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ANNEX 3

to the Commission Implementing Decision on the financing of the annual action plan in favour of the Republic of Botswana for 2022

Action Document for Botswana – EU Support Measures Facility

ANNUAL PLAN

This document constitutes the annual work programme within the meaning of Article 110(2) of the Financial Regulation, and action plans/measures in the sense of Article 23 of the NDICI-Global Europe Regulation.

1 SYNOPSIS

1.1 Action Summary Table

1. Title CRIS/OPSYS business reference Basic Act	Botswana-EU Support Measures Facility CRIS number: NDICI AFRICA/2022/44219 OPSYS number: ACT-60888 / JAD.979923 Financed under the Neighbourhood, Development and International Cooperation Instrument (<u>NDICI-Global Europe</u>)
2. Team Europe Initiative	<input checked="" type="checkbox"/> Not applicable <input type="checkbox"/> Supporting (inter alia) TEI.
3. Zone benefiting from the action	The action shall be carried out in Botswana
4. Programming document	Botswana Multi-Annual Indicative Programme 2021 – 2027
5. Link with relevant MIP(s) objectives / expected results	Component 3: Support measures (support to civil society, institutional capacity building, policy dialogues and public diplomacy)
PRIORITY AREAS AND SECTOR INFORMATION	
6. Priority Area(s), sectors	Green transformation (sustainable energy, biodiversity) Sustainable jobs and economic development (digital transition, trade, skills development)
7. Sustainable Development Goals (SDGs)	Main SDG (1 only): 17 - partnerships for the goals Other significant SDGs (up to 9) and where appropriate, targets: 5 – Gender equality 10 - Reduced inequalities and 16 - Peace, Justice and Strong Institutions

8 a) DAC code(s)	Main DAC code – 43010 – Multisector - 100% DAC code: 232 - Sustainable Energy DAC code: 410 - Biodiversity Conservation, Climate Adaptation and Sustainable Tourism DAC code: 140 - Circular and Green Economy, including Waste Management DAC code: 331 - Investment Promotion and Trade DAC code: 110 - Digital Transformation DAC code: Internal Marker - Skills Development			
8 b) Main Delivery Channel	European Commission – Development Share of Budget – 42001 Non-governmental Organisations (NGOs) and civil society – 20000			
9. Involvement of multilateral partners	No			
10. Targets	<input type="checkbox"/> Migration <input checked="" type="checkbox"/> Climate <input checked="" type="checkbox"/> Social inclusion and Human Development <input checked="" type="checkbox"/> Gender <input type="checkbox"/> Biodiversity <input checked="" type="checkbox"/> Education <input checked="" type="checkbox"/> Human Rights, Democracy and Governance			
11. Markers (from DAC form)	General policy objective @	Not targeted	Significant objective	Principal objective
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Aid to environment @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Gender equality and women's and girl's empowerment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Trade development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Reproductive, maternal, new-born and child health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Disaster Risk Reduction @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Inclusion of persons with Disabilities @	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Nutrition @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	RIO Convention markers	Not targeted	Significant objective	Principal objective
	Biological diversity @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Combat desertification @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation @	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Internal markers and Tags:	Policy objectives	Not targeted	Significant objective	Principal objective
	Digitalisation @ digital connectivity digital governance digital entrepreneurship digital skills/literacy digital services	<input type="checkbox"/>	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Connectivity @ transport people2people energy digital connectivity	<input checked="" type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
	Migration @ (methodology for tagging under development)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Reduction of Inequalities (methodology for marker and tagging under development)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Covid-19	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BUDGET INFORMATION				
13. Amounts concerned	Budget line(s) (article, item): BGUE-B2022-14.020122-C1-INTPA Total estimated cost: EUR 2 500 000 Total amount of EU budget contribution: EUR 2 500 000			
MANAGEMENT AND IMPLEMENTATION				
14. Type of financing	Direct management - Procurement - Grants			
15. Type of measure	<input checked="" type="checkbox"/> Cooperation facility <input checked="" type="checkbox"/> Measures in favour of Civil Society			

1.2 Summary of the Action

The overall objective of the support measures is to contribute to the implementation of Botswana's development agenda and support the EU – Botswana partnership, by promoting dialogue, expertise exchange, communication activities and engagement with civil society.

The Action includes two main components:

(1) the Cooperation Facility (EUR 1 400 000) targeting capacity development of Government institutions, dialogues in areas of strategic interest, strategic communication and public diplomacy activities towards the wider public and specialised audiences to raise awareness of the EU-Botswana partnership, as well as peer-to-peer knowledge exchanges, and

(2) the Support to Civil Society Organisations (CSOs) (EUR 1 000 000) aiming at strengthening CSOs role as actors of governance representing different groups, including those in more vulnerable situations, in the areas of public advocacy, transparency and democratic governance. It will also strengthen platforms for dialogue and exchanges in priority areas for the EU, including gender, environment and climate change, human rights and youth engagement.

In response to each of the two components two respective main outcomes are expected from this Action:

- (1) the successful implementation of the Government's National Development Plan through the support of sound development programmes and ad hoc activities financed from the NDICI-Global Europe and other EU sources, as well as the implementation of the Strategic Communication and Public Diplomacy And,
- (2) the support to civil society to strengthen capacity and maintain CSO's important role in the space of civic participation, democratic governance and implementation of country's development agenda.

The Action is fully aligned with sections 3.1 and 3.2 of the Multi-annual Indicative Programme (MIP) 2021-2027 measures in support of civil society and cooperation facility and its objectives.

This action will include among other things funding for technical assistance, capacity development and institutional strengthening measures, strategic communication, research and studies, training, events and workshops, and other related activities. All the activities will mainstream gender and apply a human rights based approach.

2 RATIONALE

2.1 Context

Botswana is a landlocked country with a small population of 2.29 million people (2017 est.). Botswana transitioned from being one of Africa's poorest countries at independence to being an upper middle-income country within a few decades. In 2019, Gross Domestic Product (GDP) per capita stood at USD 7,203 as per World Bank Open Data Source.

Poverty levels have also been drastically reduced since independence, although income inequality remains high. Botswana's success was largely built on the prudent investment of the proceeds from its natural resources (mainly diamonds) realising people's human rights by investing on education, health and infrastructure, an effective macro-economic management and a history of stable democracy, political stability and comparatively low corruption.

Despite these achievements, Botswana still faces substantial structural challenges. The economy is vulnerable to external shocks due to its overreliance on one single and finite commodity. In addition, the economy is dominated by the public sector, accounting for 14.5% GDP and 53.2% of formal employment.¹ At the same time, despite high social spending, poverty and inequality remain a challenge, in particular for women being more affected by poverty and unemployment, and are more prevalent in the informal economy.

Botswana is a stable presidential democracy with a multi-party system

Rule of law is strong in Botswana: the judiciary is independent and of generally high quality, but the system has a significant backlog.

The country is a strong supporter of the multilateral order and is likeminded on many files with the EU at the international level. Botswana and the EU share similar priorities and interests which makes alignment of the MIP to national priorities a seamless task.

¹ 2018 Statistic Botswana Formal Sector Employment Survey

EU is Botswana's second trade partner after South Africa, although EU-27's share of Foreign Direct Investments (FDI) in Botswana is modest. Botswana has dealt constructively with the non-cooperative tax jurisdiction (NCJ) and anti-money laundering (AML) files and was delisted by the EU with respect to the latter in January 2022 .

The Covid-19 pandemic has highlighted the vulnerability of Botswana's economy to external shocks and the need to accelerate structural reforms as well as building resilience. Domestic growth contracted by 9% in 2020, in particular due to the slump of the tourism and mining sectors, making Botswana one of the hardest hit countries in Sub-Saharan Africa. Covid-19 had a significant fiscal impact, resulting in large budget deficits and rising inflation. Despite the above, Botswana experienced a robust economic recovery (driven by diamond and copper exports) in 2021 which is expected to continue in 2022. Overall, Botswana has been quite successful in managing the pandemic, reaching one of the highest vaccination rates in Africa.

Rationale and Assessment

The Government's main objective is to tackle structural challenges by diversifying the economy and moving the country towards high-income status. In its *Vision 2036– Achieving Prosperity For All*² the Government reiterates its commitment to the protection of human rights of all and gender equality, and in the National Policy on Gender and Development adopts gender mainstreaming as a core strategy for sustainable development³. The EU-Botswana cooperation is critical in moving thereform agenda forward, with a particular focus on a green and digital transition.

The bilateral allocation for the NDICI MIP 2021-2027 is modest, amounting to EUR 16M (including EUR 3M reserved for EFSD+) for the period 2021-2024 and the budget for 2025-2027 to be determined during the Mid Term Review of NDICI. The MIP focuses on two interlinked priority areas: (1) Green Transformation and (2) Economic Diversification and Jobs. Under the Green Transformation priority area, EU support will target the promotion of sustainable energy, biodiversity conservation and circular economy. Under the Economic Diversification and Jobs priority area, EU support will target investment promotion and trade, digital transformation and skills development.

Considering its Upper Middle Income Status, the EU cooperation with Botswana has to evolve from a donors-beneficiary relationship, to a more diverse partnership encompassing expertise exchange, policy dialogue, investment and trade. The support measures will be one of the main tools to support these new forms of cooperation.

This action will support the implementation of the MIP, accompanying the identification and monitoring of the programmes, support strategic communication and strengthen civil society's role, especially in the priority areas. The scope for a TEI has been restricted due to the limited presence of EU MS (Germany, France) and the lack of bilateral envelopes. No Team Europe Initiatives are foreseen under the first period of the MIP, however some funds from the Cooperation Facility may be utilised for identification, studies and other preparatory actions. Likewise, the cooperation facility may be used for upstream preparatory studies needed to scaling up EIB or EU Development Finance Institutions (DFI) presence in the country and facilitate join initiatives in the areas of green or digital transition.

List of Actions

The actions to be supported under the support measures are organised under two main components, the Cooperation Facility and the Support to CSOs.

For the Cooperation Facility the actions include:

- I. Support for the implementation of the MIP and other cooperation initiatives:
 - Support for identification, formulation, monitoring, results data collection (disaggregated , auditing, evaluation;

² <https://www.statsbots.org.bw/sites/default/files/documents/Vision%202036.pdf>

³ https://tbinternet.ohchr.org/Treaties/CEDAW/Shared%20Documents/BWA/INT_CEDAW_STA_BWA_34126_E.docx

- Support for Team Europe planning and coordination;
- Support for capacity development and institutional building, including through technical assistance and exchange of public expertise, in the areas covered by the MIP as well as in other relevant policy areas, such as gender equality, human rights, governance and PFM, education, social protection, youth and culture.

II. Support for policy dialogues with governments and other key stakeholders:

- Organization of events, conferences, studies, (including gender analysis, human rights impact assessments, etc.) fellowships, exchange platforms to support sector dialogue leading to policy reforms and engagement with governments and other stakeholders.

III. Support for strategic communication and public diplomacy

- The design and implementation of strategic communication actions, including public campaigns, to raise awareness, understanding and support for the EU and its policies and initiatives abroad, including the Global Gateway and the Team Europe approach.
- Develop long-term initiatives with key audiences and stakeholders, to build trust and mutual understanding about the EU and its partnership with third countries.

Under the Support to CSOs, the main actions are aiming at

- Contributing to an enabling environment for CSO;
- Strengthening the capacity of CSOs to play a meaningful role in the development, implementation and monitoring of the country's development agenda and international human rights commitments;
- Supporting grassroots organisations working in the area of gender, minorities, the underprivileged, human rights, green transition;
- Promoting knowledge dissemination, networking and platforms for dialogue and policy coordination.
- Support to think-tanks and CSO umbrella organisations for policy analysis, advocacy and monitoring programmes' implementation.

2.2 Problem Analysis

Botswana has achieved remarkable socio-economic progress since independence but it is still confronted with important structural challenges such as youth unemployment, high inequality and poverty, affecting women and youth in particular.

While the country has well-developed policies and strategies, implementation has been a challenge. Low public sector efficiency and Government implementation capacity challenges across all sectors has been identified among the major factors that constrain the realization of reforms and the achievements of higher developmental goals. Botswana spends on average 4.4% of GDP on social protection, and 9% on education, among the highest figures in Africa and above average for an Upper Middle Income Country (UMIC). Nonetheless, the education and social outcome are very poor. In other words, lack of finance has not been traditionally the cause of underperformance, but rather the institutional capacity challenges, low efficiency in service delivery, overlapping functions among parastatals and poor accountability of the public service.

The President, has launched in 2020 the “Reset Agenda⁴, in order to find ways to re-align the new Government agenda to emerging priorities (Covid pandemic, digital transformation, value chain development, mind-set change) and to increase efficiency in programme implementation and public service delivery. The Reset Agenda calls also for a “mind set” change among the public service in view of “implementing government and strategic reforms that put citizen at the centre of economic development initiatives” and “seeking new and smarter ways of implementing projects on time and on budget” .

The action through the TCF will:

⁴ Reset Agenda: Statement of President Masisi, 8 May 2021

- support capacity building activities, dialogues and expertise exchanges aimed at improving public service delivery and efficiency and at developing a conducive environment for private sector development.
- improve access to high-level experts who have hands-on experience and can contribute effectively to capacity building and project implementation;
- strengthen capacity and competency of actors to design and manage reforms, operationalize public policy priorities and solve implementation bottlenecks across the Government;
- Increase the knowledge and understanding of the SDGs, the EU-SADC EPA, as well as EU programmes/initiatives among various Government Ministries and Non-Governmental Organisations (NGO's) so as to better contribute to their attainment; and

On the other hand, Civil society organisations in Botswana have also capacity constraints ranging from lack of funding, human resources, adequate equipment to poor capacities to interact and dialogue with government, no to little tradition of association, no strategic planning and budgeting abilities and a lack of managerial and project implementation capacity. The lack of these vital capacities hinder the sustainability of their actions.

While Botswana has a tradition of inclusive democracy with frequent consultations with citizens and CSOs around main policy issues (Kgotla system), CSO role has been limited to service delivery, acting more as an arm of Government rather than playing a genuine policy advocacy role.

The majority of CSO's focus on HIV and AIDS, child sexual abuse, gender-based violence and other social policy issues. Comparatively fewer CSOs focus on issues of economic justice, corruption, democratic governance, human rights, transparency and accountability.

Funding for civil society remains a major challenge in Botswana as many donors have phased out their support to CSO. This has resulted in CSO having to rely more on government resources for service delivery, and be less involved in the area of advocacy and watch-dog functions.

Human rights and fundamental freedom are generally respected in Botswana, but some concerns remain, such as the death penalty, gender-based violence which has increased during the COVID-19 pandemic, women's political representation, and ethnic minorities.

Violence against and sexual abuse of children has increased since the beginning of the pandemic. COVID-19 has also led to an increase of school dropouts, child labour, and child poverty.

Considering the lack of financing opportunities for CSOs, the EU's continued support is very much appreciated and fundamental to maintain inclusive civic engagement around the implementation of the country's development agenda and the protection of fundamental values and human rights.

Based on the priorities identified in CSO roadmaps and on lessons learned from past cooperation the CSO support component will indicatively target the following measures:

- Supporting an enabling environment for civil society for a more inclusive CSO participation in the dialogue on development policy
- Capacity building/strengthening of Civil Society across all its dimensions in EU priority areas including on a human rights based approach and gender mainstreaming
- Promoting the role of CSOs in the promotion of fundamental values, policy development, and the protection of human rights.
- Supporting organisations active in the fields of human rights, gender, LGBTI rights, children's rights, disability rights as well as those active in the field of youth, culture, climate change, environmental protection and good governance
- Supporting network exchanges and coalition building.

The action will also contribute to the implementation of the "Country level implementation plan (CLIP) for gender equality", by putting special focus on participation of women's organisations, the fight against gender based violence and youth organisations. It will be well aligned with the Gender Action Plan III, in particular with its thematic area *Promoting equal participation and leadership*.

The support to CSO under the MIP will be complemented by additional allocations that may be received under the CSO/LA and EIDHR thematic budget lines.

Identification of main stakeholders and corresponding institutional and/or organisational issues (mandates, potential roles, and capacities) to be covered by the action:

The Action will be able to respond to requests for support from a variety of stakeholders including the Government of Botswana, civil society organisations, as well as the private sector, which will play a key role across all priority areas. International and European Development Financing Institutions will also benefit from the support of the cooperation facility, for upstream preparatory studies and technical assistance.

The ultimate beneficiaries will be the people of Botswana who will benefit from the improved effectiveness and implementation of the country's development strategy and from an enhanced effectiveness of the EU-Botswana cooperation.

3 DESCRIPTION OF THE ACTION

3.1 Objectives and Expected Outputs

The Overall Objective of this action is to contribute to the socio-economic development of the country and to strengthen the EU-Botswana partnership.

The purpose of the Action is to support the implementation of the EU – BW cooperation, mostly linked to the MIP 2021-2027, while at the time supporting the government in the implementation of the national goals and priorities of National Development Plan (NDP) and Vision 2036, which are aligned to the SDGs, the country's human rights international commitments the Paris agreement agenda and other multilateral commitments. Botswana is currently on the last year of NDP 11 and preparation for NDP 12 ongoing.

The Specific Objectives (Outcomes) of this action are:

- (1) The successful implementation of the Government's national development plan through the support of sound development programmes and ad hoc activities financed from the NDICI-Global Europe and other EU sources, as well as the implementation of the Strategic Communication and Public Diplomacy.
- (2) To support civil society, including women's organisations, to strengthen capacity and maintain CSO's important role in the space of civic participation, democratic governance and the implementation of country's development agenda and human rights international commitments.

The Outputs to be delivered by this action contributing to the corresponding Specific Objectives (Outcomes) are
SO1

- 1.1 Capacity development and institutional building to design and manage reforms, operationalize public policy priorities and reduce implementation bottlenecks across the Government
- 1.2 Reinforced policy and political dialogue on key areas covered by the MIP
- 1.3 Support for the design, monitoring, and evaluation of EU cooperation with Botswana
- 1.4 Peer to peer expertise exchanges
- 1.5 Enhanced awareness, understanding and support to the EU through strategic communication and public diplomacy initiatives

SO2

- 2.1 Contributing to an enabling environment for a more inclusive CSO participation as actors of governance,
- 2.2 Strengthen the capacities and the roles of organisations active in the fields of human rights including Human Rights Defenders, gender, children's rights, LGBTI rights ,disability rights as well as those active in the field of youth, culture, climate change, environmental protection and good governance
- 2.3 Strengthen the capacities and roles of grassroots organisations working in the areas of women empowerment/gender equality, indigenous people's rights, youth participation, digital/green/entrepreneurial skills and social protection

2.4 Promoting knowledge dissemination, networking and mentoring opportunities for CSO through the support to platforms, coordination mechanisms and umbrella organisations

3.2 Indicative Activities

Activities related to Output 1.1

- Provision of technical assistance and exchange of public expertise in the areas covered by the MIP as well as in other relevant policy areas, such as gender, human rights, governance and PFM, labour standards and employment aspects, social protection and inclusion, youth and culture
- Facilitation of meetings/events to promote the priorities of NDP, the SDGs, and EU programmes; as well as the sensitisation on related policies and laws; and
- Studies (including gender analysis, human rights impact assessments, etc.), meetings, conferences and workshops.
- Support for identification, formulation, monitoring, results data collection, auditing, evaluation of EU cooperation
- Activities to support sector dialogues leading to policy reforms and engagement with government and other stakeholders
- Coordination activities and studies aimed at developing TEIs and joint projects with DFIs and EU MS
- Intercultural exchanges, dialogues with think-thanks, youth representatives, media engagement and training
- Economic diplomacy activities (fairs, visits, matchmaking events, investment promotion together with EU MS, etc.)
- Design and roll out strategic communication and public diplomacy campaigns
- Procurement of materials for visibility-related purposes:
 - Video and visual materials
 - Social media promotion - via Facebook, Pinterest, YouTube and Twitter
 - Organise and implement public diplomacy and project visibility events (EU Day, commemoration days, project launches, etc.).

Activities related to Output 2.1:

- Promoting and maintaining a regular structured dialogue between Botswana, the EU and civil society organisations; including women's organisations and organisations representing specific groups (persons living with disabilities, ethnic minorities, LGBTI persons, etc.);
- Promote CSO networking and thematic platforms for developing common CSO positions and share learning on various topics within different sectors;
- Mainstreaming CSO involvement on the various phases of programme lifecycle from identification and formulation of programmes through to evaluation and dissemination of results etc
- Support watchdog functions to promote openness, transparency and accountability, particularly to ensure that public resources are used effectively and efficiently and budgets are reflective of people's needs and priorities
- Facilitate tri-partite dialogues to strengthen the relation with government actors and private stakeholders
- Media trainings, awareness raising events, exchanges and peer to peer activities
- Provide training, to enhance the capacities and the roles of CSOs in service-delivery

3.3 Mainstreaming

Environmental Protection & Climate Change

The green transition, climate change and environment protection are important objectives of the bilateral MIP for Botswana.

The TCF, supported under this Action, will be used to finance specific studies, dialogues, peer-to-peer exchanges, and communication campaigns targeting environment protection and climate change.

This will complement actions already foreseen under the “Green Transformation” focal sector, and namely in the area of sustainable energy, biodiversity conservation and the promotion of the circular economy.

Gender equality and empowerment of women and girls

As per OECD Gender DAC codes identified in section 1.1, this action is labelled as G1. This implies that Gender will be a significant objective. The action will contribute actively in the implementation of the gender Action Plan III (2021-2025). Special attention will be given to ensure that gender equality, women’s empowerment as well as GBV education and services are integrated into the CSO component. It will also be prevention, ensuring that women not only have equal opportunities but also are effectively able to benefit from the opportunities created by the actions and ensuring that women will not be left out. The same applies to youth and most marginalized groups.

The action will also use sex-disaggregated data and GAP III indicators to monitor its contribution to the EU commitments to gender equality.

Human Rights

The Action operationalises the human rights-based approach by ensuring that all rights are respected and that empowerment, participation, non-discrimination, accountability and transparency are promoted. It will capacitate "rights-holders" in claiming their rights and "duty-bearers" in meeting their obligations. The HRBA will be applied at all stages of the intervention cycle. The action will also take advantage of the capacity building components to strengthen the capacity of development partners to apply the HRBA.

Disability

As per OECD Disability DAC codes identified in section 1.1, this action is labelled as D1. This implies that people with disabilities will be included in all planned activities. Effort will be made to ensure that some actions to be financed under the CSO call for proposals are focused on and directly benefit people living with Disabilities.

In July 2021, Botswana ratified the Convention of the Rights of Persons with Disabilities. Effort will be made to reach out to CSO’s in this sector as they have benefitted the least from previous interventions. There is need to support this sector to better understand and operationalise the Convention.

Democracy

Much action is needed in the area of strengthening civil society, including civic education so as to empower rights holders to demand their rights and duty bearers to better fulfil their obligations. Some actions will be directed to the promotion of selected human rights, such as freedom of expression and information.

Depending on the pace of the ongoing constitutional review consultations, some actions could target the constitutional reform and the strengthening of democratic institutions.

Conflict sensitivity, peace and resilience

Not applicable

Disaster Risk Reduction

Actions targeting DRR mainstreaming could be included in both the TCF and/or the CSOs components of this AAP. These actions could be complementary to what is already planned at the regional level or through ECHO in the region.

Wherever possible, the Action will include crisis modifiers to ensure sufficient flexibility of activities’ implementation vis-à-vis shocks, being they COVID related or natural disasters.

Other considerations if relevant

The HIV/AIDs pandemic and maternal mortality remain a major challenge for Botswana. Although some progress has been made, there are still issues that could be supported. Should the need arise; this project can be used to support specific interventions targeting these challenges.

3.4 Risks and Lessons Learnt

Category The risk (category) can be related 1-to the external environment; 2-to planning, processes and systems; 3-to people and the organisation; 4-to legality and regularity aspects; 5-to communication and information.	Risks	Likelihood (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigating measures
5	Risk 1 low capacity of CSO's to apply for grants	L	L	<p>Risk is mitigated: experienced CSO's will be encouraged to partner with smaller CSO's to encourage skills transfer</p> <p>Capacity building activities to strengthen smaller CSO's capacities;</p> <p>Improved information dissemination so as to ensure other CSOs receive the information about the opportunity to apply for the grant.</p>
2/3	Risk 2 very few CSO are active in key sectors such as green and digital transformation, Human Rights and gender equality	L	M	<p>The few CSO's active in some sectors will be encouraged and supported to more actively engage with the EU on these topics. New entrants in this areas can also be supported.</p> <p>Capacity building and support to other active CSOs will strengthen their capacity to participate and advocate for the rights of different groups, including women and groups in vulnerable situations</p>
4	Risk 3 Key political measures and reforms required are not implemented and some ineffective policies are continued. Low level of capacity and will to mainstream gender and human rights.	M	M	<p>Improve sector dialogue with the government, engagement with the private sector, local authorities and CSO and coordination with development partners.</p> <p>Gender analysis, capacity building activities on human rights based approach and gender mainstreaming, expertise on human rights and gender equality, and awareness raising on the topics and how they relate to specific sectors will be included.</p>
1	Risk 4 Extended Covid-19 pandemic leading to further restrictions, economic disruptions and/or closing of schools	M	M	<p>Support to strengthen Covid-19 related sanitary measures and foresee flexibility in formulation, including space for crisis modifiers.</p> <p>Support initiatives that are "covid restrictions friendly" such as virtual engagements etc.</p>
2	Risk 5 inadequate resources for	M	L	The EU will elaborate a detailed plan of needs and actions that will be updated regularly.

	meeting the demands and needs			There will be a regular update of financial and operational execution to keep track. Whenever possible, other financial resources will be sought for carrying out studies and for supporting capacity building activities.
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Lessons Learnt:

The TCF has been a valuable vehicle to increase effectiveness and efficiency of programmes; it has been instrumental in assisting the Government of Botswana moving forward on key policy reforms initiatives supported by the EU delegation. It remains an important tool for the Delegation in order to remain responsive to Government demands and to be able to bring sufficient expertise to fuel the policy dialogue and the implementation of Government reforms. It has also served to better design and implement EU aid as well as to finance small visibility activities.

Less successful has been the implementation of the 11th EDF EU-Botswana policy dialogue facility through indirect management to the partner country. Due to the approaching D+3 deadline, the Delegation had to re-centralise the management mode and contract the implementing TA through a framework contract. For this reason, it is proposed to implement the current action through centralised management.

The EU Delegation continued to provide support to various CSO activities under the CSO/LA and EIDHR thematic programmes and the EDF budget lines through grants to implement various thematic activities and programmes. There are a number of ongoing CSO projects funded by the EU in thematic sectors such as governance, gender, male involvement in GBV prevention, capacity building, child protection, environment, Human Rights, people living with disabilities and civic education..

Various ad hoc CSO engagements were implemented under the previous Botswana CSO Engagement Road Map 2018-2020. The Gender Dialogue, established in 2017 is the one CSO engagement that has strengthened over the years. Engagement with other sectors and district level CSO's was more ad-hoc and mainly took place when there was need for the Delegation to consult.

Among the lessons learned from past engagement with CSOs, is that the structured dialogue involving the EU, its Member States and CSOs needs to be more predictable and regular. Also, operational support needs to include capacity development as a tool to enhance technical and operational skills of local CSOs. Although strides have been made regarding aspects of promoting gender equality and GBV prevention, there is still more that can be done at community level to ensure that gender mainstreaming and women's empowerment is better understood and monitored. Finally financial sustainability continues to be a challenge.

This action takes into account lessons learned as described above in view to increase the relevance of engagements and the effectiveness of BW-EU cooperation.

3.5 The Intervention Logic

The underlying intervention logic for this action is to support the EU-Botswana partnership. It will enable the EU to strengthen its relationship with Botswana as well as broaden CSO support to include those not benefiting from the thematic programmes and those in the MIP priority sectors. It is also aimed at strengthening public diplomacy and communication activities around the EU-Botswana partnership.

This action will support implementation of priorities identified by Government under the National Development Plan, the Sustainable Development Goals, EU priorities and support to ongoing EU programmes. The context in which the Action will take place is positive as Botswana and the EU have established a long-standing relationship based on shared values and interests. This is confirmed by the broad alignment of the EU and Botswana in the multilateral agenda.

The expected change will be pursued through two main outcomes: (i) The successful implementation of the Government's Development Strategy through the support of sound development programmes and ad hoc activities financed from the NDICI-Global Europe and other EU sources. (ii) To support civil society to strengthen capacity and maintain CSO's important role in the space of civic participation, democratic governance and implementation of country's development agenda.

Special attention will be given to the two MIP focal sectors and the actions will be complemented with strengthened visibility and public diplomacy actions.

The Action is expected to meet the objectives on the basis of the following assumptions:

- i. both the EU and Botswana wish to retain a positive and constructive relationship;
- ii. CSO will be interested, responsive, willing to engage and will respond to the call for proposals
- iii. Stakeholders will be interested, responsive and willing to engage
- iv. Political, economic and social progress continues in both partners.

3.6 Logical Framework Matrix

Given the nature of this Action a Logical Framework Matrix is not required at Action level.

4 IMPLEMENTATION ARRANGEMENTS

4.1 Financing Agreement

In order to implement this action, it is envisaged to conclude a financing agreement with the Ministry of Finance .

4.2 Indicative Implementation Period

The indicative operational implementation period of this action, during which the activities described in section 3 will be carried out and the corresponding contracts and agreements implemented, is **60 months** from the date of entry into force of the financing agreement.

Extensions of the implementation period may be agreed by the Commission's responsible authorising officer by amending this Financing Decision and the relevant contracts and agreements.

4.3 Implementation Modalities

The Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures.⁵

4.3.1 Direct Management (Grants)

Grants: (direct management)

(a) Purpose of the grant(s)

The purpose of the grants, to be awarded through a call for proposals, is to achieve the expected results listed in Point 3.2 above (SO2). The call for proposals will aim to increase capacity of CSOs active in a broad range of topics as well as promoting exchange networks. Topics will be defined in detail in the guidelines for the call for proposals.

(b) Type of applicants targeted

Non-governmental organisations, civil society organisations targeting mainly organisations established in Botswana. Organisations working with women, people with disabilities and other groups in vulnerable situations will be privileged.

4.3.2 Direct Management (Procurement)

A number of for technical assistance contracts will be concluded to provide institutional capacity building, identify and implement policy dialogues, develop organise meetings and events and support communication activities. The provision of technical assistance may include short-term technical assistance/consultancies, ad-hoc studies and researches, communication and visibility and other related activities under **Objective 1**. Under this management mode, the activities/services will be procured by the EU Delegation on behalf of the Government of Botswana.

4.3.3 Changes from indirect to direct management mode (and vice versa) due to exceptional circumstances (one alternative second option)

Should implementation through direct management described in paragraph 4.4.1. not be possible due to circumstances outside of the Commission's control, indirect management with a pillar assessed entity would be sought as an alternative.

A pillar assessed entity will be selected by the Commission's services using the following criteria:

- Nature of the action: The entity would have previously undertake projects that involve capacity building and a transfer of skills and knowledge to public administrations. In addition, it will have a good track record in assisting in identifying policy dialogues and implementing them as well as promoting EU actions and effective communication.
- Operational capacity: The entity would have a positive track record in implementation through indirect management of projects of a similar size and scope and will have sufficient operational capacity to implement the action or components thereof successfully
- Value-added: The entity will have experience in project-based cooperation either on country or institutional level and an adequate setup to ensure a transfer of knowledge, processes and frameworks to the Government of Botswana.
- Transparency and absence of conflict of interest: The entity and its members must have no conflict of interest in the design and implementation of the action.

⁵ www.sanctionsmap.eu. Please note that the sanctions map is an IT tool for identifying the sanctions regimes. The source of the sanctions stems from legal acts published in the Official Journal (OJ). In case of discrepancy between the published legal acts and the updates on the website it is the OJ version that prevails.

4.4 Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply, subject to the following provisions.

The Commission's authorising officer responsible may extend the geographical eligibility on the basis of urgency or of unavailability of services in the markets of the countries or territories concerned, or in other duly substantiated cases where application of the eligibility rules would make the realisation of this action impossible or exceedingly difficult (Article 28(10) NDICI-Global Europe Regulation).

4.5 Indicative Budget

Indicative Budget components	EU contribution (amount in EUR)
Implementation modalities – cf. section 4.4	
SO1: TCF, including communication and public diplomacy initiatives composed of	1 400 000
• Procurement (direct management) – cf. section 4.3.2	1 400 000
SO2: Support to CSOs composed of	1 000 000
• Grants (direct management) – cf. section 4.3.1	1 000 000
Procurement – total envelope under section 4.3.2	1 400 000
Grants – total envelope under section 4.3.1	1 000 000
SO1 and SO2: Evaluation and Audit section 5.2 and 5.3	100 000
Contingencies	N/A
Totals	2 500 000

4.6 Organisational Set-up and Responsibilities

A financing agreement will be signed with the Republic of Botswana. The action will be managed by the EU Delegation to Botswana and SADC. No activities will be implemented directly by the Partner Country, nor will funds be channelled through the Partner Country.

The active participation of the Partner Country will be sought as part of the governance structures established to steer the action.

To this end, a Steering Committee shall be set up to oversee and validate the overall direction and policy of the project. The project steering committee shall meet twice a year.

The project steering committee shall be made up of:

- A representative of the Ministry of Finance
- A representative of the Ministry of Foreign Affairs
- A representative of the Ministry of Labour and Home Affairs (MLHA)
- A representative of the NGO Council
- A representative of the EU Delegation

As part of its prerogative of budget implementation and to safeguard the financial interests of the Union, the Commission may participate in the above governance structures set up for governing the implementation of the action.

5 PERFORMANCE MEASUREMENT

5.1 Monitoring and Reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process. To this aim, the implementing partners shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced.

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

Indicators shall be disaggregated at least by sex. All monitoring and reporting shall assess how the action is taking into account the human rights based approach and gender equality.

5.2 Evaluation

Having regard to the nature of the action, a final evaluation will be carried out for this action or its components via independent consultants contracted by the Commission.

The Commission shall inform the implementing partner at least 15 days in advance of the dates envisaged for the evaluation missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports may be shared with the partners and other key stakeholders following the best practice of evaluation dissemination. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, apply the necessary adjustments.

All evaluations shall assess to what extent the action is taking into account the human rights-based approach as well as how it contributes to gender equality and women's empowerment. Expertise on human rights and gender equality will be ensured in the evaluation teams.

Evaluation services may be contracted under a framework contract

5.3 Audit and Verifications

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audit or verification assignments for one or several contracts or agreements.

6 STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY

The 2021-2027 programming cycle will adopt a new approach to pooling, programming and deploying strategic communication and public diplomacy resources.

At country level, action documents for specific sector programmes are no longer required to include a provision for communication actions promoting the programmes concerned. These resources will instead be consolidated in the Cooperation Facility, allowing Delegations to plan and execute multiannual strategic communication and public diplomacy actions with sufficient critical mass to be effective on a national scale.

To that end, the delegation in Gaborone will first develop short strategic communication and public diplomacy plans that reflect the objectives of the Delegation as a whole in this domain, initially covering the period up to the Mid-Term Review (MTR).

The main communication objectives will include the following:

- Improve EU visibility and public diplomacy initiatives in Botswana, by highlighting the positive impact of the EU partnership with the Country, through the delivery of various communication tools.
- Increase the identified target groups' awareness of the EU's contributions in Botswana, specifically around the three priority sectors identified through Video materials promotion, organic and paid dissemination
- Change perception by sharing real and local stories of the EU's impact in Botswana through Dedicated video and deliverable design focused on interviews, experiences, and docu-series styling – sharing real stories and experiences.
- Stimulate the engagement of primary audience groups and multipliers through campaign activities by hosting Media and influencer engagement events and an influencer campaign
- Increase participation in the EU Delegation's events and actions with meaningful contributions and co-organisation - Co-organisation of priority EU Delegation events – film corner

This will allow the Delegation to plan and execute a multiannual strategic communication plan and public, cultural and economic diplomacy actions with sufficient critical mass to be effective on a national scale.

The plan will target different stakeholders – including general government, Non State Actors, universities, women, youth, students, business, and innovative companies - with specific objectives, messages and means, to be identified in the communication plan.

The primary target audience are the groups are: Young adults living in Botswana; aged 18 – 40 years

- Botswana Media practitioners aged 25-60 years
- Influencers aged 21 – 35 years
- The general population

The plan will include the design and roll out at national level of major public campaigns aimed at ordinary citizens, with the objective of measurably increasing the profile, awareness, understanding and approval of the EU's partnership with the country. Such campaigns will be data-driven, rigorously tracking hard KPIs that will allow content to be constantly adjusted in line with evidence of the material and approaches that resonate most successfully with the audience.

The communication plan will be implemented through direct management (procurement). It is envisaged that a contract for communication and visibility will be contracted by the Delegation.

Appendix 1 REPORTING IN OPSYS

An Intervention (also generally called project/programme) is the operational entity associated to a coherent set of activities and results structured in a logical framework aiming at delivering development change or progress. Interventions are the most effective (hence optimal) entities for the operational follow-up by the Commission of its external development operations. As such, Interventions constitute the base unit for managing operational implementations, assessing performance, monitoring, evaluation, internal and external communication, reporting and aggregation.

Primary Interventions are those contracts or groups of contracts bearing reportable results and respecting the following business rule: ‘a given contract can only contribute to one primary intervention and not more than one’. An individual contract that does not produce direct reportable results and cannot be logically grouped with other result reportable contracts is considered a ‘support entities’. The addition of all primary interventions and support entities is equivalent to the full development portfolio of the Institution.

The present Action identifies as

Action level		
<input type="checkbox"/>	Single action	Present action: all contracts in the present action
Group of actions level		
<input type="checkbox"/>	Group of actions	Actions reference (CRIS#/OPSYS#):
Contract level		
<input checked="" type="checkbox"/>	Single Contract 1	Service contract (EUR 1 250 000) for technical assistance
<input checked="" type="checkbox"/>	Single Contract 2	Service contract (EUR 150 000) for communications
<input checked="" type="checkbox"/>	Single Contract 2	Service contract (EUR 100 000) for evaluation
<input checked="" type="checkbox"/>	Group of contracts 1	Call for proposals (EUR 1 000 000) followed by the signature of grant agreements.