BOTSWANA DEMOGRAPHIC DIVIDEND ROADMAP
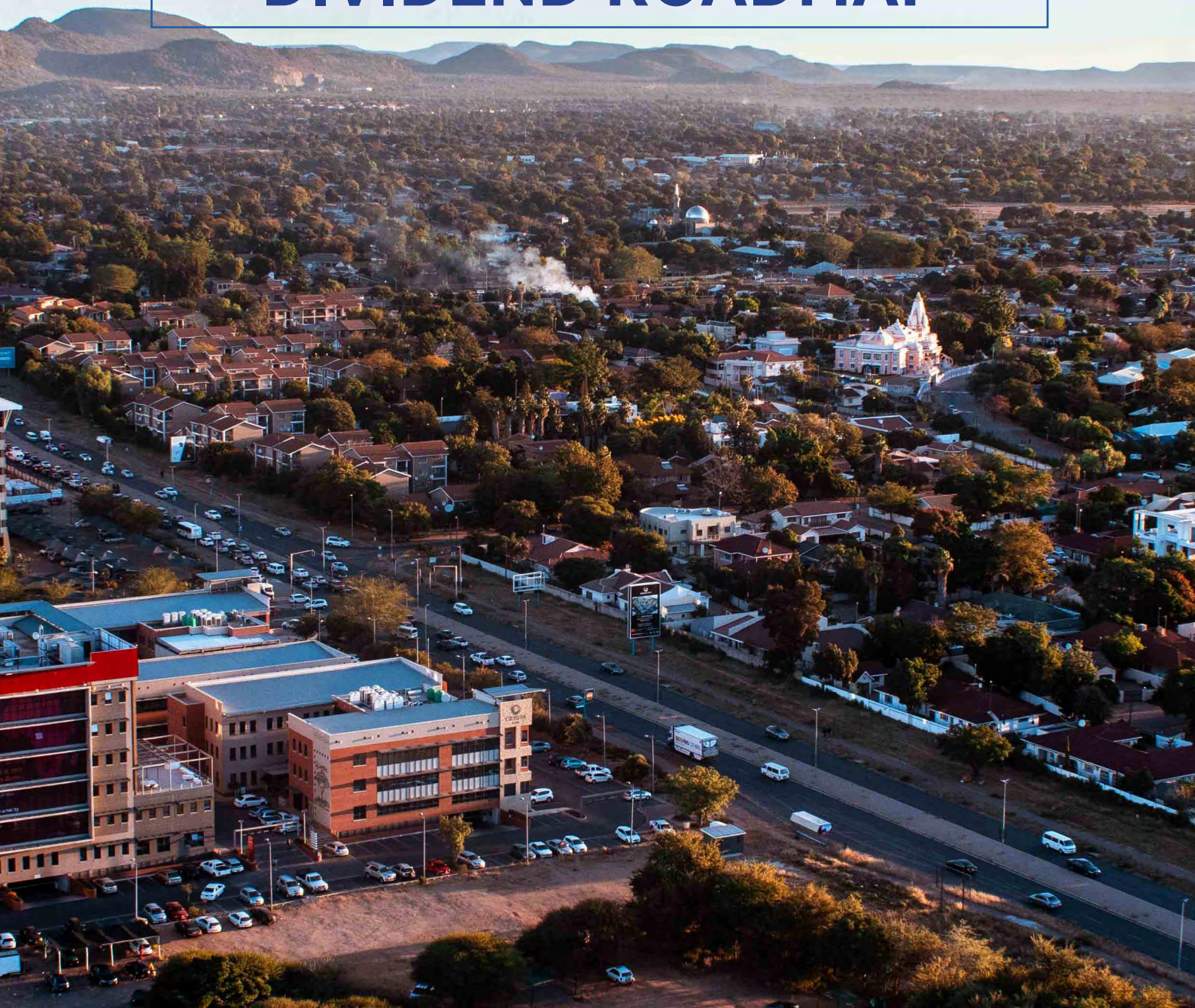
NPC NATIONAL PLANNING COMMISSION

Harnessing the demographic dividend for Botswana's transformation

December 2022

AFIDEP African Institute for Development Policy

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List of Acronyms

AFIDEP	African Institute for Development Policy
AGC	Attorney-Generals Chambers
AOJ	Administration of Justice
AU	African Union
BAIS	Botswana Aids Impact Survey
BCWIS	Botswana Core Welfare Indicator Survey
BDF	Botswana Defence Force
BDS	Botswana Demographic Survey
BMTHS	Botswana Multi-Topic Household Survey
BPC	Botswana Power Corporation
BPS	Botswana Police Service
BPSC	Botswana Public Service College
BOCODOL	Botswana College of Distance and Open Learning
BQA	Botswana Qualifications Authority
BUAN	Botswana University of Agriculture and Natural Resources
CSO	Civil Society Organisations
DCEC	Directorate on Corruption and Economic Crime
DD	Demographic Dividend
DPMS	Development Projects Monitoring System
DPP	Department of Public Prosecutions
DPRU	Development Policy Research Unit
DPSM	Directorate of Public Service Management
DPSP	Deputy Permanent Secretary to the President
ECCE	Early Childhood Care and Education
FP	Family Planning
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GNI	Gross National Income
GSS	Governance, Safety and Security
HDI	Human Development Index
HIC	High-Income Country
HRDC	Human Resource Development Council
ICPD	International Conference on Population and Development
ICT	Information Communication Technology
IRBM	Integrated Results-Based Management
KPI	Key Performance Indicator
MCH	Maternal and Child Health
MDAs	Ministries, Departments, and Agencies
MDS	Ministry of Defence and Security

MLHA	Ministry of Labour and Home Affairs
MESD	Ministry of Education and Skills Development
MOE	Ministry of Entrepreneurship
MET	Ministry of Environment and Tourism
MOFA	Ministry of Foreign Affairs
MIH	Ministry of Infrastructure and Housing Development
MLGRD	Ministry of Local Government and Rural Development
MLHA	Ministry of Labour and Home Affairs
MLWA	Ministry of Lands and Water Affairs
MOA	Ministry of Agriculture
MOF	Ministry of Finance
MOH	Ministry of Health
MoCKT	Ministry of Communications, Knowledge and Technology
MOJ	Ministry of Justice
MOSP	Ministry of State President
MME	Ministry of Minerals and Energy
MPR	Ministerial Performance Reviews
MTI	Ministry of Trade and Industry
MTPW	Ministry of Transport and Public Works
MYSC	Ministry of Youth, Gender, Sport and Culture
M&E	Monitoring and Evaluation
NCDs	Non-Communicable Diseases
NCPD	National Council on Population and Development
NDP	National Development Plan
NMES	National Monitoring and Evaluation System
NSO	National Strategy Office
NTA	National Transfer Accounts
OP	Office of the President
PPP	Purchasing Power Parity
PSDC	Population and Sustainable Development Coordination
SDGs	Sustainable Development Goals
SSA	Sub-Saharan Africa
TEMIS	Tertiary Education Management Information System
TFR	Total Fertility Rate
TWGs	Thematic Working Groups
UB	University of Botswana
UMIC	Upper-Middle-Income Country
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund

Acknowledgements

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Foreword

Efforts to develop a roadmap to maximise Botswana's opportunity to harness the demographic dividend (DD) follow the recommendations from the Botswana National Demographic Dividend Study Report of 2018. The study observed that the Botswana demographic transition was at an advanced stage and the country's population age structure has transformed from one dominated by child dependents to the one dominated by people of working ages (18-64 years). This type of age structure allows a country to accelerate economic growth through increased productivity, savings and investments. The dividend becomes possible when the demographic transition is accompanied by strategic public and private investments in human capital development.

The Botswana DD Roadmap provides an overarching framework to guide the country's long-term development aspirations of transitioning into a high-income status as articulated in the country's Vision 2036. This document identifies priority interventions that will enable the country to harness the demographic dividend, hence achieving the transformation enshrined in Botswana's long-term development aspirations. The roadmap priority interventions have been organised around the following thematic areas:

   i.   Health and well-being;

   ii. Education and skills development;

   iii. Industrialisation, innovation and wealth creation; and

   iv. Performance monitoring, governance and accountability.

The National Planning Commission (NPC) will support Ministries, Departments and Agencies (MDAs) (including Local Authorities) to mainstream DD priorities into the planning frameworks. In this regard, Government Ministries, Political and Traditional leadership, Development Partners, CSOs, Academia, private sector, other non-state actors and the population at large are encouraged to embrace this document for the development and advancement of the country and its citizenry.

Executive Summary

Botswana's socio-economic development aspiration detailed in its current long-term development strategy, Vision 2036, is to graduate from an upper-middle-income country (UMIC) to a high-income country (HIC), with prosperity for all. The Demographic Dividend (DD) Roadmap provides a framework congruent with Botswana's long-term development aspirations; the Africa Agenda 2063; and Agenda 2030 and its underlying Sustainable Development Goals (SDGs). The DD is a *temporary economic benefit that can arise from a significant increase in the ratio of working-age adults relative to young and old dependents resulting from a rapid decline in fertility and mortality. However, sustained investments in education and skills development, health, job creation and good governance are required to maximise the benefits from this change in the age structure.*

The Botswana National Demographic Dividend Study, published in 2018, analysed changes in population dynamics and age structure in the country and the implications these would have on the ability of the country to maximise its demographic dividend. The study revealed that while the population age structure for the country is currently favourable to harness the DD, Botswana is not maximising this opportunity, as evidenced by the country's high unemployment rate, amongst others. The study provided a set of recommendations for cross-sectoral investments to be guided by a roadmap to enable the country to maximise opportunities provided by its favourable age structure.

The Botswana DD Roadmap provides an overarching framework to guide the country's long-term development aspirations to achieve a generational transformation within three to five decades. The development of this blueprint was guided by the National Council on Population and Development (NCPD). The process was further coordinated by the Population and Sustainable Development Coordination (PSDC) Section which has since relocated from MoF to NPC following the rationalisation exercise within Government. A mixed-method approach was used to develop the roadmap and this included desktop research, stakeholder mapping and engagement, policy prioritisation to identify the DD priorities, and creating a performance and accountability tool to optimise implementation of the roadmap.

The main goal of the roadmap *is to guide Government and Non-Government actors to integrate population and development issues (DD priorities and interventions) into the development planning and budget frameworks to accelerate harnessing the DD.* Specifically, the roadmap intends to:

i. Define the precise priority interventions that the country should invest in to harness the DD; and

ii. Guide the selection of priority projects to enable Botswana to harness its DD

This document therefore, serves as a guide to streamline the DD priorities and interventions into the country's national priorities.

Chapter
01

Background

Background to the Botswana Demographic Dividend

Botswana's socio-economic development aspiration detailed in its current long-term development strategy, Vision 2036, is to graduate from an upper-middle-income country (UMIC) to a high-income country (HIC) with prosperity for all. The Demographic Dividend (DD) provides a framework congruent with the needs of Botswana's long-term development ambitions and the Sustainable Development Goals (SDGs) agenda. The DD is a temporary economic benefit that can arise from a significant increase in the ratio of working-age adults relative to young and old dependents resulting from a rapid decline in fertility and mortality. Sustained investments in education and skills development, health, job creation and good governance are required to maximise the benefits from the change in age structure. Botswana's age structure has shifted decisively in the last few decades. Most of the population now falls within the working ages of 15-64. If Botswana invests in its current youthful population, the country can unleash a powerful, productive force leading to its economic transformation.

Efforts to develop the roadmap to harness the DD in Botswana follow recommendations from the Botswana National Demographic Dividend Study published in 2018. The study analysed changes in population dynamics and population age structure in Botswana and the implications these would have on the ability of the country to maximise its DD . The study revealed that while the population age structure for the country is currently favourable to harness the DD, Botswana is not maximising this opportunity, as evidenced by high unemployment rates. Young Batswana are largely dependent until 32 years of age when they start producing more than they consume. The late lifecycle exit from dependency reflects the high unemployment and underemployment of youth and young people. Three to four out of every ten Batswana in this age group are unemployed. The findings challenge the theoretical definition of the working-age population used by the International Labour organisation (ILO) to promote international comparability[3]. It applies the assumption that all persons aged 15 and older are in the working-age. Theis therefore assumes that universally, young people get jobs and stop being dependent much earlier than is in fact the case as demonstrated by the results of this study.

Using the National Transfer Accounts (NTA) methodology, a related study demonstrated that the country has a high level of consumption that has produced a considerable deficit between consumption and labour income. Batswana aged 0 to 24 consume an equivalent of 90% of the total labour income generated in the country. The subsequent large deficit resulting from the high consumption is offset by the proceeds of the country's finite mineral resources, particularly the diamond industry. The study noted that this trajectory is not sustainable in the long run. Botswana must undertake urgent key policy and investment reforms to create meaningful decent jobs for its youth.

The Botswana DD roadmap provides an overarching framework to guide the country's long-term development aspirations to achieve a generational transformation within three to five decades. Within the DD Roadmap framework, implementation milestones measure performance against the SDGs, Agenda 2063 aspirations and Vision 2036, among other global and national priorities and goals. The DD Roadmap entails a transformation of a generation. It, therefore, should align with key national, regional and international frameworks, targets, commitments and milestones for population and sustainable development. In turn, these should find fulfilment within the DD roadmap.

The roadmap identifies priority interventions that will enable the country to take full advantage of the DD to achieve a generational transformation for Botswana enshrined in the long-term development aspirations (articulated in Vision 2036) to become

[1] Government of Botswana. (2018). Opportunities and policy actions to maximise the demographic dividend in Botswana - Demographic Dividend study report

[2] Government of Botswana. (2018). Opportunities and policy actions to maximise the demographic dividend in Botswana - Demographic Dividend study report

[3] https://ilostat.ilo.org/resources/concepts-and-definitions/description-labour-force-statistics/#:~:text=To%20promote%20international%20comparability%2C%20the,apply%20an%20upper%20 age%20limit).

a fully modernised HIC. It includes the identification of DD priority interventions, indicators and targets aligned with the programmatic approach, which will form the basis for the DD compliance assessment for government and non-state actors. This document serves as a guide to cross-sectoral actors from the Government Ministries, Political and Traditional leadership, Development Partners, CSOs, Academia, private sector, other non-state actors to streamline DD priorities and interventions into their respective plans for accelerated achievement of Botswana's sustainable development goals by leveraging the potential of the DD.

The Botswana DD study (2018) and recommendations showed that Botswana does not have the luxury of long-term planning to maximise the first demographic dividend. Therefore, all development actors need to set critical DD priorities to enable the country to take full advantage of the DD to achieve its long-term development aspirations hence becoming a fully modernised HIC with shared prosperity for all Batswana. Although Botswana has realised significant gains towards these goals over the last couple of decades, stakeholders need to consolidate the progress and enhance efforts to achieve the new targets.

The Process of Developing Botswana's DD Roadmap

The development of the DD Roadmap was informed and inspired by the 2018 DD report and a follow-up NTA analysis for Botswana that recommended strategic investments critical to getting the country on the path to socio-economic transformation and development. The roadmap development process adopted a mixed methods approach that included desk research, stakeholder mapping and engagement, policy prioritisation to identify the DD priorities for the roadmap, and the development of a DD performance and accountability tool used to optimise the implementation of the roadmap. Developing and implementing the DD roadmap identified multi-sectoral priorities by systematically analysing the critical factors that influenced the DD drivers' desired outcomes. The rationale for developing this roadmap was to identify the key challenges from population dynamics for sustainable development and recommend strategic investments critical for the country's socio-economic transformation.

Goal and Objectives of the Botswana DD Roadmap

Goal: To guide Government and Non-Government actors to integrate population and development issues (DD priorities and interventions) into the development planning and budget frameworks to accelerate harnessing the DD.

Objectives for the DD Roadmap:

The roadmap will guide the country to harness the full potential of its population and drive the country toward the aspirations of Vision 2036. Specifically, the roadmap intends to:

  i. Define the precise priority interventions that the country should invest in to harness the DD

  ii. Guide the selection of priority projects to enable Botswana to harness the DD

Methodological process and approach

A mixed method approach was used to develop the roadmap. The process included desktop research, stakeholder mapping and engagement, policy prioritisation to identify the DD levers for the roadmap, and creating a DD accountability tool to optimise the roadmap's implementation. Development and implementation of the DD roadmap required the identification of multi-sectoral priorities through systematically analysing the critical factors that influenced the DD drivers' desired outcomes.

The development of the DD roadmap also required extensive and comprehensive engagement efforts with different audiences and stakeholders. The ultimate goal was to rally actors in public, private and civil society organisations towards the development of the roadmap. With the support of the Secretariat, face-to-face and remote meetings as well as engagements with different stakeholders were conducted. This approach contributed to building local capacity and facilitating knowledge transfer, which is critical for this project, going forward.

Botswana's Population Situation Analysis

Demographic change

Since 1971, Botswana has experienced significant changes in the proportion of children under 15 years and people in the working-age (15-64 years). The proportion of those 65 years and above remained almost the same[4]. Fertility and mortality declined considerably over the same period, with a peak in mortality experienced with the advent of HIV/AIDS in the country in the 1990s. As a result of the general decline in mortality and fertility, Botswana has experienced a gradual decrease in the proportion of children below 15 years and a significant increase in the working-age population. As a result, the country has experienced a shift to lower dependency ratios with fewer child dependents.

The lower dependency ratios support an enabling environment for increased savings and wealth accumulation. Such accumulations are essential for the sustenance of the elderly when the current working-age bulge transitions to an ageing population. However, for this progress to be realised, the availability of decent jobs for young people is paramount. Failure to create a conducive employment environment that would adequately absorb young people transitioning from the education and training pipeline will render the demographic dividend untenable or marginally realisable.

Although Botswana has made development gains on many fronts, it still grapples with significant challenges. These include poverty, inequality, high teenage pregnancy, gender inequality, high prevalence of HIV and AIDS, unsatisfactory education and training/skilling and high levels of unemployment and underemployment, especially among the youth[5].

Health and well-being

Health ensures optimal productivity among the labour force. Population health has undergone significant changes over time, improving life expectancy. Successes in tackling infectious diseases and economic development led to increased life expectancy at birth from 55.5 years in 1971 to 65.3 years by 1991. HIV and AIDS reversed these gains; by 2001, life expectancy at birth had dipped to 55.6 years. However, a robust government-led response to tackle the pandemic saw significant improvement by the last census in 2011, when life expectancy at birth was estimated to have improved to 68 years[5]. Botswana currently grapples with the double burden of infectious and non-communicable diseases (NCDs). Cases of NCDs such as diabetes, hypertension and cerebrovascular disease have been rising. In 2018, NCDs accounted for 52% of underlying causes of death, followed by infectious diseases (43%). Accidents and injuries accounted for 5%[7]. Covid-19 burden further exacerbated health access challenges in Botswana. The diversion of resources from primary health care services disrupted healthcare access for women and girls, leading to collateral damage to their health. Further, the confinement measures contributed to an increase in gender-based violence.

Socio-economic development, unemployment and poverty

With a Gross National Income (GNI) per capita of $16,437 in purchasing power parity (PPP), 12.8 expected years of schooling and 69.6 years of life expectancy at birth, the United Nations Development Programme (UNDP) 2020 Human Development Index (HDI) ranked Botswana 100th globally and 5th in Africa after Mauritius,

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[4] Nkwe, N., Mukamaambo, E., and Malema, B. (2017). Botswana's Age Structural Transition Has Unleashed the Demographic Dividend (DD) Opportunities: Is the Country up to the Task of Capitalising on the DD?. Open Access Library Journal, 4(12), 1.

[5] MFDP and UNFPA (2013) Review and Assessment of the Implementation of the International Conference on Population and Development Programme of Action. Botswana ICPD Country Report 2013

[6] Statistics Botswana. (2014). Population and Housing Census 2011 Analytical Report.

[7] Statistics Botswana. (2020). Botswana Causes of Mortality 2018 – Stats Brief.

Seychelles, Algeria and Tunisia. Despite its HDI score showing an improving trend over the last decade, a sizeable proportion of Botswana's population lives in poverty. The Botswana Multi-Topic Household Survey (BMTHS) 2015/16 revealed that 16.3% of the population lived in poverty. While poverty has almost halved from 30.6% recorded in 2002/3, this poverty level is not satisfactory for a UMIC. Further insights from the BMTHS show that the proportion of those living below the poverty line is highest in locations classified as Rural (24%), followed by Urban Villages (13%), and least in Cities and towns (9.4%). It is important to note that Botswana is rapidly urbanising, and most of the population (64%) resides in urban locations[8]. Efforts to address poverty must not leave behind the minority living in rural areas.

> The Botswana Multi-Topic Household Survey (BMTHS) 2015/16 revealed that 16.3% of the population lived below the poverty line. The proportion of those living below the poverty line was highest in locations classified as Rural (24%) followed by Urban Villages (13%), and least in Cities and towns (9.4%).
>
> Unemployment is much higher among the younger cohorts with 37.3% and 23.2% of those aged 20-24 and 25-29 respectively, compared to the 17.6% national average.

Contributing partly to the poverty levels is the high unemployment rate recorded at 17.6% nationally by the BMTHS 2015/16. This statistic only covers the international standard, which focuses on those actively seeking work but are unemployed. Further, unemployment is much higher among the younger cohorts (37.3% for ages 20-24 and 23.2% for 25-29), among these 53.9% were female among those unemployed, and 46.1% were male. The survey also found that amongst the unemployed, 51.9% lived in urban villages, 28% in rural locations, and 20.1% in cities and

towns. Looking more holistically at the challenge for young people aged 15-25, the BMTHS 2015/16 noted that the proportion in this age group Not in Education, Employment or Training (NEET) constituted 4 out of ten (39.9%), with 45% of females in this age group classified as NEET when compared to 35% of males.

Analyses conducted using the National Transfer Accounts (NTA) approach[9] demonstrate both the youth and female disadvantage, with females joining the labour market comparatively late. Reducing youth unemployment would raise per capita labour incomes among the youth while narrowing the labour income gender gap would have a similar effect over a broader age range. The country's capital-intensive economy, as opposed to a labour-intensive economy, is not conducive to creating work opportunities for the large youthful population, contributing to the nation's unemployment challenge. Therefore, the current economic situation also limits the opportunity to build pensions for prosperity in older age. Older cohorts aged over 60 in Botswana will grow significantly over time. They will increase from an estimated 7% of the population in 2020 to 15% by the early 2050s and one-quarter of the population by 2090. Therefore, changes across health, social care and economic policy are needed to prepare for the future with a fast-ageing population[10].

Human capital development and the potential of harnessing the second demographic divided

The NTA analyses noted that Botswana's progress through the demographic transition has yielded the potential to harness the DD and has seen the population's median age gradually increase from a low of 15.7 years in 1980 to 24.0 years in 2020. The nature and process of age structural transition in Botswana from 1966 to 2016 has given evidence of the age structural transition using the censuses of 1971, 1981, 1991, 2001 and 2011.

In assessing a country's potential to harness the

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[8] Statistics Botswana. (2018) Botswana Demographic Survey Report 2017.
[9] Oosthuizen, M., Allen, C. and Hill, R. (2020). Capitalising on Botswana's Young People: An Evidence Brief prepared for UNFPA Botswana. DRPU, School of Economics, University of Cape Town.
[10] Oosthuizen, M., Allen, C. and Hill, R. (2020). Preparing for an Ageing Society in Botswana: An Evidence Brief prepared for UNFPA Botswana. DRPU, School of Economics, University of Cape Town.
[11] Nkwe, N., Mukamaambo, E. and Malema, B. (2017) Botswana's Age Structural Transition Has Unleashed the Demographic Dividend (DD) Opportunities: Is the Country up to the Task of Capitalising on the DD?. Open Access Library Journal, 4, 1-20. doi: 10.4236/oalib.1104189.

DD, it is essential to note that there are two aspects to the DD; the first and second DD as defined in the box.

Botswana has entered a demographic transition where the levels of both fertility and mortality have declined significantly. This age structural transition has unleashed the opportunity to capitalise on the DD as a driver for socio-economic development. It is vital to keep track of the potential for the country to maximise the dividend sustainably. Over the last few decades, the country's age structure has transformed from one with more child dependents to one with significantly more working-age people. The BDS 2017 shows that 6 out of every 10 Batswana (59.8%) are between 15 and 64 years old. When the proportion of the country's population transitioned to one dominated by those of the working ages and economically active, the window of opportunity for harnessing the DD in Botswana opened by 1990, while the magnitude of the first DD peaked in 2008. It is now in a phase of diminishing returns until around 2050 when the window of opportunity to harness the first DD will close. It is important to note that the country cannot realise the full potential of the DD if investments in human capital development are inadequate and decent work opportunities are insufficient, especially for the large cohort of youth, including graduates[11]. While Botswana remains a predominantly young population, the coming decades will see continued ageing as the present-day 'youth bulge' ages, and a larger share of the population becomes concentrated amongst the older age cohorts.

Prospects presented by the second DD for Botswana will heavily depend on strategically and sustainably investing in physical, human, and financial capital stock to increase future incomes and well-being. Some potential policy interventions to be pursued in an ageing population could include improving labour market attachment amongst older Batswana, promoting healthy ageing, and creating the context for better financial stability and sustainability in old age[12].

The first demographic dividend refers to the rise in per capita income that results, other things being equal, from an increase in workers per capita as the population age-structure changes. This first dividend is essentially guaranteed as the age structure changes with decreases in fertility and the population transitions to one dominated by more people in the working ages and fewer child dependents.

With the right polices in place, a second demographic dividend can be earned as a result of significant increases in savings and investments that are made by persons who now have higher incomes but also a better quality of life, increasing their life expectancy and in turn encouraging them to invest for their retirement.

Governance and policy environment to harness the dividend

Good governance and accountability to ensure the rule of law, efficiency in the delivery of services, and accountability in using public resources are essential to harness the DD. Good governance is critical in promoting investment and attracting foreign investment within the economy, as investors would need the confidence to know that the law is robust enough to ensure that contracts are strictly adhered to and that their investments are secure. Improvement in efficiency and effectiveness of government institutions in which inefficiencies are often reflected by government instability, corruption and inefficient bureaucracies of which the collective effect is widespread unemployment.

The DD roadmap development involves multiple stakeholders at all levels of government whose goal is to rally different actors in public, private and civil society organisations towards this proposition as a significant investment and development process for a period of between 30 to 50 years of a demographic transformation for the country.

The seminal global framework, the 2030 Sustainable Development Goals (SDGs), is

[12] Oosthuizen, M., Allen, C. and Hill, R. (2020). Preparing for an Ageing Society in Botswana: an Evidence Brief prepared for UNFPA Botswana. DRPU, School of Economics, University of Cape Town.
[13] https://www.scirp.org/html/105691_105691.htm#ref1

based on a transformative shift that seeks to leave no one behind, puts sustainable development at the core, and aims to transform economies and global partnerships. Botswana's socio-economic development aspirations align well with the SDGs while clearly defining the country's transformative ambitions. Vision 2036 seeks to see Botswana graduate from being an UMIC to a HIC with prosperity for all. In this regard, demographic change has implications for realising these ambitions. Within this context, Botswana assessed the consequences of its population dynamics for sustainable development and the DD's role in this. At the national level, the Government of Botswana has responded to the Programme of Action of the International Conference on Population and Development (ICPD) of 1994 by investing in Maternal and Child Health (MCH) and voluntary Family Planning (FP). These efforts have contributed to declines in mortality and fertility, ushering Botswana into a demographic transition that opened the window of opportunity in the 1990s for the country to reap demographic dividends[13].

Botswana has made significant steps in implementing the national population program from the first National Population Policy in 1997, following recommendations from the 1994 Cairo International Conference on Population and Development (ICPD). Various national planning frameworks have acknowledged population dynamics and their place in development policy and planning. For example, a population situation analysis informed Botswana's 11th National Development Plan (NDP), which focused on: Developing Diversified Sources of Economic Growth; Human Capital Development; Social Development; Sustainable Use of Natural Resources; Consolidation of Good Governance and Strengthening of National Security; and Implementation of an Effective Monitoring and Evaluation System. The priorities of the NDP 11 were further aligned to the Vision 2036 pillars, including Sustainable Economic Development; Human and Social Development; Sustainable Environment; and Governance, Peace and Security.

Continued investments in formulating policies that prepare and protect the future health and economy of an ageing Batswana population with a high NCD burden are central to Botswana's socioeconomic transformation. These investments include prioritising social care, poverty reduction and healthcare provision, conducted in an evidence-informed manner, as far as practicable by ensuring effective and high-quality data collection mechanisms are attained and consideration of policy levers through health, finance and infrastructure through which the country's SDGs can be achieved with equitable benefit.

Integrating population dynamics in national development planning, monitoring and performance mechanism

Botswana's intention of an integrated development plan to maximise the DD will rely on enhanced monitoring and performance management measures that optimise adequate public services if the government is to maximise its DD and attain its long-term socio-economic transformation aspirations. Against this background, Botswana's development aspirations that encompass harnessing the DD should pursue an integrated approach to population and development. The process should incorporate:

Integration of population and development into planning and budgeting

- Roll out population and development integration planning guidelines to fully integrate DD prioritised targets and indicators in national and subnational plans and financing instruments

- Promoting stakeholder engagement at all levels (women, men, boys, girls) in budget processes to ensure population and development-related factors are mainstreamed in plans and budgets

- Enhance parliamentary oversight roles by setting up a select committee of parliament on population and development affairs to ensure that population factors are incorporated in the budgeting processes when addressing national priorities

Information, education, sensitisation, communication, advocacy, and awareness for Population and Development

- Building and sustaining a public awareness and engaging stakeholders through a

population and development communication strategy to leverage knowledge building and setting priorities for action

- IEC materials on DD in local languages to ensure local participation in population and development campaign

- Maintaining media as a critical partner in population and development advocacy, sensitisation and awareness. Partnership with academia to train media in population and development-oriented reporting.

Disaggregated data collection, analysis, monitoring and review

- Development and management of quality, timely and reliable disaggregated data. Develop good administrative records and vital statistics, so that information can be collected for analysis and utilisation for policy development and for monitoring progress on the achievement of Agenda 2030, Agenda 2063, vision 2036, NDP 12 and beyond

- A monitoring and evaluation system for population and development, including standardisation of population indicators, be rolled out

- Align Demographic Dividend prioritised indicators into the National performance monitoring systems to ensure efficiency in resources allocation and use

- Set up modern and automated data collection and monitoring systems to enhance opportunities for data accessibility

Training and research in population and development

- To raise a critical mass of practitioners in population and development, there is a need for strategic partnerships with think tanks, academia and research and policy institutions. The partnerships will expand knowledge products for population planning, policy and decision making for enhanced integration of population factors in development planning at all levels.

Implementation and coordination mechanism for integration of population and development

- Decentralise and localise integration of population and development matters into sub-national levels to enable the Ministry of Local Government and Rural Development to track performance and assess the extent to which population and development issues have been integrated.

- Financing and resourcing mobilization for population and development

- Bringing on board private sector financing through public-private partnerships, CSOs, and NGOs.

Demographic Dividend Road Map Priority Interventions

Selection of DD Priorities

The DD roadmap selected and defined priority areas within existing planning and budgeting guidelines as an essential step for setting targets and monitoring progress for the country. A DD priority was defined as an activity that the government needs to address that has a multiplier effect on other areas of government sustainable development plans. The 2018 Botswana DD study informed the development of the DD roadmap priorities. Specification of priorities was informed, first, by identifying the critical population-related bottlenecks to the development of Botswana. This was followed by recommending strategic investments, which are essential in getting the government on the path to socio-economic transformation and growth.

The prioritisation process further benefited from conceptualising the pathways to the DD (Annex 2) and priority investment areas to maximise the DD (Annex 3). These provide a series of multi-sectoral priorities systematically analysing the critical factors influencing the DD drivers' desired outcomes.

Demographic Dividend Roadmap Priority Interventions

Through a co-creation process with multi-sectoral stakeholders, the priorities were discussed and aligned with the four thematic areas linked to government strategies, programmes, and projects. The thematic areas are aligned to priority interventions. The roadmap priority areas in which strategic interventions should be made for government to maximise the DD benefits include Health and well-being; Education and skills development; Industrialisation, innovation and wealth creation; and Performance monitoring, governance and accountability(Table 1- 4).

Health and well-being

DD Priority Intervention 1 - Ensuring a healthy population through investments in preventive health and family planning

i. Through public health initiatives, invest in improving child and maternal health.

ii. Address pre-disposing factors for non-communicable diseases

iii. Health systems strengthening for management of non-communicable diseases and emerging health challenges

Table 1: DD Priorities and strategies for Health and Wellbeing

DD PRIORITY AREA	HEALTH AND WELLBEING
VISION 2036 GOALS OBJECTIVE	• A Moral, Tolerant and Inclusive Society that Provides Opportunities for All
NDP THEMATIC AREA	• Social Upliftment
COORDINATING MINISTRY	• Ministry of Health
IMPLEMENTING MINISTRIES:	Ministries of Education and Skills Development, Transport and Public Works, Local Govt and Rural Development , Civil society, Community, gatekeepers, Private Sector, State President (NAHPA), Development Partners, academia, Think Tanks, HRDC , MoF , Attorney General, AOJ , MET , MOA , MLWA
POLICIES AND STRATEGIES LINKED TO THE PRIORITY AREA	• Implementation of an effective M&E system • Expanding demand and access for family planning • Investment in appropriate guidelines, health care packages, infrastructure, technologies and human resource capacity for neonatal, other childhood and maternal health services at all levels of health care. Effective coordination and integration of financing mechanisms as part of promoting equity in health care financing
RELEVANT PROGRAMMES CONTRIBUTING TO AND INFORMING TARGETS	• Child & Maternity High Impact Interventions • Infant & Young children Feeding Programme Neonatal Quality Improvement ProgrammeCommunity system strengthening • Accelerate Health in All Policies (HiAP) Initiative National Under 5 Mortalities Audits • Construction of Health Facilities • Early Childhood Development Programme • Community Development • Maternal and New Born Health Care Programme • Communities Acting Together to Control HIV/AIDS • Essential Health Service Package • Household Food Security and Nutrition • Strengthening Health Promotion • Prevention of Non-communicable diseases • Strengthening Rehabilitation Services • Sustainable Health and Health Care services
IDENTIFIED DD PRIORITY PROJECTS	• Development and Implementation of Healthcare Standards • Primary Health Screening Project • Construction and Upgrading of Health posts and clinics without maternity • Building and upgrading clinics to Primary Hospitals • Computerisation of QIMS (Quality Information Management System)

Education and skills development

DD Priority Intervention 2- Human capital development through preparing Botswana's education system for a globally competitive skilled workforce:

    i.   Address inequities in access to education across gender and place of residence

    ii.   Invest in early childhood education and development

    iii. Transform the education system from a knowledge-based to competency-based curriculum

    iv. Appropriate and regionally competitive skilling and re-tooling programmes

Table 2: DD Priorities and strategies for education and Skills development

DD PRIORITY AREA	EDUCATION AND SKILLS DEVELOPMENT
VISION 2036 OBJECTIVE	• A Moral, Tolerant and Inclusive Society that Provides Opportunities for All
NDP THEMATIC AREA	• Social Upliftment
COORDINATING MINISTRY	Ministry of Education and Skills Development
IMPLEMENTING MINISTRIES:	MESD , Academia, Research Institutes, BNPC, MESD, MoF, DPSM, BQA, HRDC, MLG&RD, MoH
STRATEGIES LINKED TO THE PRIORITY AREA	• Developing Diversified Sources of Economic Growth • Human Resource Development Strategy • Human Capital Development • Social Development • Consolidation of good governance and strengthening of national security
RELEVANT PROGRAMMES CONTRIBUTING TO AND INFORMING TARGETS	• Disability Entrepreneurship Programme • Remediation and Enrichment Programmes • Learning Achievement Programs & Guidance and Counselling • Early Childhood Care Development • Guidance and Counselling (study skills and career guidance) • Learning Achievement Programmes • Early Childhood Education • National Credit Qualification Framework • Skills Development Program • Human Resource Planning and Management Programme • Basic Education Programme
IDENTIFIED DD PRIORITY PROJECTS	• Centre for severe and multiple disabilities • Sheltered Workshop for learners with disability (North and South) • Development of career pathways and streams • Development of psychometric tests • Post literacy Skills Programs • National Assessment Program • Research Capacity Building • Implementation of indigenous knowledge system policy • Implementation of research, science, technology innovation

Industrialisation, innovation and wealth creation

DD Priority Intervention 3- Acceleration of job creation for the youth by prioritising economic reforms and investments:

i. Diversification from mining to agricultural industrialisation through special economic zones

ii. Investing in re-skilling out of school youth

iii. Encourage expansion of the private sector for employment creation

iv. Expand digital transformation by harnessing information and communication technology to increase employment opportunities for young people

Table 3: DD Priorities and strategies for industrialisation, innovation and wealth creation

DD PRIORITY AREA	INDUSTRIALIZATION, INNOVATION AND WEALTH CREATION
VISION 2036 OBJECTIVE	Transitioning to a high-income economy with export-led growth underpinned by high levels of productivity, diversified economy, inclusive and sustainable growth.
NDP THEMATIC AREA	Economy and Employment
COORDINATING MINISTRY	Ministry of Trade and Industry
IMPLEMENTING MINISTRIES:	Ministry of Employment, Labour, Ministry of Finance, HRDC, MYSC, Workers Unions, Ombudsman, AOJ, Ministry of Trade and Industry, Ministry of Finance Ministry of Transport and Public Works, BITC , MoA , CIPA , Business Botswana, Competition Authority, CEDA , LEA , Local Authorities Ministry of Labour and Home Affairs MESD, HRDC, MFA , Institutions of Higher Learning. Ministry of Land Management and Sanitation Services Ministry of Agriculture MLG&RD, MYSC, MTI, MoA
STRATEGIES LINKED TO THE PRIORITY AREA	• Botswana Excellence Strategy • Private Sector Development Programmes • Botswana Exports Development Programme (BEDP); • Trade facilitation programmes (land, utilities, ICT, infrastructure, skills, e-services, regulation, Cyber security); • Broadband strategy; • Agricultural Infrastructure Development Programmes; • Tourism Development Programme • Export Led Strategy • Cluster Development (Tourism, Beef (Livestock), Other minerals & Financial Services) • Economic Diversifications Drive
IDENTIFIED DD PRIORITY PROJECTS	• Special Economic Zones Common Facilities, • Economic Diversification and Competitiveness Programme • Doing Reforms Roadmaps

Performance monitoring, governance and accountability

DD Priority Intervention 4- Performance monitoring, governance and accountability as enablers for harnessing the Demographic Dividend

Priority actions required to enhance performance monitoring include:

    i.   Strengthen data and evidence for performance monitoring and learning

    ii.   Monitoring integration of population issues into development planning and budgeting frameworks at both the national and sub-national levels

    iii.   Capacity strengthening in population and development for human resources at all levels

Table 4: DD Priorities and strategies for performance monitoring, governance and accountability

DD PRIORITY AREA	PERFOMANCE MONITORING, GOVERNANCE AND ACCOUNTABILITY
VISION 2036 OBJECTIVE	Strengthening Governance Institutions
NDP THEMATIC AREA	Peace, Freedom and Progressive Governance
COORDINATING MINISTRY	Ministry of State President
IMPLEMENTING MINISTRIES:	Statistics Botswana, Ministry of Finance, Ministry of Immigration and Gender, MLG&RD, MDS, MFA, National Planning Commission (NPC) DPMS
STRATEGIES LINKED TO THE PRIORITY AREA	• Developing a National Monitoring and Evaluation System • Develop national M&E capacities • Develop indicators to measure performance
RELEVANT PROGRAMMES CONTRIBUTING TO AND INFORMING TARGETS	• Decentralisation of services • Building effective and inclusive institutions at all levels. • Monitoring and Evaluation Systems • Advocacy Programme on corruption prevention and investigations • Citizen Participation • Capacity Building and HR Development; • Promotion of Gender equality • Protection and Promotion of Human Rights
IDENTIFIED DD PRIORITY PROJECTS	• National Monitoring and evaluation • Capacity building Reforms • Vision 2036 performance surveys • Organisational structure review

Chapter
04

DD Roadmap Implementation Guidelines and Conclusion

DD Monitoring and Performance System

The Botswana DD Roadmap is accompanied by a dynamic DD monitoring and performance system developed to operationalise the roadmap. The monitoring and performance system will also enhance effective DD integration and assessment of population concerns in planning frameworks. To provide further guidance, a DD Theory of Change shows the interfaces, interactions and mechanisms of mainstreaming DD drivers. The theory of change categorises critical results areas and indicators to guide DD multi-sectoral programming.
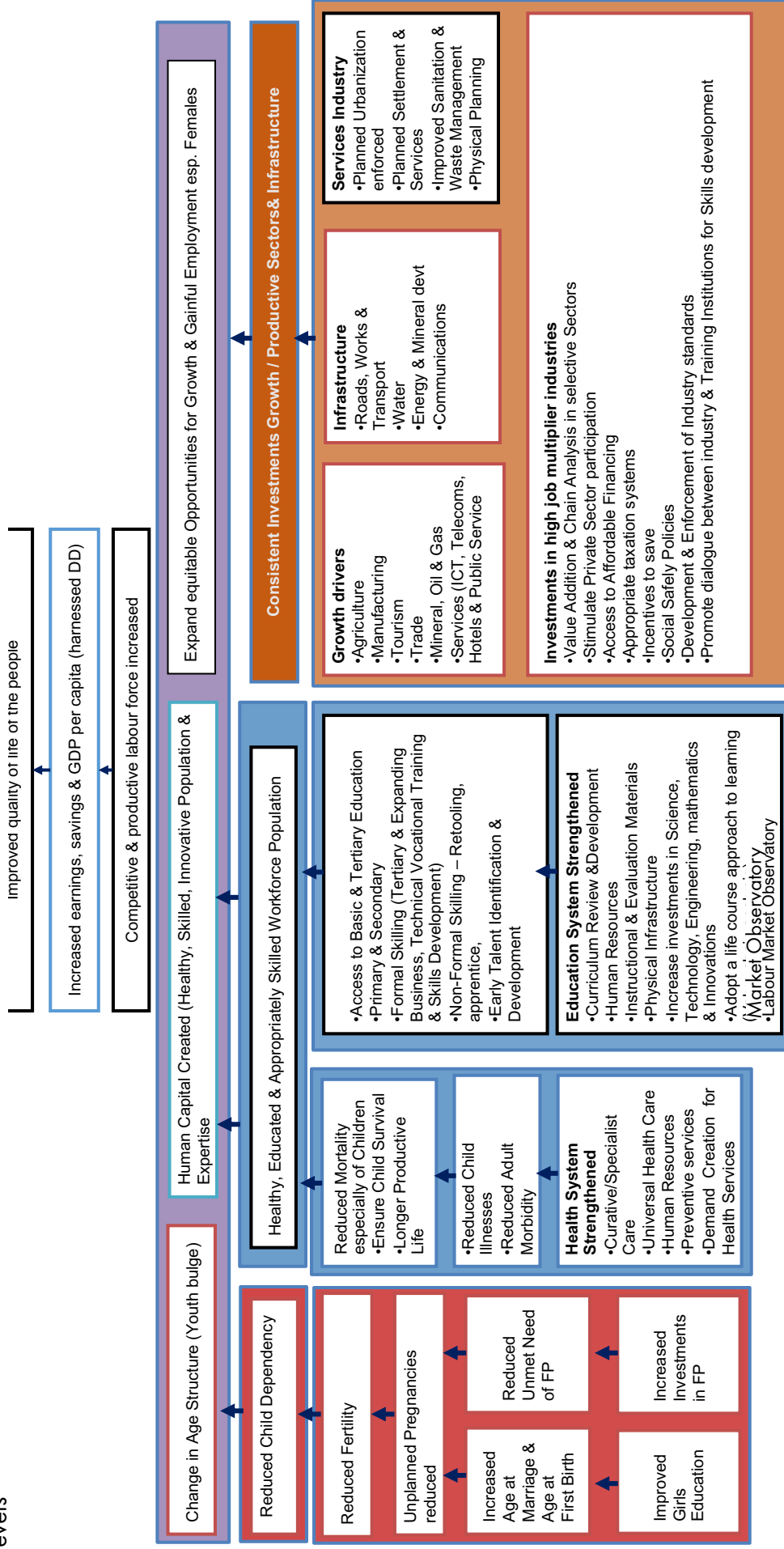
Theory of Change

The Theory of Change is a dynamic, logical and interactive framework which illustrates pathways for harnessing the DD. It facilitates the operationalisation of DD drivers at national and sub-national levels through annual planning and budgeting processes. It demonstrates organised strategic DD drivers that should be mainstreamed into sector and local-level interventions and budget frameworks.

The Theory of Change explains four (4) primary objectives with outcomes as follows:

i.   Transformation of the age structure and creation of a youth bulge – aims to bring about a shift from a broad-based to a narrow-based age pyramid through a rapid fertility decline. The specific actions will include popularising the benefits of small family size; delaying the onset of sexual activities among adolescents in preference for education and career development; empowering couples to have the number of children they desire; and addressing the unmet need for family planning.

ii.   Accelerating morbidity and mortality decline – under this objective, sectors are expected to facilitate planned mortality decline by enabling women to space their children to reduce infant and child mortality; promoting proper nutrition for all; promoting environmental sanitation and hygiene; and reducing maternal mortality by enabling women to avoid pregnancies in the high-risk categories of too early, too many, too close and too late.

iii. Developing a competitive human capital – this objective has three dimensions that contribute to human capital productivity. Sectors are expected to play different but complementary and mutually reinforcing roles. While the human resource is the most valuable resource, turning it into a competitive human capital dictate that it must be: first, a healthy population (void of childhood illnesses, with healthy lifestyles, proper nutrition, and avoiding unwanted and ill-timed pregnancies). Secondly, the human resource must be adequately educated – ensuring that all children and adolescents acquire complete basic education through enrolling all children in school, provision of quality education with a competitive curriculum, providing age-appropriate information to school children to handle lifecycle and social challenges. Finally, human resources must be appropriately skilled to take advantage of the employment opportunities created in the economy. This way, human capital will be the main engine of growth, propelling productivity and innovation.

iv.   Expanding equitable opportunities for growth and gainful employment, especially for females - the pursuit of this objective is enshrined within an improved governance environment. Through the enhanced governance nexus, the country will be able to commit to:

• Acceleration of decent job creation;

• Enhancement of institutional accountability and improved service delivery;

• Address cross-cutting areas such as early childhood development (ECD) as a critical input to a healthy and educated population. ECD boosts a firm foundation for enhancing human capital development. Similarly, addressing attitude, culture, and other contextual factors influences the people into a consciously productive mindset to achieve the DD.

• Lastly, promote advocacy for use and sustainable consumption and management of natural resources, a critical input for the economic pillar and other developmental processes.

Theory of Change to guide mainstreaming the implementation of the DD drivers in Development Plans, Programmes & Initiatives at National & Subnational levels

Improved quality of life of the people

Increased earnings, savings & GDP per capita (harnessed DD)

Competitive & productive labour force increased

Expand equitable Opportunities for Growth & Gainful Employment esp. Females

Change in Age Structure (Youth bulge)

Human Capital Created (Healthy, Skilled, Innovative Population & Expertise

Consistent Investments Growth / Productive Sectors& Infrastructure

Services Industry
- Planned Urbanization enforced
- Planned Settlement & Services
- Improved Sanitation & Waste Management
- Physical Planning

Infrastructure
- Roads, Works & Transport
- Water
- Energy & Mineral devt
- Communications

Growth drivers
- Agriculture
- Manufacturing
- Tourism
- Trade
- Mineral, Oil & Gas
- Services (ICT, Telecoms, Hotels & Public Service

Investments in high job multiplier industries
- Value Addition & Chain Analysis in selective Sectors
- Stimulate Private Sector participation
- Access to Affordable Financing
- Appropriate taxation systems
- Incentives to save
- Social Safety Policies
- Development & Enforcement of Industry standards
- Promote dialogue between industry & Training Institutions for Skills development

Healthy, Educated & Appropriately Skilled Workforce Population

- Access to Basic & Tertiary Education
- Primary & Secondary
- Formal Skilling (Tertiary & Expanding Business, Technical Vocational Training & Skills Development)
- Non-Formal Skilling – Retooling, apprentice,
- Early Talent Identification & Development

Education System Strengthened
- Curriculum Review &Development
- Human Resources
- Instructional & Evaluation Materials
- Physical Infrastructure
- Increase investments in Science, Technology, Engineering, mathematics & Innovations
- Adopt a life course approach to learning
- Market Observatory
- Labour Market Observatory

Reduced Mortality especially of Children
- Ensure Child Survival
- Longer Productive Life

- Reduced Child Illnesses
- Reduced Adult Morbidity

Health System Strengthened
- Curative/Specialist Care
- Universal Health Care
- Human Resources
- Preventive services
- Demand Creation for Health Services

Reduced Child Dependency

Reduced Fertility

Unplanned Pregnancies reduced

Increased Age at Marriage & Age at First Birth

Reduced Unmet Need of FP

Increased Investments in FP

Improved Girls Education

Cross Cutting Issues

Early Childhood Development (ECD) Operationalized

Empowerment, Mind-set, Attitude change of in lifestyles of the Population

Sustainable consumption & Management of Environment Natural Resources

Good Governance (Institutional, Legal FW; Accountability for Results; Resource Efficiency; Coordination Mechanisms; Advocacy & Reporting

[Adapted from Demographic transition, human capital formation, and social and economic change— A framework, Reher D.S (2011)]

Operationalising the DD Roadmap for Botswana

The NPC, through the Population and Sustainable Development Coordination (PSDC) Section in the Ministry of State President, will oversee the implementation and coordination of the DD roadmap. In addition, Statistics Botswana will provide technical guidance on data collection for priority indicators with national and subnational analysis.

Mainstreaming the DD through a National Delivery System for Performance Monitoring, Accountability and Reporting

Population issues and their cross-cutting nature call for a multi-stakeholder implementation framework that requires multi-dimensional approach. Therefore, the realisation of Botswana's DD roadmap heavily depends on effective linkages for collaboration and coordination with all key stakeholders implementing it. The DD roadmap will be monitored and evaluated by the NPC through the annual assessments based on the DD results framework.

Conclusion

The Botswana National Demographic Dividend Roadmap provides priority interventions that the government can invest in to maximise its demographic dividend. The priority interventions are aligned to recommendations for cross-sectoral investments to be guided by a roadmap to enable the country to maximise opportunities provided by its favourable age structure. The roadmap provides an overarching framework to guide the country's long-term development aspirations to achieve a generational transformation within three to five decades. The roadmap also includes a performance monitoring system is the key tool for measuring success or lack thereof of progress towards achieving the DD priority interventions.

This document therefore, serves as a guide to cross-sectoral actors from the Government Ministries, Political and Traditional leadership, Development Partners, CSOs, Academia, private sector, other non-state actors to streamline DD priorities and interventions into their respective plans for accelerated achievement of Botswana's sustainable development goals by leveraging the potential of the DD.

The DD roadmap selected and defined priority areas within existing planning and budgeting guidelines as an essential step for setting targets and monitoring progress for the country.

Through a co-creation process with multi-sectoral stakeholders different multi-sectoral working groups, the roadmap highlighted that if the government of Botswana is to maximize the DD benefits for sustainable development, priority interventions and investments should be made in areas that include: Health and well-being; Education and skills development; Industrialisation, innovation and wealth creation; and Performance monitoring, governance and accountability.

The DD roadmap is a deliberate and conscious integration of DD drivers into the national development planning and assessment frameworks. This is associated with solid institutional mechanisms and government commitment to coordinate the integration of population dynamics into development planning at the national level and the readiness and willingness of development partners to support the demographic dividend agenda. Successful implementation of the DD roadmap requires that roles be integrated for different groups of actors at sectoral and sub-national levels while leveraging political commitment, readiness and willingness of Development Partners to support DD interventions.

Annexes

Annex 1: Cited Documents

OFFICIAL DOCUMENT	YEAR	SUMMARY
National Development Plan 11 for Botswana	April 2017 – March 2023	The NDP 11 focuses on six broad-based national priorities of: Developing Diversified Sources of Economic Growth; Human Capital Development; Social Development; Sustainable Use of Natural Resources; Consolidation of Good Governance and Strengthening of National Security; and Implementation of an Effective Monitoring and Evaluation System. These priorities are aligned to Vision 2036 pillars of: Sustainable Economic Development; Human and Social Development; Sustainable Environment; and Governance, Peace and Security.
Botswana SDGs Status Report	2016-2020	Botswana Adopted the 2030 Agenda for Sustainable Development to create a better and more sustainable future for all with a focus of addressing among others challenges related to hunger, education, gender equality, good health and well-being, climate change, environmental degradation. The agenda coincided with the development of the country's' short- and long-term planning instruments namely national development plan 11 and associated district and urban development plans, as well as vision 2036.
Botswana Vision 2036	2016-2036	Botswana Vision 2036 is a transformational agenda that defines our aspirations and goals as a people. It aims to transform Botswana from an upper middle-income country to a high-income country by 2036, and sets out a compelling vision of what our future will look like and in the process create broad prosperity for all.
African Union Demographic Dividend Roadmap	2017	African Heads of State and Government have devoted the year 2017 to "Harnessing the Demographic Dividend through Investments in Youth". The extent to which African governments are able to transform education and skills development, health and wellbeing, empowerment as well as employment and entrepreneurship would lie at the heart of this march towards progress, sustainable peace and development.

| Agenda 2063	2015	Agenda 2063 encapsulates not only Africa's Aspirations for the Future but also identifies key Flagship Programmes which can boost Africa's economic growth and development and lead to the rapid transformation of the continent. Agenda 2063 also identifies key activities to be undertaken in its 10 year Implementation Plans which will ensure that Agenda 2063 delivers both quantitative and qualitative Transformational Outcomes for Africa's people
Performance, Monitoring and Evaluation Manual	2018	The Performance M&E Policy provides direction for the integration of the performance M&E function into core public sector management systems through the National M&E System (NMES) and to over time to build a stronger performance focus into the NMES.
National Policy on Population	2010	The revised Policy is a product of comprehensive submissions from eight technical working groups. The objectives and targets have been aligned with national development planning, the Millennium Development Goals and with Vision 2016. Furthermore, objectives and strategies have been reviewed taking into consideration that the rationale of restraining population growth is no longer relevant and were therefore revisited to identify those achieved, drop those no longer relevant and introduce new ones.
Botswana MDGs Status Report	2015	The country's commitment to the MDG process is demonstrated by the way it has factored goal principles in its policy formulation process. For example, in its 2012 Midterm Review of the National Development Plan (NDP) 10, Botswana's policy and strategy for development comprised four thematic working areas (TWAs) that were in tandem with the MDGs. These MDG-specific TWAs were Economy and Employment; Social Uplift and Sustainable Environment. Further testimony to Botswana's commitment to the MDGs framework is the country's current drive to eradicate abject poverty.
Botswana DD Report	2018	This study shows that the cumulative boost in living standards emanating from the first demographic dividend between 1990 and 2060 will be 36%. Of this, 24% has already been accumulated between 1990 and 2015 while the remaining boost of 12% will accrue between 2015 and 2060, assuming the country follows the medium fertility variant of the UN population projections.
Human Capital Investment Policy	2018	trategic investments in human capital, education and skills development, as well as health are critical for the attainment of Botswana's long-term development vision of becoming a high-income country.

Labour market and job creation policy	2018	Botswana's formal sector labour market is dominated by the government. The government employs more than half of all the people in the formal sector. Central government employment constitutes 26% of the formal sector employment; local government accounts for 22% and parastatal organisations account for 5% of formal employment.
The citizen economic empowerment policy	2012	Citizen economic empowerment interventions should equip citizens with the necessary competencies, which would enable them to take better advantage of economic opportunities and thereby have a stake in the process of economic growth and development.
Botswana National Performance Monitoring and Evaluation Policy	2017	The NMES is being developed to monitor and evaluate progress of the Vision 2036 and other national strategies. The development of the NMES is championed by the highest office in the country, the Office of the President.
Performance Framework	April 2017– March 2023	The Performance Framework outlines measurements that have been developed to monitor and evaluate the implementation of NDP11. It includes a mix of indicators ranging from national to high-level ministerial outcomes and outputs and is aligned to the Vision 2036, the SDGs and the African Union Agenda 2063.
Capitalizing on Botswana's Young People	December 2020	Botswana's youth are, not surprisingly, in better health than their older counterparts. Fewer than one in five youth report having a health condition, compared to more than half of older adults. Chief amongst these health conditions is HIV/AIDS, with 5.9 percent of youth reporting having been diagnosed with the disease. This is followed by high or low blood pressure (4.5 percent) and asthma (3.3 percent).
The future is now science for achieving sustainable development	2019	The Report uses the latest scientific assessments, evidence bases about good practices, and scenarios that link future trajectories to current actions to identify calls to action by a range of stakeholders that can accelerate progress towards achieving the Sustainable Development Goals.
National Development Plan 11, Volume 1	April 2017 – March 2023	NDP 11's theme is "Inclusive Growth for the Realization of Sustainable Employment Creation and Poverty Eradication". This theme will be realized through the implementation of six national priorities, namely: developing diversified sources of economic growth; human capital development; social development; sustainable use of national resources; consolidation of good governance and strengthening of national security; and implementation of an effective monitoring and evaluation system.

Annex 2: Pathways to the Demographic Dividend
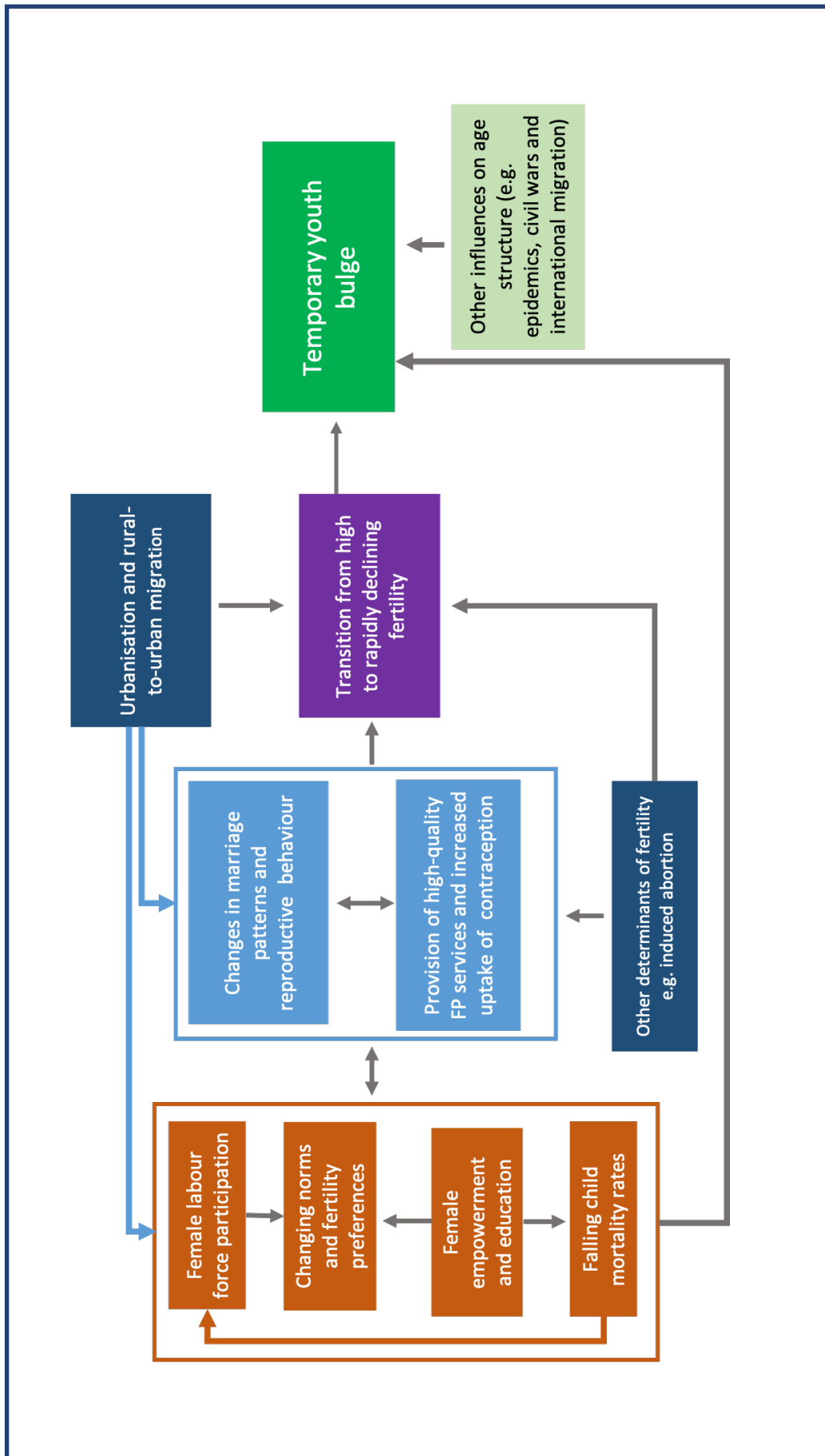
Source: *The African Institute for Development Policy and University of Southampton (2018). Regional Analysis of Youth Demographics*

Annex 3: Priority investment areas to harness and maximise the Demographic Dividend
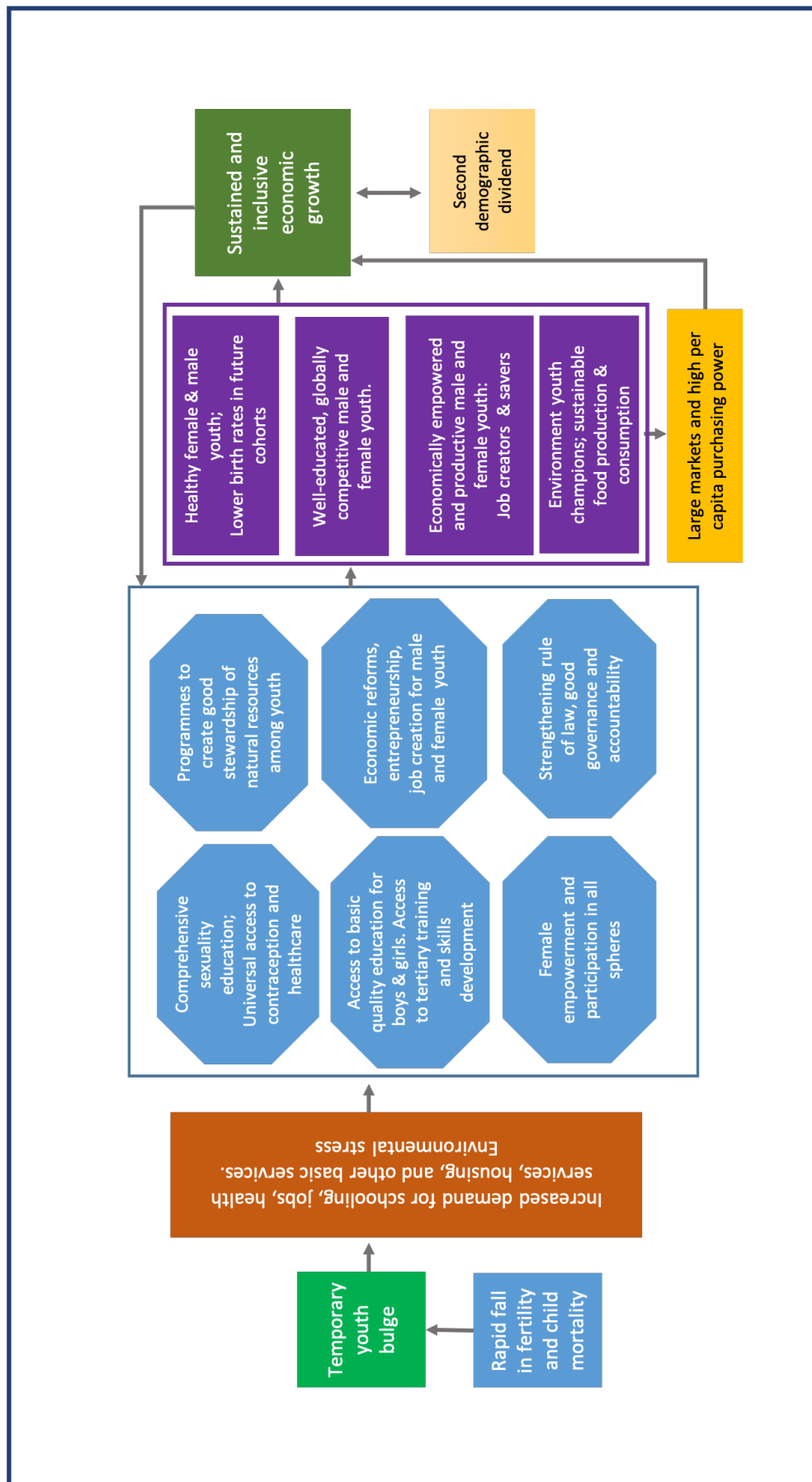
Source: *The African Institute for Development Policy and University of Southampton (2018). Regional Analysis of Youth Demographics*

Annex 4: Demographic Dividend roadmap implementation and projects monitoring flow diagram:

Phase I: Establishing DD performance function

(1) Linking DD indicator performance to specific sector strategic plans

(2) Selecting DD performance indicators

(3) Defining DD baselines

(4) Setting DD performance targets

(5) Monitoring implementation of DD indicators

Phase II: Improving DD indicator performance

(6) Compilation of DD annual progress reports

(7) Holding quarterly DD review meetings

(8) Conducting DD priority evaluations

(9) Linking DD and evaluation to a management system

(10) Publishing DD progress reports and receiving citizen feedback

Phase III: Sustaining implementation of DD Priorities

(11) Setting up DD institutional architecture

(12) Improving human resources

(13) Tracking budgeting for DD priorities

(14) Capacity development and communication of DD priorities

(15) DD indicator reporting

Annex 5: Demonstration of DD Results Framework

RESULTS	INDICATOR	Baseline FY2017/18	Target					Resp. Actors
			FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24	FY 2024/25	
GOAL								
DD Strategic Objective 1: To accelerate rapid decline of both fertility and mortality leading to a change in the population age structure that is favourable for economic development								
Reduced dependence ratio	Age related dependence ratio							
Reduced fertility	Total Fertility Rate							
	Adolescent fertility rate (Birth rate per 1,000 adolescent women aged 10 – 14 years, aged 15-19 years)							
	Prevalence of teenage Pregnancy							
Reduced Morbidity of the children	Prevalence of stunting among children under 5years (%)							
Reduced Mortality of the children	Neonatal Mortality Rate (per 1,000)							
	Infant Mortality Rate/1000							
DD Intermediate outcome 1: Increased demand and access to family planning expanded								
Increased demand and access to family planning expanded	Modern Contraceptive Prevalence Rate for married women and those in union (%)							
	Unmet need for family planning							
Intermediate outcome 2: Improved child survival								
Improved child survival	% of children under one year fully immunized							
	% of children exclusively breastfed for 6 months							

DD Intermediate outcome 3: Increased completion rates at all levels									
Increased completion rates at all levels.	Net enrolment rate at different levels by age & sex	Pre-Primary							
		Primary							
		Secondary							
	Survival rates	Primary							
		Secondary							
DD Strategic Objective 2: To enhance human capital development (a healthy, well-educated, skilled, productive, entrepreneurial and innovative labour force)									
Intermediate outcome 1: Improved life-cycle based preventive health measures									
Improved lifecycle preventive social and health measures	Prevalence of malnutrition in the population (%)								
	Access to basic sanitation	sanitation coverage (Improved toilet)							
		Improving hand washing facility							
	Access to safe water supply	Rural							
		Urban							
	ART Coverage (%)								
	%. of eligible population screened for NCDs								
DD Intermediate outcome 2: Improved curative (specialized) health care									
	Malaria prevalence rate (%)								
Improved specialized health care	HIV prevalence Rate (%)								
	TB prevalence rate								
	Hypertension rate								
	Diabetic prevalence rate								
	Cancers prevalence rate								
DD Intermediate outcome 3: Increased coverage of health insurance for universal health coverage									
Increased coverage of health insurance	Out of pocket health expenditure (financial protection for ill health)								

Intermediate outcome 4: Improved child development in learning, health and psychological wellbeing								
Child development in learning, health and psychological wellbeing improved	Proportion of children with age-appropriate development							
	Proportion of children protected from abuse and violence (%)							
	Percentage of children aged 5 17 years engaged in child labour							
Intermediate outcome 6: Improved skilling and re-tooling								
Improved skills mix	Proportion of youths accessing Non-Formal Education (NFE) and training							
	TVET Enrolment ('000)							
DD Strategic Objective 3: To expand equitable opportunities for growth and gainful employment								
DD Intermediate outcome 1: Agro based industrialization								
Agro based industrialization	% Change in production volumes in priority agricultural commodities							
	Number of regional post-harvest handling, storage and value addition facilities established							
	An integrated agriculture market information system developed							
	Proportion of farmers that access extension services							
DD Intermediate outcome 2: Increased private sector development								
Increased private sector development	% of youth-owned MSMEs utilizing the services of research and innovation facilities							
Intermediate outcome 3: Enhanced local tourism and international tourism maximized								
Enhanced local tourism and international tourism maximized	Number of people directly employed along the tourism value chain							
Intermediate outcome 4: Enhanced innovation and digital transformation								
Enhanced innovation and digital transformation	No. of incubators established and operationalized							

Intermediate outcome 5: Sustainable Urbanization and Housing							
Sustainable Urbanization and Housing	Proportion of urban population living in slums and informal settlements						
	Number of Urban Councils with PDPs guiding social service provision						
	Percentage coverage of solid waste management						
DD Strategic Objective 4: To promote good governance for service delivery and accountability for sustainable development							
Intermediate outcome 1: Increased awareness and participation of the population (including vulnerable persons) in all development programs to demand for transparency, accountability and value for money							
Increased awareness and participation of the population (including vulnerable persons) in all development programs to demand for transparency, accountability and value for money	Percentage of Households participating in public development initiatives						
	Adult literacy rate by sex						
DD Intermediate outcome 2: Strengthened investigative and prosecutorial agencies							
Strengthened investigative and prosecutorial agencies	Incidence of unethical behaviour (corruption, crime rate, theft, immorality)	Corruption perception index					
		Crime rate per 100,000 persons					

Annex 6: Diagrammatic presentation of the methodology Approach and DD assessment system for Botswana
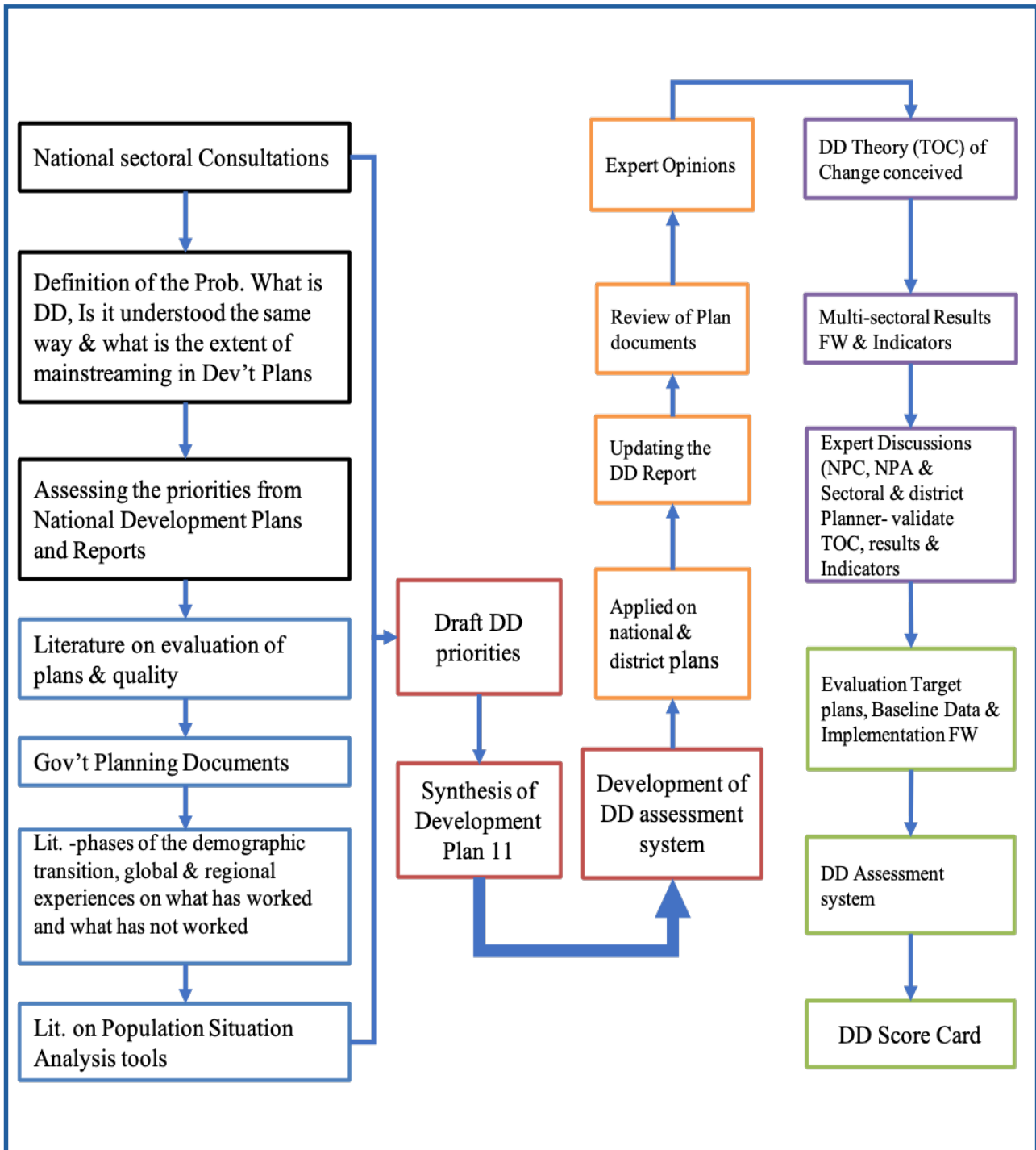
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