

# BOTSWANA DECENT WORK COUNTRY PROGRAMME REVIEW

Final Report

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## ACRONYMS

AIDS	Acquired Immuno Deficiency Virus Syndrome
BDWCP	Botswana Decent Work Country Programme
BOCCIM	Botswana Confederation of Chamber of Commerce, Industry and Manpower
BOFEPUSU	Botswana Federation of Public Service Unions
BFTU	Botswana Federation of Trade Unions
CPR	Country Programme Review
DWCP	Decent Work Country Programme
DWA	Decent Work Agenda
GOB-UN POP	Government of Botswana-United Nations Programme Operational Plan
HIV	Human Immune Virus
HLCC	High-Level Consultative Council
HRDC Labour Organisation	Human Resource Development Council ILO International
KAB	Know About Business
LMIS	Labour Market Information System
MLHA	Ministry of Labour and Home Affair
NDP	National Development Plan
OSH	Occupational Safety and Health
YES	Youth Employment Scheme
TWG	Thematic Working Group
BBCA	Botswana Business Coalition on AIDS
BLCC	Business Labour Consultative Council
BOTA	Botswana Training Authority
LMIS	Labour Management Information Systems
NOP	National Operational Plan
PEPFAR	President's Emergency Plan For AIDS Relief
PSBC	Public Service Bargaining Council

## **Executive Summary**

Botswana has been implementing its first Decent Work Country Programme (BDWCP) 2011-2015 through various stakeholders since February 2011. This framework shows how the national key stakeholders and the International Labour Organisation contribute towards attainment of employment creation, social protection, tripartism and social dialogue and workers' rights.

This draft report presents the findings of the BDWCP mid-term review, which was commissioned in July 2014 by the BDWCP management committee. The purpose of the review was to assess the achievements made, obtained feedback for improving programme delivery, take stock of lessons learnt and challenges and draw recommendations. The review involved implementing partners. Overall, there was an immense appreciation of the BDWCP and for a DWCP to be continued.

The BDWCP was relevant as it was aligned with the tenth National Development Plan and because it was an appropriate tool for the ILO's intervention and had a coherent strategy. Conversely, BDWCP was overly ambitious and, hence, over-stretched some actors. Concerning knowledge management and sharing, sharing of knowledge occurred primarily through management meetings and stakeholders' workshops with implementing partners and principally through national awareness campaigns via the national and private media to the public. Notwithstanding, weaknesses were more pronounced in knowledge management. There were seemingly no standardised knowledge management systems for storage of outputs, which led to knowledge gaps.

Whereas national implementing partners had human, financial and technical capacity constraints, particularly social partners, the ILO possessed capacities and had readiness to assist and had made progress in virtually all of the activities under its responsibility. Regarding managing for the results, this emerged as one area where moderate dissatisfaction was expressed. The BDWCP devised implementation plan, monitoring and evaluation plan as well as implementation reporting template from the outset and adopted an institutional arrangement whereby constituents-plus are involved throughout the BDWCP cycle. These are examples of best practices. Notwithstanding, several challenges in the BDWCP implementation and monitoring were reported. These included irregularity of management meetings, inconsistencies in partner organisations' staff members attendance of meetings, unresponsiveness of priority leaders to communication from Secretariat and irregular updating of implementation reports by some partners.

Without exception, tripartite constituents-plus were dissatisfied with the overall performance of the BDWCP. This emanated from lack of awareness of deliverable outputs by some partners low level of commitment and from capacity shortages. However, analysis of implementation reports underscored that considerable progress was made towards the achievement of the outcomes, with HIV/AIDS in the workplace policy and tools and the draft national employment policy as some of the notable achievements.

Realisation of outcomes was hampered by several challenges. These included low level of commitment by partners as evidenced by irregular meetings and inconsistencies in partner organisations' staff members attendance of DSC meetings, shortages of human, financial and technical capacities and lack of a broad-based ownership of the BDWCP.

Numerous lessons were learnt from the BDWCP implementation. Some of these are that: involvement of constituents in priority-setting deepens alignment of a DWCP to national development frameworks; low level of commitment of those involved and broad-based ownership by a government and political support from the outset are important; intra-tensions of a national tripartite constituents slows the pace of delivery; and that allocating each constituent a lead priority area is important.

Several recommendations are suggested to enhance delivery of the BDWCP. One is that the reporting procedure of lead priority leaders to the High-Level Consultative Council should be institutionilised and that the accountability of the DSC chairperson should aslo be elevated so that he/she reports to the Permanent Secretary to the Office of the President. Alternatively, the next BDWCP should be a national document that is subjected to Cabinet approval so as to increase its relevance, sustainability and broaden ownership of the BDWCP. Another one is that knowledge sharing and management systems should be strengthened. The other is that aggressive national sensitisation campaings should be undertaken to inculcate awareness of the BDWCP to government, parliamentarians and the general public and to promote awareness of the ILO mandate. Beyond these, resource gap assessment exercise profiling capacities of each constituent should be undertaken prior the next BDWCP so that capacity-enhancing activities are built in the implementation plan and monitoring plans to render the next BDWCP a truly constituent-led programme. Lastly, it is recommended that the BDWCP lifespan should be extended to 2017 so that the next DWCP can be aligned to NDP 11.

# 1 Background and Project Description

Botswana has been implementing its first Decent Work Country Programme (BDWCP) since February 2011. Through this framework, the Government of Botswana, Employers' and Workers' Organisations and the International Labour Organisation (ILO) operationalise the development objectives of attainment of full and productive employment and decent work for all Batswana. Moreover, it is the main instrument by which the ILO implements its mandate of advancing opportunities for all to obtain decent and productive work in conditions of freedom, equity, security and human dignity by channelling its support to Botswana. Underlying the BDWCP is the constituents' increased realisation that the Decent Work Agenda (DWA) is best pursued if they work jointly and with other stakeholders to address key development challenges and offer balanced responses. The BDWCP implementation is expected to contribute to positive changes in policies and livelihoods of Batswana, fosters strategic partnerships, mainstreams the DWA into national development agenda and to contribute towards better alignment between international development assistance and the national development goals.

The BDWCP focused on four priorities and eleven corresponding outcomes that were identified through extensive consultation initiated by the ILO with the constituents and development partners. These are enunciated in table 1.

**Table 1: Priorities and outcomes for the BDWCP 2011-2015**

Priority 1: Employment Creation	Priority 2: Social Protection	Priority 3: Tripartism and Social Dialogue	Priority 4: Workers' Rights
<p>Outcome 1. More women and men, including the youth and people with disabilities have access to productive and decent employment through inclusive job-rich growth.</p> <p>Outcome 2. Skills development contributes to increased employability of workers, especially the youth and to improve, the competitiveness of enterprises and job-rich growth.</p>	<p>Outcome 4. Improved and extended social security coverage.</p> <p>Outcome 5. Government and the social partners respond effectively to the HIV/AIDS epidemic in the workplace.</p> <p>Outcome 6. Workers and enterprises benefit from improved safety and health conditions at work.</p>	<p>Outcome 7. Tripartism and strengthened labour market governance contribute to effective social dialogue and sound industrial relations.</p> <p>Outcome 8. Labour administration apply up-to-date labour legislation and provide effective services</p> <p>Outcome 9. Employers' and Workers' Organizations are</p>	<p>Outcome 10. Improved application of international labour standards and effective respect for fundamental principles and rights at work.</p> <p>Outcome 11. The Government and social partners effectively eliminate the worst forms of Child labour in Botswana.</p>

Outcome3. Sustainable enterprises create productive and decent jobs for all, including women, young people and people with disabilities.		strong, independent and are representative institutions.	
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Having been implemented since February 2011 by the tripartite-plus constituents, the Botswana DWCP Steering Committee (DSC), which provides the overall guidance and leadership for the delivery of the framework of the BDWCP, commissioned the mid-term review for the programme in July 2014.

## **2 Purpose and Objectives of the Review**

The purpose of the review was to assess the achievements made towards the realisation of the outcomes, obtain feedback for improving programme delivery, take stock of recommendations, identify lessons learned and challenges as well as ensure internal and external accountability. The review is expected to provide: summary of results and achievements per each of the outcomes; documented good practice examples or success stories; an analysis of relative effectiveness under each BDWCP priority/outcome and areas for improvement; overall lessons learned; and recommendations for the rest of the BDWCP period. The objectives of the evaluation were to:

- (i) review the relevance and appropriateness of the BDWCP and the adequacy of BDWCP design;
- (ii) examine the effectiveness of the programme and the progress made so far to achieve the outcomes;
- (iii) examine the usefulness of the strategies, partnerships and the constraints to be addressed including the practical application of gender mainstreaming;
- (iv) review the management and governance arrangement of the DWCP;
- (v) identify the major challenges, weaknesses and strengths of the BDWCP; and
- (vi) identify lessons learnt and propose recommendations for the remaining period of the programme.

## **3 Scope, Criteria and Clients of Evaluation**

The scope of the review was two-pronged. The first is to review of the appropriateness and adequacy of DWCP design, outreach/partnership and implementation performance. And the second is to assess progress being made on tangible outcomes directly resulting from ILO contributions. As the terms of references stipulate, the review covers the period between the start of implementation of the BDWCP in 2011 to August 2014 and considers all the activities undertaken under the BDWCP over this period.

Five key criteria guided the review. These were: adequacy of resources; delivery of outputs; use of outputs by partners; progress made towards outcomes and sustainability of achievements; and emerging risks and opportunities.

Primary clients of the evaluation were: the national constituents as well as other national implementing partners and the ILO DWT Office of Pretoria; ILO Regional Office for Africa; donors; and.

#### **4 Methodology**

To comply to the ILO evaluation policy, triangulation methodology was used to collect data. A desk-review of all the various documents and research reports that were provided by the ILO, Pretoria Office was conducted at the start of project on 7<sup>th</sup> July 2014. The documents included the Decent Work Country Programme for Botswana 2011-2015, Botswana DWCP Implementation Reports, three sets of minutes of the DSC's meetings, Implementation Plan, Monitoring and Evaluation Plan and technical reports. Face to face interviews with key stakeholders were then undertaken by the lead consultant to obtain inputs on the various aspects of the BDWCP. Views of ILO staff involved in the BDWCP's implementation were obtained through self-administered questionnaires due to their status of non-residency.

Based on the data collected using the above methods, three preliminary report were submitted to ILO, Pretoria: first one in September 2014; second one in November 2014; and the last one in April 2015. The November 2014 preliminary report benefitted from comments received from the Deputy Director and the Workers' specialist of the ILO, Pretoria Office as well as from the HIV/AIDS Unit, MLHA.

Finally, data was collected from the stakeholders' workshop held on the 3<sup>rd</sup> July 2015 in Gaborone attended by the members of the DWCP Steering Committee and key national partners, where we presented our preliminary findings, lessons learnt and recommendations. Based on the comments received from the participants of the said stakeholders' workshop, this draft review report was produced.

To assess the various aspects of the BDWCP, the ILO's guidelines underlined in the *ILO Decent Work Country Programme: A guide Book* (2011a) and in the *Results-based Management in the ILO: A guide Book* (2011b) were used as reference points.

#### **5 Findings**

This section reports the findings of the review of the BDWCP that were obtained from both desk-review and face to face interviews with the various stakeholders. Ordinarily, the results are organised around the terms of references questions.

##### **5.1 Design, Outreach and Implementation of the BDWCP**

This section reports findings on appropriateness and adequacy of the BDWCP design, outreach/partnership and overall performance of the Programme. Overall, the tripartite constituent-plus were very satisfied with the the BDWCP's relevance and appropriateness and the coherence of its design, but were dissatisfied with the progress made on tangible outputs.



### ***5.1.1 Relevance and Coherence of the DWCP:***

National implementing partners were invariably very satisfied with the relevance of the BDWCP. It was noted that it addressed the national development priorities, citing employment creation, for instance, as one of the objectives outlined in NDP 10. Alignment of the BDWCP to the NDP 10 implies that the former is also linked to Vision 2016 and to Millennium Development Goals by virtue of its linkage to the latter. In the same vein, the BDWCP linkage to Government of Botswana-United Nations Programme Operational Plan (GOB-Un POP) 2010-2014 derived from the latter's connection with NDP 10. By focusing employment creation as one of its pillars, the BDWCP also embraced the DWA endorsed at the 2004 African Union Extraordinary Summit on Employment and Poverty Eradication in Ouagadougou, Burkina Faso. Alignment of the BDWCP to national development frameworks resulted from the consultative and participatory manner of its formulation process. Those who were involved reported that they actively participated in the identification and validation of the priorities and outcomes during stakeholders' consultative and validation workshops, albeit one respondent found it anomalous that the design process was ILO-led and cited this as evidence that MLHA had capacity constraints.

A notable exception was the Botswana Federation of Public Service Unions (BOFEPUSU), which maintained that the BDWCP formulation process was not participatory because. BOFEPUSU representative stated that: the Federation was formed in 2008 by public sector unions, some of which were previous BFTU' affiliates; was registered around 2009; the High Court case lodged in 2010 challenging its registration status preceeded the BDWCP formulation process; and that the High Court ruled that the Federation was lawfully registered in 2012. Furthermore, BOFEPUSU expressed willingness for involvement in the BDWCP implementation, but neither representing nor represented by other federations. Meanwhile, the BDWCP document indicates that the first tripartite consultative forum was held in September 2008, the second one in July 2009 and the third one in August 2009. Moreover, Kalusopa and Molefhe (2015) concluded that "in 2010 there was a debilitating split leading to the formation of a public sector federation called the Botswana Federation of Public Service Unions" and that BFTU had between 50,000 – 60,000 and is the most representative Federation, with 25 affiliates, while BOFEPUSU had about 80,000 – 90,000 membership, making it the most representative Federation in terms of numbers. A conclusion drawn from these is that public sector unions were consulted whilst they were still members of the BFTU.

As much as the reasons for lack of BOFEPUSU' involvement in the BDWCP formulation process are important, it is even more essential that the Federation, as it is undoubtedly a key national stakeholder, is co-opted in the BDWCP implementation as a matter of urgency. There has been some efforts made to co-opt BOFEPUSU in the BDWCP implementation. At the 1<sup>st</sup> March 2012 DSC meeting, it was decided - after the ILO gave a pronouncement of international instruments on the matter and outlined practical experiences of how similar issues of multi-federations in a country were dealt with in countries within the sub region - that BFTU should engage with BOFEPUSU and amongst themselves decide on the representation of workers in the DSC. In the next DSC meeting, it was resolved that the chairperson should convene a meeting with representatives of BFTU and BOFEPUSU to dialogue and resolve the issue and report in the next DSC meeting, which was penned for 28<sup>th</sup> August 2012. By the 26<sup>th</sup> September 2013 meeting, the chairperson had not held the meeting with the two Federations. Finally, according to the Workers' Specialist, a mission report, which resulted from work undertaken as part of ILO support

towards efforts to ensure better collaboration of workers' organisations in the DWCP implementation, exist that outlines BFTU's and BOFEPUSO's modalities for collaboration on DWCP implementation and other areas of mutual interest. This issue needs urgent attention.

Another aspect of relevance of the BDWCP relates to whether a DWCP was an appropriate form for the ILO's interventions in Botswana. Evidence from review of literature underpinned that Botswana satisfied the preconditions for ILO's intervention through a DWCP; it had stable political environment and sufficient capacity to implement a DWCP (ILO, 2011a).

Regarding coherence of the BDWCP strategy, some implementing partners stated that the strategy was logical consistent in that it had an implementation plan that was continually updated. Throughout, the BDWCP strategy clearly specified priorities, outcomes and outputs and there is an explicit statement for each outcome that outlined what work would be done and who would carry out the work, outputs to be produced and indicators needed. Coherence of the BDWCP strategy resulted from application of the results-based management approach. Tripartite constituents were very satisfied with the clarity of the BDWCP priorities, outcomes and outputs and indicated that they clearly understood their responsibilities. A concern raised by the BOCONGO representative is that the BDWCP did not define the role of civil society organisation.

Regarding adequacy of the programme, some government actors from the MLHA noted that the BDWCP was overly ambitious and, hence, over-stretched them. The ILO (2011a) recommended, especially for a first DWCP, a maximum of three priorities and three indicators per each outcome. With four priorities and with three of its eleven outcomes having at least five indicators, the BDWCP had a relatively broad scope. Neither the BDWCP document nor interviewees shed light on why the maximum period of six years for a DWCP recommended by ILO<sup>1</sup> (2011) was eschewed.

### ***5.1.2 Tripartite Constituents' Capacities***

National implementing partners had capacity constraints to implement the programme. For the workers' organisation, there was lack of human resources for administrative purposes and even for representation in the DSC. It was argued that the members had their core duties to attend to and employers did not always realize them. Similarly, the employers' organisation had shortage of human capacity in terms of the number of staff. Beyond this, social partners lacked financial resources. Both were dependent on their members' contributions to run their operations. Capacity constraints of social partners led to their failure to report timely to BDWCP secretariat and either to slow pace or to lack of implementation of workplans or activities.

Within the government implementing partners, binding human capacity limitations were experienced in the Department of Labour Affairs of the MLHA. With 400 employees, of which half were support staff and with less than hundred inspectorates, the department was said to be grossly under-staffed. Furthermore, it had limited quality staff, particularly those grounded in relevant disciplines such as economics and business, to understand labour issues and had high attrition rate for degree holders. This impaired co-ordination of the BDWCP.

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<sup>1</sup>Note that the ILO allows for flexibility in priorities' and outcomes' setting.

Only government implementing actors stated that they had organised financial resources and efforts to implement the BDWCP. For example, government provided funds for national employment policy. It was also reported that government sent a delegation to Australia with its own funds and finalised development of OSH profile and policy on its own. One issue of concern is that none of the national partners have been engaged in mobilisation of financial resources. It appears national constituents have relied on ILO to provide both technical and financial resources to the BDWCP. This partly stems from some national constituents' perception that ILO is a donor agency. In fact, the ILO is a specialised organisation that provides technical support. This dependency of partners for ILO financial support is not sustainable as the programme has to be owned nationally.

### ***5.1.3 ILO's Capacity, Comparative Advantage and Efficiency***

Implementing partners were generally very satisfied with the ILO's capacities and overwhelmingly appreciative of technical and administrative support of the ILO staff to the BDWCP and in addressing capacity gaps as well in opening entry points for their involvement. This is scarcely surprising as the ILO has gained a wealth of experience over the years in building capacity and in development of training and advocacy materials in various aspects of DWCPs. The ILO officers were trained and had experience in executing DWCPs in other countries. Owing to better access to resources to implement the various projects contributing to delivery of the BDWCP, the ILO had virtually fulfilled its activities of the BDWCP implementation. Also, they were very satisfied with ILO's resource mobilisation.

Notwithstanding, the workers' organisation's and very few government actors were of the view point that the status of non-residency of the ILO, coupled with the fact that they also support three other countries, leads to, in some instances, delays in receipt of ILO's technical assistance. The workers organisation further expressed the view that the ILO should not interfere in issues that are political matters.

### ***5.1.4 Partnership, Strategies and Inter-Agency Relations***

The BDWCP prescribed a management structure whereby the overall guidance and leadership for the delivery of the programme was a high-level national steering committee and, if necessary, for the Thematic Working Groups (TWGs) to be set up. Accordingly, the Botswana DSC was formed, which initially comprised of government, social partners, the ILO, with the Permanent Secretary of MLHA as the chairperson. Whilst the MLHA is the secretariat, coordinates the BDWCP implementation and cooperates with other Ministries and social partners, the ILO Pretoria Office manages ILO activities in Botswana. Both the MLHA and ILO have appointed focal persons for the BDWCP. To ensure greater involvement in the BDWCP implementation, each tripartite constituent had taken a lead role in one priority. The lead entity in employment creation is the Ministry of Finance and Development Planning (MFDP), social protection is MLHA, tripartism and social dialogue is BOCCIM and the workers' rights is BFTU. Subsequently, Botswana Council of Non-Governmental organisations (BOCONGO) was co-opted into the DSC committee, as representative of the civil society organisation. The involvement of the BOCONGO in the DWCP implementation rendered the BDWCP a tripartite constituent-plus led programme and exemplifies good practice.

In generally, those involved found this governance structure very satisfactory. Notwithstanding, it had two main limitations that few actors also noted. One is that the MLHA became both a referee (coordinator/regulator) and a player or public sector employer. DPSM noted that they were not involved at initial stage but were subsequently co-opted in 2010 as public sector employer after ratification of Convention, but were still not treated as employer. DPSM representative further indicated that public sector unions are not represented because MLHA recognize BFTU partly because of its sector-wide representation, but it is not representative in numerical terms, i.e., has few members, and partly due to the legal provision recognising BFTU. The position of DPSM was that management arrangement should be restructured so that the DPSM becomes public-sector employer's representative and BOFEPUSU becomes another public workers representative and MLHA to remain as the coordinator only. Participants of stakeholders' workshop endorsed the status quo with regard to the treatment of DPSM as per international best practice and that BOFEPUSO should be co-opted as another workers' representative.

Another weakness of the BDWCP management structure was that the DSC did not report to any entity. Upon the realisation that this substantially hampered progress, accountability of the DSC was elevated in 2013. Presently, the lead priority leaders report to the sectoral HLCC and that the BDWCP was made an agenda item. As MLHA implementing actors reported, elevation of the BDWCP oversight, indeed, somewhat improved the pace of the BDWCP implementation and monitoring. The lesson for other countries is that accountability of a DWCP management committee is crucial. Lessons can also be drawn from experiences elsewhere. In South Africa, for instance, a structure like DSC reports to National Economic Development and Labour Council (NEDLAC) that reports to Parliament.

### ***5.1.5 Managing for Results***

For managing for the results, the results-based management approach was adopted. Accordingly, implementation plan, monitoring plan and evaluation plan and progress reporting format were devised and the national tripartite constituents committee was constituted for monitoring of progress and for provision of overall guidance to the BDWCP implementation. Tripartite constituents that attended consultation workshop expressed active participation in the construction of these tools. From March 2012 minutes, these were developed at earlier stage of the BDWCP, which is a good practice. Involvement of tripartite constituents in the design process of these tools is another example of good practice.

In the implementation progress report template, priority leaders were to fill in the information on work in progress, prioritised output, activities implemented and provide remarks on progress on the BDWCP implementation. Priority leaders were to submit implementation reports, together with the technical reports, to the Secretariat. In turn, the Secretariat was to compile overall implementation reports and send all the reports it received to constituents-plus prior to the DSC meetings. For this, the DSC agreed to hold meetings on monthly basis in 2011 and, thereafter, on quarterly basis.

With the exception of the workers' organisation, those involved expressed dissatisfaction with the BDWCP monitoring process. The challenge cited was capacity constraints of the MLHA and appointment of juniors – those about three levels below the Commissioner of Labour – as the BDWCP focal persons, with the consequential effects of irregularity of meetings and convening of meetings when MLHA was ready to report on its lead priority. Another evidence of

unsatisfactory monitoring of the BDWCP that emerged from analysis of the DSC minutes and the interviews is insufficient representation in the BDWCP and inconsistencies in partner organisations' staff members attendance of DSC meetings. Whereas representation in DSC of the workers' organisation was always by one individual, for others it was by alternates. Certainly, this meant that there were knowledge gaps on the part of the different officials of the implementing partner organisations each of whom may have attended different meetings or participated in different activities. Some partners stated that this contributed to the inability of the members to fully engage in the BDWCP issues. The other challenge raised by the Secretariat is that priority leaders were not responsive to communication. Beyond these, social partners did not update the implementation report prior to the DSC meeting as expected of them and have failed, in many instances, to report to the DSC even when they had promised to do so in the next meeting.

There was generally agreement that the level of commitment, particularly of social partners, was low. One ILO staff also doubted the level of commitment of tripartite constituents-plus, arguing that their readiness and preparedness to engage in meetings was often low. In fact, one interview lamented how the low level of commitment of national tripartite constituents-plus to implementing the BDWCP not only denies Botswana, workers and other stakeholders of what would be a good result of global dispensation or what accrues to other nations at the place of work, but also those countries with the drive and readiness to implement a DWCP. Furthermore, some respondents noted that a negative perception about ILO that it had brought the country strikes or labour unrests as hampering progress.

To further improve the pace of monitoring and implementation, some measures were taken in 2013. One is that a sensitisation meeting was held between the Minister of MLHA and the ILO, Pretoria Office, in Pretoria. It was reported that action resulted in positive outcome. In particular, it changed the perception about the ILO and instilled awareness of the BDWCP. Moreover, the Minister of MLHA arranged for reporting of BDWCP implementation by priority area leaders to sectoral HLCC and undertook awareness raising campaigns to Parliamentarians. Elevation of the oversight of the BDWCP management to sectoral HLCC was reported to have increased the pace of progress. Indeed, the DSC began to hold meetings relatively better than prior to 2013. This underscores the extent of the damage that can be caused by lack of sensitisation campaigns to government and political leadership from the onset of the programme. This is one of the most important lessons that other countries can learn from Botswana.

### ***5.1.6 Progress made on Tangible Results***

This was one area of the BDWCP where all the tripartite constituents-plus were dissatisfied with progress made on achievement of the outcomes. Of the 29 outputs BDWCP, five were fully completed, twelve were yet to be completed and six were work in progress. Surely, this suggests that substantial progress has been made towards achievement of outcomes, with the draft Internship and National Employment Policies as examples. The main challenge has been prolonged delays in approval of outputs. Section 5.2 details out progress made on each outcomes.

### ***5.1.7 Knowledge Management and Sharing***

Knowledge management and sharing was reported to be moderately satisfactory by most respondents. Knowledge sharing was reported to occur through meetings and stakeholders' workshops within implementing partners and through national awareness campaigns primarily via

the public radio and television and print media. However, some weaknesses in knowledge sharing were reported by some interviewees, some of which were confirmed by analysis of the DSC minutes. Evidence of insufficient knowledge sharing included: firstly, one of the priority leaders reported that, in some instances, the Secretariat presented reports differing from those of the TWGs and attributed this to their late submission of reports to the Secretariat and to poor coordination; and, secondly, our analysis revealed that some planned validation workshops, for example, for the draft national employment policy, were never held. There was also evidence that knowledge sharing with political leadership and public was even more insufficient. For example, visits to ILO, Pretoria Office for sensitising the Minister of MLHA occurred almost two-half years after the BDWCP, a president of one of BFTU affiliates was unaware of the BDWCP and some consultants, for example, those that produced the last four studies on the national employment policy, were unaware that their works contributed to the delivery of BDWCP.

Weaknesses pertained even more to knowledge management as there appeared to be no standardised system for storage of the BDWCP documents. Had effective knowledge management systems been put in place, the BDWCP secretariat would have been able to relay to the review team complete sets of the DSC meetings and implementation reports. Undoubtedly, this suggests the need for enhancing knowledge management and sharing through, for example, specific web site that is managed by sufficient and dedicated staff.

## **5.2 Outcome-Specific Findings**

This section contains an assessment of each DWCP outcome using the multi-point score matrix to be provided in annex. As the background for preparing these assessments, the Review Team used the findings from the review of materials, findings from the interviews with implementing partners and comments received earlier draft preliminary report of stakeholders.

The assessment of progress of each of the country programme outcomes below is based not only on the DWCP Monitoring Plan and outcome report of ILO Pretoria but also on subjective observation made by the Review Team. The observations have taken into account the desk review of materials and feedback from the interviews.

This section contains an assessment of each DWCP outcome using the multi-point score matrix to be provided in annex. As the background for preparing these assessments, the Review Team used the findings from the review of materials, findings from the stakeholders' interviews.

It should be noted that there were no figures reported on the number of activities undertaken hence limited data collection systems prohibited much analysis on progress or limitations for achieving many outcomes. Of the eleven outcomes, five outcomes - 2, 5, 8, 9 and 11 - were deemed satisfactory, one, i.e., outcome 1, was moderately satisfactory and 5 outcomes - 3, 4, 6, 7 and 10 - were moderately unsatisfactory.

Of 29 outputs BDWCP, five were fully completed, twelve were yet to be completed and six were work in progress. For the remaining six outputs, there no activities undertaken as these outputs were not prioritized. For more information on each output progress, refer to the section on delivery of outputs

### **5.2.1 Priority I: Employment Creation**

This priority had three outcomes namely (1) more women and men, including the youth and people with disabilities have access to productive and decent employment through inclusive job-rich growth; (2) Skills development contributes to increased employability of workers, especially the youth and to improve, the competitiveness of enterprises and job-rich growth and (3) Sustainable enterprises create productive and decent jobs for all, including women, young people and people with disabilities.

**Outcome 1** (More women and men, including the youth and people with disabilities have access to productive and decent employment through inclusive job-rich growth) was to be delivered through **4 outputs** namely, (1.1) employment policies and strategies lead to greater labour market policy coherence; (1.2) practical policy measures are implemented to facilitate easier transition from informal to formal businesses, employers and workers to formal employment regulation and coverage; (1.3) the institutional framework and mechanisms for collecting, analysing and disseminating labour market information are strengthened and (1.4) multi-sectoral employment intensive investment policy and programme in selected sectors of the economy with a potential for labour intensive investments to create decent employment opportunities

#### **Delivery of outputs:**

Output 1.1 had 4 proposed activities and only one activity dealing with formulation of employment policy has been attempted as its finalization has been extended many times. In relation to Output 1.2 and 1.4, no activity has been undertaken as they depend on the development of the employment policy. The results of Output 1.3 were to be achieved by 5 activities. One activity of establishing the monitoring, institutional and evaluation arrangements of the Labour Market Information systems, including council of high level representatives of producers and users of information has been unsatisfactorily attempted. HRDC is proposing to look at the possibility of including other institutions that deal with labour market information such as education and training.

The proposed council of high level representatives of producers and users of information with the mandate to develop the Labour Market Information System is not yet established HRDAC is planning a meeting of all stakeholders, implying also that the Labour Market Information System is still to be established. LMIS capacity trainings has been done and used. Furthermore, the revision of NDP 10 outcome and outputs led to mainstreaming employment.

#### **Use of outputs by partners**

Capacity building for key officials from Roads Department to become acquainted with the expanded Public Works Programme in South Africa did not materialize. This could have assisted the officials on how to promote employment intensive works for infrastructure investments. The next programme or before this current programme expires, this activity should be undertaken funds permitting.

#### **Progress made against outcome 1 indicators- moderately satisfactory**

Indicators of achievement- A good number of indicators cannot be verified due to limited if not lack of information and data:

- a) Number of national development frameworks that prioritize the creation of productive employment, decent work and income opportunities for poverty alleviation- The draft National Employment policy and action plan has been developed upon considering

inception report of four studies conducted towards filling the gaps identified in the policy. The policy is still to be finalized by technical committee of experts, sanctioned by MFDP management and to be considered during the November 2014 Parliament sitting.

- b) Number of policy initiatives taken by Government and social partners to facilitate transition of informal activities to formality.
- c) Number of jobs created disaggregated by formal and informal sectors- There is no data availed to measure this hence Not all progress against this indicator was measured, as data was not available. In some cases, data was not disaggregated by sex and yet one of the target groups may be women.
- d) National Employment Policy formulated with women empowerment and gender-equality Main-streamed into national policy frameworks - the National employment policy is still in a draft form
- e) Information on national labour market trend is disseminated.
- f) Number of employment-intensive programmes for local development implemented
- g) Number of jobs created through employment-intensive programmes.

**Outcome 2** (Skills development contributes to increased employability of workers, especially the youth and to improve, the competitiveness of enterprises and job-rich growth) was to be delivered through two proposed output namely (2.1) Skills development research and policy recommendation for labour market policies are conducted and presented and supported at implementation and (2.2) A national youth employment strategy is developed and implemented

### **Delivery of outputs**

Output 2.1 activities have been fully achieved as recommendations from reviews National Vocational Qualification Framework and Policies on Vocational education and training and technical training are being implemented. HRDC and Botswana Qualification Authority have been established after the merging of BOTA, TECV and MPU.

As for output 2.2, two out of four proposed activities were delivered as technical support was sought for the formulation of national internship policy and the internship programme has been running over the years and further evaluated to inform the internship policy. A youth employment summit was held in May 2012 and YES steering committee meet on a weekly basis to review progress realised in refinement of proposed interventions.

### **Use of Outputs by partners**

- HRDC is using the results of the above two mentioned reviews to develop an integrated human resources development system. Furthermore skills development strategies have been integrated into the draft employment policy.
- ILO capacitated tripartite technical group and other stakeholders on ILO standards and policy development progress, BOCCIM attended a regional workshop on Skills Policy and systems as well a Botswana delegation attended an international conference on Apprenticeships.



- Interns are offered entrepreneurship training to venture into alternative employment creation upon completion of their tenure. Furthermore government has engaged in external placement of interns as a way to make graduates globally competitive and relevant.

### **Progress made against outcome 2 indicators**

The indicators of achievement were:

- Number of people enrolled in institutions and programmes relevant that match demand - this is on-going, however, a national Vocational Qualification Framework was reviewed as part of ILO global study. Furthermore, ILO undertook a comparative analysis of national skills development policies of 12 countries which included Botswana's national policy on vocational education and training. It is anticipated that once the wider consultation has been reached, there will be a development of the next sector HRD strategic Plan.
- Number of institutions and programmes offering relevant skills in demand
- A national youth employment action plan implemented- The National Internship Policy and Strategy has been developed and implemented. The NI and YES programmes are being promoted and this has increased demand for youth graduates, ministries and NGOs including Private companies to solicit graduates for internship.
- Number of programmes implemented to promote decent employment for young people.
- Number of programmes to promote decent employment for all, and particularly for women.

**Outcome 3** was to be delivered through three proposed activities namely (3.1) Local communities supported to develop rural economic development initiatives largely based on agricultural activities; (3.2) A more competitive textile and garment industry retains its local manufacturing base and (3.3) Indigenous small-scale enterprises in selected sectors such as construction, agriculture, tourism and others are empowered to formalize and expand their businesses

### **Delivery of outputs**

Output 3.1 were to be delivered through three activities and only one is reported to have been undertaken where the ILO Local Economic Development approach was used where 5 days training was conducted and trainers of trainers for participants to sensitize and train others in their respective districts. In relation to output 3.2 and 3.3, the activities were not delivered as they not even indicated as work in progress. These activities were not prioritized by constituents.

As for output 3.4 of Know about Business continued and expanded, four activities were to be undertaken, but only the Ministry of Education and Training independently initiated implementation of the KAB programme in collaboration with ILO Turin Training centre.

### **Use of outputs by partners**

A training workshop that was delivered on Local Economic Development was in collaboration with UNDP and Ministry of Local Government and Rural Development.

### **Progress made against outcome 3 indicators**

A majority of outcomes here cannot be graded due to limited if not lack of information and data.

a) Policy and regulatory framework for an improved enabling environment for sustainable enterprises is adopted.

b) Policies and programmes on socially responsible enterprises adopted by Government and social partners.

c) Policies that integrate the principles of the Tripartite Declaration of Principles concerning Multinational Enterprises and Social Policy (MNE Declaration) adopted by Government and social partners.

d) Number of sustainable enterprises created.

Only capacity building through training workshop on Local Economic Development was undertaken. The expectation is that upon training, this will trickle down to communities to expand and formalise their businesses. Unfortunately the number and types of recipients is not available despite the recipients equipped with enterprebeurial skills.

e) Increase in turnover of the enterprises - This could be verified due to limited if not lack of information and data

### **5.2.2. Priority II: Social Protection**

This priority as per the BDWCP had three outcomes namely (4) improved and extended social security coverage, (5) government and the social partners respond effectively to the HIV/AIDS epidemic in the workplace and (6) workers and enterprises benefit from improved safety and health conditions at work. However, it appears like outcome 4 was never a priority during the implementation as only outcome 5 and 6 were consistently reported during the DSC meetings.

**Outcome 4: Improved and extended social security coverage was to be delivered through two outputs namely** (4.1) A comprehensive national social security policy developed and implemented – embracing all other policies scattered in different departments and (4.2) Financial studies are conducted for the establishment of a new Occupational Based Pension Scheme

#### **Delivery of Outputs**

Not a single output has been delivered, as work on output 4.2 has to precede the development of the national social security policy.

#### **Use of output by partners**

The outputs could have been very instrumental in the development and finalization of the Broad Based Occupational pension scheme. However, technical assistance has been provided on the design and financial assessment of the Broad Based Occupational Pension scheme as per international social security standards.

#### **Progress Made against Outcome 4 Indicators**

##### **Indicators of achievement were that:**

a) Government and social partners have adopted policies that seek to improve the performance and management of the national social security scheme in line with ILO Conventions.- The activities have not been fully implemented. However ILO was to initiate during the 2012/2013 activities toward the development of a national social security policy which will seek to provide coherence and integration of a number of existing policies scattered in various government institutions.

b) Number of people accessing social security timeously - This cannot be verified due to limited if not lack of information and data.

**Outcome 5 (The Government and social partners respond effectively to the HIV/AIDS epidemic in the workplace)** was to be delivered three proposed outputs namely (5.1) A national strategic framework on HIV and AIDS in the workplace developed, (5.2) HIV and AIDS workplace policy at enterprise level supported and implemented and (5.3) Social partners' capacity built to develop and implement gender-sensitive HIV and AIDS workplace policies and programmes

### **Delivery of outputs**

This result of output 5.1 (A national strategic framework on HIV and AIDS in the workplace developed) was to be achieved by undertaking 5 activities. None of the proposed activities is reported to have been undertaken hence this output has not been delivered. The World of Work response to HIV and ADIS forms part of the National Strategic Framework (NSF). Since the adoption of the BDWCP, NACA has produced a National Operational Plan on HIV and AIDS, and through ILO support in line with the BDWCP, government and Social partners have contributed to the development of the NOP on HIV and AIDS. The NOP has specific sections on HIV and AIDS and the world of work.

Regarding output 5.2 (HIV and AIDS workplace policy at enterprise level supported and implemented), the result was to be achieved by undertaking the 6 activities: Only two has been inadequately covered; the activities of conducting capacity building for employers and workers organizations to reflect HIV and AIDS needs into their policies/strategies and supporting constituents to run HIV and AIDS workplace programmes independently for businesses at enterprise level. Even the first activity of capacity building was not fully implemented as the aspect of collective bargaining will be enhanced as well as identification and documentation of private sector initiatives and best practices on HIV and AIDS to enhance scaling up of universal access to HIV prevention treatment care and support was not initiated. The ILO/USDoL/PEPFAR HIV/AIDS Workplace Education Project worked with selected enterprises in the development of workplace policies and programmes. Some of the sectors/industries that benefitted from this support include construction, tourism and informal economy. The ILO also worked with the Ministry of Labour and Home Affairs in developing the HIV and AIDS Workplace Programme. The other 4 activities were not covered / or addressed at all.

In relation to output 5.3 (Social partners' capacity built to develop and implement gender-sensitive HIV and AIDS workplace policies and programmes), the result of this output was to be achieved by undertaking 6 activities. However only two activities were delivered as planned where BFTU and affiliates were trained on HIV/AIDS policy and programme implementation as well as technical support being provided on enhancing collaboration between BFTU and the informal sector with respect to HIV/AIDS interventions. Capacity Building Training was also provided to the Ministry of Labour and Home Affairs' Labour Inspectors on mainstreaming of HIV and AIDS into Labour Inspection.

### **Use of outputs by partners**

The draft HIV and AIDS workplace policy was reviewed in line with the Code of Good Practice in accordance with the ILO Recommendation 200. The ILO provided technical support to develop a draft national strategic framework on HIV and AIDS in the work place. The HIV/AIDS work

place project which was scheduled to end in June 2012 was extended to January 2013 and the MLHA Labour sector coordination successfully applied for extra funding from PEPFAR to continue with the project. During this period, the ILO collaborated with the Employers through the Botswana Business Coalition on AIDS (BBCA) to provide technical support in the development of a standard called Wellness and Disease Management Systems (WDMS). This support was provided in a form of an Educational Tour – the Executive Director of BBKA went to two countries (South Africa and Swaziland) on a study tour in line with the development of the WDMS standard. The MLHA was supported by ILO to mobilize financial resources from PEPFAR and NACA. The MLHA has successfully mobilized financial resources through this support

### **Progress made against outcome 5 indicators**

Indicators of achievement revealed the following:

5.1. The Government, in collaboration with Workers and Employers, fully implement the national work place policy on HIV/AIDS- The National draft policy on HIV/AIDS and employment has been developed and the final draft submitted to cabinet. This formulation of policy incorporated ILO recommendation 200. Through the leadership of the MLHA, a national/media launch of ILO Recommendation No.200 was done in 2011. Furthermore, the ILO participated in the development and finalization of Public Service Employee Wellness Policy.

5.2. Government, in collaboration with social partners implement labour legislation in line with regional and international standards:- Technical support and capacity building was provided to 21 enterprises where managers and peer educators as well as BTFU and affiliates were trained on HIV/AIDS policy and programme implementation. Technical support was also provided to the MLHA, DPSM, BTU and BOFEPUSU.

5.3. Number of HIV/AIDS programmes implemented regularly at workplaces by the government, in collaboration with Workers and Employers- No activity was reported to have been undertaken to realize this outcome: The Government continues to support the implementation of workplace programmes in Botswana. The Labour Sector HIV/AIDS Coordinator has continued to support implementation of HIV and AIDS Workplace Programmes. Through collaboration and support from the ILO, the MLHA has conducted a Media Sensitization Workshop on HIV and AIDS

**OUTCOME 6: Workers and enterprises benefit from improved safety and health conditions at work** was to be delivered through two outputs namely (6.1) Capacity of Employers' and Workers' Organizations for voluntary compliance with safety and health regulations to improve workplace safety and health is enhanced, (6.2) National Occupational Safety and Health Policy and programme developed for the strengthening and streamlining of the existing OSH system and management.

### **Delivery of results**

The results of this output 6.1 (Capacity of Employers' and Workers' Organizations for voluntary compliance with safety and health regulations to improve workplace safety and health is enhanced) was to be achieved by undertaking two activities namely (1) conducting tripartite workshop to raise awareness, sensitize and motivate Government, Workers and Employers to apply gender-sensitive ILO tools to develop and implement a systematic approach to improving OSH

infrastructure, policies and programmes at the national and workplace level(2) providing technical support to undertake an OSH situational analysis and National OSH Profile. This has been achieved but implementation as well as sensitization of all involved is still lacking behind.

Regarding output 6.2 (National Occupational Safety and Health Policy and programme developed for the strengthening and streamlining of the existing OSH system and Management), the result of this output was to be achieved by undertaking three activities: majority of activities to contribute to this output were partly achieved as they depend on the adaptation of the OSH policy which is still in a draft form.

### **Use of outputs by partners**

This output could have been instrumental in the development and finalization of the OSH. However, it appears the activities will be fully implemented once the national OSH policy is in place.

### **Progress made against outcome 6 indicators**

6.1 National Occupational Safety and Health policy adopted-A tripartite workshop to adopt the proposed process map for the development and adaptation of the National OSH policy and programme was held in 2012.

6.2 Number of Occupational Safety and Health programmes implemented- None were implemented, however, technical support was provided on the adaptation of the process and raising awareness regarding application of a management system approach to OSH at national and enterprise level. A zero draft OSH policy is available.

6.3 Number of work related illness, injuries and fatalities reduced.- No data on what was done was collected. Not all progress against this indicator was measured, as data was not available.

### **5.2.3. Priority III- Tripartism and Social Dialogue**

This priority as per the BDWCP had three outcomes namely (7) Tripartism and strengthened labour market governance contribute to effective social dialogue and sound industrial relations; (8) Labour administration apply up-to- date labour legislation and provide effective services and (9) Employers' and Workers' Organization are strong, independent and representative organizations.

**Outcome 7: Tripartism and strengthened labour market governance contribute to effective social dialogue and sound industrial relations was to be delivered through two outputs namely (7.1) effective national social dialogue institution is established and (7.2) enhanced capacity of the employer's and worker's organization to effectively influence social and economic policies.**

### **Delivery of Outputs**

Output 7.1 (effective national social dialogue institution is established) was to be achieved by undertaking three activities and as of August 2014, only one activity was done partly as there is no progress beyond the draft Terms of reference, which was to review and investigate existing bipartite social dialogue institutions to determine the extent to which tripartite social dialogue could be addressed.

As for output 7.2 of enhanced capacity of the employer's and worker's organization to effectively influence social and economic policies, the results were to be achieved by undertaking two activities which were delivered.

### **Use of outputs by partners**

BOCCIM and BFTU have established a Business Labour Consultative Council (BLCC) with a Framework Agreement to advocate on issues of mutual interest and to gather critical mass to effectively influence socio-economic policies toward enterprise development and employment promotion May 2011. Furthermore, BLCC has developed an Advocacy Agenda to guide lobbying and advocacy on issues of mutual interest. The BLCC also commissioned a research into the Dispute Resolution and job security issues which outcomes informed their joint inputs into the review of the Trade Disputes Act.

### **Progress made against outcome 7 indicators**

In consultation with MLHA, draft Terms of Reference has been prepared for the review and investigation of existing bipartite social dialogue institutions to determine the extent to which tripartite social dialogue could be addressed. Furthermore, BFTU commissioned report of social dialogue mechanisms underway since 2012 and BFTU assessment developed in November 2012. As of August 2014 the date for validation workshop of BFTU report was to be discussed at the forthcoming DSC meeting.

**Outcome 8 (Labour administration apply up-to- date labour legislation and provide effective services)** was to be delivered by two outputs namely (8.1) Labour inspection systems in both the public and private sector are strengthened and (8.2) Government officials and the labour administration system have improved capacity to service collective bargaining, dispute resolution, mediation and arbitration needs in the country in line with international standards.

### **Delivery of outputs**

Output 8.1 was to be delivered through 5 proposed activities. Only one activity of training labour inspectors in improved inspection systems and foster compliance with labour laws in the workplace was delivered.

In relation to output 8.2, five proposed activities were to be undertaken. Two activities were delivered as technical and financial support provided for the Collective Bargaining and Negotiation Skills for the Public Service Bargaining Council induction workshop from August 13-17, 2012. A training of labour inspectors on mediation skills held September 3-7, 2012. Training for arbitrators organized by the ILO was conducted on May 13<sup>th</sup> -17<sup>th</sup>, 2013.

### **Use of outputs by partners**

Labour inspections-training workshop report to be shared with TWG on Tripartism and Social Dialogue. One officer attended a course on Building effective dispute prevention and resolution systems at Turin, Italy, 16-20 September 2013. The Public Service Bargaining Council (PSBC) were sensitized on ILO standard and principles related to collective bargaining, trade unionism, and essential services in the public sector. PSBC rules of operation done and study tour to SA was undertaken.

### **Progress made against outcome 8 indicators**

The main outcome of improved labour administrative may have been carried out but unfortunately, there is no data to substantiate this. However, the following activities were undertaken:

- Labour inspectors from MLHA participated in the national labour inspection workshop on strengthening of the national labour inspection services in May 2010.
- Labour inspections-training workshop report to be shared with TWG on Tripartism and Social Dialogue.

The country engaged ILO experts to conduct a gap analysis from the 19<sup>th</sup> to 22<sup>nd</sup> of August 2013. The focus of the gap analysis was on Conventions 81 and 129. The experts are still to deliver their report which will inform the next course of action.

**Outcome 9 (Employers' and Workers' Organization are strong, independent and representative organizations)** was to be delivered by 5 outputs namely (9.1)Employers' Organizations adopt a strategic plan to increase effectiveness of their management structures and practices;(9.2) Employer's Organizations have extended and improved representation and services to SMMEs;(9.3)Enhanced capacity of Employer's Organizations to analyse the business environment and influence policy development at the national, regional and international level;(9.4) Workers' Organizations have greater knowledge and appreciation of the Decent Work Agenda and (9.5) Workers' Organizations have extended and improved services for both existing and potential members.

#### **Delivery of outputs**

Outputs under this outcome have been partially delivered as most outputs are stated as work in progress according to the implementation reports availed to the review team.

#### **Use of output by partners**

- BOCCIM participated in sub-regional workshops on effective crisis response with a focus on SMME development capacity building on effective engagement on macro-economic policy formulation and implementation.

#### **Progress made against outcome 9 indicators**

There was no data to substantiate if the indicators of achievement have been realized. However, the following activities were undertaken:

- New strategic plan developed to enhance relevance of the employers' organizations to its membership.
- BOCCIM has been restructured and management systems reviewed to deliver on the strategic plan.
- An assessment of the service needs of SMMEs was conducted.
- International Labour Organisation (ILO) carried out the needs/market assessment for SMEs in Gaborone during the week of 23rd September to 27th September 2013,

#### **5.2.4 Priority IV- Workers Rights**

This priority as per the BDWCP had two outcomes namely (10) improved applications of international labour standards and effective respect for fundamental principles and rights at work and (11) the Government and social partners effectively eliminate the worst forms of child labour in Botswana.

**Outcome 10 (Improved applications of international labour standards and effective respect for fundamental principles and rights at work was to delivered through one output of national tripartite constituents have improved capacity to implement existing labour Conventions and to ratify new Conventions.**

Indicators of achievement for these outcome were (10.1) number of timeous responses by Government to issues raised by supervisory bodies concerning labour standards (10.2), compliance with ratified conventions and (10.3) number of selected conventions ratified

### **Delivery of Outputs**

This results of this output 10.1 (national tripartite constituents have improved capacity to implement existing labour Conventions and to ratify new Conventions) was to be achieved by undertaking the three activities namely (1) Hold training workshops to build constituent capacity to ratify new conventions.-;( 2) Hold training workshops to build constituent capacity on reporting on ratified conventions and (3) Assist constituents to operationalize and apply ratified ILO Conventions.

Two activities were undertaken namely a national tri-partite and inter-ministerial capacity workshop on ILS reporting was held in September 2012 and a sensitization to International Labour Standards was held for BFTU and BOFEPUSU in March 2013. This is one aspect of ILO support to ensure collaboration between BFTU and public sector unions. Furthermore, with funding provided by ILO, one officer completed an on-line course on Best practice in International labour standards reporting with the International Training Centre of ILO. It is up to the beneficiaries of the capacity building workshops to implement what they have learned.

### **Use of Outputs by partners**

Follow up workshops were requested by MLHA and trade unions on improved awareness, enforcing standard implementations and policy influence. Consultations were underway since June 2012 between BFTU and ILO on tailor made capacity building training for BFTU management on international labour standards. This training is reported to have done in 2013 but there review team did not have the no report to the effect that the consultations and indeed the workshop(s) were held.

### **Progress made against outcome 10 indicators**

The output for this outcome has been a priority since the beginning of the programme and it still work in progress in this biennium.

**Outcome 11(The Government and social partners effectively eliminate the worst forms of child labour in Botswana)** was to be delivered through three outputs, namely, (6.1) Children are prevented and withdrawn from child labour, (6.2) Labour laws in Botswana are amended to create a protective environment for children and (6.3) Capacity building for of law enforcement officers and other key personnel to foster reporting and compliance with the law.

### **Delivery of Outputs**

The results of Output 6.1 (Children are prevented and withdrawn from child labour) was to be achieved by undertaking 6 activities). TECL III project exit strategy was developed in November



2011 to guide the continuation of interventions on the lamination of child labour beyond the life of the project (June 2012)

In relation to output 6.2 (Labour laws in Botswana are amended to create a protective environment for children), 3 proposed activities were to be undertaken to achieve this output. Two activities were delivered except where tripartite constituents were to facilitate the review and amendment of labour laws including the employment act for a better protective environment for the children's welfare and well-being.

As for output 6.3 (Capacity building for of law enforcement officers and other key personnel to foster reporting and compliance with the law), there were 5 activities to be accomplished. Only one activity of integrating child labour the police recruits curriculum as well as make it an integral component of their in-service training.

### **Use of outputs by partners**

The elimination of child labour has been mainstreamed in the national development plan 10 and child labour has been extensively addressed in the Children's act. BOCCIM developed a code of conduct on child labour for its membership. Furthermore, a manual on child labour is an integral part of police training for new recruits as well as in service training programme. There has been an increased awareness on the roles and commitment of national partners to promote effective policies that contribute to the elimination of child labour

### **Progress made against outcome 11 indicators**

The indicators of achievement below appear to have been achieved but there is no data to substantiate this;

11.1 Number of children prevented and withdrawn from child labour

11.2 Labour laws in Botswana are amended to create a protective environment for children and better comply with international labour standards particularly Conventions on the Rights of the Child, C.138 and C. 182

11.3 Number of law enforcement officers whose capacity has been built around child labour.

## **6 Risks and Opportunities**

Various risks to the programme were identified and so were opportunities. These were as follows.

### **6.1. Opportunities:**

- Various international instruments—including and beyond the ILO Conventions that Botswana has ratified or is considering ratifying soon—provided opportunities that the ILO and its partners used during the DWCP cycle and can apply under the next DWCP.
- The Government position as well as the ruling party manifesto regarding job creation provides an opportunity for job creation especially among youth.
- Trade Unions Training on Occupational Safety, Health and the Environment with a special attention to HIV/AIDS should utilize and take advantage of the massive funds allocated to HIV/AIDS either from locally or externally. They can also use funds in different seminar or training on HIV/AIDS by infusing topics like promoting tripartism and labour standards

in the world of decent work, the procedures and how to apply the ILO Core Conventions for the protection and promotion of workers' rights at work places

- DSC may consider extending the current BDWCP to align with the proposed NPD 11 and new Botswana's vision to be effected 2017

## **6.2. Risks:**

- The negative social perception of the trade union movement and low level of confidence among the tripartite partners are obstacles to overcome in the promotion of social dialogue. Some stakeholders have concluded that the Government lacks commitment to realizing the goals of the DWCP, especially with regard to the worst forms of social dialogue. DSC agreed to the effect that BFTU and BOFEPUSU were to have dialogue with the chairperson in order to resolve an issue of representation in the DSC. This has not materialized and may indicate that issues relating to legitimacy came to play within the social partners. However, this division may damage social dialogue and labour relations as the public sector union is outside the DSC, yet the public sector is the largest employer.
- Governments everywhere appears to have lengthy processes of policy adoption (e.g., a case in point in Botswana is the National employment policy, which was the first activity undertaken under the programme but it is still in a draft form). Key government officials for the DWCP were sometimes not in attendance of DSC meetings and thereby causing delays. Senior government officials typically have heavy workloads or consider DWCP as ILO project, and this may distract their attention from decent work issues and lead to delays in implementation.
- Policy makers often lack awareness of the importance of tripartite consultation in policy formulation and bargaining, which compromises national ownership of decent work-related policies.
- Trade union leaders have low implementation capacity and have very limited resources to contribute to DWCP pursuits. More often union representative postponed providing reports during the DSC meeting. Perhaps this concurs with the concern raised by the Secretariat that priority leaders are not responsive to communication and they do not update the implementation report prior to the DSC meeting as expected of them.
- Established structures such as Bargaining Council need to be fully respected by all.
- Funding of activities not previously in the prioritization plan will delay implementation of the planned activities as per the implementation strategy.

## **7 Findings**

This report presented the findings of the mid-term review of the BDWCP. The central conclusion of the review exercise is that there is an enormous appreciation of the BDWCP. Another important issue that emerged is that consensus emerged that Botswana should have a next DWCP.

Summarily, the evaluation exercise found the implementation of the programme to have been moderately satisfactory, with an overall score of 4.3 as there were many weaknesses identified. Rating for particular areas outlined in the terms of reference are as follows:

- the BDWCP receives a score of 6 for relevance and coherence. The BDWCP was linked to national frameworks including NDP 10, vision 2016 and the GOB-UN POP and, hence, addressed the national development priorities and it was the suitable tool for the ILO's intervention in the country. Alignment of the programme to national development frameworks resulted from the consultative and participatory process that ensured that workers' and employers and government partners and development partners were involved throughout the process.
- For tripartite constituents' capacities, the score for the programme is 4. National implementing partners had constraints in terms of human, financial and technical capacities to implement the programme, especially social partners and MLHA, had not aggressively mobilised resource, instead relied primarily on the ILO to provide financial support.
- With respect to ILO's capacity, comparative advantage and efficiency, the score is 6. The ILO had capacities and it virtually fulfilled its activities in the BDWCP implementation and mobilised resources.
- For partnership, strategies and inter-agency relations, the score is 3. The management structure had a serious limitation in that the DSC was accountable to itself rather than to high-level body.
- Concerning managing for the results, the BDWCP scores 3. This an aspect of the programme where those involved invariably expressed dissatisfaction in the monitoring process. Management of meetings were irregularly held, there inconsistencies in partner organisations' staff members attendance of meetings, unresponsiveness of priority leaders to communication from Secretariat and irregular updating of implementation reports by some partners prior to the DSC meetings, indicating low level of commitment and lack of urgency in handling issues.
- For knowledge management and sharing, the score is also 3. Though is one aspect of the programme where those involved invariably expressed dissatisfaction all were weaknesses in knowledge sharing even among the constituents, there was limited awareness of the BDWCP and there was no standardised knowledge management systems for storing the knowledge generated in BDWCP.
- Lastly, the BDWCP receives a score of 4 for progress on tangible outcomes. Though tripartite constituents-plus were dissatisfied with the progress on tangible outcome, sizeable progress was made. Notable achievements include HIV/AIDS in the workplace policy and tools and there are several outcomes awaiting finalisation including the draft national employment policy, which have been delayed by lack of government and political support.

Other major findings are that there was: a lack of a broad-based ownership for the BDWCP by the government and political leadership; a negative image of the ILO; lack of appreciation of labour issues by the government; and the level of awareness of the BDWCP was very low. These issues were major contributory factors to low level of commitment and support to the BDWCP.

## **8 Lessons Learnt**

Several lessons and good practices have been learnt from the BDWCP's development and implementation

- The design process of involving national tripartite, ILO and other relevant partners in the DWCP's priority-setting is critically and deepens alignment of a country programme to its national development framework.
- Programme and project designs without accountability of management committee to high bodies lead to implementation delays.
- Adherence and implementation of International Labour Standards or Conventions is fundamentally predicated upon an appreciation of labour issues. Without this, a country would lag far behind in this regard. Ratifying Conventions is just a necessary condition.
- Allocation of priorities for all social partners and developing the implementation report that records and tracks delivery of outputs at the design stage of programme is crucial.
- Intra-tensions of a national tripartite constituent not only compromise the quality of implementation of a DWCP, but it also results in a substantial number of potential beneficiaries being left out. This was the case in two workers' organisations where, for instance, they cannot agree for a meeting to map out their participation in the BDWCP.
- Capacity constraints should be addressed as soon as they are identified. Delay of failure to address them at the onset can substantially slow progress.
- It is possible and desirable for national tripartite constituents to work together and with other development partners, such as ILO, towards implementing development objectives.
- Ownership of a programme by a country is a good thing, but not a sufficient condition. The levels of commitments and capacities of constituents are some of sufficient conditions for the quality of a DWCP implementation.
- Resource mobilization strategy should be integrated at the design stage of the programme when priorities and outcomes are being set.

## **9 Recommendations**

A number of recommendations emerge from the preliminary findings of the review exercise of the Botswana BDWCP, which if adopted and implemented can substantially enhance quality of implementation.

### **Relevance and coherence**

In order to increase the BDWCP's relevance and sustainability, it is recommended that:

- procedure whereby the lead priority leaders report to the sectoral High-Level Consultative Council and the chairperson of DSC or Minister reports to the National HLCC should be institutionalised. Alternatively, the next BDWCP should be a national document that is subjected to Cabinet approval so as to increase its relevance, sustainability and broaden ownership of the BDWCP by the government and political leadership. The latter will consequent in increased ownership of the programme by the government and, hence, increase provision of resources to the programme by the government.

- As a remedy to the perceived negative image that ILO brought strikes or labour unrests, the DSC should embark, as soon as possible, on serious public campaign exercises. These should be targeted at sensitising high-ranking Government Officials, Ministers and parliamentarians about the mission of the ILO, clearly demonstrating that the ILO is not an advocate of labour strikes. The fact that a public service workers' strike occurred the same year of the formation of the BDWCP cannot be attributed to the ILO's operations. An appreciation or understanding of the ILO's mission would lead to substantial achievements and benefits would be realized from quality implementation that would be enhanced by the Government.

### **Tripartite constituents' Capacities**

An implementation capacity gap assessment exercise should be conducted that should profile the capacity limitations of each national constituents before the next BDWCP so that capacity-enhancing activities to address the gaps that have been identified are built in the implementation plan and monitoring and implementation plans. This would ensure that the next BDWCP is truly constituent-led and improve the quality of implementation.

### **ILO's capacity, comparative advantage and efficiency**

If ILO cannot establish a full time office in the country to cater to the massive delays in implementation of activities requiring their technical expertise, they may ought to support fewer countries like it is the case right now.

### **Partnership, strategies and inter-agency relations**

To render the BDWCP's secretariat to be robust, a champion for the programme needs to be introduced and be dedicated to the work of the programme. Alternatively, the national secretariat should appoint a focal person who is in a position of considerable influence in the MHLA and ensure that the normal workload of the appointed person is substantially reduced if not relieved from normal operations.

### **Managing for results**

The next programme should consider establishing a minimal number of DWCP priorities. Many stakeholders expressed the view that the next DWCP should focus more strategically on fewer priorities with fewer outcome. Even the *ILO Decent Work Country Programmes Guidebook*, one to three country programme priorities is best, and more than four is not advised; and implementation of activities that will lead to outputs and ultimately the outcome needs to be enhanced otherwise only process or activity indicators will be realized.

### **Progress made on tangible outcomes**

The level of commitment to implementation of BDWCP should be increased. One way to achieve this is to capacitate constituents and align the work done in BDWCP with performance agreements that are signed with supervisors.

### **Knowledge management and sharing**

It is recommended that:

- an awareness campaign involving sensitisation workshops and media campaigns should be undertaken to sensitise or popularise the so as to increase its visibility, ownership and value of the BDWCP to all Batswana. Equally important is that there should be a strengthening

for mechanisms of sharing especially of knowledge produced from BDWCP. Whereas the ILO should continue to assist in setting-up functional information systems, partners must also contribute in terms of effective management of information systems by providing dedicated staffs.

- To desist from anti-worker attitudes among employers and policymakers especially government, trade unions with assistance from the media, can launch a social but anti political campaign on the concept of decent work, the contributions of workers to economic growth, and the importance of trade union activity for social dialogue. The ILO with its technical expertise should provide trade unions with capacity-building support on information and communication technology and help to establish dialogue between trade unions, government, media and ultimately the populace.
- The ILO can also help to strengthen the development of trade union negotiation skills, awareness of workers' rights and responsibilities, knowledge of how employers operate and their priorities, and ability to reach retrenched workers and those in sectors where organizing is particularly difficult.
- To dispel the image of trade unions as politicized, the ILO can help trade unions to dissociate their mandates from political party platforms and to focus on the interests of workers.

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## Appendix A:

### Terms of Reference of Country Programme Review of Botswana Decent Work Country Programme (2011-2015)

#### 1. INTRODUCTION

The Botswana Decent Work Country Programme is a joint programme of the constituents: the Government of Botswana, the social partners - Employers' and Workers' Organizations and the ILO. It is a results-oriented framework aimed at the attainment of full and productive employment and decent work for all, including women and young people in Botswana. The BDWCP was signed on the 17th February 2011, in Gaborone and implementation subsequently took off with support from the International Labour Organization (ILO).

The programme is the main vehicle for delivery of ILO support to the country and it contributes towards better alignment between international development assistance and the national goals as outlined in the Government of Botswana-United Nations Programme Operational Plan (GOB-UN POP), National Development Plan (NDP) 10 and Vision 2016.

The Botswana DWCP is centred on four country programme priorities and 11 corresponding outcomes namely:

1. Employment creation particularly for women, youth, and people with disabilities;
2. Social protection (including social security, improved conditions of work and occupational safety and health and strengthening of workplace responses to the HIV/AIDS epidemic);
3. Promotion of tripartism and national social dialogue;
4. Protection of workers' rights.

The above priorities were agreed upon after extensive consultations, between the national tripartite constituents and development partners and the ILO.

The BDWCP has been implemented through the various stakeholders since 2011 and thus has reached its mid-point. In light of this, there is need to take stock of the achievements, challenges, and lessons recorded during the implementation period through a comprehensive country programme review (CPR). This is very important in order to improve performance in the rest of the BDWCP implementation period as well as to facilitate the preparation of the next DWCP.

#### 2. Purpose and Objectives of the Country programme Review (CPR)

##### *Purpose*

The purpose of the review is to assess the achievements made so far in realizing the outcomes, get feedback for improving programme delivery, take stock of recommendations, lessons learned and challenges, and ensure internal and external accountability. The review is expected to provide:

- a summary of results and achievements per each of the outcomes;
- documented good practice examples or success stories;
- an analysis of relative effectiveness under each BDWCP priority/outcome and areas for improvement;



- overall lessons learned;
- recommendations for the rest of the BDWCP period.

The objectives of the CPR are to:

- Review the relevance and appropriateness of the BDWCP and the adequacy of the BDWCP design;
- Examine the effectiveness of the programme and the progress made so far to achieve the outcomes;
- Examine the usefulness of the strategies, partnerships and the constraints to be addressed, including the practical application of gender mainstreaming;
- Review the management and governance arrangement of the BDWCP;
- Identify the major challenges, weaknesses and strengths of the BDWCP;
- Identify lessons learned and propose recommendations for the remaining period of the programme.

The information will be used by constituents, ILO as well as key counterparts and Implementing Partners. The preliminary review to be carried out by the national consultant will be the basis of discussion during the review workshop with all key partners.

#### Clients

The main clients of the evaluation are the ILO DWT Office of Pretoria, ILO Regional Office for Africa, donors, tripartite-plus constituents and national implementing partners in Botswana.

#### Methodology

The review exercise is a participatory assessment of current practice. In accordance with the ILO evaluation policy, participation of ILO tripartite constituents and relevant stakeholders during all phases of the Country Programme review process will be assured. This involvement will be through suitable methodologies including broad stakeholder' meeting and interviews of constituents and relevant partners.

Methodology and plan for information gathering and organizing:

#### ***Desk Review***

The consultant will review the following documents before conducting any interviews: DWCP of Botswana, programme and project progress reports and work plans of the ILO, constituents and other implementing partners, DWCP/CPO and mission reports, monitoring data etc.

#### ***Interviews***

The consultant will interview

- Members of the National DWCP Steering committee

- The DWT Office Director, Deputy Director, Programme Officers, project staff, specialists and other ILO relevant staff who are involved with the management and implementation of the Botswana DWCP and ILO Projects/programmes in the country.

### ***Stakeholders' workshop***

Based on the above findings, the consultant will present his/her preliminary findings and recommendations to members of the DWCP Steering Committee and key national partners in the stakeholders' workshop. Based on the inputs of workshop participants, the consultant will draft the review report and submit to the evaluation manager who will circulate the report to the DWT Office Director and Deputy Directors, BDWCP National steering committee members and other relevant stakeholders, technical specialists, ROAF and other relevant partners for comments.

### **Scope and criteria**

The review will cover all activities carried out under the Decent Work Country Programme from 2011 through mid-year of 2014, as part of a stock taking exercise.

The review will focus on the progress made on tangible outcomes directly resulting from ILO contributions. Key criteria for the review are: 1) adequacy of resources; 2) delivery of outputs; 3) use of outputs by partners; 4) progress made towards outcomes and sustainability of achievements; and 5) emerging risks and opportunities.

The evaluation will answer the following key questions in the review report:

### ***Review Questions***

The following questions are expected to be answered by the DWCP Review

#### **A. Relevance and coherence of the DWCP**

- To what extent the BDWCP addresses the national development priorities as stated in the Government of Botswana-United Nations Programme Operational Plan
- (GOB-UN POP), National Development Plan (NDP) 10 and Vision 2016.
- Is the BDWCP contributing to the achievements of the targets set in the DWA?
- Was the BDWCP formulation process participatory?
- Is there coherence and an integrated approach to the BDWCP strategy?

#### **B. Tripartite constituents' capacities**

- Have the tripartite constituents' resources and efforts been organized towards supporting the delivery of BDWCP outputs/outcomes? What resources are committed towards the BDWCP?
- Do the tripartite constituents effectively use available linkages to promote the BDWCP and participate in the resource mobilization for the BDWCP? What are the results achieved?

- What are the main capacity constraints of the tripartite constituents in delivering BDWCP outputs?
- How have these capacity constraints affected delivery under the BDWCP? What can be done to address them?

#### C. ILO's capacity, comparative advantage and efficiency

- Does the ILO work with the constituents within the context of a larger national effort, contributing where they have voice, interest and comparative advantage?
- Is the ILO addressing priorities consistent with the current capacities and expertise available for the country?
- Is the BDWCP receiving adequate administrative, technical and - if needed - political support from the ILO office (field technical specialists (Pretoria), ROAF and the responsible technical units in headquarters)?
- Is resource mobilization being carried out effectively and efficiently?
- Does the ILO's support address capacity gaps and open entry points for constituents involvement?
- Do the operations of the ILO match the BDWCP plan? Are the available technical and financial resources adequate to fulfill the BDWCP implementation plan?

#### D. Partnership, strategies and inter-agency relations

- Is the management and governance arrangement of the BDWCP adequate? Is there a clear understanding of roles and responsibilities by all parties involved?
- Do national constituents support the strategies and take responsibility for ensuring the expected outcomes of the collaboration as spelled out in the BDWCP?
- Is there a clear vision and strategy with main means of action for delivery of the BDWCP that is understood by all partners?
- Was there a clear strategy for facilitating gender equality and linkages to the national gender infrastructure?

#### E. Managing for results

- Did the programme define clear outcome-level results and indicators against which it can be assessed? Do outputs causally link to the intended outcomes that in turn link to the BDWCP priorities?
- Are the available technical and financial resources adequate to implement the BDWCP implementation plan?
- How effectively the BDWCP management monitored programme performance and results? Is a monitoring & evaluation system in place and how effective is it? Is relevant information systematically collected and collated? Is the data gender sensitive and disaggregated by sex? (and by other relevant characteristics if relevant)?
- Is there clarity and agreement on how results will be documented and verified– indicators with targets/milestones set and being applied?

- Do the intended outcomes justify the resources being spent?

#### G. Progress made on tangible outcomes

- Were outputs produced and delivered so far as per the BDWCP Implementation Plan work plan? Has the quantity and quality of these outputs been satisfactory? Do the benefits accrue equally to men and women?
- What outputs have been produced and delivered? To what extent do the outputs contribute or used by partners to the achievements of the outcomes?
- To what extent do the outputs contribute or used by partners to the achievements of the outcomes?
- What progress has been made towards achieving the outcome?
- What achievements have been produced through ILO technical cooperation projects in addressing the key priority areas and outcomes of the BDWCP?
- What is the contribution of the national partners and the ILO to achieve the outcomes?
- What was the contribution of the RBSA funding towards achieving the CPOs/ BDWCP Outcomes
- What are emerging risks and opportunities?

#### H. Knowledge management and sharing

- How effectively is performance being monitored and reported?
- Is information being shared and readily accessible to national and local government partners?
- Are national knowledge networks and knowledge bases being used and strengthened?

#### I. Lessons learned

- What good practices can be learned from the programme that can be applied in the next phase of the BDWCP period and to similar DWCPs in Africa?
- What should have been different, and should be avoided?

The review will cover all activities carried out under the Decent Work Country Programme in the last 3 years including the RBSA-funded CPOs in 2010-2011 and 2012-13, as part of a stock taking exercise.

### 3. Management Arrangements and time frame

#### *Regional Office for Africa:*

- Coordinate the review process with DWP Pretoria in collaboration with the National Steering Committee
- Approve TOR and consultant selection in collaboration with the DWT Office and Steering Committee
- Follow up the implementation of recommendations of the review in collaboration with the DWT Office and Steering Committee

### *DWT Pretoria and National Steering Committee*

- Manage activities in coordination with consultant
- Compile relevant documents – project and programming information including work plans, progress reports, evaluation reports, key communications, etc. and provide all documents, contacts, etc. to the consultant
- Brief partners on the process and their participation
- Follow up on recommendations of the DWCP review
- Disseminate the evaluation report to relevant partners and stakeholders.

### *Consultant*

- Review the portfolio and document the performance made so far
- Interview key partners individually and collectively as needed
- Present preliminary findings in the stakeholders' workshop
- Support the DWT Pretoria/ROAF/National Steering Committee in facilitating the workshop
- Submit the draft and final evaluation reports.

The BDWCP Review will be conducted in 20 working days over a three months period commencing 9<sup>th</sup> June 2014 to 15<sup>th</sup> August 2014. A tentative work plan for the review is attached.

#### **I. Expected outputs from the consultant**

- A draft Country Programme Review (CPR) report to be shared with constituents and relevant stakeholders;
- A final CPR report incorporating comments made on the draft report;
- A presentation to be delivered during the stakeholders' workshop.

#### **II. Layout of the report**

The following analytical framework is suggested for the final report:

1. Title page (1 page)
2. Table of Contents (1 page)
3. Executive Summary (1 page)
4. Acronyms (1 page)
5. Background and Project Description (1-2 pages)
6. Purpose of Evaluation (1 page)
7. Evaluation Methodology (1 page)
8. Project Status (1 page)
9. Findings, Conclusions, and Recommendations (no more than 20 pages)
10. This section's content should be organized around the TOR questions, and include the findings, conclusions and recommendations for each of the subject areas to be reviewed.

Annexes: including the terms of reference, evaluation work plan and any other relevant documents.

### III. Documents that will be shared with evaluators

- ILO Evaluation Guidance
- Decent Work Country Programme ( DWCP); Implementation Plan and M&E Plans
- Progress reports, evaluations reports, project documents contributing to the DWCP, etc.

### Appendix B:

#### Proposed Work Plan for the DWCP Review

Task	Source of information	Time frame
Desk review of the major documents: programme documents, progress reports, project evaluations, work plans, workshop reports, and others	DWT Pretoria	5 working days
Consultations with the ILO staff – DWT Pretoria Director, Deputy Director, Programme Unit, specialists and others as necessary	DWT Pretoria will set up the meeting	
The evaluator will hold individual meetings constituents (Ministry and Social partners)	DWT Pretoria will set up the meeting	1 working day
A meeting will be set up for the consultant with the DWCP steering committee	The meeting will be coordinated and facilitated by DWT Pretoria	1 working day
The consultant will work on the draft report and presentation based on the information/date collected.	-	5 working days
Workshop with the key national partners and the programme team to present and discuss preliminary findings and recommendations	DWT Pretoria in collaboration with the National Steering Committee	1 working day
Delivery of the first review report draft	Based on the workshop results, the evaluator will finalize the draft report and submit to the evaluation manager who will circulate the report to the DWT Director and Deputy director, National constituents and other relevant stakeholders, technical specialists, ROAF and other relevant partners for comments.	5 working day
Circulation of the draft report for comments	The evaluation manager collects the comments and send them to the evaluator	10 working days
Issue of the final review report	The evaluator incorporates comments and submits the final report to the evaluation manager	2 working day

**Appendix C: Attendance at steering committee meetings**

Type	Date	Business	Labour	Others	Government	ILO
Steering	01.03.2012	1	1	2	11	6
Steering	28.05.2013	2	1	2	6	3
Steering	26.09.2013	1	1	0	4	1

Apologies	Business	Labour	Others	Government	ILO
01.03.2012	0	0	0	0	0
28.05.2013	0	0	0	1	0
26.09.2013	1	1	0	4	0