



GENERAL INFORMATION

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PART I – BRIEF ANALYSIS OF THE CONTEXT AND PAST EU ENGAGEMENT

- THE STATE OF CS: BRIEF UPDATE ON RECENT DEVELOPMENTS (i.e. the EE, CS involvement in domestic policies and CD)

Botswana is a democratic country, with consolidated democratic values and practices, as continuously evidenced by international benchmarks: Freedom in the World ranks Botswana as “free” in 2018¹, while Botswana scores regularly high in the Corruption Perception Index². Other democratic governance benchmarks highlight some critical aspects (Democracy Index 2017 considers Botswana as “flawed democracy”³; World Press Freedom Index 2017⁴ show a slightly decreasing trend), although confirming to a large extent the solid democratic nature of Botswana institutions.

Within this context, the enabling environment for civil society in Botswana is generally considered “fairly permissive”⁵. The constitution enshrines the fundamental rights of association, expression and assembly (Section 3 and section 13.(1)), enabling citizens to freely associate, gather or express themselves. The legal framework regulates these rights further. In particular, in terms of the right to associate, the law foresees three forms of registration (Society under the Societies Act, Trust under the Deeds Registry Act, Company Limited by Guarantee under the Companies Act), allowing ample choice to citizens. Furthermore, CSOs can operate freely and access funding, without any major restriction. Nevertheless, over the past few years, some barriers to registration have emerged, both in the law and in the practice of the law. The recent amendment to the Societies Act (2016) has introduced more stringent requirements for registering associations and faith based organizations⁶. Moreover, over the past few years, a few organizations have been denied registration by the Registrar of Societies, particularly those addressing issues of LGBTI (Legabibo⁷, then registered through a court rule) or sex workers (Sisonke Botswana Association⁸); other organizations are experiencing undue delays in obtaining their certificate of registration. These episodes are mainly driven by both a conservative interpretation of the law, driven by personal values, and by capacity constraints of the regulatory authorities.

Over the past few years, the relation between the private media and government has been deteriorating⁹. Although the constitution protects freedom of expression (section 12), this is hampered by certain provisions of the penal code and the Cybercrime and Related Crimes Act, which prevent to report

¹ Available at <https://freedomhouse.org/report/freedom-world/2018/botswana>

² Available at https://www.transparency.org/news/feature/corruption_perceptions_index_2017

³ “Flawed democracies: These countries also have free and fair elections and, even if there are problems (such as infringements on media freedom), basic civil liberties are respected. However, there are significant weaknesses in other aspects of democracy, including problems in governance, an underdeveloped political culture and low levels of political participation.”, <http://www.eiu.com/topic/democracy-index>

⁴ Available at <https://rsf.org/en/botswana>

⁵ Legal assessment report, ENSA, 2016

⁶ Membership requirement increased to a minimum of 20 for associations and 150 for faith based organisations

⁷ Legabibo was refused registration by the Registrar of Societies, then overruled by the court of appeal, see <https://legabibo.wordpress.com>

⁸ See <http://www.sundaystandard.info/gov't-denies-sex-workers-organisation-registration>

⁹ See <https://freedomhouse.org/report/freedom-press/2016/botswana>



accurate news if it damages the reputation of a public figure. Recently, Botswana has experienced various episodes of harassment of journalists based on this “archaic”¹⁰ sedition laws. These episodes ranged from preventing journalists to attend events, surveillance of media, to even arrests and removing of journalists from their jobs¹¹. Freedom of assembly, which is protected by the constitution (section 13), is regulated by the Public Order Act. This is considered quite restrictive, with broad discretion given to police to refuse permits¹². Trade Unions, students, unemployed mine workers and others, all experienced restrictions to their right to peaceful assembly, being denied permissions for demonstrations or being repressed while demonstrating¹³. Beyond the media, even CSOs don’t feel free to address issues that are considered “politically sensitive”, particularly minority rights and indigenous rights. Some CSOs practice self-censorship because of fear of potential repercussions, including on their funding and operations. Trade Unions too have progressively seen their role weakened over the past few years in relation to dialogue and negotiations with government.

A critical barrier to an enabling environment for civil society and citizens’ engagement is constituted by the difficult access to public information. This is evidenced by the absence of an Access to Information law¹⁴ and a general attitude of government officers to refrain from sharing or discussing data. This situation is confirmed by international benchmarks of open government and transparency, showing a negative trend of Botswana in terms of making available important information on critical aspects. According to the Open Data Barometer¹⁵, Botswana is among the countries ranked lowest (104 over 114). The recently published Open Budget Survey assessed Botswana transparency of the national budget process with a score of 8 out of 100, same as Somalia: “Botswana provides the public with scant budget information”¹⁶. The availability of relevant, timely, accurate, understandable and accessible information is a pre-condition to enable CSOs and citizens to play their various roles.

Botswana has graduated to upper-middle-income status in 2009. This is an important achievement, sign of its performance over the years in leveraging mineral resources, particularly diamonds, and investing them in the country’s development. Nevertheless, Botswana remains an economy dependent on mineral revenues, with limited success at diversifying away from mining, despite the important efforts Botswana is experiencing increasing unemployment particularly among the youth (33.2 %), high levels of income inequality (amongst the five most unequal countries), persistent poverty among disadvantaged groups in rural areas (12.3 %) and high levels of vulnerability, with 30% of the population just above the poverty line¹⁷. Private sector representative organizations are active in demanding better policies to enhance the business environment¹⁸ and promote the growth of various sector, more labor intensive, where Botswana has a comparative advantage. But so far, the waning political will to move towards a more inclusive

¹⁰ See <https://www.dailymaverick.co.za/article/2017-01-09-botswana-newspaper-editor-faces-two-year-jail-sentence-on-archaic-charge-of-sedition/#.Wq0Q2K3MyRs>

¹¹ See <https://aii.globalintegrity.org/indicator-details?country=botswana&num=55&year=2017>

¹² See “The Right to Peaceful Assembly in Botswana: The Constitutionality of the Public Order Act”, Gosego Rockfall Lekgowe, University of Botswana Law Journal, Vol 8 (2014), available at <http://ubrisa.ub.bw/jspui/bitstream/10311/1779/1/821-2588-1-PB.pdf>

¹³ See <http://www.botswanaguardian.co.bw/news/item/2113-bnf-condemns-the-onslaught-on-freedom-of-peaceful-assembly-and-police-brutality.html>

¹⁴ A Freedom of Information Bill was put forward to parliament in 2011 and 2015, without success.

¹⁵ A global measure of how governments are publishing and using open data for accountability, innovation and social impact; available at https://opendatabarometer.org/?_year=2016&indicator=ODB

¹⁶ See Open Budget Survey 2017 available at <https://www.internationalbudget.org/open-budget-survey/results-by-country/country-info/?country=bw>

¹⁷ World Bank data

¹⁸ The business environment is one of the crucial aspect to work on according to main private sector representative organizations. In fact, Ease of Doing Business benchmark ranks Botswana quite low (81), with a negative trend over the past ten years, see <http://www.doingbusiness.org/data/exploreconomies/botswana>

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economy, together with poor policy processes are holding back the process. The main criticism with regards to the policymaking process points to a weak use of evidence to inform the design and monitoring, while spaces for engagement with relevant actors are limited. The policy implementation and monitoring present many gaps, with weak M&E, learning and feedback systems, while CSOs are not yet adequately prepared to take up roles of holding accountable state actors in upholding their responsibilities towards citizens..

Participation of CSOs in policymaking is at most *ad hoc*, restrained by inadequate formal spaces, unclear roles and no access to draft policy documents, with limited leverage to make meaningful contributions into the final policy documents. This is true across all sectors, including dialogue around development of the private sector, where spaces for engagement do exist and are more institutional. In fact, private sector representative organizations, if on one side they value the opportunities of interaction with Government, on the other they do complain about the ineffectiveness of the current structures of engagement, whereby consultations are not followed through with actions; and concrete results are yet to be seen or very slow to obtain. The only positive experience cited by a few CSOs has been the Inclusive Education Policy, where CSOs felt they could participate meaningfully in the design phase, with the final policy document incorporating CSOs views. The National NGO Policy, spearheaded by CSOs in early 2000s, and implemented from 2012, was seen as an initiative with potential to enhance dialogue, providing a formal space for CSOs to interact with government. Nevertheless, problems in the design of the policy, including the lack of integration with the national development planning system, and implementation mechanisms haven't so far enabled any major progress. At policy implementation level, CSOs are not seen as reliable partners by line ministries, despite the potential gains in terms of tackling emerging social and economic issues and unmet needs. The only areas where CSOs are acknowledged as partners and play an important role is around HIV/Aids interventions, due to the long history of collaboration, and, to a much lesser extent, around other social issues (education, disabilities, children and youth). However, overall the dialogue, collaboration and coordination between CSOs, line ministries and public service providers is hindered by consolidated practices that insulate such interactions from decision making and operational levels. There is a need to re-think the overall framework for CSOs-State interaction to move towards more open, collaborative and accountable models that can better provide answers to citizens' needs. This should consider the review of the, higher-level dialogue around the NDP11¹⁹, the High Level Consultative Council and sectorial policies; the local level dialogue in the districts (around District Development Plans and other relevant issues); the policy making process, including mechanisms for collaboration in the implementation, monitoring and evaluation; the public funding system of CSOs as well as the coordination and integration of roles around provision of essential services and capacity building. The implementation of the Policy Guidelines for Financial Support to NGOs, with the introduction of more transparent, accountable, and result-oriented approaches to CSO funding, together with the upcoming review of the NGO Policy, due in 2018, provide an opportunity to move in the right direction. In particular, the review of the NGO Policy should allow a re-thinking of the participation of all CSOs (and private sector representations) in policy dialogue across all levels (including dialogue around NDP11 through the Technical Working Groups) and sectors, in order to allow a more meaningful and collaborative participation.

Barriers to CSOs participation in policy dialogue can also be found at capacity level. Capacities to enable dialogue are weak on both sides. Government does not have the right attitude to engage with CSOs, considering policy making its exclusive prerogative. In fact, even when relations of trust exist and are consolidated over the years, policy drafts are not shared with CSOs. CSOs, on their side, do not leverage enough their privileged position of representing organised interests and being closer to citizens and their

¹⁹ See Civil society mapping study, 2015, page 39



needs. Very few are able to produce propositions for change, while the use of evidence to inform their programmes and advocacy is very limited. The large majority of CSOs is risk averse, with an attitude of self-censorship, mostly due to a dependency from public funding; while advocacy is not yet perceived and practiced by most CSOs as a strategic approach to scale up impact. Even private sector representative organisations do find it difficult to articulate their demands and be effective in their engagement with Government and other actors. If, on one side, there is a clear need for a stronger voice of private sector in the building of a better business enabling environment, on the other, private sector associations, particularly those representing SMEs, are still weak, struggling to rally their members around common asks and limited in their capacity to influence policy. The new model of aggregating private sector demands through sectorial associations promoted by Business Botswana is still incipient, it only works around more developed economic sectors (mining, banking, etc.). The whole policy dialogue systems between Government and private sector runs the risk of a bias towards the interests of the bigger companies, particularly in the tourism sector. Much more efforts are needed in creating awareness, developing capacities and building common ground among small economic operators. The EUD should be spearheading this inclusive approach in the implementation of the Economic Partnership Agreement, enabling interested private sector organisations to be part of the process, particularly those representatives of SMEs²⁰.

Recently, CSOs are becoming much more self-aware about the importance of having a stronger voice in order to influence policy and development outcomes. Networks are emerging at district and sub-district level, prioritizing roles of engagement with state actors. Even the national umbrella of NGOs, BOCONGO, has engaged in a strategic review, re-defining its membership engagement approach, and re-focusing its mandate around coordinating voice and engaging in dialogue and policy making. Nevertheless, these processes of networking are still embryonic and not yet properly integrated and articulated across issues and between district and national levels to allow voice to trickle up and inform policy dialogue.

From the point of view of civil society, particularly NGOs and CBOs, achieving Upper Middle Income Status means less access to international aid and more reliance on domestic resources. According to a recent estimate²¹ based on the national budget 2017-2018, public funding to CSOs amounts approximately to 200 millions Pula. Nevertheless, there are no data in relation to actual spending and the administration of these resources presents various gaps in terms of ensuring transparency and accountability across the whole funding cycle, creating a grey area between CSOs and line ministries (LMs)²². Very recently, the Government has reviewed the Policy Guidelines for Financial Support to NGOs, with the technical support of the Empowerment of Non-State Actors (ENSA) programme, addressing all the gaps in the current system. The full implementation of the Policy Guidelines is an important opportunity to clarify accountabilities and enhance contributions of CSOs to national development goals.

Beyond public funding, other domestic resources are being targeted by CSOs. A few established companies, particularly from the bank and telecommunication sectors, tourism lodges and others are increasingly investing in Corporate Social Responsibility (CSR), including funding to CSOs, particularly around social issues (children, disabilities, others). Nevertheless, CSR is still seen mainly as a visibility tool (in particular by those companies with a national coverage), not used strategically to create shared value. Lodges and other businesses closer to the community are showing more consistent support to community development, thereby contributing to a certain extent to achieve concrete and sustainable outcomes. The

²⁰ Botswana Exporters and Manufacturers Association and Hotel and Tourism Association of Botswana have both expressed interest in being part of EPA implementation process, although constrained by resources and capacities.

²¹ CSO Fund financing strategy, ENSA, 2017

²² Review of the Policy Guidelines for Financial Support to NGOs. Findings and Recommendations. Report, David Fleet, ENSA, December 2016



fiscal framework provides certain incentives to corporate and philanthropic giving, although for the moment confined to a few sectors.

On the other side, recently some CSOs (only a handful) are generating part of their income through social business-like models. This is happening mainly around emerging green economy initiatives (climate friendly, organic agriculture; recycling projects, where the CSO works with communities to collect, stock and market recyclable materials), daycare centers for pre-school children, and others. And there is increasing appetite to explore opportunities provided by a shift towards a *greener* economy and community tourism.

Overall, the civil society sector plays an important role in informing citizens, providing essential social services to disadvantaged groups, engaging on HIV/Aids, women and gender issues and promoting environmental conservation; while there is much less CSOs capacity on issues of democratic governance, human rights and transparency and accountability of public sector or inclusive economic development. There is though increasingly more awareness and capacities among some CSOs to respond to emerging priorities (inequality, unemployment, climate change, youth empowerment, etc.), also reflected in the critical issues identified by CSOs during the consultative workshops (see annex). Some CSOs are making concrete efforts to move away from a mere service delivery to a more impact-driven approach, assessing changing needs of communities and beneficiaries, adapting strategies and methodologies, including moving towards partnerships and collaborations with other CSOs and state actors. This incipient shift in attitudes and practices needs to be sustained through a stronger coordination role of networks and tailored-made, targeted funding and capacity building support by development partners.

With the recent change of political leadership, there are clear signs of a changing attitude towards the media, trade unions and CSOs in general²³. This context presents a unique opportunity for CSOs to create a different interaction with government, more strategic towards removing those barriers that have so far prevented Botswana to bring about development for all. CSOs are called to play a more responsible and conscious role, rising above individual interest to finally create the space and opportunity to make meaningful contributions towards shaping better solutions to citizens needs.

- **LESSONS LEARNT FROM THE EU ENGAGEMENT SO FAR (i.e. dialogue, operational support, EU coordination and division of labour)**

Appreciating the lessons of the experience of supporting civil society during EDF9 and EDF10 is critical to devise the strategy ahead. During the past 10 years, the Botswana context has gone through important changes, which present both challenges and opportunities for CSOs. One of the key facts is the graduation of Botswana to upper-middle income country, which put pressure on CSOs to move towards more active and complex roles and engagement with government. This shift has not been sufficiently accompanied and facilitated by development partners. Programmes have been implemented without building on previous experiences or without adequate follow up and exit strategies, therefore resulting in limited impact. Future strategies should be more farsighted and encompassing, adopting multi-pronged approaches leveraging the different instruments of political and policy dialogue, technical cooperation and funding to enhance the legal and policy context and developing capacities of both CSOs and Government to enable CSOs to be partners of government in policy making and implementation as well in service delivery. Therefore, the EUD should work within a long-term framework that spans across

²³ “Masisi stated that his top two priorities in the less than 18 months leading to the elections would be to create jobs and make peace with the media and civil society. Masisi said he would “*engage with the media and young people to address the challenges before us. You need to engage those you agree with and those you disagree with.*”, see <http://www.sundaystandard.info/masisi-breaks-rank-khama-media-and-china>

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different EDF programming cycles, using and linking the different instruments and programmes to progressively strengthen civil society.

This long term, strategic approach to civil society strengthening should be endorsed and adopted by all development partners. This has not been the case in the recent past. Programmes of civil society strengthening of the only two main donors active in Botswana, USAID and EU, were conceived and implemented separately, sometimes with conflicting approaches. The limited resources available should be an incentive towards coordinating and integrating strategies, focusing on building an enabling environment and capacities of CSOs to play the various roles that the changing context is demanding from them. In fact, in the context of an upper middle-income country, developing civil society should be seen as an end in itself rather than a vehicle for programme implementation.

The opportunity of reviewing the Botswana National NGO Policy, going beyond CSOs to embrace the various, emerging forces in society, can be very functional in creating a shared strategic framework within which the various actors can define their own roles and contributions. The NGO Policy currently being implemented is not adequately designed to promote a scenario of civil society – government relations within a context of “graduated” economy, high inequalities and vulnerability, emergence of new actors and changing relations among CSOs. Therefore, the prospect of supporting the external review of the NGO Policy should be strategically leveraged by the EUD, a space to ensure that the new policy clearly builds on an actual and prospective analysis of the context, shaping adequate CSOs-Government relations.

- RELEVANT REFERENCES AND SOURCES TO DEEPEN THE UNDERSTANDING ON THE STATE OF CS AND EU ENGAGEMENT WITH CS

Mapping of civil society in Botswana, S. Methven, Empowerment of Non State Actors, July 2015

Assessment of legal framework regulating civil society in Botswana, O. Saki, Empowerment of Non State Actors, June 2016

PART II – EU STRATEGY AND ACTION PLAN TO ENGAGE WITH CSOs

KEY CHALLENGES AND OPPORTUNITIES	PRIORITIES FOR EU ENGAGEMENT	ACTIONS (analysis, policy dialogue, operational support)	MEANS (programmes / instruments, etc.)	
<u>Opportunity</u> : Vision 2036 recognizes the critical role of civil society organisations ²⁴ and the importance of a conducive environment for CSOs ²⁵ participation in development efforts, including transparency	1. Promote a more conducive environment for CSOs in line with Vision 2036	1.a. Promote and defend space for civil society organizations and citizens to hold government to account 1.b Promote a	1.1. High level dialogue with government on issues related to the protection and promotion of civic rights, including Access to Information 1.2. Proactive and timely communication of EUD and MS on issues related to infringements of freedom of expression, association	Political dialogue Communication channels, existing operational

²⁴ “Civil society organisations, including trade unions and faith based organisations, act as watchdogs and play a pivotal role in identifying gaps and advising government on key socio-economic and political issues. Civil society organisations will be equal partners and legitimate actors in the national development process. We will empower and support our civil society organisations to undertake those functions that are complementary to government development efforts. Our civil society will be vibrant, representing the voices of the community, especially the disadvantaged.” Vision 2036, page 27

²⁵ “Botswana will guarantee constitutional rights to assembly, expression of opinion and access to information”, Vision 2036, page 30

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<p>and accountability across the public sector, access to information²⁶, the role of the media²⁷.</p> <p><u>Challenge:</u> Although Botswana has a fairly conducive environment for civil society, CSOs encounter barriers and might face risk of harassment when addressing issues related to minorities, indigenous rights, or holding government to account on critical governance issues</p> <p><u>Challenge:</u> Access to information is prevented by the absence of a Freedom of Information Act and a widespread culture and practice of refraining from sharing information in Government</p>		<p>culture and practice of openness and transparency</p>	<p>and assembly</p> <p>1.3. Support CSO action on raising awareness and promoting freedom of expression and Access to Information</p>	<p>resources</p> <p>EIDHR</p>
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²⁶ “Access to information will be a protected right and will spur public participation”, Vision 2036, page 28

²⁷ “The media fulfills a key role in the freedom of expression, access to information, transparency and accountability”, Vision 2036, page 30.

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<p><u>Opportunity:</u> Vision 2036²⁸ and NDP11²⁹ promote CSOs participation in development efforts, recognizing them as “equal partners”, including in policy making, implementation, monitoring and evaluation</p> <p><u>Challenge:</u> CSOs are not enabled to participate in meaningful and structured policy dialogue due to inadequate or absence of spaces for dialogue, limited access to information, unpreparedness of government officers, and capacity constraints</p> <p><u>Opportunity:</u> the adoption and implementation of the National NGO Policy in 2012 and the upcoming review in 2018</p>	<p>2. Promote multi stakeholder dialogues in line with the Agenda 2030, Vision 2036 and NDP11</p>	<p>2.a. Promote meaningful and structured participation of CSOs in policy dialogue</p> <p>2.b. Enhance voice and capacities of CSOs to engage in meaningful dialogue</p> <p>2.c. Promote a deeper and more structured dialogue between EU (EUD, MS) and CSOs</p>	<p>2.1. Support and monitor the review of the NGO Policy through the provision of specialised expertise and sound inclusive methodological approach</p> <p>2.2. Support to the implementation and monitoring of the reviewed NGO Policy</p> <p>2.3. Mainstream and prioritize evidence based advocacy, communication and networking in grants support and through technical assistance</p> <p>2.4. Organise structured, coordinated and inclusive dialogues between CSOs, MS and EUD on critical issues related to CS enabling environment, Botswana development priorities and human rights, EU programming, cross-cutting policies (trade for all, gender action plan II, human rights, skills development, private sector development)</p> <p>2.5 Ensure meaningful participation of CSOs Botswana in monitoring implementation of the Economic Partnership Agreement</p>	<p>ENSA evaluation budget (EDF10)</p> <p>(UNDP, from 2019)</p> <p>To be included in all upcoming Calls for Proposals and mainstreamed in TA to CSOs</p> <p>Existing operational resources</p> <p>Existing operational resources</p>
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²⁸ See Vision 2036, section on civil society participation, page 27

²⁹ NDP 11, section 8.87, 8.89, 8.90, 8.91

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<p><u>Opportunity:</u> Vision 2036 aims at empowering and supporting CSOs to contribute to development outcomes and complement government development efforts³⁰</p> <p><u>Challenge:</u> Limited capacity building opportunities and access to resources and inadequate public funding system hinder CSOs capacity to make meaningful and sustainable contributions to national development goals</p>	<p>3. Enhance the capacities of Botswana CSOs to act as drivers of change and promote innovative approaches to development</p>	<p>3.a Enhance domestic resources mobilization and strategic resources allocation to CSOs</p> <p>3.b. Promote meaningful engagement and develop capacities of CSOs around key thematic priorities</p>	<p>3.1. Follow up on and monitor the implementation of the Policy Guidelines for Financial Support to CSOs</p> <p>3.2. Promote a more enabling environment and strategic practices of Corporate Social Responsibility and social business approach (identify, assess and promote best practices of CSR and social business; advocate for improved fiscal framework and overall enabling environment for CSR and social business)</p> <p>3.3 Promote innovative and impactful CSOs initiatives around critical development priorities, encouraging partnerships and collaborations, evidence based programming, networking and scaling up approaches, mainstreaming gender, women and youth empowerment, while also encouraging CSOs active role in jobs creation and inclusive growth</p> <p>3.4 Provide opportunities and develop capacities of CSO networks and private sector representative organizations to open up spaces for dialogue and develop partnerships and exchanges with regional and international likeminded organizations</p> <p>3.5 Mainstreaming CSO involvement on the various phases of programme lifecycle from identification and formulation of programmes through to evaluation and dissemination of results</p>	<p>Policy dialogue with Government</p> <p>Structured Dialogue with CSOs</p> <p>Policy dialogue with Government (Possible action of USAID in 2018-2019)</p> <p>To be included in all future Calls for Proposals</p> <p>Identify synergies with economic development programmes</p> <p>On demand technical assistance and capacity building through Dialogue Facility and other available resources</p> <p>Technical Cooperation Facility</p> <p>Structured dialogue; existing operational resources</p>
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PART III– FOLLOW-UP ON THE PROCESS AND STRATEGY

³⁰ “Civil society organisations will be equal partners and legitimate actors in the national development process. We will empower and support our civil society organisations to undertake those functions that are complementary to government development efforts”, Vision 2036, page 27

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Process indicators		
INDICATOR	TARGET	BASE LINE INFORMATION AND FURTHER COMMENTS
Involvement of Member States in the RM.	Member States present in the country are actively involved in the RM process.	German Embassy and French Embassy were consulted during the process, participated in the validation and expressed willingness to engage in Structured Dialogue with CSOs, coordinated by EUD
Level of consultations held with CSOs regarding the RM.	The RM entails consultations with a broad range of local CSOs. Ultimately, it leads to more permanent and structured dialogue.	Consulted with approximately 100 CSOs across the country, including CSOs from hard to reach regions and private sector representative organisations, all expecting more structured dialogue with EUD
Complementarity of RM vis-à-vis related EU and other Donor partners' processes.	RMs are complementary to related processes including human rights and democracy country strategies, the rights-based approach to development, gender action plans, etc.	RM considers relevant and realistic actions across EUD programmes, directly (EIDHR, CSO CfPs) or indirectly linked to CSOs (GAP, Trade for All), while also exploring opportunities for coordination with Development Partners

Outcome indicators				
PRIORITIES	INDICATORS	TARGET	BASELINE INFORMATION (if available)	SOURCES OF INFORMATION & MEANS OF VERIFICATION
1. Promote a more conducive environment for CSOs in line with Vision 2036				
1.a Promote and defend space for civil society organizations and citizens to hold government to account	Number of times Enabling Environment related topics are included in the agenda of EU political dialogue with GoB	EE related topics are included in all political dialogue with GoB	No public communication of EU on infringements of basic civic rights over the past year	- Minutes of EU-GoB meetings - EU declarations
	Number of joint statements related to the EE issued jointly by EU and MS	EUD and MS respond timely to all grave infringements of basic CS rights	CSOs consulted in the drafting of this RM expressed dissatisfaction with the public engagement of the EUD and MS on infringements of basic rights	EU and MS declarations and press releases
1.b Promote a culture and practice of openness and transparency	Number of CSOs actions funded by EU addressing issues of transparency and accountability,	At least one project addressing issues of access to information and freedom of expression funded under EIDHR over	No dedicated legislation on access to information; CSOs consulted during this RM	Reports of dialogues with CSO; political dialogue minutes; possible reports of programmes on Freedom of Information

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	including access to Information and Freedom of Expression	the 2018 - 2020	process indicated lack of access to information	
2. Promote multi stakeholder dialogues in line with the Agenda 2030, Vision 2036 and NDP11				
2.a. Promote meaningful and structured participation of CSOs in policy dialogue	Quality institutional framework for CSOs-Government relations developed	Existence of improved framework for CSOs-Government relations and policy dialogue	Current spaces of dialogue, including TWGs, do not allow meaningful participation of CSOs; NGO Policy inadequate to promote relations, information sharing, coordination and partnership between GoB and CSOs	Cabinet Directive approving the reviewed NGO Policy Minutes of TWGs and other relevant spaces of dialogue
2.b. Enhance voice and capacities of CSOs to engage in meaningful dialogue	Number of CSO actions funded by EUD embedding strategic approaches to promote networking and influence policy and public service delivery	At least 50% of funded actions each year embed networking and/or evidence-based policy advocacy as a strategic approach	Networking is promoted in calls for proposals, but not taken as a qualification criteria; evidence-based advocacy is not used as qualification criteria	CfP guidelines, evaluation reports and reports of CSO actions funded by EU
2.c. Promote a deeper and more structured dialogue between EU (EUD, MS) and CSOs	Number of EU consultations and dialogue mechanisms with CSOs	EUD establishes structured dialogue with CSOs, planning meetings in advance, and convening meetings at least once a year	Current practice of ad-hoc consultations between EU, MS and CSOs	Schedule of meetings Agenda and Minutes of meetings Calendar of meetings
	Level of CS participation in EU – CSOs dialogue	Legitimate, knowledgeable and accountable participation of CSOs in dialogue with EU	CSOs participating in consultations with EU selected either by EUD through internal processes (current grantees, existing relations with EUD staff, etc.) and/or by networks on an opportunity basis	List of participants during EU-CSOs dialogues Minutes of Meetings
	Scope of EU – CSOs dialogue	Agenda of EU-CSO dialogue is jointly set, ranging from high level issues, EE related issues and EU programming	Practices of ad-hoc consultations between EU, MS and CSOs, mainly around priorities set by EU and MS	Agenda and Minutes of meetings
	Level of CSOs participation in dialogue around	At least one CSO from Botswana engages regularly in	No participation of CSOs from Botswana in EPA negotiations and	Reports of EPA meetings

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	the EPAs	the process of implementation of EPAs, together with EUD and GoB and other actors from the region	monitoring of implementation so far. There is general weak interest and knowledge of CSOs around EPAs	
	Level of CSOs knowledge around EPA and overall trade relations between Botswana and EU	At least one CSO in Botswana actively engages in EPA process and related issues	There is general weak interest and knowledge of CSOs around EPAs	Reports of EPA meetings Communication logs between CSOs and Trade division in EUD (through emails, face to face meetings, etc.)
3. Enhance the capacities of Botswana CSOs to act as drivers of change and promote innovative approaches to development				
3.a Enhance domestic resources mobilization and strategic resources allocation to CSOs	Number of communication and interactions of EUD with GoB to follow up on the implementation of Policy Guidelines for Financial Support to NGOs (PG)	Regular exchanges (at least quarterly) between EUD and MFED/NAO to follow up on the implementation of the PG	Policy Guidelines for financial support to NGOs are not yet applied by LMs. PG were endorsed by MFED and are currently being formally approved.	Minutes of meetings between EUD and MFED/NAO Formal communication between EUD and MFED/NAO
3.b. Promote meaningful engagement and develop capacities of CSOs around key thematic priorities	Number of CSO actions funded by EUD implemented in partnership and collaboration with other CSOs, government departments, private sector and other actors	At least 2 funded actions each year implemented through a partnership approach	Partnerships are encouraged, but not used as qualification criteria	Guidelines for calls for proposals; evaluation reports; reports of grant contracts
	Number of CSO actions funded by EUD promoting impact oriented approaches (as compared to service delivery)	At least 50% of actions funded each year promote proactive approaches to sustainable social change through innovative strategies, including partnership, use of evidence, collaboration with government and private sector, policy advocacy, communication and others	Guidelines for calls for proposals do not stress the need for sustainable social change	Guidelines for calls for proposals; evaluation reports; reports of grant contracts
	Number of CSOs	At least 50% of CSOs	Gender and/or youth are	Guidelines for calls for

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	actions funded by EUD addressing directly or mainstreaming gender and youth issues	actions funded by EUD each year address issues of gender and/or youth	included as cross-cutting issues in the call for proposal guidelines, but not used as qualification criteria	proposals; evaluation reports; reports of grant contracts
	Level of CSOs involvement on the various phases of the project cycle from identification and formulation of programmes through to evaluation and dissemination of results	At least 50% of programmes adopted in a given year are consulted with CSOs from identification stage onwards; CSOs are involved in M&E for at least 50% of all ongoing EU-funded projects	CSOs are not systematically involved in design and monitoring of EU funded programmes	Project documents; minutes of project (steering) meetings; project reports