they can use gender to track the impact of budget allocation on the society and general service delivery.

Botswana completed its third and most recent PEFA Assessment in early 2020. At the time of the PEFA Assessment exercise in 2019, the GRPFM assessment methodology had not been approved. Consequently, Botswana has chosen to proceed now with a stand-alone GRPFM assessment so that the present ability or weakness of the PFM system to highlight the effect of budget decision on gender equity can be determined. Where possible, data from the earlier PEFA assessment was used, as the GRPFM indicators are linked to specific indicators in PEFA. As a result of this assessment, it is hoped that future PFM systems development can make improvements to overcome the weaknesses of the present PFM system in focusing on gender equity issues. Overall the evaluation of the linkages of financial resources to results as well as the evaluation of budget allocations outcomes will be improved to include gender tracking tools. Currently PFM Reform activities do not include gender equalities as part of the enhancement of PFM systems but the results of GRPFM assessment will be used to design a starting line or a baseline for integrating gender in processing of the budget from planning to post budget execution reporting.

This is the first Gender Responsive PFM assessment for the country and it was a self-assessment through the support of Botswana Government and USA Treasury-Office of Technical Assistance collaboration. The Government of Botswana funded the assessment while U.S. Department of Treasury, Office of Technical Assistance (USA Treasury-OTA), provided an intermittent advisor to serve as assessment compliance manager. The local team was further strengthened by a local consultant with extensive experience in gender issues and her primary task was to ensure completeness and accuracy of the information tested and reported upon through continuous evaluation of data for relevance and completeness.

The assessment was focused on Central Government (CG) entities, including budgetary units, extra-budgetary units and public enterprises. CG budgetary units consists of Ministries, Departments and Agencies (MDAs) whose budgets are approved by Parliament. The local authorities, or subnational governments (SNGs), were not directly covered by the assessment as their financial data was accessed through their mother ministry being the Ministry of Local Government and Rural Development (MLGRD).

### **Assessment Team**

The assessment team was organized into two (2) clusters that were consistent with the structure of the GRPFMA Framework. Each of the clusters were for:

- Gathering and analysis of the data used for rating of the Performance Indicators;
- Propose the score for the PI and provide an explanation/justification for the score;
- Assist the Team leader in drafting of the report;
- Revise the report using management and peer reviewers' comments.

The allocation of the GRPFM indicators to the two clusters was as follows:

<b>CLUSTER 1</b>	<b>CLUSTER 2</b>
GRPFM-1	GRPFM-5
GRPFM-2	GRPFM-6
GRPFM-3	GRPFM-7
GRPFM-4	GRPFM-8
	GRPFM-9

The composition of the assessment team was MoF, MLGRD, MESD, Office of the Auditor General (Performance Audit), University of Botswana, USA-Treasury-OTA and an independent gender consultant.

<b>Name</b>	<b>Organization</b>	<b>Designation</b>
Grace T. Ntereke (Assessment Manager & GRPFM Indicator 4, 6 & 7)	Ministry of Finance - PFM Reform Coordinating Unit	Public Finance Management Reforms Coordinator
Rebana Mmereki (GRPFM Indicator 1)	University of Botswana, Faculty of Business	Senior Lecturer - Management Studies
Moithuti Goaletsa (GRPFM Indicator 2)	Auditor General	Principal Auditor I, Performance Audit
Patrick Seitiso (GRPFM Indicator 3)	Ministry of Finance -Human Resource Planning & Enterprise Development Policy Unit	Chief Economist (Sustainable Development)
Valencia Mogegeh (GRPFM Indicator 5)	Independent	Gender Consultant
Rapelang Bogatsu (GRPFM Indicator 5)	Ministry of Education & Skills Development	Chief Education Officer
Masego Lecha (GRPFM Indicator 8)	Ministry of Local Government and Rural Development – Social Protection	Senior Social Worker
Obakeng Thebeetsile (GRPFM Indicator 8)	Accountant General	Principal Accountant



<b>Name</b>	<b>Organization</b>	<b>Designation</b>
Kelateletswe Gabegwe (GRPFM Indicator 9)	Ministry of Finance - Development and Budget Division	Chief Economist
Bettinah I. Maleke (Data Management)	Ministry of Finance -PFM Reform Coordinating Unit	Senior Finance Officer II
Plotlo M. Gatsha (Data Management)	Ministry of Finance -PFM Reform Coordinating Unit	Senior Finance Officer I
Bonang B. Morake (Data Management)	Ministry of Finance -PFM Reform Coordinating Unit	Intern Officer

The Government of Botswana funded the assessment and U.S. Department of Treasury, Office of Technical Assistance, provided an intermittent advisor to serve as assessment compliance manager who dealt with on-site process quality assurance.

The assessment management was with the Ministry of Finance (MoF) and was tasked with the preparation of the assessment, selection of the assessment team, invitation of stakeholder's participation, data collection, drafting of the report and sharing of the results with the stakeholders during and post assessment.

<b>The assessment cycle was delivered as follows:</b>	
<b>Activities</b>	<b>Dates</b>
1. PEFA Secretariat training of the assessment team	7 <sup>th</sup> October 2021
2. Data collection	18 <sup>th</sup> -29 <sup>th</sup> October 2021
3. Interviews	1-12 <sup>th</sup> November 2021
4. Drafting of preliminary report	15 <sup>th</sup> 19 <sup>th</sup> November 2021
5. Sharing of preliminary results with MoF (PFM Coordinating Committee)	30 <sup>th</sup> November 2021
6. Peer reviewing of the report	16 <sup>th</sup> December 2021-10 <sup>th</sup> January 2022

In order to meet criteria for the "PEFA  $\sqrt$ " (PEFA Check) the reports has been submitted for a quality assurance review by outside reviewers. The invited reviewers were Government of Botswana (MoF and MYSC); AfDB, IMF AFRITAC South; BIDPA and PEFA Secretariat and the reviewers which provided feedback were AfDB, Government, IMF AFRITAC South and PEFA Secretariat. The MDAs sampled for the assessment were ten (10) and the individuals who participated in the assessment interviews are listed in Annex 2 of the report. The results of Botswana PEFA GRPFM will be made public.

## 1.2 BACKGROUND

Botswana is a constitutional democracy. The Constitution (adopted on the 30<sup>th</sup> September 1966) provides for three (3) arms of Government, namely the Legislature, Judiciary and Executive. The Constitution also includes a Bill of Rights which guarantees certain fundamental rights and freedoms, and it affords all persons equal protection of the law. In addition to the National Assembly, there is Ntlo-ya-Dikgosi (House of Chiefs), which is part of the unicameral legislature; and it is currently made up of 35 traditional leaders. The House acts as a purely advisory body to the Parliament and has no legislative or veto powers. However, all bills affecting tribal affairs, customary law, and the administration of customary courts go through the House before being discussed in the National Assembly. The House must also be consulted when the Constitution of the country is being reviewed or amended. The Judiciary is established under the Constitution of the Republic as an independent arm of Government. The main function of the Judiciary is to interpret the law and to resolve disputes. The Judiciary must also ensure that the other arms of Government act according to the Constitution, through a review process of their decisions. The Court of Appeal is the highest and final Court in the country. The High Court, on the other hand, is a superior court of record and has unlimited jurisdiction to hear all criminal and civil cases that occur in Botswana. The President is the head of the Executive arm of Government and presides over Cabinet. The President selects Ministers from among the Members of the National Assembly, who become heads of Ministries. On the administrative side, the Permanent Secretary to the President is the head of the Civil Service, whilst the administrative heads of Ministries are Permanent Secretaries.

The country is a sovereign Republic and shares border with South Africa in the south and south east, Namibia in the northwest, Zambia and Zimbabwe in the northeast. The eleventh National Development Plan (NDP 11) which runs from 1<sup>st</sup> April 2017 to 31<sup>st</sup> March 2023 is the first medium term plan towards the implementation of the country's second vision - Vision 2036. Taking into account the development challenges facing the country, and the need to align the focus of the Plan with global, continental and regional initiatives such as the UN's Sustainable Development Goals, African Union (AU) Agenda 2063, and the Revised Southern African Development Community (SADC) Regional Indicative Strategic Development Plan, NDP 11's theme is "*Inclusive Growth for the Realization of Sustainable Employment Creation and Poverty Eradication.*" This theme will be realized through the implementation of six national priorities, namely: *developing diversified sources of economic growth; human capital development; social development; sustainable use of national resources; consolidation of good governance and strengthening of national security; and implementation of an effective monitoring and evaluation system.* Among the broad strategies pursued during NDP 11 are: (i) *developing diversified sources of economic growth* through initiatives such as beneficiation, cluster development, special economic zones, economic diversification drive, and local economic development; (ii) *the use of domestic expenditure as a source of growth and employment creation* by ensuring that domestic aggregate demand, including Government expenditure, is employed to support growth and employment creation; and (iii) *pursuing an export-led growth* strategy given the limited size of the domestic economy. The export-led growth strategy draw from the cluster model, where the initial focus is being on diamonds, tourism, finance and mining, among others.

Botswana as a country promotes gender equality as all services are equally available to everybody. All policies and laws provide equal access to services to men and women. When the country acquired independence, few women were educated due to cultural practices at the household level, but over time the ratio of female and male student is almost at par at all levels of education. Over time, the laws have promoted equality between men and women, hence continuous improvement of laws which were previously limiting gender equality. For example, the amendment of the Marital law in 2004 which abolished the marital power, hence providing equality for both sexes before the law. Consequently, women can apply for loans without their husband's consent during separation or when going through the divorce process. There remains a slow implementation due to resource constraints, as Botswana has limited financing from development partners because the country is in the upper middle income category.

The Government of Botswana is committed to the advancement of gender equality and development at national and international levels in line with international conventions and protocols (National Policy on Gender and Development 2015). However, there is no evidence of formal adoption of gender responsive budgeting, hence there is still a gap to be addressed. The results of this assessment will be very valuable to the inception of aligning the budget to gender mainstreaming as Government of Botswana recognizes the importance of resourcing initiatives geared towards effective implementation of gender policies for equitable benefit of men and women, boys, and girls. According to the National Policy on Gender and Development (2015), and the National Strategy for Gender and Development: Bridging the Gender Gap (2016). The Government of Botswana continues to promote the concept of equal opportunities and equitable distribution as well as ease of access to development benefits by all, irrespective of gender, as espoused in the National Development Plan II (NDPII), Mid-Term Review of NDP II, and National Vision 2036. However, PFM systems have not yet been well-developed to highlight gender aspects when formulating, executing, reporting and evaluating the outcomes and impact of the budget.

Gender mainstreaming in all government plans and services is regarded as a priority outcome, hence the country has acceded to some international gender protocols, amended some laws that were having some limitation on gender equality and further developed new laws to enhance or close existing gaps. Gender Affairs Department developed a Gender Mainstreaming Training Curriculum through the support from the USAID through Project Concern International (PCI). The curriculum is designed to standardize gender training, assist, and guide government ministries and gender focal persons on ways to mainstream gender. The results of gender mainstreaming as envisaged through policies and the development of the gender mainstreaming curriculum will take a long time to realize. Government needs to further develop the policy framework, build capacities as well as monitoring and evaluation to raise awareness, and provide training and support to MDAs for gender to be mainstreamed and effectively budgeted for.

The Constitution of Botswana recognizes the different genders and makes it mandatory that there be no discrimination based on one's gender. The GoB enacted amendments to the following Acts of Parliament in recognition of the importance of equality of genders: The Public Service

Act (2000), Abolition of Marital Power Act (2004), and Domestic Violence Act (2008). The Office of the Auditor General conducted performance audit on GoB's readiness to implement SDGs in 2019, including SDG 5 on gender equality which particularly promotes the provision of resources for gender equality and women's empowerment. The country PFM system are capable of accommodating gender mainstreaming initiatives and the current reports produced for tracking service delivery performance by line Ministries are evidence of the country capable of tracking the output and outcome of expenditure and revenue on gender mainstreaming.

The country has governance structures that safeguard the existence of equity in service delivery as well as access to government services. Even though governance structures have long existed as part of strengthening of policy implementation, the government established the National Gender Commission in 2015 to strengthen implementation mechanisms for the National Policy on Gender and Development. Furthermore, the Inter-Ministerial Committee on Gender Based Violence was established in 2020. At the district level, coordination of gender related initiatives, including GBV; is facilitated by the District Gender Committees which are presided over by the District Commissioner at district level; or Assistant District Commissioner at Sub-District level. Collaborating agencies and include other district level committees and in particular, Social and Community Development committees (S&CD), District Health Management Teams (DHMT), District Security Committees and District Child Protection Committees (DCPC).

The assessment covered three financial year being 2018/19; 2019/20 and 2020/21 and in some cases where specific data or reports were not yet approved we used the last approved data/report. Each of these fiscal years begins on April 1 and ends on March 31 of the following year. The last date for capturing of data for each financial year is 30<sup>th</sup> September of the year following the end of the financial year (6 months period). Adjustment was made for GRPFM 1 and GRPFM 4 hence the reason for using the current financial budget for GRPFM 1 as the next year's budget preparations was not yet appropriated. The last appropriated budget was 2021/22 (current financial year).The audit report used for the assessment was for 2019/20 financial year as it was the last published report.

## **2. OVERVIEW OF ASSESSMENT FINDINGS**

The GRPFM assessment undertaken as a self-assessment in November 2021 and completed in December 2021. The assessment considers the degree which gender equity issues are considered in planning the budget, presenting it to the Legislative body, reported in implementation and considered in ex-post evaluations and audits. In general, the assessment shows that much progress remains to be made in making sure that the PFM system can assist in the budgeting for, implementation of, and reporting on programs that affect gender equity in the country. The result showed some weaknesses in coordination of the gender equality policies as the oversight appears not to be well-structured and the implementation of the budget is not producing well-structured data for tracking of gender mainstreaming across all service delivery centers.

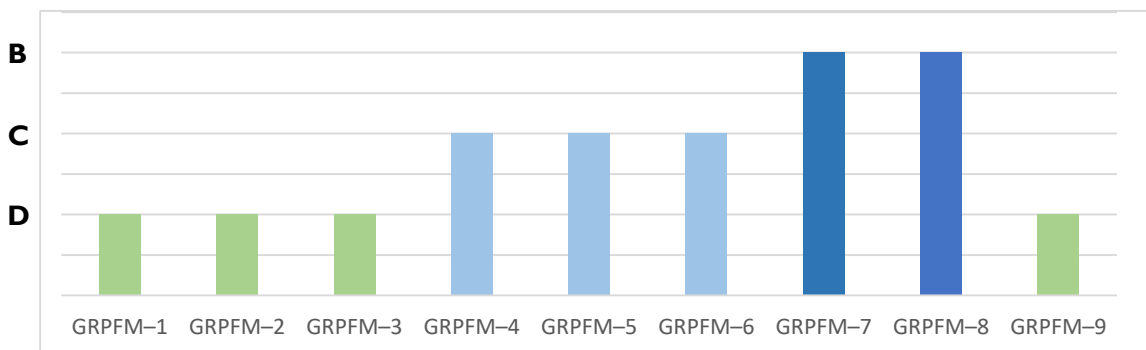
Of the nine indicators for GRPFM, there are no As, only two Bs, three Cs and four Ds. The predominance of low C and D scores indicates that Botswana PFM systems are deficient in focusing on gender equity issues even though some initiatives have started. Some key weaknesses are:

- Budget Policy proposals do not indicate the impact of policy changes on gender equity.
- Gender impacts of public investment projects are not fully tracked, reported upon or published.
- The annual budget circular does not request information on gender impacts in budget submissions.
- The Government Accounting and Budgeting System (GABS) is not designed to provide accounting on the gender effects of spending, as it does not link budget estimates to policies or programmes.
- Legislative scrutiny of the budget or audits cannot focus on gender because that information is not systematically included in the documents provided to the legislative body and it also does not form part of Parliament Committees Agenda.
- Existing frameworks are not designed to track gender mainstreaming across government; hence the government is not able to report on the impact and outcomes of policy changes or overall performance of the ongoing policies.
- Government major player in policy development and execution hence compromising execution as multi-tasking sometimes override objectivity, hence need more participation of the private sector and Civil Society Organizations (CSOs).
- Limited research and general evaluation of the country performance on budget alignment to gender mainstreaming for Botswana.

The Botswana PFM system performs better when it comes to providing performance information related to service delivery (GRPFM-5) and the evaluation of the gender aspects of service delivery (GRPFM-8)

The breakdown by indicator is shown in the chart below.

**Figure 1: Overview of assessment findings**



The department of Gender Affairs under Ministry of Labour and Home Affairs is tasked with the oversight of gender issues across government but the limitation existing is transparent collaboration with MoF and other MDAs, hence creating limitation to execution of the gender

policy in alignment within the budget preparation, execution and budget reports. The GRPFM assessment results showed the weaknesses in reporting and oversight management of gender mainstreaming especially under the PFM systems and promotion of public participation of CSOs, private sector and development partners.

The MYSC is continuously making efforts to strengthen the governance oversight of gender equality but methodologies and frameworks used are not linked to the country's budgeting processes hence most MDAs' reporting is aligned to their primary mandate and current government priorities. The National Gender Strategic Plan does not address the missing gap on aligning the budgeting processes to gender equality. The National Gender and Development Policy (NGDP) is also not precise in tangling the issues of gender equality issues through public finance management as normally all financing follows functions and MDAs are delivering their functional responsibilities without specific influences of MYSC in tracking gender equitable services. The MYSC has National Strategy Towards Ending Gender Based Violence (GBV) in Botswana (2016-2020) and the evaluation on the achievement of the strategy is not yet determined even though there was a spike of GBV during COVID 19 lockdowns and that might have now diluted the inherent results of the strategy. Furthermore as part of monitoring the GBV situation, Government undertook the National Relationship (GBV) Study in 2018 which revealed 37% prevalence on women and 21% on men. The National Policy on Gender and Development (2015) is still the guiding tool used for promoting gender equality, even though it is missing strong governance structure for effective coordination of embedding gender equality within budgeting processes. Overall, what is currently missing is the infusion of the gender policy on the daily operations of all sectors including the private sector and CSOs.

According to 2018 Employment Survey Statistics Brief the employment level was 49.6% male and 50.4% females as number of employees by economic activity/sector. The private sector has less female employees by the ratio of 42% females to 58% males. The gap on earning still exist but it is not wide, as women were found to be earning less under agriculture, manufacturing, wholesale & retailing, restaurants, transport and communication, finance, education, health, private sector, parastatals and central government. The females were found to be earning more under mining and government, construction, and real estate.

This is evidence that females' status have changed over time even though some sectors the variance are wide but in the majority of sectors the variance is minimal. Even though quantified evidence is not always produced on gender equality for the country the survey has evidence of improved status as some decades ago women were always the lowest paid and highly unemployed due to low education level. As equal access to education improved over time, the females' access to employment also improved. Even though the budget policy and other initiatives are not easy to track there is evidence through output reports that service delivery recognizes the gender equality across all sectors.

### 3. DETAILED ASSESSMENT OF GENDER RESPONSIVE PUBLIC FINANCIAL MANAGEMENT

#### GRPFM-I GENDER IMPACT ANALYSIS OF BUDGET POLICY PROPOSALS

This indicator assesses the extent to which the government prepares an assessment of the gender impacts of proposed changes in government expenditure and revenue policy. It contains two dimensions and uses the MI (weakest link) method for aggregating dimension scores. The indicator recognizes that changes in budget policies can have different impacts on the delivery of services to men and women and to subgroups of those categories; and that these new policy proposals should therefore undergo an ex-ante assessment of social impacts.

INDICATORS/ DIMENSIONS	ASSESSMENT OF PERFORMANCE	[YEAR] SCORE
<b>GRPFM-I Gender impact analysis of budget policy proposals (MI)</b>		<b>D</b>
<b>GRPFM-1.1 Gender impact analysis of expenditure policy proposals</b>	<p>The budget proposals do not have any details on the impact of policy change as budget documents do not include the analysis report of policy change for any particular financial year or for the planned period. The performance of policies is normally covered during the development of the National Development Plans and the results are used to guide the next plan. Unfortunately, the implementation of the plan against the targets are not tracked to gender mainstreaming. The impact analysis is only done during the budget execution as per line items that inherently deal with data that is reported by sex disaggregation, not because there is an intention to track expenditure impact by sex but to fulfil the line ministry's mandate with most of MDAs</p> <p>Therefore, the impact of the proposed policies on gender is unknown due to lack of detailed costing information or associated expenditure not being directly linking policies to the budget estimates at both MoF and MDAs level. Hence, the score for the dimension is “D” as during the period there were no gender impact analysis done on budget policy proposals.</p>	D
<b>GRPFM-1.2 Gender impact analysis of revenue policy proposals</b>	<p>The proposed revenue policy changes are not presented in monetary values except for income tax adjustment bracket which is normally announced during annual Budget Speech. The impact of revenue policy changes is not quantified in monetary or non-monetary terms (except the expected inflow of the revenue which is sometimes disclosed), nor is the impact of the policy change calculated. For example, there was announcement of adjustment to corporate tax of 5% for Special Economic Zone Authority during 2020 (financial year 2020/21) budget speech and waiver on</p>	D

INDICATORS/ DIMENSIONS	ASSESSMENT OF PERFORMANCE	[YEAR] SCORE
	transfer duty on land and property was also introduced but the impact of the change was not quantified hence the impact on the revenue remained unknown. The score is a “D” as there were no gender impact analysis of revenue policy proposals.	

**Table GRPFM–I.1 Gender impact analysis of expenditure policy proposals**

Key changes in expenditure policy	The amount allocated to expenditure policy change in 2020/21 [BWP]	As a % of key changes in expenditure policy	Gender impact analysis included (Y/N)
Local Procurement Scheme	undisclosed	unknown	N
Health Financing Strategy	undisclosed	unknown	N
Economic Diversification Drive	undisclosed	unknown	N
Total/Coverage			

**Data source:** 2020 Budget Speech; NDPI I; Mid-term review of NDPI I 2020/21-2022/23; Committee of Supply, MLGRD; MoH; MYSC; MLGRD 2020; MDAs Performance Plans and Reports; Quarterly Economic Outlook; Budget Strategy Paper 2020; NDP I I; SONA 2020 and 2021

The gender impact analysis of expenditure is not done as policy changes are not supported by any evidence or implication linked to financial costs. There are no adopted standard procedures for costing of policies hence the policy changes impacts are not fully addressed or directly linked to gender impact. The policy changes are covered in the annual Budget Speech, and it normally covers the intended benefits of the new policy but the benefits are not quantified or detailed in line of gender or any priority initiatives. The cost of policy is normally experienced during implementation through increase or decrease of a particular expenditure as most of the time the cost is embedded within operational costs across the MDAs that are directly affected by a particular policy change or new policy and the impact is not sex disaggregated.

During the financial year 2020/21 expenditure policy changes were not quantified as the changes were declared during the 2020 Budget Speech and the presentation of the individual Committee of Supply statement of the responsible Line Ministry being the Ministry of Trade and Industry (MTI) and Ministry of Finance (MoF). The statement covered the details on the proposed budget for each individual line Ministry and there were no details by each MDAs on the proportion of budget estimated to cover the proposed policy change under Economic Diversification Drive (EDD) and the Local Procurement Scheme. The Budget Speech and Committees of Supply presented during budget discussions at legislature level did not cover specific gender drivers but covered functional services which are later reported in a sex disaggregated manner by some line ministries. The score is a “D” due to absence of data or evidence on tracking policy performance. The current status is expected to improve over time as the existing budget reforms have activities



on costing of policies and tracking of policy performance for both expenditures and revenue policies.

**Table GRPFM–1.2 Gender impact analysis of revenue policy proposals**

Key changes in revenue policy	The amount collected due to revenue policy change in 2020/21 [BWP]	As a % of key changes in revenue policy	Gender impact analysis included (Y/N)
Tax adjustment for Special Economic Zone Authority	undisclosed	unknown	N
Waiver on transfer duty on land & property	undisclosed	unknown	N
Total/Coverage			

**Data source:** Budget speech 2020; Budget strategy paper 2020/21; Midterm review of NDPI I 2020/21-2022/23; MDAs Committee of Supplies; NDP II; SONA 2020;

The budget proposal is prepared on an annual basis and any revenue policy changes are announced in the budget speech. For the period under review (2020/21) the revenue policy change covered was the 5% tax holiday for companies under the Special Economic Zone Authority (SEZA) programme. These are companies investing at Selibe-Phikwe area to resuscitate the economic activities within that region under the Economic Diversification Policy. The tax adjustment covered on budget speech was 5% for the first 10 years of operation and followed up with 10% thereafter. The objective was to attract foreign direct investment to the area and the policy change did not cover any information on gender impact due to the expected foreign direct investment. Furthermore, commitment was made to provide fully serviced land; fast track land allocation in the area and to facilitate waiver processes on transfer duty on land and property and property tax exemption for the first five (5) years of operation and still the waiver on transfer duty was not supported by the impact on gender inequality. The impact on the revenue was not quantified hence the value is unknown, as the new and old policies are normally not costed as the changes are done to promote government priorities for the period.

The PFM Reform Plan have activities that are expected to improve the current situation where policy changes will be directly tracked during budget preparation, execution and post budget execution. This entails linking the budget estimate to each of the MDAs Strategic Plans and primary policy drivers. The current specific PFM Reform activities are; costing of primary policies by MDAs especially during the development of the new policies; overhauling of the existing Chart of Accounts to accommodate features of linking the budget to policies and programmes and fully operationalization of performance budgeting. These changes are expected to improve the tracking of the performance of old and new policies throughout their life cycle including gender policies throughout the PFM cycle.

## GRPFM-2 GENDER RESPONSIVE PUBLIC INVESTMENT MANAGEMENT

This indicator assesses the extent to which robust appraisal methods, based on economic analysis, of feasibility or prefeasibility studies for major investment projects include analysis of the impacts on gender. There is one dimension for this indicator. The indicator recognizes that different groups of men and women benefit differently from investment projects, and it is therefore important for the government to include a gender perspective in the economic analysis of major investment projects.

INDICATORS/ DIMENSIONS	ASSESSMENT OF PERFORMANCE	[YEAR] SCORE
<b>GRPFM-2 Gender responsive public investment management (MI)</b>		<b>D</b>
<b>GRPFM-2.1 Gender responsive public investment management</b>	Feasibility studies of major investment projects are conducted based on the projects economic, financial, social, and environmental and other effects. The feasibility study is conducted to guide the Government decision on viability of the project and only done for externally financed projects. All investment projects go through the economic analysis and the analysis is done at project execution stage as investment projects are implemented from the NDP where they are listed as prioritized projects without conducting of feasibility studies. The prioritization of projects is done by the Thematic Working Groups following submissions managed by the MLGRD (For subnational governments) and MoF using the current policy priorities of the country. The economic analysis includes gender analysis as provisions are made for employment and disadvantage groups ( women youth and the disabled) and the information is in the Project Memorandum documentation is not sex disaggregated . The project progress reports include feedback on the employment status by sex disaggregation. The limitations found during the assessment were; the area on gender analysis is not always completed and if completed it is not supported by any validated rates e.g. the percentage used is not guided by any standard nor any formula that can be verified for equitable share by sex. The economic analysis is not published except for the ones fulfilling the financier’s requirements but during the previous financial year (2020/21) there were no new projects financed by external parties hence the score is “D” for this performance indicator.	D

**Table GRPFM-2.1 Gender responsive public investment management**

Five largest major investment projects (>1% of BCG expenditure)	Total investment cost of project in BWP	As a % of top 5 major projects approved	Economic analysis includes analysis of the impacts on gender			
			Completed (Y/N)?	Consistent with national guidelines (Y/N)	Published (Y/N)	Reviewing entity
100km Masama to Mmamashia pipeline	P900,000,000.00	24%	Y	Y	N	Y
Kanye Sanitation	P887,823,944.59	24%	Y	Y	N	Y
Molepolole NSC Connection	P785,000,000.00	21%	Y	Y	N	Y
Moshupa Hospital	P675,033,904.00	18%	Y	Y	N	Y
Thuni Dam Construction	P508,411,049.00	13%	Y	Y	N	Y
Total/Coverage	P3,656,268,897.00	% 100				

**Data source:** NDP 11, Projects Memorandums and Projects Implementation Reports ,MDAs Committee of Supply, Estimate of Expenditure from the Consolidated & Development Funds and MDAs Performance Reports.

The project appraisals guidelines are outlined in the Planning Officers Manual (POM), 2020. These guidelines are for conducting cost-benefit analysis of investment projects, but it came out that these are not always undertaken rigorously. From all the 10 sampled mega projects there was evidence they were subjected to economic analysis and the top 5 of the 10 projects are as stated in the Table above. The employment and training data of each project have sex disaggregated data but were not monitored throughout the implementation of the project as some progress reports excluded gender data. For instance, in all the assessed projects some parts of the appraisals template were not completed and if completed the implementation reports did not cover the progress made against the initial target. Overall, the affirmative action that is expected to fulfil the objectives of the National Gender and Development Policy (NGDP) also implemented during budget execution and procurement reports are produced as part of the ministerial performance reports. The current limitation is absence of national assessment of the whole investment impact on gender mainstreaming, and the apportionment of local procurement preference scheme which gives part of the preference to female companies is not also effective as the 20% rate is not formally apportioned between the marginalised groups (women, youth, disabled & others), hence implementation can be skewed to one or two groups.

Only economic analysis is done when preparing the project for implementation and the analysis includes the gender information on the part of employment creation and skills development. Projects are selected based on the national priorities, but there was no evidence of gender equality being used or influencing investment projects prioritisation. The ongoing PFM Reforms are working on improving the projects analysis as tools are being developed to help in analysis of the projects and pre-feasibility study will be part of the processes used for qualifying projects to be listed under the NDP 12. Furthermore, the monitoring and evaluation of projects has been

automated and data is being populated to operationalize the system and the MoF is expecting to improve the reporting of the performance indicators covered in the Project Memorandums, which have the objectives of tracking the level of the employment and training of women and marginalised groups under each project.

### **GRPFM-3 GENDER RESPONSIVE BUDGET CIRCULAR**

This indicator measures the extent to which the government’s budget circular(s) is gender responsive. There is one dimension for this indicator. The gender responsive budget circular typically includes a requirement for budgetary units to provide justification or planned results for the effects on men and women or on gender equality of proposed new spending initiatives and reductions in expenditures. The gender responsive budget circular can also require budgetary units to include sex-disaggregated data for actual or expected results.

INDICATORS/ DIMENSIONS	ASSESSMENT OF PERFORMANCE	[YEAR] SCORE
<b>GRPFM-3 Gender responsive budget circular (MI)</b>		<b>D</b>
<b>GRPFM-3.1 Gender responsive budget circular</b>	A Budget Circular is issued by the MoF, but it is silent on gender mainstreaming and all proposals for increasing or decreasing spending proposals do not include gender mainstreaming nor are they linked to the National Gender & Development Policy (NGDP) by individual MDAs. The requests from MDAs are always at aggregate level without disaggregated information and the limitation is also created by the Chart of Accounts which does not include the evidence of policies driving the budgets proposals. The submission from line Ministries also do not have supporting information on sex disaggregation, except for a few ministries being the MYSC, MoH, MESD, MLGRD, and MLHA, which have indicative budget figures that are not broken down by sex at planning stage, but their outputs are sex disaggregated. The score is a “D” as budget Circular and most of ministerial budget documents lack sex disaggregated data and also the information is limited to figures with the few ministries that have budget objectives showing intention of mainstreaming gender with their budget proposals.	<b>D</b>

Data source: 2020/21 and 2021/22 Budget Circulars. MDAs budget submissions for 2020/21 and 2021/22 Budget proposals. 2020/21 Annual Statements of Accounts.

The Budget Circular does not have information on gender budgeting and the response from MDAs also lack details on gender information. The existing policies on gender are not directly linked to the budget proposals of all MDAs but there are some budget proposals that are linked to gender output. The existing limitation is directly influenced by lack of linking the National Policy on Gender and Development to budget proposals across all government sectors. The absence of having gender in mind during budget preparation is very evident across all MDAs, and MYSC also is not promoting or influencing it as there are no governance structures in place that shows the partnership between MoF and MYSC or with other government department on gender

responsive budgeting. The rating for the indicator is a “D” as budget preparation documents are very limited with documentation of gender equity at MoF, MYSC and legislative level.

Even though the budget circular and other budget documents are not precise on gender equality, the procurement quota of 20% to marginalized groups have some benefits as where the tender is not an open the marginalized groups earn accumulative 3% and if the Company is owned by youth and the Director is a female the company is awarded 6% points out-right. If the tender is not reserved for the marginalized groups but termed as open tender, the individual Companies owned by women qualify for 15% up-front points and the points are not cumulative. As a result, the women benefit under the 20% initiative which is the value of the whole procurement under each MDA and the points system depending on the type of the tender. It should be noted that the Government of Botswana places great importance on fostering gender equality and promoting women’s empowerment but the limitations are a lack of formally tracking performance. Botswana has signed, ratified, and acceded to various international and/or regional conventions and protocols that provide for the empowerment of women, eliminate discrimination, and strive for the achievement of gender equality and equity. The National Development Plan II (NDP II) recognizes gender analysis and gender equality centered planning as vital to inform gender-responsive and rights-based policies.

### GRPFM–3.1 Gender responsive budget circular

Circular for budget year	Requirement to provide justification or planned results for the effects on men and women or on gender equality (Y/N)		Requirement to include sex-disaggregated data in budget proposals (Y/N)
	New spending initiatives (Y/N)	Reductions in expenditure (Y/N)	
2019/20	N	N	N
2020/21	N	N	N

**Data source:** 2020/21 and 2021/22 Budget Circulars. MDAs budget submissions for 2020/21 and 2021/22 Budget proposals.

## GRPFM–4 GENDER RESPONSIVE BUDGET PROPOSAL DOCUMENTATION

This indicator assesses the extent to which the government’s budget proposal documentation includes additional information on gender priorities and budget measures aimed at strengthening gender equality. Gender responsive budget documentation typically includes information on the following: i) an overview of government priorities for improving gender equality; ii) details of budget measures aimed at promoting gender equality; and iii) assessment of the impacts of budget policies on gender equality.

INDICATORS/ DIMENSIONS	ASSESSMENT OF PERFORMANCE	[YEAR] SCORE
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<b>GRPFM–4 Gender responsive budget proposal documentation (MI)</b>		<b>C</b>
<b>GRPFM–4.1 Gender responsive budget proposal documentation</b>	Government priorities on promotion of gender equality is covered under the NDP II and on annual basis as the budget is focused on the targeted achievement of the National Gender & Development Policy which is delivered in piecemeal, but it is not integrated within the budget Calendar except for line Ministries like MESD’s ETSSP which has delivered the gender equality over time as traditionally gender dominated subjects are slowly losing that value and are becoming open to all gender groups. The initiatives are supported through the budget grant that have main objectives of promoting female participation on TVET colleges. There are some expenditure items with government line accounts which are directly focused on promoting gender equality under MYSC, MLHA, MoH, MoA, and MESD. Furthermore there were some reports produced by government and development partners that covers the impact of budget on gender equality as the service outputs were sex disaggregated. The score is “C,” as even though the budget documentation do not include priorities or initiatives the budget outcomes within some line ministries is reported in sex disaggregated format and the reports were published	<b>C</b>

**Data Source:** NDP II, Projects Memorandums and Projects Implementation Reports, MDAs Committee of Supply, Estimate of Expenditure from the Consolidated & Development Funds and MDAs Performance Reports .Multi-Topic Survey Q1-Q4 Labour Force Report ( Statistics Botswana 2020 and 2021);2020 and 2021 Work Permits Briefs (Statistics Botswana);Tertiary Education Statistics (August 2020);Botswana Country Report on agreed Conditions on Women’s Empowerment & the Link tp Sustainable Development (September 2020);Botswana Sexual Reproduction Health Report 2020;TB and HIV Botswana Report Statistics Botswana) and UNICEF 2020 National Budget Brief.

There are several budgetary lines that directly sponsor gender equality under some MDAs like: MYSC, MESD, MLGRD and MLHA, and examples of budget provisions are as below:

<b>Ministry</b>	<b>Area</b>	<b>Amount</b>
MYSC	Women's Economic Empowerment	P30,000,000
MESD	Science, Technology, Engineering and Mathematics (STEM)	P300,000
MLGRD	Orphan care (2020/21)-10,251 males and 10,370 females	P271,973,262
MESD & MLHA Budget Support Grant	Technical Assistance to a Gender Sensitive Approach to TVET	Euro 3,000,000

Overall the NDP had an objective of improving gender equality through economic participation and breaking walls that are limiting women that can be either influenced by culture or legal instruments, hence the development of Marriage Act in 2004 and revision of Land Policy in 2019 which cancelled the forfeiture of land allocation by women if their husband have already been allocated a residential plot even if the women had applied before getting married. Detailed financial data on gender equality is very limited as aggregate reporting is missing, hence policies impact are difficult to track or direct linked to expenditures except for some programmes under some MDAs like MESD and MYSC.

Overall during budget preparation and post budget implementation the documents do not have specific information on gender equality even though the government service provision is legally equitable. The annual procurement execution reports are guided by government priorities for awarding tenders to companies owned by women, youth or people with disability have competitive advantage through points systems but performance is not fully documented. All lower governments and central government maintain Suppliers Registration forms which have a provision for sex disaggregation, but implementation feedback is weak as performance results are not comprehensive on gender participation. As part of government departments' mandate, different sectorial reports are produced annually by Statistics Botswana and some development partners that have details on impact of services by sex and the reports are published. The reports are aligned to the MDAs mandate and are sex disaggregated.

**Table GRPFM–4.1 Gender responsive budget proposal documentation**

<b>Budget proposal for budget year</b>	<b>An overview of government policy priorities for improving gender equality (Y/N)</b>	<b>Details of budget measures aimed at promoting gender equality (Y/N)</b>	<b>Assessment of the impacts of budget policies on gender equality (Y/N)</b>
2020/21 Budget Speech	N	Y	N
2021/2022 Budget Speech	N	Y	N

**Data source:** 2021/22 Budget Estimates of expenditure from consolidated & development funds; Committee of Supply for MLGRD; MYSC; MoH;MDAs Annual Performance Plans & Reports Budget speech 2021/2022 and 2020/21;Appropriate Bill 2021/2022 and NDPI I.

## **GRPFM–5 SEX-DISAGGREGATED PERFORMANCE INFORMATION FOR SERVICE DELIVERY**

This indicator measures the extent to which the executive's budget proposal or supporting documentation and in-year or end-year reports include sex-disaggregated information on performance for service delivery programs. It contains two dimensions and uses the M2 (averaging) method for aggregating dimension scores. Inclusion of sex-disaggregated data in government's budgeting systems facilitates discussions regarding the impacts of services on men and women, including different subgroups of these categories, and on gender equality; and helps policy makers to assess and develop appropriate, evidence-based responses and policies.

INDICATORS/ DIMENSIONS	ASSESSMENT OF PERFORMANCE	[YEAR] SCORE
<b>GRPFM-5 Sex-disaggregated performance information for service delivery (M2)</b>		<b>C+</b>
<b>GRPFM-5.1 Gender-responsive performance plans for service delivery</b>	Ministries prepare annual plans – key of which are the Annual Performance Plans (APP) for packaging of current programmes and projects. Estimates of Expenditure from the Consolidated and Development Funds (2020/2021) were also a vital source of information. Other plans include Procurement plans which impel ministries to provide for minimum participation of marginalized population groups including women, youth, and persons with disability; based on a predetermined preference percentage of 20% for procurement value excluding micro type. However, the 20% provision is not clearly apportioned across the marginalized groups and as a result, the implementation of this affirmative measure is not uniform across government as the sharing of the 20% among the marginalized groups is not standardized. As a result the performance plans were not comprehensive and specific. Key Performance Indicators for the procurement affirmative action notwithstanding, some ministries have performance targets in line with their service provision mandate which were guided by internal service provision frameworks hence the score is a “C”. The reports are published by Statistics Botswana, line Ministries portals and some are available in hard copies.	<b>C</b>
<b>GRPFM-5.2 Sex-disaggregated performance achieved for service delivery</b>	In most service delivery Ministries, such as Ministry of Education and Skills Development; Ministry of Youth, Gender, Sport and Culture ; Ministry of Health even though the plans may not always clearly show the direct use of sex-disaggregated data, the reports from these ministries generally presents sex-disaggregated information such as for school Enrolments, and examination results for different levels of education. Another example is that the performance of boys and girls in Mathematics and Science compared to other countries is publicized (conducted by the Southern and Eastern African Consortium for Monitoring Education Quality). These achievements are published annually and are part of the in-year and end-of-year sectorial reports.	<b>B</b>



**Table GRPFM-5 Sex-disaggregated performance information for service delivery: sample the top 4 MDAs with highest budget allocation for 2020/21**

Name of service delivery ministry	Percentage of service delivery ministries 2020	GRPFM-5.1 Gender-responsive performance plans for service delivery 2020/2021		GRPFM-5.2 Sex-disaggregated performance achieved for service delivery	
		Sex-disaggregated data on planned outputs (Y/N)	Sex-disaggregated data on planned outcomes (Y/N)	Sex-disaggregated data on actual outputs produced (Y/N)	Sex-disaggregated data on actual outcomes achieved (Y/N)
Ministry of Education & Skills Development	27.04	Y	Y	Y	Y
Ministry of Health	15.05	Y	Y	Y	Y
Ministry of Local Government and Rural Development	13.92	Y	Y	Y	Y
Ministry of Transport and Public Works	3.76	N	Y	Y	Y
<b>Total</b>	<b>59.77%</b>				

**Data source:** MDAs quarterly performance plans & performance reports (2020/21) Provisional Summary Report (MESD); 2020 JCE Summary Provisional Report (MESD); 2020 Basic Education Enrolments Senior Secondary; 2020 Basic Education Enrolments Junior Secondary; 2020 Basic Education Enrolments Primary; (MESD); MESD Annual Performance Plan 2020/2021; 2019 Tertiary Education Statistics (Human Resource Development Council of Botswana, Statistics Botswana; [www.hrdc.org.bw](http://www.hrdc.org.bw)); Botswana – A Review of Youth Employment Programmes (World Bank Group, 2018); Social Safety Nets Stats Brief, Statistics Botswana, 2019; Gender Analysis of the Technical and Vocational Education Training Sector (December 2021); Transport Infrastructure Stats Brief, 2021; Public Expenditure Review of the Basic Education Sector in Botswana (World Bank Group, November 2019); 2020 and 2021 Budget Speeches ([www.finance.gov.bw](http://www.finance.gov.bw)); 2019 Results & 2020 Results ([www.bec.co.bw](http://www.bec.co.bw)); 2019 Out-Patient and Preventive Health Statistical brief, Statistic Botswana; 2019 Botswana Maternal Mortality Ratio, Statistic Botswana; 2021 Integrated Diseases Surveillance and Response, Ministry of Health; 2021 Gender Finance Management Assessment, Health Management Services (HIV/AIDS Division) and Transport & Infrastructure Statistics Report ([www.statsbotswana](http://www.statsbotswana)).

## Summary of Findings - Observations and conclusions

### GRPFM-5.1 Sex disaggregated performance plans for service delivery

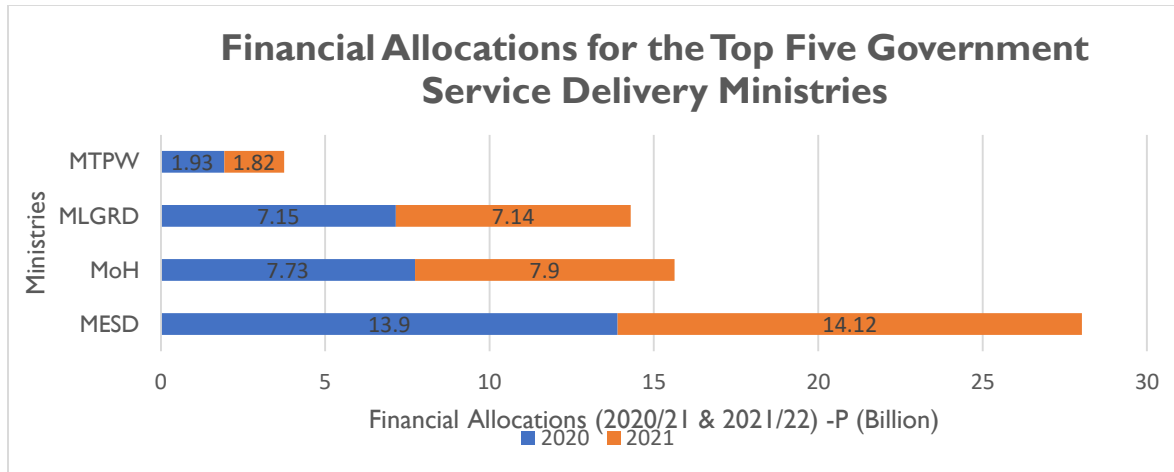
1. Out of the 10 sampled MDAs, 6 ministries have demonstrated use of sex disaggregated information in planned outputs or outcomes, but the initial budgeting plans are lacking in terms of sex disaggregated as some MDAs use a planning approach that is not gender focused. The information for performance planning is not aligned to individual policies, but to the MDAs mandate at aggregate level. The MDAs are: Ministry of Education & Skills Development; Ministry of Labour and Home Affairs; Ministry of Health; Ministry of Local Government and Rural Development; Ministry of Youth, Gender, Sport and Culture; and Ministry of Transport

and Public Works. Below is the Table showing some frameworks guiding reporting of MDAs on gender disaggregated services.

**Table 5.1.1 Ministerial Frameworks**

<b>MINISTRIES</b>	<b>FRAMEWORKS</b>
Ministry of Youth, Gender, Sport and Culture (MYSC)	<ul style="list-style-type: none"> <li>• 2021 Gender Finance Management Assessment</li> <li>• National Strategy Towards Ending Gender Based Violence in Botswana (2016-2020)</li> </ul>
Ministry of Health (MoH)	<ul style="list-style-type: none"> <li>• Status of Selected Health Sector Indicators</li> <li>• Removing Human Rights and Gender Related Barriers To HIV/AIDS and TB Services in Botswana (2020-2025)</li> </ul>
Ministry of Education and Skills Development (MESD) and Ministry of Labour and Home Affairs (MLHA)	<ul style="list-style-type: none"> <li>• Support Programme for Technical &amp; Vocational Education and Training Reforms for Botswana</li> </ul>
Ministry of Agriculture (MoA)	<ul style="list-style-type: none"> <li>• Ministry of Agriculture Gender in Agriculture Strategy April 2019</li> <li>• Annual Report on a wide Range of Agricultural Production Indicators (November 2020)</li> </ul>
Ministry of Local Government & Rural Development (MLGRD)	<ul style="list-style-type: none"> <li>• Botswana National Social Protection Recovery Plan – The Action Plan Part 2</li> </ul>

2. While sex disaggregated data may be routinely collected, it is apparently not always used to explicitly inform the planning process in order to promote gender inclusive programming. In some instances, the Procurement Policy is the only opportunity clients have to extract benefit in terms of gender inclusion. The Procurement Policy obliges all government entities to allot 20% of tenders to marginalized population groups (women, youth and persons with disabilities).
3. The selection was based on the Botswana Government Budget Speeches for 2020/2021 and 2021/2022; which respectively allocated these ministries a combined total constituting 60.2% and 74.2% of the national recurrent budget. The following chart shows allocations for the top 5 budget share for the Financial Years referenced.



All Five Government Service Delivery Ministries with the highest financial allocations for Financial Years 2020/2021 and 2021/2022; publish sex-disaggregated information on their outputs and outcomes.

We note that while other MDAs including: Ministry of Labour and Home Affairs; Ministry of Youth, Gender, Sport and Culture; Ministry of Agriculture and the Ministry of Transport and Public Works collect sex disaggregated information routinely – such information is not systematically published on their plans nor outcomes.

We can conclude that with 4 out of 13 MDAs (30.77%) having managed to publish sex disaggregated information annually; the score for sex-disaggregated performance plans for service delivery is “C” because of compliance by a smaller proportion of service delivery ministries.

### GRPFM–5.2 Sex-disaggregated performance achieved for service delivery

1. The government uses Balanced Score Card for monitoring of each MDAs service delivery performance and performance initiatives are developed on an annual basis. All annual performance plans are guided by MDAs Strategic Plans and KPIs are summarized as part of the introduction of each MDA’s Budget Estimates. Quarterly reports are produced by each MDA and they form quarterly performance reports shared with the National Strategy Office (NSO) and Government Implementation Coordination Office (GICO) - both under Office of the President.
2. The Ministry of Education and skills Development, which receives the largest share of the budget has a mandate of increasing equitable access to quality education in Botswana. To achieve this, the Ministry has put in place different strategies, such as the Access and Retention Strategy, a Re-Admission Policy for girls who have dropped out of school due to pregnancy. This policy aims at re-admitting these girls back into the school system in order to put them at par with their male counterparts. The Ministry also has an Inclusive Education Policy, which should, among others; give equal opportunities to **ALL** learners despite their gender, ability,

culture, and locality. Annual performance reports on these policies and initiatives are sex disaggregated.

3. In the provision of Basic Education, historically, there are optional subjects especially at secondary school level. Enrolment for these subjects is likely to be skewed towards a particular sex; for example, Home Economics is likely to be female dominated while Design and Technology is likely to be considered a male domain. Girls also enroll in lower numbers for STEM subjects. Stimulation activities such as career fairs and subject clubs have been introduced and supported through dedicated annual budget allocations. These activities are monitored and reported upon annually to address associated gender gaps. An evaluation of these has led to introduction of a number of reforms that the Ministry of Education and Skills Development continues to undertake. An example here is the revision of the Curriculum and Assessment Framework (GCAF) which led to the introduction of the Multiple Pathways Curriculum in two senior secondary schools in January 2021. All these are contained in the Botswana Education and Training Sector Strategic Plan (ETSSP) 2015-2020. The score for the dimension is a “B.”

## **GRPFM-6 TRACKING BUDGET EXPENDITURE FOR GENDER EQUALITY**

This indicator measures the government’s capacity to track expenditure for gender equality throughout the budget formulation, execution, and reporting processes. There is one dimension for this indicator. The indicator recognizes that the capacity to track expenditure in line with the budget proposal is important from the governance and accountability perspective, as it gives the assurance that resources are being used for the purposes intended.

INDICATORS/ DIMENSIONS	ASSESSMENT OF PERFORMANCE	[YEAR] SCORE
<b>GRPFM-6 Tracking budget expenditure for gender equality (M1)</b>		<b>C</b>
GRPFM-6 Tracking budget expenditure for gender equality (M1)	During budget formulation, few MDAs can reconcile the proposed expenditure to gender equality as they have specific accounts that are dedicated to gender activities, while some MDAs have account lines which are not specific for gender mainstreaming but by default the performance is sex disaggregated during budget execution. But for MDAs with natural gender mainstreaming accounts the results are tracked by expenditure and performance. Some MDA’s budget execution expenditure transactions are aligned to activities which are directly delivering gender equality activities and the results are sex disaggregated, hence enabling the evaluation of the impact of activities on gender mainstreaming. The capacity to track specific expenditure is limited by the design of the Chart of Accounts (CoA), as its design does not accommodate the alignment of expenditure to specific policies or programmes. Regardless of the current limitation the MDAs normally populate the data outside the system and track the results achieved under specific	C

INDICATORS/ DIMENSIONS	ASSESSMENT OF PERFORMANCE	[YEAR] SCORE
	expenditure items. Mostly the data is populated to fulfill each line ministry's functional mandate other than to track gender equality hence using data for their individual ministerial performances.	

**Data source:** Ministry of Agriculture Gender in Agriculture Strategy April 2019; Ministry of Youth, Gender, Sports and Culture Initial Technical Assessment Development Budget for 2020-2021; Gender Finance management assessment-HIV Division- Ministry of Health; Out Patient & Preventive Health Statistics Brief; 2019/2020; Status of Selected Health Sector Indicators (February 2020) and 2020/21 Estimate of Expenditure from the Consolidated & Development Funds

There is limited capacity, as most of activities are manually monitored and the detailed budget execution is not fully automated hence direct tracking of expenditure items from planning to ex post budget is not easy. The other major challenge is absence of tools that can track gender related expenditure as MYSC has not put in place reporting structures that can report on interval the MDA's progress nor is MYSC producing an annual report on gender mainstreaming activities. Currently the information is scattered across MDAs and some activities might not be reported upon or partially reported. Regardless of the existing limitations the MDAs are able to populate the data and track the results achieved under specific expenditure items outside the IFMIS known as Government Accounting and Budgeting System (GABS). There is capacity to evaluate MDAs' performance through their annual performance report and there is capacity to report against the allocated budget but capacity is constrained by lack of readily available data because of the limitation of the automated data (expenditure and revenue linked to policies) for tracking gender equality during budget formulation using the basis of policy performance.

It is very evident that the government practice the principle of funding following functions hence all MDAs have embedded expenditure on gender equality as public finance system is influenced by the constitution which promote equal service delivery. Unfortunately, MDAs' intentions of ensuring equitable services is taken as results, hence the details are not documented in MDAs strategic plans and annual budget. There was no evidence of matching the expenditure to ex-post budget execution to specific gender outcome except for some MDAs reporting their performance results in a disaggregated manner and mostly influenced by fulfilling their operational mandate rather than gender mainstreaming. The exceptional cases are for the MESD, & MLHA who have targets for tracking gender outcome for TVET & STEM programmes. The expenditure lines for the programmes targeting gender outcomes for other line ministries being MoH, MLGRD and MYSC have expenditure of over 25% of the whole government budget for all financial years including the last financial year of 2020/21, but line items provisions for gender were less than 25% of the whole government budget. The score is "C" as tracing of expenditure items is very limited during the budget preparation and it is worsened by weak collaboration on linking the budget to gender mainstreaming between the MYSC, MoF and other MDAs during budget planning, execution and reporting. The list below shows the MDAs reports as evidence of ex-post mapping of gender expenditure during the last fiscal year.

**Table 6.1 Ex-Post Reports**

Ministry	Report
MESD	<ul style="list-style-type: none"> <li>• 2020 Basic Education Enrolments Primary</li> <li>• 2020 JCE Summary Provisional Report (MESD)</li> <li>• 2020 Tertiary Education Statistics</li> </ul>
MoH	<ul style="list-style-type: none"> <li>• Out Patient &amp; Preventive Health Statistics Brief</li> <li>• 2021-Integrated Diseases Surveillance and Response</li> <li>• 2020 Status of Selected Health Sector Indicators (February 2020)</li> </ul>
EU and GTZs	<ul style="list-style-type: none"> <li>• Gender Analysis of the Technical and Vocational Education Training Sector (December 2021)</li> </ul>
UNICEF	<ul style="list-style-type: none"> <li>• 2020 National Budget Briefs</li> </ul>
MoA	<ul style="list-style-type: none"> <li>• 2020 Annual Agricultural Survey Report-Traditional Sector</li> </ul>

## GRPFM-7 GENDER RESPONSIVE REPORTING

This indicator measures the extent to which the government prepares and publishes annual reports that include information on gender-related expenditure and the impact of budget policies on gender equality. There is one dimension for this indicator. Countries' practices in producing gender responsive annual reports vary. Regardless of the format, the reports should include information on the following: i) a report on gender equality outcomes; ii) data on gender-related expenditure; iii) assessment of the implementation of budget policies and their impacts on gender equality; and iv) sex-disaggregated data on budgetary central government employment.

INDICATORS/ DIMENSIONS	ASSESSMENT OF PERFORMANCE	[YEAR] SCORE
<b>GRPFM-7 Gender responsive reporting (MI)</b>		<b>B</b>
<b>GRPFM-7.1 Gender responsive reporting</b>	Botswana government budget preparation is guided by the National Development Plan which is medium term of six (6) years, and is delivered on an annual basis as projects are implemented according to the sectors' prioritization. The annual budget proposal is limited to transactional figures with very limited disclosure on the policies driven by individual MDAs and the performance plans but some MDAs report annually sex disaggregated performance. During implementation the plans and results have wide coverage of sex disaggregated results and outcomes of projects/programs. Most MDA's budget execution reports have sex disaggregated data and it forms part of individual MDAs quarterly and annual performance reports. The report's coverage includes budget policies like affirmative action under procurement, where 20% of procurement are to be awarded to women and other marginalized groups. The main budget estimate does not have itemized gender accounts but has summarized information on type of services to be provided, while some MDAs directly cover that in their annual performance	<b>B</b>

	agreements. Auditor General and Parliament reports covers only transactional results, while performance results are reported somewhere else (Independent MDAs Reports) and are sex disaggregated at sectorial level. There are some reports like some MDAs Committee of Supply Speeches that cover annual budget outcomes and other individual sectorial reports have sex disaggregated data hence the rating is a “ <b>B</b> ”.	
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**Table GRPFM-7.1 Gender responsive reporting**

<b>Annual report includes the following information:</b>				
<b>Report(s) for budget year</b>	<b>Report on gender equality outcomes (Y/N)</b>	<b>Data on gender-related expenditure (Y/N)</b>	<b>Assessment of the implementation of budget policies and their impacts on gender equality (Y/N)</b>	<b>Sex-disaggregated data on budgetary central government employment (Y/N)</b>
Annual Statement of Accounts	N	Y	N	N
Auditor General Report	N	Y	N	N
Ministerial Performance Reports (MESD, MLGRD, MoH, MLHA & MYSC)	Y	Y	N	Y
Procurement Report	Y	Y	N	N
MESD & MLHA -TVET Report	Y	Y	Y	Y
MoH- Gender Finance Management Assessment	Y	Y	Y	Y

**Data source:** 2020/21 Annual Statement of Accounts; 2019/2020 Auditor General Report; MDAs Annual Performance Plans & Report; MDAs Procurement reports and PPADB Annual Report.; Gender Analysis of TVET & Training Report and Botswana Open Budget Survey.

Some MDAs like MYSC, MESD, MoH, MLGRD, MoA and MLHA have specific program activities that report budget execution by sex disaggregation and the reports are prepared outside the IFMIS. Data on gender related expenditure is covered under Auditor General Report for budget item accounts that have allocation specifically for gender activities under MYSC.

Botswana has National Policy on Gender and Development which was operationalized in 2015 and required all MDAs to mainstream gender in sector policies and programmes. The policy also required all government departments to create an environment that can support all initiatives that address gender equality but annual reporting is limited to the different sectors as per their individual MDAs performance reports. Some initiatives are shared with the development

partners and some of the annual reports are UNAIDS 2020/21; Botswana UN 2020; 2021 Gender Analysis of the TVET & Training Sector Report and were published.

The efforts made over the years have made good progress to some extent, but more could have been achieved if the tools available were strategically planned and executed. The governance structures in place are adequate but not effectively operationalized due to limited strategic alignment with budgeting processes and other PFM systems. Overall, all tools currently used for managing gender mainstreaming do not have provisions for public finance management, hence budget and other associated financial management activities are not directly linked to gender mainstreaming efforts. The country will benefit from the results of this assessment as it is a diagnostic tool and the results will feed PFM Reform Programme and other government initiatives that are focused on improving service delivery. Some annual reports like Annual Statement of Accounts (ASA) and the Auditor General Reports have financial data of the line accounts appropriated for gender activities and for MESD, MLGRD, MoH, MoA and MYSC, the reporting of budget impact was covered under their sectorial reports and annually these reports are published. The government fulfills the requirement of reporting gender outcomes and gender related expenditure as shown by reports listed under Table 5.1.1 and Table 6.1. The score is a “B” as the government and some of development partners publishes annually reports on gender equality outcomes and sectorial gender disaggregated expenditure.

## **GRPFM-8 EVALUATION OF GENDER IMPACTS OF SERVICE DELIVERY**

This indicator measures the extent to which independent evaluations of the efficiency and effectiveness of public services include an assessment of gender impacts. There is one dimension for this indicator. The indicator recognizes that ex post assessments of the impact of public services on gender and gender equality provide important feedback to the initial design of services as well as any other unintended consequences for the provision of services for men and women and different categories of these subgroups.

INDICATORS/ DIMENSIONS	ASSESSMENT OF PERFORMANCE	[YEAR] SCORE
<b>GRPFM-8 Evaluation of gender impacts of service delivery (MI)</b>		<b>B</b>
GRPFM-8.1 Evaluation of gender impacts of service delivery	Majority of Ministries carried out evaluations of the efficiency and effectiveness of service delivery that include an assessment of gender impact and the results were published. Also, majority of the assessments were done by Independent entities or in partnership with independent bodies, mostly the development partners.	<b>B</b>



**Table GRPFM–8.1 Evaluation of gender impacts of service delivery**

Name of service delivery ministry	Percent age of service delivery ministries	Program or service evaluated	Date of evaluation	Type of evaluation	Report author	Report publicly available (Y/N)	Gender impacts assessed (Y/N)
Ministry of Health	15.05%	Out-patient and preventive health services	March 2021	Evaluation report	Statistics Botswana	Y	Y
Ministry of Education & Skills Development	27.06%	Public Expenditure Review of the Education Sector in Botswana Botswana 's Tertiary Education landscape	November 2019	Review	World Bank Group & UNICEF HRDC	Y	Y
		Gender Analysis of the TVET Sector	December 2020	Report	EU Delegation & GIZ	Y	Y
Ministry of Agriculture	2.71%	Annual Report on a wide range of agricultural production indicators	November 2020	Survey	Statistics Botswana	Y	Y
Ministry of Local Government & rural Development	13.92%	Feeding program	18 <sup>th</sup> August 2019	Assessment	UNICEF & BIDPA	Y	Y
Ministry of Labour and Home Affairs	9.25%	Labor force evaluation	December 2020	Survey	Statistics Botswana	Y	Y
<b>Total</b>	<b>68%</b>					<b>100%</b>	<b>100%</b>

**Data sources;** Auditor General report 2020, Botswana Budget Speech 2020/21, Botswana's Tertiary Education landscape HDRC, 2019. UNICEF and BIDPA, 2019. PEPFAR and USAID 2016. Statistics Botswana Website, Government WEBSITE, World Bank Group and UNICEF 2019 and Open Budget Index.

Ministry of Health service delivery performance results are presented in a sex disaggregated method even though the budget presentations are not documented in a sex disaggregated format. The ministry strategic objectives formed part of the budget estimates like other MDAs.

The Office of the Auditor General regularly conducts performance audits and the results give feedback on the status of project deliverables, but the results or the findings do not cover the performance of gender mainstreaming policies. The limitation of audit findings especially under projects do not show evidence of reconciling the projects progress with other requirements like gender provisions that are normally indicated under the Projects Memorandum Template. Furthermore, limited auditing of policies have contributed to low impact of some policies as

feedback are only done during the review of the policy which is always at late stage of the policy's life.

The score is “**B**” as majority of MDAs have cooperated with development partners to review their performance in line with gender mainstreaming or the progress made by the country up to date. The results have enabled enhancement of relevant policies and laws over time, hence seen a shift in some sectors over time especially in the education sector.

## **GRPFM-9 LEGISLATIVE SCRUTINY OF GENDER IMPACTS OF THE BUDGET**

This indicator measures the extent to which the legislature's budget and audit scrutiny include a review of the government's policies to understand whether policies equally benefit men and women by ensuring the allocation of sufficient funds. It contains two dimensions (sub-indicators) and uses the M2 (averaging) method for aggregating dimension scores. The indicator recognizes that inclusion of gender impacts in the legislature's review of budget proposals promotes the participation of men and women in the policy-making process and ensures that their voices are heard, and their priorities are reflected in government programs and services.

INDICATORS/ DIMENSIONS	ASSESSMENT OF PERFORMANCE	[YEAR] SCORE
<b>GRPFM-9 Legislative scrutiny of gender impacts of the budget (M2)</b>		<b>D</b>
GRPFM-9.1 Gender-responsive legislative scrutiny of budgets	The budget presented to the legislature for scrutiny does not include details on gender responsive budget. The annual budget is not verified for evidence for supporting gender policies and laws .The budget proposals are discussed during the Committee of Supply presentations as guided by the Budget Speech, but the legislature does trace the evidence for gender element within the proposed allocation. The Public Accounts Committee (PAC) and other Parliamentary Committees do not further interrogate the expenditure reports and the Auditor General Reports for fulfillment of gender policies and laws.	D
GRPFM-9.2 Gender responsive legislative scrutiny of audit reports	The audit reports being the Annual Auditor General Report for 2019/20 as the previous financial year report was not available. The Annual Performance Audit Report that are presented to the legislature do not contain specific information on gender responsive expenditure and revenue. The discussions of gender issues are only covered during the discussion of the Ministry of Youth, Gender, Sports and Culture Committee of Supply and during Public Accounts Committee (PAC) sittings as gender is part of its primary mandate. Due to absence of gender responsive scrutiny of audit reports and there is no structured review of budget expenditure for validation of gender responsive public finance management as form of specific feedback to the legislature the indicator is scored at “ <b>D</b> ”. The reports are mostly transactional figures but do not link performance to policies including gender mainstreaming policies.	D

## GRPFM–9.1 Gender-responsive legislative scrutiny of budgets

Budget is presented to the legislature with limited information on gender impact as details are not submitted for discussion, but individual sector reports have details on gender equity as influenced by line ministry mandate or the sectorial strategy e.g. ETSSP 2015-2020 had an objective for reducing the education gap, but the Legislature scrutiny did not cover the tracking of the results on gender equity. During the discussion of MDAs budget through Committee of Supply the details are aligned to the budget variance and intended results. Overall the legislature does not request the additional details that could have influenced the reports submitted for scrutiny. The Committee of Supply speeches covers programs which are not disaggregated by sex and the Estimates and Finance Committee of Parliament and the main house do not conduct the gender impact of service delivery analysis except for the Ministry mandated with gender issues. Lack of paying attention to gender impact is limiting the value added by the oversight body on service delivery especially on determining the adequacy of the resources and controls over management of the policies delivering gender mainstreaming activities across government.

Overall oversight of policies needs overhauling by developing monitoring tools that can directly track the performance of government policies, including gender mainstreaming policy other general monitoring and evaluation tools.. The score for the dimension is a “D” as the oversight bodies do not conduct gender impact analysis within budget documents and audit reports.

### GRPFM–9.1 Gender-responsive legislative scrutiny of budgets

Budget proposal for budget year	Review of the gender impacts of service delivery programs (Y/N)	Public consultation (Y/N)	Internal organizational arrangements employed for scrutiny (Y/N)
2020 Budget Strategy Paper	N	Y	Y
2020 Budget Speech	N	N	N
2021 Committee of Supply	N	N	N
2021 Budget Strategy	N	Y	N

**Data source:**2020 Budget Speech; NDPI I;2020 Committee of Supply;2020/2021 Estimates of Expenditure from the Consolidate &Development Fund and Financial Statements, Tables & Estimates of Consolidated & Development Fund Revenue.

## GRPFM-9.2 Gender responsive legislative scrutiny of audit reports

Budget year	Review of gender audit reports (Y/N) [Specify reports if relevant]	Legislature issues recommendations (Y/N)	Recommendations followed-up (Y/N)
2020/21	N/A	N/A	N/A
2019/20	N	N	N
2018/19	N	N	N

Data source: 2019/20 Auditor General Report; 2019/20 Public Accounts Committee Report

The audit reports used do not include gender responsive information and as result the legislature scrutiny does not include gender issues as audit plans to date has not covered gender policies. The development partners conducted independent service audit previously, but the period of report does not fall under the assessment period. The programs, laws and policies supporting the implementation of the National Policy on Gender and Development are not regularly evaluated through the scrutiny of the audit reports as there are not covered during the audit. The review of gender impact is done on ad hoc basis by the primary Ministry and is not done by independent entities nor development partners. As a result, the weak oversight over the gender policies and associated tools have contributed to the slow progress and low data management, hence not having direct evidence for evaluating the country performance. Therefore, the score for the dimension is a “D” due to absence of gender scrutiny coverage inside the Auditor General report and the Parliamentary Committees Reports. The reports only include transactional figures but not information on actual policy performance against the budget allocations and expenditure outcomes in relation to policies.

## GRPFM ANNEX 1: SUMMARY OF INDICATORS

PEFA GRPFM INDICATOR		SCORING METHOD	DIMENSION RATINGS		OVERALL RATING
			1	2	
GRPFM-1	Gender impact analysis of budget policy proposals	M1	D	D	D
GRPFM-2	Gender responsive public investment management	M1	D		D
GRPFM-3	Gender responsive budget circular	M1	D		D
GRPFM-4	Gender responsive budget proposal documentation	M1	C		C
GRPFM-5	Sex-disaggregated performance information	M2	C	B	C+
GRPFM-6	Tracking budget expenditure for gender equality	M1	C		C
GRPFM-7	Gender responsive reporting	M1	B		B
GRPFM-8	Evaluation of gender impacts of service delivery	M1	B		B
GRPFM-9	Legislative scrutiny of gender impacts of the budget	M2	D	D	D

## GRPFM ANNEX 2: SOURCES OF INFORMATION

List of sources of information used to extract evidence for scoring indicators

Indicators	Evidence
GRPFM-1 Gender impact analysis of budget policy proposals	<ul style="list-style-type: none"> <li>MLGRD, development projects monitoring system project addendum report, 2020</li> <li>Midterm Review of NDPI I 2020/21-2022/23</li> <li>Committee of Supply, MLGRD 2020</li> <li>National Development Plan II</li> <li>State of the Nation Address 2021</li> <li>Budget speech 2020</li> <li>Budget strategy paper 2020/21</li> </ul>
GRPFM-2 Gender responsive public investment management	<ul style="list-style-type: none"> <li>Botswana Public Investment Management Assessment (PIMA) - Technical Assistance Report, July 2017</li> <li>National Development Plan II (NDP II)</li> <li>Planning Officers Manual, (2020) Ministry of Finance, Botswana</li> <li>Public Expenditure and Financial Accountability (PEFA) report, Botswana</li> <li>Project Memorandums for all 10 projects</li> </ul>
GRPFM-3 Gender responsive budget circular	<ul style="list-style-type: none"> <li>Ministry of Finance Budget Circular</li> <li>Line Ministries Baseline Budgets (2019/20, 2020/21)</li> <li>Committee of Supply</li> <li>Line Ministries Project Addendum Reports</li> <li>OECD Toolkit for Mainstreaming and Implementing Gender Equality</li> <li>Support Programme for Technical and Vocational Education and Training (TVET) Reforms in Botswana (2019-2023)</li> <li>Financial Statements, Tables and Estimates of the Consolidated and Development Funds Revenues 2020/21</li> <li>Line Ministries Development Budgets (2019/20, 2020/21)</li> <li>National Development Plan II</li> </ul>
GRPFM-4 Gender responsive budget proposal documentation	<ul style="list-style-type: none"> <li>2021/22 Budget Estimates of expenditure from consolidated &amp; development funds</li> <li>MYSC- Technical Development Budget Estimates</li> </ul>

	<ul style="list-style-type: none"> <li>• Committee of Supply of the following MDAs <ul style="list-style-type: none"> <li>➤ MLGRD</li> <li>➤ MYSC</li> <li>➤ MoH</li> </ul> </li> <li>• Budget speech 2021/2022</li> <li>• Appropriate bill 2021/2022</li> <li>• NDP II</li> <li>• Multi-Topic Survey Q1-Q4 Labour Force Report</li> <li>• Botswana Country Report on agreed Conditions on Women’s Empowerment &amp; the Link to Sustainable Development (September 2020)</li> <li>• Botswana Sexual Reproduction Health Report 2020;TB and HIV Botswana Report</li> <li>• UNICEF 2020 National Budget Brief.</li> </ul>
GRPFM–5 Sex-disaggregated performance information for service delivery	<ul style="list-style-type: none"> <li>• 2019 JCE Provisional Summary Report (MESD)</li> <li>• 2020 JCE Summary Provisional Report (MESD)</li> <li>• 2020 Basic Education Enrolments Senior Secondary</li> <li>• 2020 Basic Education Enrolments Junior Secondary</li> <li>• 2020 Basic Education Enrolments Primary; (MESD)</li> <li>• MESD Annual Performance Plan 2020/2021</li> <li>• 2019 Tertiary Education Statistics (Human Resource Development Council of Botswana, Statistics Botswana; <a href="http://www.hrdc.org.bw">www.hrdc.org.bw</a> );</li> <li>• Botswana – A Review of Youth Employment Programmes (World Bank Group, 2018)</li> <li>• Social Safety Nets Stats Brief, Statistics Botswana, 2019</li> <li>• Gender Analysis of the Technical and Vocational Education Training Sector (December 2021)</li> <li>• Transport Infrastructure Stats Brief, 2021</li> <li>• Public Expenditure Review of the Basic Education Sector in Botswana (World Bank Group, November 2019)</li> <li>• 2020 and 2021 Budget Speeches (<a href="http://www.finance.gov.bw">www.finance.gov.bw</a>)</li> <li>• 2019 Results &amp; 2020 Results (<a href="http://www.bec.co.bw">www.bec.co.bw</a> )</li> <li>• 2019 Out-Patient and Preventive Health Statistical brief, Statistic Botswana</li> <li>• 2019 Botswana Maternal Mortality Ratio, Statistic Botswana</li> <li>• 2021 Integrated Diseases Surveillance and Response, Ministry of Health</li> <li>• 2021 Gender Finance Management Assessment, Health Management Services (HIV/AIDS Division)</li> </ul>
GRPFM–6 Tracking budget expenditure for gender equality	<ul style="list-style-type: none"> <li>• PEPFA</li> <li>• Ministry of Agriculture Gender in Agriculture strategy April 2019</li> <li>• Ministry of Labour and Home Affairs Initial Technical Assessment Development Budget for 2020-2021</li> <li>• Gender Finance management assessment-HIV Division- Ministry of Health and Wellness</li> <li>• 2019/2020 Estimate of Expenditure from the Consolidated &amp; Development Funds</li> </ul>
GRPFM–7 Gender responsive reporting	<ul style="list-style-type: none"> <li>• 2020/21 Annual Statement of Accounts;</li> <li>• 2019/2020 Auditor General Report;</li> <li>• MDAs Annual Performance Plans &amp; Report;</li> <li>• MDAs Procurement reports and PPADB Annual Report.;</li> </ul>

	<ul style="list-style-type: none"> <li>• Gender Analysis of TVET &amp; Training Report</li> <li>• Botswana Open Budget Survey</li> <li>• Botswana UNAIDS Report-2020</li> </ul>
<p>GRPFM–8 Evaluation of gender impacts of service delivery</p>	<ul style="list-style-type: none"> <li>• Evaluation of the Vulnerable Groups Feeding Programme, Mokoro Ltd. &amp; Botswana Institute for Development Analysis 2019.</li> <li>• Public expenditure review of the basic education sector in Botswana, November 2019, World Bank Group and United Nations Children's Fund</li> <li>• Tertiary Education Statistics 2019 Published by: Human Resource Development Council, August 2020</li> <li>• Quarterly Multi-Topic Survey: Labour Force Module Report Quarter 4: 2020, Statistics Botswana.</li> <li>• National Guideline for Implementation of Integrated Community-Based Health Services November 2020, PEPFAR, USAID &amp; FHI 360.</li> <li>• National Situation Analysis on Orphans and Vulnerable Children in Botswana Executive Summary Report 2019, USAID</li> </ul>
<p>GRPFM–9 Legislative scrutiny of gender impacts of the budget</p>	<p><b>9.1</b></p> <ul style="list-style-type: none"> <li>• Draft Appropriation Bill, 2021</li> <li>• Budget Strategy Paper 2021</li> <li>• Budget Speech 2020-2021</li> <li>• Cabinet Memorandum Appropriation (2021/2022) Bill, 2021</li> <li>• Committee of Supply – Ministry of Youth, Gender, Sports and Culture (MYSC) 2020</li> <li>• Committee of Supply – Ministry of Labour and Home Affairs (MLHA) March 2020</li> <li>• National Development Plan II 2020/2021 – 2022/2023</li> <li>• Mid-Term Review of National Development Plan II 2020/2021-2022/2023</li> <li>• Parliament of Botswana Public Accounts Committee Examination Guidelines</li> <li>• Parliament of Botswana Public Accounts Committee Operational Guidelines</li> <li>• PPADB Guidelines for Empowerment Scheme</li> </ul> <p><b>9.2</b></p> <ul style="list-style-type: none"> <li>• Annual Statement of Accounts for the Financial Year ended 2018/2019</li> <li>• Annual Statement of Accounts for the Financial Year ended -2020/2020</li> <li>• Public Accounts Committee Report, National Assembly of Botswana (57<sup>th</sup>) Meeting 2017-2018 Accounts</li> <li>• Report of the Auditor on the Accounts of the Botswana Government for the financial year ended 31<sup>st</sup> March 2020</li> <li>• Report of the Auditor on the Accounts of the Botswana Government for the financial year ended 31<sup>st</sup> March 2019</li> </ul>

## GRPFM ANNEX 3: LIST OF PERSONS INTERVIEWED

Name	Position	Institution
Baathodi Noge	Director, Development & Finance	Ministry of Finance
Mpho Kgoreletso	Acting Chief Economist	Ministry of Finance
Kenaleone Keolebale	Economist I	Ministry of Finance
Tlhobogang Peters	Chief Finance Officer	Ministry of Finance
Kedibone Mochotlhi	Principal Accounts Officer I	Ministry of Finance
Takongwa. Khonye	Chief Accountant	Ministry of Finance
Kefilwe Mmopi	Assistant Accountant General	Ministry of Finance
Tshegofatso Basuti	Principal Economic I	Ministry of Finance
Masego Swabi	Chief Internal Auditor	Ministry of Finance
Petrus Z. Motswaledi	Acting Director, Finance and Procurement Services	Ministry of Local Government and Rural Development
Christine Malikongwa	Manager, Finance and Development	Ministry of Local Government and Rural Development
Kabo Molapisi	Principal Finance Officer	Ministry of Local Government and Rural Development
Segolame Motshegwe	Planning Officer I	Ministry of Local Government and Rural Development
Chamada Chidzani	Finance Officer I	Ministry of Local Government and Rural Development
Bongani Mbulawa	Chief Accountant	Ministry of Local Government and Rural Development
Lekgotla Modise	Chief Finance Officer	Ministry of Local Government and Rural Development
Simon Coles	Deputy Permanent Secretary	Ministry of Education and Skills Development
Bontle Kuhlman	Deputy Director	Ministry of Education and Skills Development
Nnoi Masaka Makgosa	Finance Manager	Ministry of Education and Skills Development
Oratile Tlhobogang	Chief Economist	Ministry of Education and Skills Development
Atlarelang Solomon	Manager, Human Resources and Administration	Ministry of Education and Skills Development
Dudu Livhalani Nemaorani	Performance Improvement Coordinator	Ministry of Education and Skills Development
Kebabonye Maripe	Chief Education Officer	Ministry of Education and Skills Development
Buhle Siziba	Deputy Director	Ministry of Education and Skills Development
Motshwari Mabote	Director	Ministry of Education and Skills Development
Portia Nomsa Nuku-Basaakane	Government Buyer	Ministry of Education and Skills Development



<b>Name</b>	<b>Position</b>	<b>Institution</b>
Itebogeng Moalafi	Audit Manager	Ministry of Education and Skills Development
Boitshepo Makhuwa	Director Procurement	Ministry of Education and Skills Development
Oemetse Sally Nkoane	Deputy Permanent Secretary, Corporate Services	Ministry of Education and Skills Development
Hazel Ratsiane	Deputy Permanent Secretary, Corporate Services	Ministry of Minerals and Energy
Tebogo Ramaribana	Chief Internal Auditor	Ministry of Minerals and Energy
Karabo Modise-Makale	Chief Finance Officer	Ministry of Minerals and Energy
Kenalemang Charles	Chief Mining Engineer	Ministry of Minerals and Energy
Midas M. Sekgabo	Director, Energy	Ministry of Minerals and Energy
Mpho Rapalai	Finance Manager	Ministry of Minerals and Energy
Gaikitse Manale	Chief Economist	Ministry of Minerals and Energy
Kenalemang N. Monageng	Manager Procurement	Ministry of Minerals and Energy
Thuso Dibotelo	Chief Accountant	Ministry of Minerals and Energy
Kealeboga Kolagano	Chief Accountant – Reforms	Ministry of Minerals and Energy
Mushi Kabo Otukile	Programs Coordinator of Monitoring & Evaluation	Ministry of Youth, Gender, Sport and Culture
Kagiso Kemoeng	Deputy Permanent Secretary, Corporate Services	Ministry of Youth, Gender, Sport and Culture
Bonolo Mokosha	Performance Improvement Coordinator	Ministry of Youth, Gender, Sport and Culture
Boikanyo Letlole	Senior Internal Auditor I	Ministry of Youth, Gender, Sport and Culture
Jacob N. Sekgoni	Programs Coordinator- North	Ministry of Youth, Gender, Sport and Culture
Tsholofelo Tsomele	Planning Officer	Ministry of Youth, Gender, Sport and Culture
Kemmony Mokgweetsi	Senior Finance Officer	Ministry of Youth, Gender, Sport and Culture
Uyega Banungi	Director Procurement Oversight/ Buyer	Ministry of Youth, Gender, Sport and Culture
Goitseone Madikwe	Deputy Permanent Secretary, Corporate Services	Ministry of Labour and Home Affairs
Phakedi Ramatlhabe	Manager, Finance and Development	Ministry of Labour and Home Affairs
Gaontebale Mudongo	Principal Economist I	Ministry of Labour and Home Affairs
Matshediso V. Tawana	Deputy Procurement Manager	Ministry of Labour and Home Affairs
Ogaufi Dibe	Facilities Manager	Ministry of Labour and Home Affairs
Mmaphefo Setabo-Kgetse	Senior Manager, Corporate Services	Ministry of Labour and Home Affairs
Motlalepula Mabisi	Director, Skills Development	Ministry of Labour and Home Affairs
Chawada Morupisi	Finance Officer I	Ministry of Labour and Home Affairs
Ponatshego Moemele	Manager, Finance and Development	Ministry of Agriculture
Tamatie Gabonthone	Senior Manager, Corporate Services	Ministry of Agriculture

<b>Name</b>	<b>Position</b>	<b>Institution</b>
Ndapiwa Munaani	Chief Finance Officer	Ministry of Agriculture
Phatsimo Motlhoiwa	Principal Finance Officer I	Ministry of Agriculture
Botshelo Kenaope	Chief Administrations Officer	Ministry of Agriculture
Annah Ramosukwana	Chief Economist	Ministry of Agriculture
Lorato Sello	Chief Policy	Ministry of Agriculture
Dinoh G. Letsholo	Performance Improvement Coordinator	Ministry of Labour and Home Affairs
Keitumetse Laolang	Manager, HR and Admin	Ministry of Labour and Home Affairs
Topo Basaako	Finance Officer II	Ministry of Labour and Home Affairs
Caroline Davids Okello-Wengi	Director, Department of Immigration and Citizenship	Ministry of Labour and Home Affairs
Tapiwa Mongwa	Deputy Permanent Secretary, Corporate Services	Ministry of Labour and Home Affairs
Nametso Malema	Finance Manager	Ministry of Labour and Home Affairs
Flora Mpesi Lekoko	Director, Civil and National Registration	Ministry of Labour and Home Affairs
Thapelo Phuthego	Director, Gender Affairs	Ministry of Labour and Home Affairs
Puni Mafhoko	Chief Finance Officer	Ministry of Labour and Home Affairs
Esther Baori	Acting Internal Audit Manager	Ministry of Labour and Home Affairs
Gofenyamang Molefhi	Principal Economist	Ministry of Labour and Home Affairs
Tebogo Lekgowe	Finance Manager	Auditor General
Ringo Hule	Senior Manager, Corporate Services	Auditor General
Wazha Makosha	Administrations Manager, HR	Auditor General
Kearoma Serame- Matshogo	Senior Auditor	Auditor General
Tiroyamodimo Molefhe	Performance Improvement Coordinator	Auditor General
Dineo Setshogo	Finance Manager	Ministry of Education and Skills Development
Marea Kenosi	Chief Internal Auditor	Ministry of Education and Skills Development
Joyce Jama	Chief Administration Officer I	Ministry of Education and Skills Development
Kgangmotse Kgangmotse	Chief Economist	Ministry of Education and Skills Development
Moso Kgathwane	Principal Management Analyst I	Ministry of Education and Skills Development
Oarabile Nkwe	Deputy Director, IHS	Ministry of Education and Skills Development
Richard Shamukuni	Chief Radiation Protection	Ministry of Education and Skills Development
Moletelo Ndoze	Principal Planning Officer II	Ministry of Education and Skills Development
Emily Bolebano	Principal Accountant II	Ministry of Education and Skills Development
Tshiamo Mabote	Principal Finance Officer II	Ministry of Education and Skills Development

<b>Name</b>	<b>Position</b>	<b>Institution</b>
Thokgamo Boitshwarelo	Director, Department of Institute of Health Services	Ministry of Education and Skills Development
Kealeboga Sewetse	Principal Finance Officer I	Ministry of Education and Skills Development
Matlhogonolo Kalagadi	Director, Teacher Training and Technical Education	Ministry of Education and Skills Development
Josephina Ntshinogang	Senior Manager, Corporate Services	Ministry of Education and Skills Development
Bonolo Pelekekae	Assistant Manager, C & B Human Resources	Ministry of Lands and Water Affairs
Ketumile Ramotadima	Deputy Permanent Secretary, Corporate Services	Ministry of Lands and Water Affairs
Seanokeng Raditlhokwa	Audit Manager	Ministry of Lands and Water Affairs
Jaqueline Monare	Manager, Finance and Development	Ministry of Lands and Water Affairs
Nonofo Sam	Principal Economist II	Ministry of Lands and Water Affairs
Selefo S. Mosanako	Deputy Manager, Human Resources and Administration	Ministry of Lands and Water Affairs
Thatayaone Motobake	Principal Finance Officer II	Ministry of Lands and Water Affairs