

GOVERNMENT OF BOTSWANA - UNITED NATIONS

PROGRAMME OPERATIONAL PLAN (2010-2014)

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IN WITNESS THEREOF the undersigned, duly authorised, have signed this Government of Botswana-United Nations Programme Operational Plan document on the 15th day of December, 2009 in Gaborone, Republic of Botswana



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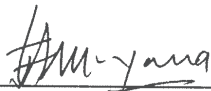
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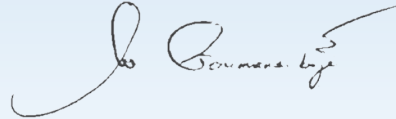


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TABLE OF CONTENTS

SIGNATURE PAGE	I
TABLE OF CONTENTS	III
LIST OF TABLES	V
LIST OF ANNEXURES	VI
LIST OF FIGURES	VI
ACRONYMS	VII
EXECUTIVE SUMMARY	1
VOLUME ONE: OPERATIONAL ARRANGEMENTS/MODALITIES	3
PREAMBLE	4
PART I: BASIS AND PRINCIPLES OF THE RELATIONSHIP	4
PART II: SITUATIONAL ANALYSIS	5
PART III: PAST COOPERATION AND LESSONS LEARNED	8
PART IV: GoB-UN PROGRAMME OPERATION PLAN	11
PART V: PARTNERSHIP STRATEGY	16
PART VI: PROGRAMME MANAGEMENT AND ACCOUNTABILITY MECHANISMS	18
PART VII: MONITORING AND EVALUATION PLAN	24
PART VIII: COMMITMENTS OF PARTICIPATING UN ORGANISATIONS	26
PART IX: COMMITMENTS OF THE GOVERNMENT	26
PART X: OTHER PROVISIONS	27
VOLUME TWO: COMPONENT CHAPTERS	29
INTRODUCTION	30
CHAPTER 1: GOVERNANCE AND HUMAN RIGHTS PROMOTION	31
1.1 Situational Analysis.....	31
1.2 Component Strategy.....	40
1.3 Country Programme Outcomes and Results Matrix	42



CHAPTER 2: ECONOMIC DIVERSIFICATION AND POVERTY REDUCTION	63
2.1 Situational Analysis.....	63
2.2 Component Strategy.....	67
2.3 Country Programme Outcomes and Results Matrix	68
CHAPTER 3: HEALTH AND HIV/AIDS	80
3.1 Situational Analysis.....	80
3.2 Component Strategy.....	83
3.3 Country Programme Outcomes and Results Matrix	84
CHAPTER 4: ENVIRONMENT AND CLIMATE CHANGE.....	103
4.1 Situational Analysis	103
4.2 Component Strategy	108
4.3 Country Programme Outcomes and Results and Resource Matrix	109
CHAPTER 5: CHILDREN, YOUTH AND WOMEN EMPOWERMENT	134
5.1 Situational Analysis	134
5.2 Component Strategy	137
5.3 Country Programme Outcomes and Results Matrix.....	137
CHAPTER 6: MANAGEMENT OF PROGRAMME IMPLEMENTATION	148
6.1 Programme Management	148
6.2 Financial Management.....	150
6.3 Monitoring and Evaluation in Relation to Cash Transfers.....	150
CHAPTER 7: MONITORING AND EVALUATION PLAN	152
7.1 Monitoring Plan	152
7.2 Evaluation Plan.....	153
ANNEXURES	158



LIST OF TABLES

Table 1: Implementing Partners or Executing Agencies	17
Table 2: Budget Summary 2010-2014	22
Table 3: Resource Mobilisation by Agency and by UNDAF OUTCOME AREAS 2010-2014.....	22
Table 4: Annual vs. 5 yr Cycle Review Requirements.....	25
Table 5: Presentation of the Vision 2016 Pillar against NDP 10 Goal and KRAs	40
Table 6: UNDAF CP Outcomes and Related Vision 2016 pillars, NDP 10 Goals and MDGs.....	42
Table 7: Results and Resource Matrix on Governance and Human Rights Promotion	44
Table 8: M&E Framework on Governance and Human Rights Promotion	56
Table 9: Results and Resource Matrix on Economic Diversification and Poverty Reduction	70
Table 10: M&E Framework on Economic Diversification and Poverty Reduction	78
Table 11: Results and Resource Matrix on Health and HIV/AIDS.....	85
Table 12: M&E Framework on Health and HIV/AIDS	96
Table 13: Results and Resources Matrix on Environment and Climate Change	111
Table 14: M&E Framework on Environment and Climate Change	128
Table 15: Results & Resources Matrix on Children, Youth and Women Empowerment	139
Table 16: M&E Framework on Children, Youth and Women Empowerment	144
Table 17: Mid-term/end cycle UNDAF/GOB-UN POP Evaluation Plan.....	154
Table 18: Monitoring and Evaluation Calendar	155



LIST OF ANNEXURES

Annex 1: Agreement of UN Agencies.....	158
Annex 2: GoB-UN Programme Coordination Mechanisms Linked to NDP 10 Coordination Structures	160
Annex 3: Terms of Reference for Coordination and Implementation Mechanisms	161
Annex 4: Internal UN Coordination Mechanisms	169
Annex 5: Joint Annual Work Plan	178
Annex 6: GoB-UN Programme Operational Plan Implementation Arrangements	188
Annex 7: Harmonised Approach to Cash Transfers (HACT) Assurance Plan and Cash Transfer Modalities	192

LIST OF FIGURES

Figure 1: Details of TWGs and NSO Secretariat Functions.	129
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ACRONYMS

ACP	African Caribbean and Pacific Group
ACSD	Accelerated Child Survival and Development
ADCOM	Advocacy and Communication Group
AGF IV	African Governance Forum IV
AGOA	African Growth and Opportunity Act
ANC	Ante- Natal Clinic
ART	Anti-Retroviral Treatment
AU	Africa Union
AWP	Annual Work plan
BA	Basic Agreement
BALA	Botswana Association of Local Authorities
BBA	Biennium Budget Agreements
BCA	Basic Cooperation Agreement
BDF	Botswana Defence Force
BDS	Botswana Demographic Survey
BFHS	Botswana Family Health Survey
BHRIMS	Botswana HIV Response Information Management System
BIDPA	Botswana Institute for Development Policy Analysis
BOCCIM	Botswana Confederation of Commerce, Industry and Manpower
BOCONGO	Botswana Council of Non Governmental Organizations
BODAMIS	Botswana Development Assistance Management Information System
BONELA	Botswana Network on Ethics, Law and HV/AIDS
BPoA	Brussels Plan of Action
BTA	Botswana Telecommunications Authority
CBD	Convention on Biological Diversity
CBNRM	Community Based Natural Resources Management
CBO	Community Based Organization
CBOS	Community Based Organizations
CCA	Common Country Assessment
CCG	Component Coordination Group
CCGs	Component Coordination Groups
CEDA	Citizen Entrepreneurial Development Agency
CERD	Committee of the Elimination of Racial Discrimination
CITES	Convention on International Trade in Endangered Species
CPAP	Country Programme Action Plan
CPD	Country Programme Document
CPOs	Country Programme Outcomes



CRC	Convention on the Rights of the Child
CSD	Commission on Sustainable Development
CSOs	Civil Society Organizations
CYWE	Children Youth and Women Empowerment
DCD	Deputy Country Director
DCEC	Directorate on Corruption and Economic Crime
DEA	Department of Environment Affairs
DFRR	Department of Forestry Range Resources
DMS	Department of Meteorological Services
DOTS	Direct Observation Treatments
DPS	Deputy Permanent Secretary
DPSM	Department of Public Service Management
DSS	Department of Social Services
DWNP	Department of Wildlife and National Parks
EIA	Environmental Impact Assessment
EIS	Environmental Information System
EPI	Environment and Poverty Initiative
FAO	Food and Agricultural Organization
FBO	Faith Based Organization
G&HRP	Governance & Human Rights Promotion
GBV	Gender Based Violence
GDP	Gross Domestic Product
GDP-HDI	Gross Domestic Product- Human Development Index
GNSO	Government National Strategy Office
GoB-UN	Government of Botswana-United Nations
GoB-UN POP	Government of Botswana-United Nations Programme Operational Plan
HACT	Harmonised Approach to Cash Transfers
HC	Humanitarian Coordinator
HDI	Human Development Index
HDR	Human Development Report
HIES	Household Income and Expenditure Survey
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
HQ	Headquarters
IAEA	International Atomic Energy Agency
IASC	Inter-Agency Standing Committee
ICC	International Criminal Court
ICPPR	International Convention on Civil and Political Rights
IEC	Independent Electoral Commission
IFAD	International Fund for Agricultural Development



IHS	Institute of Health Services
ILO	International Labour Organization
IMR	Infant Mortality Rate
INGOs	International Non-Governmental Organizations
IP	Implementing Partner
IPSAS	International Public Sector Accounting System
IWRM	Integrated Water Resources Management
KRAs	Key Result Areas
LEA	Local Enterprise Agency
LED	Local Economic Development
LoA	Letters of Agreement
LoU	Letters of Understanding
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MDGs	Millennium Development Goals
MDJS	Ministry of Defence, Justice and Security
MEA	Multilateral Environmental Agreements
MEWT	Ministry of Environment, Wildlife and Tourism
MFDP	Ministry of Finance and Development Planning
MFDP	Ministry of Finance and Development Planning
MIC	Middle Income Country
MICS	Multi-Indicator Cluster Surveys
MISA	Media Institute of Southern Africa
MIST	Ministry of Infrastructure, Science and Technology
MLG	Ministry of Local Government
MLHA	Ministry of Labour and Home Affairs
MMEWR	Ministry of Mineral, Energy and Water Resources
MoA	Ministry of Agriculture
MOFAIC	Ministry of Foreign Affairs and International Cooperation
MoH	Ministry of Health
MoLG	Ministry of Local Government
MoU	Memorandum of Understanding
MSCP	Multi-Sectoral Committee on Poverty Reduction
MSP	Medium Sized Project
MTR	Mid-Term Review
NACA	National AIDS Coordinating Agency
NBIFRA	Non-Bank Financial Institutions Regulatory Authority
NDMO	National Disaster Management Office
NDP	National Development Plan
NGO	Non-Governmental Organizations



NGPF	National Gender Programme Framework
NPDM	National Policy on Disaster Management
NRA	Non-Resident Agency
NSAs	Non- State Actors
NSF	National Strategic Framework
NSPR	National Strategy for Poverty Reduction
NSSD	National Strategy for Sustainable Development
OKACOM	Okavango River Basin Commission
OMT	Operations Management Team
OVC	Orphaned and Vulnerable Children
PCG	Programme Coordination Group
PDL	Poverty Datum Line
PEI	Poverty and Environment Initiative
PLWHA	People Living with HIV/AIDS
PMTCT	Prevention of Mother to Child Transmission
POP	Programme Operational Plan
PRSP	Poverty Reduction Strategy Papers
PS	Permanent Secretary
PSC	Programme Steering Committee
PSP	Permanent Secretary to the President
PSRU	Public Service Reforms Unit
PWA	People Living with AIDS
RBM	Results Based Management
RC	Resident Coordinator
RCO	Resident Coordinator Office
RCS	Resident Coordinator System
RRM	Results and Resource Matrix
SACU	Southern Africa Customs Union
SADC	Southern African Development Community
SARS	South African Revenue Services
SBAA	Standard Basic Assistance Agreement
SIM	Strategic Information Management
SMME	Small, Medium and Micro Enterprise
SRH	Sexual Reproductive Health
TA	Technical Assistance
TB	Tuberculosis
ToRs	Terms of References
TVET	Technical and Vocational Education and Training
TWGs	Thematic Working Groups
UDHR	Universal Declaration of Human Rights



UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCCD	United Nations Convention on Combating Desertification
UNCT	United Nations Country Team
UNCTAD	United Nations Conference on Trade and Development
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDOCO	UN Development Operations Coordination Office
UNDP	United Nations Development Programme
UNEP	United Nations Environmental Programme
UNESCO	United Nations Educational, Science and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UNGASS	United Nations General Assembly Special Session
UNHCHR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNIFEM	United Nations Development Fund for Women
UNOHCHR	United Nations Office of High Commission for Human Rights
UNS	United Nations System
USD	United States Dollar
VDC	Village Development Committee
WAD	Women's Affairs Department
WAR	Women against Rape
WFP	World Food Programme
WHO	World Health Organisation





EXECUTIVE SUMMARY

The Government of Botswana–United Nations Programme Operational Plan (GoB-UN POP) is the United Nations’ plan for bringing about, in cooperation with stakeholders including the Government of Botswana and civil society organisations, progress towards the attainment of the Millennium Development Goals in Botswana and the implementation of the national priorities given in the tenth National Development Plan (NDP 10) and Vision 2016.

NDP 10 and Vision 2016 followed the adoption of the United Nations Development Assistance Framework (UNDAF) 2010, which laid out five ‘UNDAF Outcomes’ that the UN and stakeholders, working together, should aim to achieve during the seven year period of the UNDAF.

These Outcomes were:

- Governance and Human Rights Promotion: Effective and efficient delivery of services towards the fulfilment of Human Rights
- Economic Diversification and Poverty Reduction: A diversified economy, the growth of which is rapid, inclusive, sustainable and generates decent employment opportunities
- Health and HIV/AIDS: The strengthening of the country’s capacity to address health and Human Immunodeficiency Virus (HIV) and Acquired Immune
- Deficiency Syndrome (AIDS) issues, and progress made towards achieving universal access to quality services
- Environment and Climate Change: By 2016 the rural poor, especially women, are deriving greater benefits from the environment and natural ecosystems
- Children, Youth and Women Empowerment: Children, young people and women are more empowered, and more likely to participate in all aspects of life.

The 2010-2014 GoB-UN POP sets out in detail how the aspirations of the UNDAF outcomes – and the resulting NDP 10 and Vision 2016 – will be turned into reality, through a series of programs and activities, implemented either jointly or by drawing on mutual support.

Initially, 15 UN agencies will be involved with the GoB-UN POP, but two others are expected to join the process later, following discussions on program details with GoB. The document is in two volumes. Volume I describes in detail the legal operation agreements that will govern the management and implementation arrangements between GoB and the UN participating organizations. Volume II presents the programme implementation modalities detailing key activities, programme results framework (RRM) and the accompanying M&E frameworks for each UNDAF outcome component.





VOLUME ONE:
**OPERATIONAL ARRANGEMENTS/
MODALITIES**



PREAMBLE

The Government of the Republic of Botswana and the UN, being desirous of continuing their partnership in support of Botswana's development and of furthering their cooperation in the realisation of the rights expressed in international human rights instruments, building upon the experience gained and progress made during the period of the previous UNDAF (2003 to 2007, extended to 2009) and entering into a new period of cooperation from 1 January 2010 to 31 December 2014, declaring that these responsibilities shall be fulfilled and undertaken in a spirit of friendly cooperation,

HAVE HEREBY AGREED AS FOLLOWS:

PART I: BASIS AND PRINCIPLES OF THE RELATIONSHIP

Whereas the Government of the Republic of Botswana has entered into agreement with participating UN Agencies (See Annex 1), which shall continue to govern the legal, representational and administrative relations with each Agency in this programme, this GoB- POP outlines activities for a five year period (2010-2014) which support national priorities established in the NDP 10 and Vision 2016, according to the UNDAF (2010-2016).

UN organisations participating in this GoB-UN POP are:

1. Food and Agriculture organisation (FAO)
2. International Atomic Energy Agency (IAEA)
3. International Labour organisation (ILO)
4. Joint United Nations Program on HIV/AIDS (UNAIDS)
5. United Nations Conference on Trade and Development (UNCTAD)
6. United Nations Development Program (UNDP)
7. United Nations Educational, Scientific and Cultural organisation (UNESCO)
8. United Nations Environmental Program (UNEP)
9. United Nations Population Fund (UNFPA)
10. United Nations High Commission for Refugees (UNHCR)
11. United Nations Children's Fund (UNICEF)
12. United Nations Industrial Development organisation (UNIDO)
13. United Nations Development Fund for Women (UNIFEM)
14. United Nations Office of High Commission for Human Rights (UNOHCHR)
15. World Health organisation (WHO).



The International Fund for Agricultural Development (IFAD) and World Food Program (WFP) have recently initiated programme discussions with the Government of Botswana and have indicated that they will join the GoB-UN POP as soon as they have finalised these discussions.

In addition, the UN System in Botswana is to promote and support the implementation of UN agreements such as the Universal Declaration of Human Rights (UDHR), the Millennium Declaration and its goals, and outcomes of international conferences, summits and UN Conventions, including the Paris Declaration; Accra Declaration; the Convention on the Elimination of All Forms of Discrimination Against Women; the Convention on the Rights of the Child; the African Charter on the Rights and Welfare of the Child; the International Conference on Population and Development Plan of Action (1994); the Maputo Plan of Action (2006); The United Nations General Assembly Special Session (UNGASS) Commitments on HIV and AIDS (2001) inter alia.

In October 2008, the Government of Botswana (GoB) and the UN System in Botswana signed a Roadmap to GoB-UN programme of cooperation outlining the principles that should guide the preparation of the Government of Botswana-UN Programme Operational Plan (GoB-UN POP) 2010-2014. This plan is the result of a consultative and participatory process involving GoB, key national implementing partners (IPs) and Participating UN organisations, as well as other international partners.

The projects and initiatives in GoB-UN POP are intended to help bring about the five outcomes of UNDAF (2010-2016). The document lays out the ambitions of the Government of Botswana and participating UN agencies for the implementation of NDP 10: each parties' commitments, management responsibilities, implementation strategies, the intended – and expected – results of individual programmes, and the actual outcomes and outputs. However, effectuation of the planned activities depends, among others factors, on the timely availability of the funds required, from core and non-core sources.

The GoB-UN POP removes the need for separate Country Programme Action Plans (CPAP) for UNFPA, UNICEF, and UNDP and includes existing projects and Biennium Budget Agreements of the participating specialist Agencies.

PART II: SITUATIONAL ANALYSIS

Since Independence Botswana's economy has experienced rapid growth, with an average GDP of 8.7% per year. Botswana is an upper middle income and medium human development country. Its most recent Human Development Index (HDI) rank is 124, 70 places below its per capita Gross Domestic Product (GDP) rank of 54 (Human Development Report, HDR, 2007/08). This gap is emblematic of the unique development challenges Botswana faces. It is explained primarily by Botswana's HIV and AIDS burden, which has cut life expectancy by about 20 years from its peak of 67 years in the mid 1990s (HDR 2007/2008)¹. Another major challenge

1. HDR 2007/08 estimates Botswana Life Expectancy Index at 0.385, way below the other two HDI components, Per capita GDP and Education indices, which the HDR puts at 0.773 and 0.804 respectively. The average of the latter two puts Botswana comfortably in the upper human development category.



is pervasive poverty (30.3%) (Household Income and Expenditure Survey, HIES, 02/03) despite four decades of rapid and sustained growth, averaging 8.7% per annum between 1967 and 2007. The third, and much less recognised, challenge is that of inequality with a Gini index of 0.61 (2007). Botswana's poverty and inequality challenges are the result of growth being heavily dependent upon the mining sector, which is capital – rather than labour – intensive, the relatively poor performance of the agricultural sector, and limited success in economic diversification.

There has been some improvement with respect to HIV incidence, for the first time in many years. HIV prevalence among pregnant women aged 15-49 decreased from 37.4% in 2003 to 32.4% in 2006. The HIV prevalence rate for the adult population of reproductive age (i.e., those aged between 15 and 49) was 29% in 2002, 31% in 2003 and 28% in 2005, (Botswana Second Generation HIV/AIDS Surveillance Technical Report, 2006). HIV prevalence among the 15-19 year age group fell from a peak of over 30% in 1995 to 17.5% in 2006.

There has also been a recent fall in HIV prevalence among those aged 20-24, from 30.6% in 2003 to 29.4% in 2006. This suggests that the Government's extensive HIV and AIDS information, education and communication (IEC) campaign has brought about some behavioural change among younger people, as it was intended to do (Econsult, 2006). However, HIV prevalence remains high, although this could be attributed in part to the effect that the availability of free ARV therapy has had in prolonging the lives of people with HIV. The incidence of tuberculosis has increased in recent years, as HIV/AIDS reduces resistance to this and other diseases; there was, however, a slight reduction in the incidence of tuberculosis in 2005.

The Government's response to HIV/AIDS, widely considered to be one of the world's more comprehensive, has scored significant successes, notably a significant in the incidence of mother-to-child transmission of HIV and the provision of treatment and care for people living with HIV and AIDS. HIV/AIDS has still, however, substantially reversed gains in the health sector and slowed down progress in others, notably employment and poverty reduction.

Botswana's performance has improved on several of the measures of gender equality and female empowerment. The ratio of girls to boys in primary and secondary education remained above 100%, as did the ratio of young literate females to males. There has also been an improvement in the percentage of women employed in the non-agricultural sectors of the economy: from 38.4% in 1995 to 40.2% in 2000, and 42.4% in 2006. In contrast, the percentage of women in Parliament dropped to 11% in 2004, from 18% in 1999. During the period of the ninth National Development Plan (NDP 9), the following were achieved towards gender issues: gender mainstreaming in line ministries; amendment of some laws to make them gender responsive; reviews of gender considerations in sectoral policies, and ratification of and accession to regional and international instruments on gender.

The economy of Botswana is open and mineral dependent. The sum of exports and imports amounted to 86% of GDP in 2007/08. In the same year, mining accounted for 39% of GDP, 43% of Government revenue and 75% of export earnings. When



commodity prices are good mining is a source of strength for the economy. However, it is also a source of vulnerability; for instance, due to the difficulties mining is experiencing as a result of the global economic crisis, Botswana is expected to experience sharply declining GDP growth in 2009, with potentially adverse consequences for employment and poverty reduction. Economic diversification is thus a critical imperative for job creation, poverty reduction and the security of the economy. The recent performance of the non-mining sector has given reason for optimism: in 2007/08, non-mining GDP growth averaged 8.0%, up from 5.3% the previous year. However, agriculture, which is an important means of livelihood for the rural poor, contracted by 4.4%.

Progress with respect to environmental sustainability was made on a number of fronts during NDP 9, including the introduction of State of Environment reporting and the production of natural resources accounts for livestock, minerals and water, in order to make consideration of environmental issues a customary part of the planning process. The Government also ratified several multilateral environmental agreements, including a National Action Plan under the United Nations Convention to Combat Desertification; a Biodiversity Strategy and Action Plan under the United Nations Convention on Biological Diversity, and the designation of the Okavango Delta as a Wetland of International Importance. Some environmental problems remain, however, including the lack of legislation for coordinated environmental management planning; the absence of district environmental coordinators; inadequate institutional capacity at the Department of Environmental Affairs, resulting in delays in reviewing and approving EIA reports; the lack of capacity to develop natural resource accounts, resulting in gaps in the accounts, and the failure to recycle wastewater and waste materials in urban areas.

Economic and political governance assessments by institutions such as the World Bank, African Development Bank, World Economic Forum, Transparency International and the Commonwealth Business Council continue to rank Botswana highly. The Government is committed to further public service reform to promote decentralization and increased e-governance to consolidate these gains. Other areas for development include improving the monitoring of the impact of policies, reporting to the citizenry as well as against international commitments, and increasing access to human rights institutions and legal services, especially among the most vulnerable. The Government is also committed to further developing its capacity to implement the Disaster Management Policy and the better management and reduction of the risks of disasters and their impacts.

While Botswana has made progress in a number of areas, including education and gender issues, a disturbing feature is the persistence of poverty, especially among the rural population. The poor performance of the agriculture sector presents an extra challenge in the fight against poverty. The emergence of the HIV/AIDS pandemic has reversed some of the hard-earned gains of the past development plans, as it affects mostly the productive segment of the population and adds to the strain on the limited financial resources available for mitigation and treatment. The disease also diverts resources that could otherwise have been used for other development endeavours.



The policy challenge now is to improve the health of the general population with the aim of improving its productivity. In NDP 10, priority has been accorded to achieving sustained economic growth that enables Botswana to address the challenges posed by the demographic changes underway, along with attainment of the economic, social and environmental goals set out in Vision 2016. Sustained rapid economic growth should help ease the pressures caused by the deteriorative effects on the quality of life of the population as a whole of HIV/AIDS and other diseases, demographic changes and rapid urbanisation. Also, provision of education and creation of employment opportunities are vital for the empowerment of the population, especially young people and women. Fortunately, sustained rapid economic growth is an objective that Botswana has successfully pursued since Independence. However, additional efforts are needed to diversify the sources of economic growth and sustain them in the future. Therefore, emphasis should continue to be placed on investment in human capital development (e.g., education, training and building skills and entrepreneurship) as part of a strategy for economic diversification and the empowerment of individuals and families. This is intended to enable them to address their health, social and economic needs, and thereby improve their welfare. Such investments will also be important in fostering the behavioural change needed to help Botswana win the war against HIV/AIDS.

PART III: PAST COOPERATION AND LESSONS LEARNED

During the period of the UNDAF 2003-2007 (extended to 2009), the UN System has supported the National Development priorities in the fields of poverty reduction, HIV/AIDS, the environment, development of policies, strategies, development of implementation manuals and training of service providers. In addition, the UN has supported Orphaned Vulnerable Children (OVC) programmes and the inclusion of early childhood development initiatives in both the health and education sectors.

Programming in an upper Middle Income Country (MIC) like Botswana requires a strategic shift to focus on policy review and formulation, the development of norms and standards, the strengthening of monitoring and reporting and leveraging government and partners' resources for program implementation.

BOTSWANA'S DEVELOPMENT PROGRESS:

During the Ninth National Development Plan (NDP 9), Botswana recorded progress in some of the following areas:

- HIV prevalence among pregnant women aged 15-49 decreased from 37.4% in 2003 to 32.4% in 2006
- HIV prevalence among the 15-19 year age group fell from a peak of over 30% in 1995 to 17.5% in 2006
- The ratio of girls to boys in primary and secondary education remained above 100%, as did the ratio of young literate females to males
- An improvement in the percentage of women employed in the non-agricultural sectors of the economy: from 38.4 % in 1995 to 40.2 % in 2000, and 42.4 % in 2006
- GDP growth in the non-mining private and parastatals sector increased



compared to mining and general Government during NDP 9, leading to increased employment creation and economic diversification by the sector

- Progress with respect to environmental sustainability was made on a number of fronts during NDP 9, including the introduction of State of Environment reporting and the production of natural resources accounts for livestock, minerals and water, in order to make environmental issues a customary consideration in the planning process.

LESSONS LEARNED:

This plan draws upon the lessons learned and experiences gained during the implementation of the individual UN organisations' programmes, the aim being to enhance quality of service delivery, improve coordination between UN organisations and other stakeholders, avoid duplication and fully exploit capacities and resources.

The lessons learned during the implementation of various programmes of the various UN Agencies include:

- Climate change (mitigation and adaptation) and sustainable development concerns need to become integral issues in development planning.
- There is need for a strategic shift away from supporting service delivery to working towards building the Government's own capacity to develop and implement rights-based policies, norms and standards.
- There should be a move towards an inclusive human rights-based approach, with particular reference to the disadvantaged and most vulnerable members of society.
- Inadequate human resource capacity in key sectors constrains the implementation of programs and projects.
- The capacity of NGOs remains weak, at a time when many international development partners have discontinued or scaled down support to Botswana.
- Botswana's socio-economic data is generally good, despite issues including timeliness and disaggregation of some indicators. Statistical systems should be strengthened to address these issues.
- Botswana has ratified a number of key international agreements; while several of these international treaties have been used as a basis for domestic legal reform not all have been incorporated into domestic law. In addition, punctual reporting on some of these international obligations remains a challenge.
- There is need to strengthen HIV prevention investments and efforts for youth.
- More work is needed in the field of HIV prevention among young people, and there are still gaps in the provision of integrated HIV and AIDS and Sexual Reproductive Health (SRH) programmes or services, leading to inefficient use of resources and creating missed opportunities for clients.
- Young people continue to experience a range of special challenges, and their participation and involvement in development and decision-making



processes remains relatively low. They feel alienated and disenfranchised and this pushes them into risky behaviours like alcohol abuse and unsafe sex.

- Maternal and neonatal mortality remains relatively high, hence the need to strengthen obstetric care and services.
- Logistical management of medical supplies remains weak, so essential commodities sometimes run out of stock.
- There is need to continue to strengthen capacity of the gender machinery, including increasing gender mainstreaming efforts across practice areas.
- There is need for a shift in poverty reduction strategy from one based on individual poverty reduction projects to one based on a general policy for poverty reduction.
- The development of capacity to measure, monitor and analyse poverty is a priority for improving policy making on poverty reduction.
- Local Government should be brought more into the national effort against poverty.
- Limited use of evidence to inform policies and programs remains a constraint.
- Consistent use of M&E for programmatic decision making as a strategy for improving programming processes.

IMPEDIMENTS TO UN RELEVANCE AND IMPACT ON BOTSWANA'S DEVELOPMENT

Botswana's relatively low population, MIC status and relatively positive social development indicators mean that the programme funding allocations (regular resources) for the resident UN agencies are very low. Since funding is based on globally applied criteria approved by the respective agency governing structures, it is unlikely that the funding situation will change. If the UN System's involvement in Botswana is viewed purely in terms of funding, there is a risk that it could become regarded as irrelevant or of little value. But the UN System has much to contribute in less obvious ways than financial ones – as a facilitator, for example, or by offering other forms of support; However, there are a range of normative and facilitating roles and responsibilities of the UN system that are not readily recognized which need to be highlighted through a framework of a coherent program of cooperation.

UN System operations around the globe have revealed a number of shortcomings that restrict the UN's impact on national development agendas. These include:

- Funding-driven programming: Funding-driven strategies have undermined the coherence of the UN's development system globally and locally, by causing inter-agency competition, programme overlap and excessive focus on stand-alone projects with short-term interventions with low prospects of sustainability.
- Project-based programming: The UN system's development assistance is primarily meant to be normative and technical. However, competition for resources has resulted in a focus on projects as a means for agencies to raise funds.



- Fragmentation: Competition for funding and excessive focus on projects have led to fragmentation of the UN System, which in turn increases transaction costs and places a burden on recipient governments, which have to deal with several agencies in the same sector.
- Effectiveness: Fragmentation, and the inherent rigidities of the operational system, have affected the effectiveness of programme delivery. In some cases, they have led to high overhead costs, duplication of operational support services and low implementation rates.
- Overlapping mandates: While overall mandates are defined for each agency, several UN agencies are involved in the same thematic areas, such as water, sanitation, education, health, humanitarian assistance etc., although each brings a different dimension to the sector. In recognition of the special inputs provided by the various agencies in their particular field of expertise, there is a need for better coordination among the agencies in each thematic area in conjunction with lead Ministries responsible for overall national coordination.

PART IV: GOB-UN PROGRAMME OPERATION PLAN

GOB-UN POP CORE FUNCTIONS

Within the UNDAF for 2010-2016, the GoB-UN POP sets out the specific areas of UN support to GoB in working towards attainment of the MDGs, national goals and targets and compliance with the norms and standards of international conventions and treaties. The UN will provide technical and financial assistance towards the strengthening of national implementation and Monitoring and Evaluation (M&E) capacity, legal frameworks and policy discussions, and advocate for internationally-agreed norms and standards.

The GoB-UN POP has provided a mechanism for participating UN organisations (resident and non-resident) in Botswana to work in cooperation with each other, organising programs together and thereby providing better support to the Government and other implementing partners. It will reduce transaction costs for the Government and enhance mutual accountability and ownership through joint programming. The GoB-UN POP also forms the basis for greater consistency in the management of programmes and delivery of results and will raise the profile of the UN contribution in the country.

The document builds on the Participating UN Organisations strategic value addition and emphasizes the need to intensify capacity building efforts at different levels and provide technical assistance so as to enhance the capacity of Botswana to achieve NDP 10 goals and fulfil its international commitments under various multilateral agreements.

Under the guidance of the Government/UN Programme Steering Committee, the process of developing this plan has followed a consultative process to ensure minimal duplication between agencies, strong engagement of non-resident agencies, a clear focus on support to the priority projects identified by government in the preparation of the NDP 10, and joint ownership of the plan by all parties.



GoB-UN POP Outcomes and Key Results

The UNDAF and the GoB-UN POP are intended to support the NDP 10, including sector-specific plans. The higher level results of the GoB-UN POP have been aligned with those specified in the UNDAF and linked to the corresponding results of the NDP 10 to ensure clarity and coherence of the GoB-UN POP, while maximizing the potential for synergy between the results of the Participating UN organisations.

UNDAF Outcome 1. Governance and Human Rights Promotion: Effective and efficient delivery of services for fulfilment of human rights.

Country Programme Outcomes

- 1.1 Strengthened accountable and responsive governing institutions to aid progress towards the attainment of Vision 2016 goals, NDP 10 goals, MDGs, Millennium Declaration and other international agreements and obligations.
- 1.2 Strengthened human rights institutions to respond to the rights of vulnerable groups including youth, children, women, people living with HIV and AIDS, refugees and people with disabilities.
- 1.3 Gender mainstreamed in national laws and policies, and in national, district and community plans and programmes
- 1.4 Enhanced disaster risk reduction and preparedness capacities at all levels.

UNDAF Outcome 2. Economic Diversification and Poverty Reduction: A diversified economy in which growth is rapid, inclusive, sustainable and generates decent employment opportunities by 2016.

Country Programme Outcomes

- 2.1 Enhanced national and district capacity to support inclusive community-driven development.
- 2.2 Technical and institutional capacity to develop, implement and monitor inclusive development policies and strategies is strengthened in key ministries.
- 2.3 The institutional and regulatory environment for inclusive trade and private sector development is strengthened.

UNDAF Outcome 3. Health and HIV & AIDS: The country's capacity to address health and Human Immunodeficiency Virus (HIV) and Acquired Immune Deficiency Syndrome (AIDS) issues is increased, and progress made towards achieving universal access to quality services.



Country Programme Outcomes

- 3.1 Institutions capacitated at all levels to effectively respond to HIV and AIDS and deliver preventative and curative health services.
- 3.2 Increased availability and demand for quality services for communicable and non-communicable diseases by 2016.
- 3.3 Enhanced access to and utilisation of quality services for sexual and reproductive health, HIV/AIDS and tuberculosis.

UNDAF Outcome 4. Environment and Climate Change: By 2016 the rural poor, especially women, are deriving greater benefits from the environment and natural ecosystems.

Country Programme Outcomes

- 4.1 Inclusive policy and institutional environment for sustainable natural resources management.
- 4.2 Enhanced capacity of communities for natural resources and ecosystem management and benefit distribution.
- 4.3 Enhanced national capacity for climate change adaptation and mitigation.

UNDAF Outcome 5. Children, Youth and Women Empowerment: Increased child, youth and women empowerment and participation at all levels by 2016.

Country Programme Outcomes

- 5.1 Reduced gender-based violence.
- 5.2 Youth and women have increased equitable access and control of resources.
- 5.3 Protective and supportive environment for children in place, with reduced child labour, abuse, neglect, discrimination.

The GoB-UN POP lays out the means by which the objectives above should be achieved; it gives targets and intended results, the activities through which these targets and results should be achieved, and the strategies through which these activities should be implemented. The key results and projects/activities relating to each individual Outcome are given in detail in Volume 2.

CROSS-CUTTING THEMES

Factors that should be borne in mind during the implementation of all projects and activities relating to all five Outcomes are: the endemic spread of HIV in Botswana, the effect the project may have on the environment, what impact it may have on inequalities (gender, age, location and so on), and the application of human rights principles.



The cross-cutting themes above should have been considered when drawing up the Terms of Reference for each Component Coordination Group (CCG), and each CCG should also be responsible for reporting on the extent to which they have been implemented.

Participating UN Organisations should, in close collaboration with their Implementing Partners (IPs) and Executing Agencies, apply a Rights-based approach when planning and implementing projects and activities, with the aim of strengthening partners' capacity to reach areas of the country and parts of the population that are not yet sharing in the benefits of Botswana's rapid economic growth.

IMPLEMENTATION STRATEGIES

The complexity of this Programme dictates that issues of implementation be addressed from the very beginning, including the identification of appropriate implementation strategies. These will include the approaches and guiding principles to be used in pursuit of Programme results. In this respect, the main implementation strategies for the GoB-UN POP are:

- Technical assistance and capacity building for GoB and Civil Society organisations
- (CSO) and implementing partners
- Joint Programming: the GoB-UN POP will be implemented through the joint programming mechanism. Joint programming around Key Outputs/Results areas of the UNDAF enhances collaboration between UN organisations, national IPs and other development partners in pursuit of common outcomes, and should maximise the efficiency of program implementation, monitoring and evaluation
- Strengthening the participation of children, young people and women and ethnic minorities and other vulnerable groups
- Fostering partnership at different levels
- Improving access to information and behaviour change communication
- Results Based Management.
- In addition to the priorities listed above, successful implementation of the GoB-UN POP will be guided by the following strategies:

In addition to the priorities listed above, successful implementation of the GoB-UN POP will be guided by the following strategies:

1. Advocacy:

Efforts will be made to ensure that issues of concern, such as human rights, gender inequality and ethnic minorities and other vulnerable groups remain high on the political agenda, leading to the creation of representative, and thereby sound, policies and institutions. Specific actions will include the publication of analytical and substantive reports, such as the National Human Development Report, the MDG Report, State of the World Children's report, State of the World Population report, UNGASS etc., to generate debate and inform policy choices on relevant issues. This is expected to help build powerful alliances with stakeholders, including young people, sports stars, politicians, community leaders, journalists,



business people, artists, academics, religious leaders, trade union members and civil society activists.

2. Capacity Development:

Capacity building will be a guiding principle behind every intervention in this document, and it will cut across all interventions. Capacity building is especially important in a Middle Income Country such as Botswana. The implementation process should help the country develop its capacity to initiate and deliver policies, programmes and policies. Specific actions may focus on the following:

- a. Capacity assessments: supporting the relevant institutions in mapping their capacity assets and needs in relation to what is required to achieve the expected results,
- b. Capacity building and development strategies: facilitating the development of capacity building and development strategies based on the assessments, and providing policy and technical services in institutional reform and incentives, leadership capacities, training and learning, and accountability mechanisms,
- c. Costing capacity building and development strategies: providing a systematic costing of strategies, thus facilitating advocacy for the investments required in capacity
- d. Monitoring and evaluation of capacity building and development, including measurable indicators to enable tracking of progress in capacity development through monitoring and evaluation systems.

3. Accountability strengthening:

Greater accountability is an overarching theme in the management priorities that are necessary for the successful implementation of this programme. This builds on the Results-Based Management (RBM) approach that has guided the formulation of this programme and laid the foundations for its implementation. Accountability will focus on:

- a. Achievement of results,
- b. Efficient and effective utilization of resources and c) transparency of operations. Heavy emphasis will be placed on punctual, high quality reporting.

4. Joint annual planning and review:

The primary mode of operation for programme implementation will be an annual planning and review mechanism described under Part VI: Program Management and Accountability Mechanisms. Jointly preparing Annual Work Plans (AWPs) in the five component groups should lead to greater efficiency and cohesion. The process should also lead to greater transparency of activities carried out by individual UN Agencies, and also better sharing of information between Agencies.

5. Participation/Representation:

The support the Agencies will provide in the development and implementation of the Programme Operational Plan (POP) may include technical support; cash assistance; supplies; commodities and equipment; procurement services;



transport; funds for advocacy, research and studies; consultancy services; programme development; monitoring and evaluation; training activities and staff support. Part of the UN organisations' support may be provided to non-governmental and civil society organisations as agreed within the framework of the Annual Work Plan (AWP) and project documents, especially in aspects of capacity building in Rights-Based programming and accountability.

Additional support may include access to Agency-managed global information systems, the network of the UN organisations' country offices and specialised information systems, including rosters of consultants and providers of development services, and access to the support provided by the network of UN specialised agencies, funds and programmes.

The UN System will also develop the capacity of organisations and media to articulate the needs and concerns of communities and individuals. This will not only aid effective programme design and evaluation, but should also strengthen civic engagement and volunteerism.

The Agencies shall, with the involvement of implementing partners, appoint staff and consultants for programme development, programme support and technical assistance, as well as monitoring and evaluation activities.

Subject to annual reviews and progress in the implementation of the Programme, the Agencies' funds are distributed by calendar year and in accordance with the UNDAF Action Plan. These budgets will be reviewed and further detailed in the Annual Work Plans and project documents. Signed AWP's will reflect fully-funded activities and any major changes (+10%) during the course of the year will be marked by Exchange of Letters as necessary (Annex 5).

PART V: PARTNERSHIP STRATEGY

General Partnership Strategy

With this document, UN organisations are committed to working in close partnership with national and other development partners to support the implementation of the national development plan, achievement of the national development goals and MDGs. The key implementing partners or Executing Agencies as identified during the development of the Component Chapters Results and Resources Matrices development will be the following:



Table 1: Implementing Partners or Executing Agencies

Ministries/Government Bodies/Parastatals	Umbrella NGOs/CSOs
Botswana Civil Aviation	Botswana Confederation of Commerce Industry and Manpower
Botswana Defence Force	Botswana Business Coalition on AIDS
Botswana Development Corporation	Botswana Christian AIDS Intervention Program
Botswana Tourism Board	Botswana Council of Churches
Botswana Unified Revenue Service	Botswana Council of Non-Governmental organisations
Ministry of Agriculture	Botswana Council of Women
Ministry of Defence, Justice and Security	Botswana Export Development and Investment Authority
Ministry of Education and Skills Development	Botswana Family Welfare Association
Ministry of Environment, Wildlife and Tourism	Botswana Federation of Trade Unions
Ministry of Finance and Development Planning	Botswana Innovation Hub
Ministry of Foreign Affairs and International Cooperation	Botswana Institute for Development Policy Analysis
Ministry of Health	Botswana National Youth Council
Ministry of Infrastructure, Science and Technology	Botswana Network of AIDS Service organisation
Ministry of Labour and Home Affairs	Botswana Network of People Living with HIV/AIDS
Ministry of Lands and Housing	Botswana Network on Ethics Law and HIV/AIDS
Ministry of Local Government	Botswana Red Cross
Ministry of Minerals, Energy and Water Resources	Botswana Technology Centre
Ministry for Presidential Affairs and Public Administration	Child Line
Ministry of Trade and Industry	Citizen Entrepreneurial Development Agency
Ministry of Youth, Sports and Culture	Harry Oppenheimer Okavango Research Centre
National Climate Change Committee	Kalahari Breweries Limited
National Food Technology Research Centre	Kalahari Conservation Society
Public Procurement and Asset Disposal Board	Law Society of Botswana
Rural Industries Innovation Centre	Legal Fraternity
University of Botswana	Local Enterprise Agency
Water Utilities Corporation	Media Institute of Southern Africa – Botswana Chapter
National AIDS Coordination Agency	Population Service International, Botswana
	Youth Health organisation (YOHO)



Strengthening Strategic Linkages with Key Implementing Partners

A coherent and comprehensive strategy for partnership building, resource mobilisation and management is essential for the implementation of this GoB-UN POP. The United Nations in Botswana will collaborate with Government, civil society and development partners to ensure synergy and leverage resources to achieve the desired program outcomes and impacts. The underlying partnership-building principles are: ownership, alignment, harmonisation, managing for results, and mutual accountability. The United Nations System (UNS) In Botswana will work within the existing Government partnership frameworks, such as the Health Partnership Forum; Child Survival and Development; National Population Policy Committee and HIV Partnership Forum.

The UN will continue to work with development partners through the existing Development Partners' Forum, chaired by the Ministry of Finance and Development Planning.

A harmonised strategy for engagement with civil society and the private sector will be developed to ensure inclusive development. Where applicable, agencies will develop specific Memoranda of Understanding (MOUs) or Partnership Agreements to foster engagement.

This partnership strategy will be reviewed and updated periodically to reflect ongoing and planned interventions in public, civil society and private sectors. Periodic updates will be prepared jointly by the UN and partners to reflect changes to the operational programme and report on implementation progress. This approach will provide the flexibility to incorporate emerging needs into an evolving programme.

PART VI: PROGRAMME MANAGEMENT AND ACCOUNTABILITY MECHANISMS

Overall Programme Management

The Ministry of Finance and Development Planning, the Government Coordinating Authority, will be responsible for coordinating the implementation of the programme as a whole, within the structure for NDP 10 implementation. Individual initiatives and activities will be executed by Government ministries, non-governmental organisations (NGOs), international non-governmental organisations (INGOs) and UN Agencies.

For planning, implementation review, monitoring and quality control purposes, a single programme coordination structure has been agreed, upon under the overall leadership of the Ministry of Finance and Development Planning (MFDP), drawing members from key implementing agencies and stakeholders from Government, civil society organisations (CSOs) and development partners, and sitting within the structure for NDP 10 implementation. The GoB-UN POP Programme Steering Committee (PSC) will be co-chaired by the Permanent Secretary of the MFDP and the UN Resident Coordinator, while five Component Coordination Groups (CCGs) will oversee the five specific UNDAF Outcome areas outlined earlier in this document.



Projects and activities in each of these fields will be carried out by Government ministries, NGOs, INGOs and UN agencies.

The convening Ministries of each CCG are:

1. Governance and Human Rights Promotion: Attorney General's Chambers
2. Economic Diversification and Poverty Reduction: Ministry of Finance and Development Planning
3. Health and HIV/AIDS: Ministry of Health
4. Environment and Climate Change: Ministry of Environment, Wildlife and Tourism
5. Children, Youth and Women Empowerment: Ministry of Local Government.

Each of these CCGs is chaired by the convening ministry at Deputy Permanent Secretary level, supported by co-chairs from relevant resident UN Agencies, which will rotate on a biennial basis where several agencies have mandates. (See Annex 2 illustrating the GoB-UN Programme Coordination mechanisms linked to NDP 10 coordination structures.) The five CCGs, with representatives of all sectors concerned and implementing partners, will undertake the annual review processes, making recommendations to the GoB-UN POP Program Steering Committee (PSC) for decision making and policy related adjustments to the GoB-UN POP. Membership of the CCGs includes CSOs who are implementing partners of the UN system.

The GoB-UN POP will be put into effect through Annual Work Plans (AWPs), which set out the specific results to be achieved and will form an agreement between the Agencies and each implementing partner on the use of resources. Any legacy commitments from previous country programmes should be implemented through the first year AWP of the GoB-UN POP. If necessary, existing project documents may be extended for a six-month transition period.

The Office of the Resident Coordinator will provide any support needed for Monitoring and Evaluation, and oversee funds mobilised for the implementation of the GoB-UN POP to supplement agency-specific contributions.

For the preparation and implementation oversight of the GoB-UN POP, the following coordination structures have been established, replacing existing bilateral mechanisms between the GoB and specific UN organisations. These structures (below) define the roles and responsibilities for the preparation, implementation and monitoring of the programme:

GoB-UN POP Programme Steering Committee (PSC)

Specific Tasks and Responsibilities:

1. Oversee the preparation of the GoB-UN Program Operational Plan through review and endorsement of the component plans submitted by the respective Component Coordination Groups, and finalise for signing by the Minister of Finance and Development Planning, the UN Resident Coordinator (RC) and relevant UN Heads of Agencies



2. Undertake annual reviews of the GoB-UN Program and the UNDAF, based on recommendations submitted by the five CCGs for policy directives on smooth programme implementation
3. Undertake midterm and end term reviews of the UNDAF and GoB-UN Programme
4. Maintain linkages with the NDP 10 Thematic Coordination structure for provision of inputs for overall NDP 10 implementation.

Composition/Membership: The PSC will be co-chaired by the Permanent Secretary to the Ministry of Finance and Development Planning (MFDP) and the UN RC. Members will be the Co-Chairs of the five Component Coordination Groups and representatives from relevant umbrella CSOs.

Members may be co-opted according to the specific topics for discussion in the additional meetings, from ministries and IPs that are members of the CCGs.

Modus Operandi: The PSC will meet on a bi-annual basis to discuss the CCGs' progress on programme implementation. Additional meetings may be determined on a need basis according to recommendations from the five CCGs, when policy directives may be required for the smooth implementation of the GoB-UN Programme.

The UN Resident Coordinator's Office (UN RCO) and the designated Directorate of the MFDP will provide secretariat support to the PSC.

Reporting and Accountability: The Co-Chairs will report to the Permanent Secretary to the President (PSP) on overall linkages with the NDP 10 Coordination Committee. Annual and Mid-Term reporting for the UN System will be undertaken by the UN RCO with support from the UN System, drawing on the Minutes and Reports of the PSC and the five CCGs.

GoB-UN Program Component Coordination Groups (CCGs)

Under the guidance of the GoB-UN PSC, the CCGs will be responsible for the following:

Specific Tasks and Responsibilities:

1. Oversee the development of the GoB-UN POP Document: Each group will be responsible for drafting a Programme Component chapter as per the outline approved by the GoB-UN PSC.
2. Undertake mid- and end-year UNDAF/Programme monitoring and review processes, coordinating with stakeholders, and make recommendations to the PSC for decision making and policy-related adjustments to the GoB-UN POP.
3. Undertake mid- and end-term reviews of the UNDAF and GoB-UN Programme for the relevant component.



4. At the end of the year, develop joint annual work plans, as guided by the proposed annual work plan format towards the achievement of UNDAF results within the respective theme area.
5. Maintain linkages with the relevant NDP 10 Thematic Working Groups for provision of inputs for overall NDP 10 implementation and monitoring.

Composition/Membership: The groups will comprise the representatives of senior officials (Director level) of the line ministries engaged in the respective thematic areas, development partners, civil society organisations and the relevant UN agencies mandated to support the component areas. The CCGs will be co-chaired by GoB (the lead Ministry of the theme area at Deputy Permanent Secretary Level) and a UN Head of Agency. The UN Head of Agency co-chair will rotate every two years.

Annex 4 gives a list of the membership of each Component Coordination Group.

Modus Operandi: The co-chairperson of each CCG will convene quarterly meetings to monitor progress towards UNDAF and Programme Result Matrix implementation within their individual component, and other issues as guided by the meeting agenda. Co-chairpersons will also convene ad hoc meetings as required.

The UN Agency providing the co-chairperson will provide secretariat support to the group.

Reporting and Accountability: The co-chairs will represent their respective CCGs on the GoB UN Programme Steering Committee and will report to the PSC on the progress made towards achievement of the UNDAF results. The PSC will meet twice a year to receive updates on the CCGs' implementation progress, annual reviews and for the mid-term and end-cycle review of the GoB-UN Programme Operational Plan.

The UN Agencies involved with each CCG will coordinate within themselves to arrange how their contributions to programmes should be carried out, and also on the day-to-day functioning of the Agencies during the GoB-UN POP implementation period (See Annex 4).

Resources and Resource Mobilization and Communication

GoB-UN POP One Budgetary Framework

As it involves joint programming, the GoB-UN POP is regarded as 'One UN Programme', and as a result, all the programme resources of all the participating agencies are brought together into one budgetary framework:



Table 2: Budget Summary 2010-2014

UNDAF OUTCOME AREA	Other Resources (OR) /Funding Gap (US \$million)	Core/Regular Resources ² (US \$million)	Total (US \$ million)
1. Governance and Human Rights Promotion	16.91	3.82	20.73
2. Economic Diversification and Poverty Reduction	19.35	3.29	22.63
3. Health and HIV/AIDS	15.99	11.92	27.91
4. Environment and Climate Change	12.23	3.59	15.81
5. Children, Youth and Women Empowerment	5.05	1.86	6.91
Total	69.52	24.48	93.995

Table 3: Resource Mobilisation by Agency and by UNDAF OUTCOME AREAS 2010-2014

UN AGENCY	G&HRP	ED&PR	H&HIV/AIDS	ENV&CC	CYWE	Totals
CONTRIBUTIONS (US \$million)						
FAO	0.33	0.510	0	1	0	1.84
IAEA	0	0.000	2.61	0.1	0	2.71
ILO	0.6	3.95	0.4	0	0	4.95
UNAIDS ³	0	0	2.4	0	0	2.4
UNCTAD ⁴	0	0.12	0	0	0	0.12
UNDP	10.300	10.300	0.6	11.300	1.65	40.15
UNEP	0	1.38	0	0.94	0	2.32
UNESCO	0.02	0.05	0.04	0.03	0	0.14
UNFPA	3.79	1.5	5.7	0	1.01	12
UNHCR ⁵	0	0	0	0	0	0
UNICEF	5.6	3	5.75	0.15	4.25	18.75
UNIDO	0	1.82	0	2.29	0	4.11
UNIFEM	0.1	0	0	0	0	0.1
UNOHCHR ⁶	0	0	0	0	0	0
WHO ⁷	0	0	4.42	0	0	4.42
Totals	20.731	22.63	27.910	15.810	6.91	94

2. The Core funds are indicative as amounts will vary given annual and biennium adjustments in allocations during the program cycle depending on global contribution levels and country level utilization trends.

3. About 60% of the indicated figure is for full-time salaries and TA.

4. UNCTAD will provide TA in the area of competition policy formulation and implementation.

5. UNCHR will provide mainly technical assistance and training where their involvement is indicated, not monetary support.

6. UNOHCHR will provide technical advice assistance and training in the areas identified in the Governance and Human Rights Promotion Component.

7. Resources indicated are for the first two years of the Plan period, since WHO is on a Biennial Program Budget.



The level of resources from each agency committed to Botswana is often defined through an agency specific document: e.g. Country Programme Documents for UNDP, UNICEF and UNFPA; Biennium Budgets for UNAIDS and FAO, or through regional programme budgets for the non-resident agencies. These resource commitments may be fully funded at the start of the GoB-UN POP period, or they may be a ceiling within which the agency will mobilise resources during the course of the programme. In other cases, the commitment may only be made for a shorter period, as in the case of biennium budget processes.

In the Results and Resources Matrix, these resource commitments or resource mobilisation targets are shown at key result level for each agency, to indicate the intended and actual availability of funding. At the time of signing, many of these may still be unfunded, and so the Results and Resources Matrix will be updated routinely by the RC's Office (RCO) to show accurately the funds available and the current funding gap.

The resources available to each agency (either mobilised by the agency or allocated to that agency from the One UN Fund) will be managed and disbursed by that agency against the AWP(s). The agency will then have two lines of accountability:

- To CCGs where those funds have been committed/dispensed
- To their own organisation (e.g. their Executive Board), against the results and budgets committed in their agency-specific Country Programme Document (or equivalent).

The UN agencies will collaborate on the joint GoB-UN POP and support joint annual work plans (see Annex 5), one for each of the GoB-UN POP Outcome areas. These annual work plans will be developed jointly and co-signed by the Government focal point Ministry and UN representatives of each Component Coordination Group (CCG). Through this mechanism the agencies will collectively account to the Programme Steering Committee through the CCGs. In addition, agencies will have a second line of accountability to their respective Executive Boards or equivalent governing structures at global levels. Agencies will manage these dual lines of accountability and reporting internally.

Procurement Procedures: Where procurement or contracting is jointly funded, agencies will agree on one entity to act as the agent and the others will transfer funds as appropriate and the selected agency's policy will apply.

Resource Mobilisation

Core funding: Core resources will still remain within the management of the respective UN organisation.



Other resource mobilisation: Agencies will mobilise earmarked funding (other resources) from government and international partners for activities/projects as per their Board-approved country programmes. Receipt of funds will be registered against the budgetary framework and the funding gap adjusted accordingly.

Through the RC, resource mobilisation from local partners (e.g. private sector), may also be undertaken for specific thematic areas.

One UN Fund: The RC, on behalf of the UN Country Team (UNCT), will mobilise resources to cover for the funding gap under the "One Fund" arrangement. These will be only un-earmarked funds.

The UNCT will develop a resource mobilisation strategy to guide the efforts in this area.

Management of the GoB-UN POP Fund

The principles for allocation of funds received under the One UN Fund will be determined by the UNCT. The UNCT will act as an allocation committee to allot the funds according to these principles. RCO will serve as the secretariat. UNDP will serve as the administrative agent for funds received under the One UN Fund.

Monitoring and auditing

Auditing shall be conducted according to the internal and external auditing procedures given in the financial regulations, rules and directives of the respective participating UN Agencies. Standardised common procedures for financial accounting, financial monitoring and audits by UNDP and UNICEF will be implemented by 2012⁸. Auditing for implementing partners will be done using the Harmonised Approach to Cash Transfers (HACT) assurance mechanism (Annex 6).

Communicating As One

The Advocacy and Communication Group will develop a common communication strategy, to provide guidance on how information on the UN programme in general and individual significant events is relayed both to those directly involved in the programme and the general public. Branding and messaging will be standardised.

PART VII: MONITORING AND EVALUATION PLAN

Progress and Results Monitoring and Evaluation

UN agencies and Government will take the results-based management (RBM) approach. That requires monitoring and self assessment of progress towards achievement of results and reporting on implementation progress. Progress in the delivery of outcomes and outputs articulated in the GoB-UN POP will be tracked using M&E framework adopted from the UNDAF) (See Volume II).

8. In 2012, the International Public Sector Accounting System (IPSAS) will be rolled out globally for UNICEF and UNDP. UNFPA has already started to use IPSAS.



The CCGs, supported by the internal Theme Groups, will ensure continuous monitoring and periodic evaluation of the GoB-UN POP components and their corresponding activities. Monitoring and evaluation activities will be outlined in an annual work plan that will be developed and put into operation as an integral component of the overall implementation process. UN organisations, supported by the UN M&E Working Group, will work closely with the Government to monitor, evaluate and report on the results or progress of the GoB-UN POP and UNDAF. The annual reviews, mid-term and end of programme evaluations will be compiled according to M&E system guidelines. Other M&E activities will include field visits, studies, surveys, evaluations and research (See Volume II for details).

The PSC will oversee or facilitate mid-term, end-cycle and annual reviews of the GoB-UN POP and the UNDAF, based on recommendations from the five CCGs on policy directives that may be needed or action needed for smooth programme implementation.

Reports on review meetings and evaluations are to be made available to both UN and Government, to increase still further the existing cooperation between the GoB and UN organisations. The Government will facilitate periodic monitoring visits by UN organisations to observe and monitor all phases of the GoB-UN POP, meet beneficiaries and assess progress and performance.

To ensure the effective M&E of GoB-UN POP, UN organisations and GoB will designate appropriate staff to participate in the M&E work and provide adequate support to the M&E process.

Table 4: Annual vs. 5 yr Cycle Review Requirements

Annual Cycle – Component Coordination Group	Joint Annual work plans
	Mid-year performance review
	Annual Performance Review
	Quarterly progress report
5 year Cycle - GoB - UN POP Programme Steering Committee	GoB-UN POP Annual review meetings
	2012-MTR GoB-UN POP
	2013-MTR – UNDAF
	2014-End-Term Review GoB-UN POP. Preparing GoB-UN POP 2 year bridging (2015-2016)
	2015 – End-cycle review – UNDAF
	HACT Assessments
	Monitoring for budget utilisation



GoB-UN POP Programme Reporting

Each Agency will report to their HQ and donors. In addition, Theme Group Chairs will provide technical support on quarterly reporting to the CCGs. The CCGs will further under mid-year and annual performance reviews facilitated by the M&E group under the guidance of the PCG. Performance review reports will be consolidated into one single report by the M&E Group in collaboration with PCG for submission to the PSC. These performance reports will also include information on the progress towards overall UN reform by the RCO, in matters such as harmonisation, enhanced coherence etc.

PART VIII: COMMITMENTS OF PARTICIPATING UN ORGANISATIONS

Accountabilities and Responsibilities

Participating UN organisations will support the development and implementation of activities within the GoB-UN POP in the areas of: funding; technical support by UN staff and hired consultants; supplies, commodities and equipment; procurement services; recruitment of personnel; transport; research and advocacy in support of policy development; programme development, monitoring and evaluation; training activities and staff support.

The participating UN organisations will support programmes, projects and activities as agreed in AWP. In the event of one or more UN organisation providing funds to an implementing partner, the latter will be fully accountable for those inputs and delivery of planned outputs. The participating UN organisations will provide support services at the request of IPs according to the contractual conditions under which the IP has been engaged.

The increased emphasis on cross-cutting and cross-sectoral programming requires collaboration and synergy among participating UN organisations.

PART IX: COMMITMENTS OF THE GOVERNMENT

The Government will support the UN organisations' efforts to raise the funds required to effect this GoB-UN Programme Operational Plan, and will cooperate with the Agencies concerned by, amongst others: encouraging potential donor governments to make available to the Agencies the funds needed to implement unfunded components of the programme; endorsing the UN organisations' efforts to raise funds for the programme from the private sector both internationally and in Botswana, and by allowing contributions from individuals, corporations and foundations in Botswana in support of the Programme to be tax exempt for the Donor, to the maximum extent permissible under applicable law.

Cash assistance for travel, stipends, honoraria and other costs shall be set at rates commensurate with those applied in the country, but not higher than those applicable within the United Nations System.



PART X: OTHER PROVISIONS

This document will become effective upon signature by all relevant parties and will replace previously agreed Country Programme Action Plans (CPAPs) or equivalent, and programme documents of participating UN Agencies that do not prepare CPAPs.

In the event of any significant change in the situation, requiring a change in objectives or a need to extend the duration and scope of the planned programme components, the PSC will make a formal request to the UN organisations through the RCO and an appropriate amendment to this GoB-UN POP will be negotiated.

In the event of a failure by one party to fulfil any of its obligations under the GoB-UN POP, the following will apply:

- (a) where the defaulting party is one of the UN organisations, the Government may either (i) suspend the discharge of its own obligations vis-à-vis the defaulting party by giving written notice to that effect to the defaulting party or (ii) terminate the GoB-UN POP vis-à-vis the defaulting party by giving written notice of sixty (60) days to the defaulting party; and
- (b) where the defaulting party is the Government, the UN organisation against which the Government has defaulted, either alone or together with all other UN organisations, may either (i) suspend the discharge of its own obligations by giving written notice to that effect to the defaulting party or (ii) terminate the UNDAF Action Plan by giving written notice of sixty (60) days to the defaulting party.

Any dispute between the Government and a UN organisation shall be resolved in accordance with basic agreements stipulated in Part 2 of this GoB-UN POP. Any dispute among the UN organisations shall be resolved exclusively among the UN organisations through procedures identified in the United Nations Development Group (UNDG) endorsed dispute resolution mechanism.

This GoB-UN POP shall not in any way be construed to waive the protection of the UN organisations accorded by the contents and substance of the United Nations Convention on Privileges and Immunities, to which the Government is a party. The Government will honour its commitments in accordance with the provisions of the cooperation and assistance agreements outlined in the section on Basis of the Relationship. The Government shall apply the provisions of the Convention on the Privileges and Immunities of the United Nations of 13th February 1946 and the Convention on the Privileges and Immunities of the Specialised Agencies of 21st November 1947 to the UN organisations' property, funds, and assets and to its officials and consultants. In addition, the Government will accord to the UN organisations and their officials and to other persons performing services on behalf of the Agencies, the privileges, immunities and facilities as set out in the cooperation and assistance agreements between the UN organisations and the Government. The Government will be responsible for dealing with any claims that may be brought by third parties against any of the UN organisations and its officials, advisers and agents. None of the UN organisations, nor any of their



respective officials, advisers or persons performing services on their behalf, will be held responsible for any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is mutually agreed by Government and a particular UN organisation that such claims and liabilities arise from gross negligence or misconduct of that UN organisation or its officials, advisers or persons performing services.

Without prejudice to the generality of the foregoing, the Government shall insure or indemnify the UN organisations from civil liability under the law of the country in respect of vehicles provided by the UN organisations but under the control of or use by the Government.

This GoB-UN POP will come into force upon signature by the Government and the participating UN organisations.



VOLUME TWO: COMPONENT CHAPTERS



Introduction

This is Volume II of the Government of Botswana-United Nations Programme Operational Plan (GoB-UN POP) signed on 15th December 2009. This document gives details of how the GoB-UN POP will be put into operation; how it and the various programmes will be managed and overseen (as outlined in Chapter 6). Separate component chapters cover each of the five UNDAF Outcomes that form the basis of the GoB-UN POP, explaining how the GoB-UN POP programmes relevant to each particular Outcome will be implemented. Each component chapter outlines: a) the situational analysis, b) the respective component strategy, c) the country programme outcomes and programme management responsibilities and accountabilities, d) the operational arrangements and e) the results and resources matrices and AWP. The latter includes the proposed activities and resource requirements, as well as a tentative timeframe for the implementation of the activities.

Preparation of Volume II has been the responsibility of the Component Coordination Groups (CCGs) through a participatory and inclusive process involving all stakeholders; several retreats and meetings were organised to prepare and fine-tune the document.



CHAPTER 1: GOVERNANCE AND HUMAN RIGHTS PROMOTION

1.1 Situational Analysis

Botswana is a sovereign republic that gained independence in 1966. The country is a member of the United Nations (UN) and regional organisations such as the African Union (AU) and Southern African Development Community (SADC). It is a signatory to most of the major charters, covenants, conventions and other international protocols and agreements of these organisations.

The constitution is the supreme law of the country and provides for constitutional and democratic governance. It establishes three principal organs of the state, namely the Executive (Chapter IV), Parliament (Chapter V) and Judicature (Chapter VI). Furthermore, it provides for the appointment and powers of the principal public service offices, including the Public Service Commission, Auditor General and Attorney General.

The operations of the three branches of government are subject to internal accountability mechanisms. For example, the Executive Branch is subject to Parliamentary regulation in translating policy into action. Parliament, which is empowered to make laws for the peace, order and “good government” of Botswana, is regulated by the special procedures under Section 89 of the Constitution. Parliament is also controlled by the requirement that its mandate be renewed in regular elections, to be held every five years. The Judiciary, which interprets the law, oversees executive decision making and action as well as interpreting the constitutionality of laws made by Parliament. There are also other oversight mechanisms, established through Acts of Parliament and these include the Directorate on Corruption and Economic Crime (DCEC) and the Office of the Ombudsman.

The country’s goal is to develop its peoples’ skills and orientations, effective institutions, and a better policy and institutional environment for pursuing current and future development objectives for the citizenry of Botswana. At Independence, Botswana’s development agenda was nation-building, ensuring political stability, and the establishment of functional government institutions (i.e. the Executive, Judiciary and Legislature). Now, the agenda is to sustain past achievements but also to ensure efficient and effective service delivery to the people of Botswana, at the same time as meeting global obligations.

With respect to human rights promotion, the Constitution provides for the respect of human rights and proscribes any form of discrimination. It enshrines, amongst others, freedom of speech, freedom of association, freedom of the press and equality of all citizens. Botswana, together with development partners such as NGOs, the private sector and international organisations, has made substantial progress towards special recognition of vulnerable members of the community, such as children and young people, people with disabilities and women.

The UN Frameworks on governance and human rights promotion date from as far back as 1945. The UN charters and resolutions have been interpreted as helping provide a common framework of international norms and values that link



democratic governance to human rights and development. Human rights provide a constitutional framework for all countries pursuing sustainable development because they afford universally acceptable guidelines that transcend national boundaries. Respect for human rights is a common factor in governing bodies around the world in which individuals, groups – and whole nations – have the freedom to develop and grow. The UN Charter, the Universal Declaration of Human Rights and the International Covenant on Civil and Political Rights, among others, offer a normative basis for accountability at varying levels of governance.

All the various UN covenants, resolutions, declarations and Plans of Action make governance key to achieving sustainable development. For example, of the seven commitments of the Brussels Plan of Action (BPoA), the first three specifically address governance. Similarly, Goal 8 of the MDGs – to develop a global partnership for development – relates directly to democratic governance. The BPoA commitments that specifically address governance are:

- Fostering a people-centred framework
- Good governance at the national and international levels
- Building human and institutional capacities.

Intended outcomes for the Governance and Human Rights Promotion (G&HRP) component of the GoB-UN POP result from the combination of Government of Botswana frameworks, the current situation, the UN frameworks and comparative advantage. These outcomes are:

- Policy, Accountability and Responsive Governing Institutions
- Human Rights Institutions
- Gender Mainstreaming
- Disaster Preparedness.

The specific country programme outcomes are aligned to Botswana's national priorities and goals as espoused in the national Vision 2016 and NDP 10, as well as with MDG targets.

The section that follows provides a situational analysis of governance and human rights promotion covering the above four outcome areas.

a) Policy, Accountability and Responsive Institutions

Various economic and political governance assessments by institutions such as the World Bank, African Development Bank, World Economic Forum, Transparency International and the Commonwealth Business Council rank Botswana highly with respect to governance. The country's current development status also bears testimony to this. At Independence, in 1966, it was one of the poorest countries



in the world. However, its political, social and economic development since then has been exceptional, largely due to good policy choices and utilisation of capable state machinery, including the operation of a realistic and consistent economic development planning process at both national and local levels. After four decades of independence, the country is considered a successful upper middle income country (African Governance Forum [AGF] IV, 2007).

Political, social and economic progress also relies on an effective system of government, processes that are well defined in the form of the legislative frameworks, and the human resources in place to deliver to the citizenry. Furthermore, there are complementary structures and processes, such as the customary system, *kgotla*, which is an important consultation forum; oversight mechanisms; forums for engagement with non-state actors, and international agreements that have also shaped Botswana's progress.

Botswana has a two-tier system of government: central government and local government. The latter represents the local authorities that play the primary role in improving access to services. Recently, Administrative Centres have been established in highly populated and dispersed districts and this has improved access to and delivery of services still further.

The compilation of data on progress towards national goals and international commitments follows a schedule of national surveys and routine sector information systems. However, there are issues of punctuality, disaggregation and data consistency; these have been identified as needing improvement.

Botswana is a signatory to a number of Human Rights Treaties and their Protocols. Of relevance to governance and human rights are the International Convention on Civil and Political Rights (ICCPR); African Charter on Human and People's Rights and its Protocol; Rome Statute of the International Criminal Court; Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment (CAT); Convention Relating to the Status of Refugees and its Protocol; Convention on the Elimination of All Forms of Racial Discrimination (CERD); African Charter on the Welfare and Rights of the Child, and Convention on the Rights of the Child (CRC), to name but a few.

There is generally limited knowledge on the international agreement processes, i.e., from negotiation stage, domestication through reporting on performance. In the past, the focus has been on building awareness of these processes only within Government institutions, but it has become apparent that awareness is lacking in CSOs, including development partners, and among the general public as well. In the process of domestication, Botswana needs to identify, evaluate and build on best-bet indigenous knowledge systems and promote national culture and identity.

While Botswana has undoubtedly achieved social, political and economic success, the country does face major challenges, many of which – perhaps ironically – have been brought about by the country's dynamic development and resulting change in its global status, and are becoming apparent at a time when international support for Botswana is dwindling, because of its middle income status. These challenges are, inter alia:



- In Botswana, the bottom-up approach to policy formulation is favoured. However, participation in the kgotla system, which is an important consultation forum, has dwindled, especially in recent years. Although sound policy implementation does occur, the strategies to drive this implementation in a coordinated manner are weak, undermining policies' efficiency and impact. The monitoring and evaluation of policies requires improvement on a wide scale in order to provide feedback on public services and to improve on accountability
- Institutions such as the judiciary, courts, oversight institutions, the legislature, the media and organs of civil society all play a key role in holding the Government to account. Key challenges in the area of accountability include a backlog of cases within the judiciary and limited human resources in service delivery. There is a need to strengthen Government institutions in terms of human resources and infrastructural development, to enhance accessibility to the law, particularly for vulnerable groups
- The enabling policy environment needs to be sustained. Paramount to this approach is the continuation of the prevailing conditions of peace, stability and good order. Botswana aims to build upon its attributes of state legitimacy and effective leadership. There are areas requiring serious attention regarding the provision of public goods and services; one is the need for reform to build capacity at all levels, not just within the national government; through, for example, devolving some responsibilities away from national government to local authorities, enhancing public participation in local level planning, and encouraging the determination of local development priorities through village institutions such as Village Development Committees (VDCs)
- The state legal system in Botswana fully recognises non-state actors (NSAs), which are allowed to register and operate without undue interference. There is freedom of association and NSAs can consult freely, including seeking funding for themselves. The Government also engages non-state actors in policy making, implementation and monitoring processes. NSAs, however, lack adequate skills and experience, organisational capabilities, initiative and funding to advocate effectively, engage with government and promote their interests and objectives.

Based on the above list of challenges, there follows a summary of aspects that should therefore be priorities if good governance is to be enhanced within the GoB-UN Development Assistance Framework. There is a need to:

1. Further enhance effective interactions, consultations and partnerships with all stakeholders (government, civil society, private sector, local communities, etc.) in policy formulation, planning and implementation



2. Strengthen and sustain the separation of powers and improve checks and balances among the principal organs of the state (Executive; Parliament; Judiciary), including strengthening the capacities of oversight institutions to be able to play the accountability role efficiently and effectively
3. Enhance the role of traditional leadership and actively engage traditional leaders in governance and development processes
4. Continue with the proven formula for democracy and development: conduct of regular, free and fair multi-party elections, respect for the Constitution, the rule of law and respect for human rights
5. Improve accessibility to justice by all, including the disadvantaged
6. Develop an evidence-based system of decision making, which would include setting up policy research units in government ministries
7. Set up and institutionalise an independent monitoring, evaluation and feedback system for policy and programme implementation
8. Strengthen the capacity to access and share information and to collect, analyse and disseminate key socio-economic data, including a decennial census
9. Develop a comprehensive and integrated decentralisation policy and strategy, including accelerating the rate of decentralisation, to ensure improved service delivery
10. Maintain the ratification of appropriate international instruments, conventions, protocols and integrate them into local laws. At the same time identify, evaluate and build on best-bet indigenous knowledge systems and promote national culture and identity.

b) Human Rights Institutions

Institutional mechanisms that are critical to the fulfilment of human rights, such as the justice system and the Office of the Ombudsman, Ministry of Defence, Justice and Security (MDJS), Ministry of Labour and Home Affairs (MLHA) and Ministry of Local Government (MoLG), are in place. Botswana has a constitution that is respected by the citizenry. Civil Society Organisations (CSOs) working in the areas of human rights, social justice, the media, economic empowerment, health, environment and conservation are also in place. Advocacy work conducted by civil society organisations, as well as inclusive governance processes at both national and local level, have had a positive effect on the promotion of human rights. The Government recognises that NGOs and CBOs complement its development efforts, hence the development of the NGO policy in 2004. There is need to develop guidelines for the implementation of the policy. However, there is a need to develop guidelines to help implement the policy.



Over the last decade, however, the NGO sector has experienced a steady decline in international funding, largely as a result of Botswana's Middle Income Country (MIC) status. The overall impact of the sector on policy reforms is weakened by the lack of adequate human and financial resources, as well as weak coordination.

Since independence, the country has made significant strides in human development and recognition of human rights. However, challenges still exist. In terms of economic, social, cultural and political rights, there is still room for improvement in identifying inequalities and providing support, especially for vulnerable groups. Limited awareness of rights and the socio-cultural set-up undermine the capacity of individuals to invoke their human rights, and their access to human rights institutions. This is further compounded by uncoordinated efforts on human rights promotion. The relevant institutions need to be strengthened both technically and financially. The establishment of a Human Rights Commission is currently being explored by the Government, and it is believed that this will bring the coordination that is currently lacking.

The justice system works through both a common law system and customary law. For some vulnerable groups, such as the poor and children, there is a need to identify ways to extend access to the justice system and, in particular, to incorporate international standards and norms on how children are treated before, during and after contact with the justice system.

Therefore, human rights promotion should focus on:

- Developing general awareness on human rights
- Strengthening the capacity of the human rights institutions
- Strengthening the capacity of the justice system and supporting ways to make it accessible.

c) Gender Mainstreaming

Botswana's Constitution recognises and acknowledges that women and men are equal before the law. Furthermore, gender issues are central in the country's development agenda. Botswana believes women play a critical role in the economic welfare of the society.

Botswana's population is about 52% women and 48% men (2001 Census, CSO). In many respects this ratio is reflected in access to services. However, some attitudes and practices from the past continue to influence gender relations and bias against women.

A 2008 report by Botswana Institute for Development Policy Analysis (BIDPA) on the progress of good governance in Botswana shows that the Small, Medium and Micro Enterprise (SMME) sector is currently dominated by women. It further indicates that the informal sector is very important for development and needs to be planned for, and, also, that it too is dominated by women. Other developments



we have seen include the absorption of women into the Botswana Defence Force (BDF) since 2007. Other areas of employment in Botswana have, for the most part, been marked by impartiality; recruitment is on merit and it is unconstitutional to employ on any consideration other than merit. To date, there have not been any legal challenges to the Government's recruitment procedures on the basis that they were discriminatory (AGF, 2005). However, there are still clear gender patterns in employment: teaching and nursing, for example, are predominantly female occupations, while most drivers and scientists are male. Unemployment is significantly higher among females (CSO, LFS 2005/6) and poverty rates are higher among female headed households (Household Income and Expenditure Survey [HIES] 2002/3).

With respect to school enrolment, the MDG target on parity in education enrolment has been achieved; the 2005 enrolments at primary, secondary and tertiary education are 98, 105 and 100 girls for every 100 boys respectively (CSO, Stats Brief, 2008). There are no significant gender differences in access to health services, although there are some health services relating to sexual and reproductive health that are targeted by gender.

Generally, structures through which aspects of gender are addressed are in place both in government and non-governmental organisations. In an effort to promote gender equality, the Government established the Women's Affairs Department (WAD), the primary role of which is to promote the enhancement of the status of women within Botswana society. Similarly, there are several NGOs such as Emang Basadi, Ditshwanelo and many others which are issue-specific, such as Women Against Rape (WAR). There are, however, challenges as well as opportunities when it comes to incorporating women as a core element in building the capable state (AGF IV. 2007).

On the legal framework front, the National Policy on Women in Development (1996) and its subsequent review, which culminated in the formulation of the National Policy on Gender and Development (2006), represent the Government's commitment to the achievement of gender equality. Following the Beijing World Conference on Women in 1995, the Government of Botswana formulated the National Gender Programme Framework (NGPF) in 1998. The NGPF prioritises "Six Critical Areas of Concern" for Botswana, namely:

- a. Women and Poverty (including Economic Empowerment)
- b. Women, Power-sharing and Decision Making
- c. Education and Training of Women
- d. Women and Health
- e. Violence Against Women and Human Rights
- f. The Girl Child as a cross-cutting issue.



Other laws marking progress in gender equality are the Abolition of Marital Powers Act and the Domestic Violence Act in 2008.

Since 2003, the Government has been working towards mainstreaming gender in the initiatives of several ministries, and gender awareness programs are also in place. Institutions addressing gender issues have been established to ensure the effective implementation, co-ordination, monitoring and evaluation of programmes in the areas of gender and development.

The efforts made thus far by the Government, its development partners and civil society organisations in the field of gender and development have yielded some positive results. For example, the 2007 Grant Thornton Survey on Women Empowerment shows that 48.7% of decision-making positions in public service, NGOs and the private sector are held by women.

Despite Botswana's progress in enhancing the role of women, there are still challenges that have to be overcome, such as female participation in politics. More could be done to encourage women to become more involved in building and strengthening capacity in Botswana. The Government believes that disaggregated data on gender and development policies could be one way of assessing progress in this area. But it is clear that education is critical in achieving gender parity, especially as there are some cultural factors that may be a barrier to this.

Significant impediments to the successful implementation of the gender agenda have been:

- Insufficient financial and human resources for gender
- The need to contextualise gender to the situation in Botswana and become focused on appropriate intervention
- The need to raise gender awareness accordingly.

Botswana has maintained its identity and integrity mainly because the development agenda, processes and pace continue to be determined by Botswana themselves, and the local perspective on issues and projects has taken priority over the foreign one. As a result, Botswana has been able to maintain a relatively autonomous development trajectory.

d) Disaster Risk Reduction

Although Botswana has coped well with adversity in the past, the country still needs effective mechanisms for disaster prevention, preparedness and management. Along with drought, the country experiences rapid-onset crises, the most prevalent of which are floods, wildfires, pest infestations, epidemics, animal diseases, extremes of weather, transport accidents, industrial explosions, urban/structural fires, industrial pollution and chemical spillages (National Policy on Disaster Management, 1996). In the more recent past, the country has also had to address new threats such as SARS and pandemic influenza.



The Government of Botswana developed a National Policy on Disaster Management (NPDM), which was approved in 1996. In order to reduce the impact of disasters and manage them more effectively, the National Disaster Management Office (NDMO) was established in the Office of the President. The decentralised structure of this unit, which works at district and local level, promotes participatory approaches to the prevention, reduction and management of disasters.

The major challenges experienced in the area of disaster management include:

- Lack of capacity and general awareness on disaster preparedness and management
- General lack of capacity in the structure to implement the Policy on Disaster Management
- A shift in paradigm is required as current approaches focus strongly on disaster management rather than disaster risk reduction
- Absence of disaster management legislation
- There is a need to involve communities more, i.e. local communities should be encouraged to become more involved during the risk assessment process, so as to build resilience
- Although funding for relief is available, none exists for the key areas of disaster preparedness, rehabilitation and reconstruction
- Co-ordination of knowledge pertaining to disaster management needs to be improved through cascading it to the district and community level.

e) Justification for Support of Promotion of Governance & Human Rights

The Common Country Assessment (CCA) identifies the broad area of Governance and Public Administration as an area in which significant progress has been made, and views support in this area as a solution to some of the country's most pressing governance and human rights challenges. The UNDAF country programme outcomes related to governance and human rights promotion, namely the effective and efficient delivery of services; strengthened human rights institutions to respond to the rights of vulnerable groups including youth, children, women, PLWHA, refugees and the disabled; gender mainstreamed in national policies, and in national, district and community plans and programmes, as well as enhanced disaster risk reduction and preparedness capacities at all levels. These outcomes correspond to the following Pillars of Botswana's National Vision 2016 and National Development 10 goals as presented in Table 5 below:



Table 5: Presentation of the Vision 2016 Pillar against NDP 10 Goal and KRAs

VISION 2016 PILLAR	NDP 10 Key Result Area	NDP 10 Goals
An open, transparent and accountable nation	Open, Transparent and Democratic Governance	<ul style="list-style-type: none"> • Transparency and accountability in all public and private institutions • Reduced corruption • Enhanced and sustained participatory democracy • Rule of law
A safe, secure and peaceful nation	Governance	<ul style="list-style-type: none"> • Public safety and protection • Disaster preparedness (sectoral goal)

1.2 Component Strategy

a) Component Strategy and UN Value Addition

To contribute to the realisation of Botswana's national priorities and goals in the area of Governance and Human Rights, the GOB-UN Governance programmes will centre on strengthening institutions, to ensure the delivery of effective and efficient services, promotion of human rights, gender equality and disaster preparedness. The overarching objective of this support is to contribute to Botswana's development goals as espoused in the National Vision 2016 and the NDP 10, as well as the MDGs.

Specifically, the GOB-UN Governance Programmes will:

- Strengthen the accountability and responsiveness of governing institutions
- Strengthen Human Rights institutions, to respond to the rights of vulnerable groups, including young people, children, women, people living with HIV and Aids, refugees and people living with disability
- Gender mainstreamed in national laws and policies as well as in national, district and community plans and programmes
- Enhanced disaster risk reduction and preparedness capacities at all levels
- Involve results-based management processes

- Improve capacity at all levels for collecting, analysing and using quality disaggregated data in all decision- making processes.

b) Geographic Coverage and Primary Stakeholders

The primary stakeholders include a broad spectrum of institutions within government ministries, departments, districts and communities. The NGO/community-based organisation (CBO) and private sector institutions are also key stakeholders. The geographic coverage of the GOB-UN POP G&HRP strategy will be national in scope. The strategy will also be regional and international in order to foster the MDG associated with building strategic alliances and developing a global partnership for development.



1.3 Country Programme Outcomes and Results Matrix

a) The Contribution of UN Country Programme Outcomes to NDP 10 and MDGs

Table 6: UNDAF CP Outcomes and Related Vision 2016 Pillars, NDP 10 Goals and MDGs

UNDAF CP OUTCOMES	VISION PILLAR	NDP 10 Goals	MDGs
Strengthened accountable and responsive governing institutions to deliver towards the attainment of Vision 2016 goals, NDP 10 goals, MDGs; the Millennium Declaration and other international agreements and obligations	An open, accountable and democratic nation	<ul style="list-style-type: none"> • Transparency & accountability in all public and private institutions • Reduced corruption • Enhanced and sustained participatory democracy • Rule of law 	<ul style="list-style-type: none"> • Eradicate extreme poverty and hunger • Promote gender equality and empower women, develop global partnership for development
Strengthened human rights institutions to respond to the rights of vulnerable groups including youth, children, women, PWA, refugees and disabled people	An open, accountable and democratic nation	<ul style="list-style-type: none"> • Enhanced and sustained participatory democracy 	<ul style="list-style-type: none"> • Eradicate extreme poverty and hunger, promote gender equality and empower women, develop global partnership for development
Gender mainstreamed in national laws and policies, and in national, district and community plans and programmes	An open, accountable and democratic nation	<ul style="list-style-type: none"> • Enhanced and sustained participatory democracy 	<ul style="list-style-type: none"> • Promote gender equality and empower women
Enhanced disaster risk reduction and preparedness capacities at all levels	A safe, secure and peaceful nation	<ul style="list-style-type: none"> • Public safety and protection • Disaster preparedness 	

b) The Results Matrix

The UNDAF Results Matrix gives an overview of the UN System's support at country level and its contribution to the attainment of National Development Goals and MDG targets. The Results Matrix employs the principles and terminology of Results-Based Management (RBM).

c) Results and Resource Matrix Table

The Results and Resource Matrix Table provided below represents the outcomes of a participatory planning process involving several government ministries, departments, UN agencies, the private sector and representatives of NGOs. Key components of the Results and Resource Matrix include national priorities and goals (from Vision 2016, NDP 10 and MDGs); UNDAF outcomes; country programme outcomes; anticipated outputs; key results by output; projects and activities that will contribute towards reaching the goals; implementing partners, and leading UN agency and resource requirements.



Table 7: Results and Resource Matrix on Governance and Human Rights Promotion

Component: Governance and Human Rights Promotion	
National Priorities & Goals	Vision 2016: An Open, Accountable and Democratic Nation and An Educated and Informed Nation
	NDP 10 Goals: Transparency and Accountability in all public and private institutions; Reduced Corruption; Enhanced and sustained participatory democracy; Rule of law
	MDGs: Eradicate extreme poverty and hunger; Promote gender equality & empower women; Develop a global partnership for development
UNDAF OUTCOME	Effective and efficient delivery of services for fulfilment of human rights
Country Programme Outcome: 1.1	Strengthened accountable and responsive governing institutions, to deliver towards the attainment of Vision 2016 goals, NDP 10 goals, MDGs, Millennium Declaration and other international agreements and obligations



Component: Governance and Human Rights Promotion							
Outputs	Key Results by Output	Projects/Activities	Implementing Partners	Responsible UN Agency	Resource Mobilization US\$		
					Funding Target	Actual	Funding Gap
					Core	Other	
1.1.1 Evidence-based responsive policies, legislation, programmes and projects formulated by government to accelerate progress towards Vision 2016 goals, NDP 10 goals, MDGs and Millennium Declaration	1.1.1.1 Strengthened capacity to formulate, implement, monitor and review policies and legislation on population and social development	<ul style="list-style-type: none"> Build Capacity and develop skills on Policy Formulation and Analysis, M&E (2011) Strengthen capacity to implement and review policies and legislation on decentralisation, public service, national population policy, Elections Act, DCEC, and the harmonisation of the Employment Acts Support the establishment of the Law Reform Commission Support transformation of BIAC into Botswana Public Service College (BSPC) (2010) 	DPSM BOCCIM BOCONGO GICO & PSRU Other stakeholders: AGC MoLG DCEC BALA BIPDA OP	UNICEF	0.75		0.75
	1.1.1.2 Enhanced community capacity and development of policies to promote public involvement in district level policy making	<ul style="list-style-type: none"> Advocate for public involvement and Civic education at the local level (2010) Strengthen decentralisation processes, including capacity of councils and their committees (2010) 	MoLG BOCONGO Other stakeholders: BALA Line ministries	UNICEF	0.2		0.2



Component: Governance and Human Rights Promotion				
1.1.2 Increased efficiency and accountability of the public sector, private sector and civil society organisations in the development, provision and delivery of services	1.1.2.1 Strengthened oversight institutional capacity, to improve efficiency and accountability (National Assembly, DCEC, Auditor General and Ombudsman)	Review DCEC, Ombudsman Legislations and strengthen capacity for implementation Strengthen capacity of the national assembly and its Committees (2010) Strengthen capacity of the Ombudsman Capacitating the private sector and CSOs to engage with government	OMBUDSMAN NATIONAL ASSEMBLY DCEC Other stakeholders: BOCCIM BOCONGO NBIFRA, BTA, BBA	
	1.1.2.2 Strengthened capacity for establishment of a feedback mechanism on the provision of, and access to, basic services, to improve efficiency at district and national levels	Support undertaking of the Customer Satisfaction Survey Support e-governance and tele-centres Strengthen LLCC structures Support development and operation of NDP 10 M&E Framework	OP: MOPAPA MOLG BIDPA BALA	



Component: Governance and Human Rights Promotion				
1.1.3 Effective coordination, domestication, monitoring and reporting of international treaties and conventions	1.1.3.1 Strengthened capacity for implementation, ratification, domestication and reporting of international treaties and conventions, including MDG reporting	Support Development and maintenance of a database of international treaties, conventions and agreements indicating status of implementation Support advocacy on ratification and domestication of international agreements Support central ministries and strengthen capacity of other stakeholders to coordinate, monitor compliance and implement international treaties and conventions	AGC, MOFAIC OP Other stakeholders: MoLG, BALA, BOCONGO, other line ministries, CSOs	UNICEF UNFPA
			0.75	0.75



Component: Governance and Human Rights Promotion					
<p>1.1.4 Effective coordination of collection, analysis and use of quality disaggregated data (statistics) in decision making</p>	<p>1.1.4.1 National Information Systems strengthened</p>	<p>Support the development and implementation of the National Strategy for Development of Statistics (NSDS) Build Institutional and technical capacity of the national statistics office to mobilise resources, plan, collect, process, analyse and disseminate data, and maintenance of an integrated database system Strengthen the vital registration system and coordination mechanisms to improve the generation and utilisation of data for programming, Evidence-based decision-making and accountability.</p>	<p>MFDP CENTRAL STATISTICS OFFICE</p>	<p>UNFPA UNICEF</p>	0.75
					0.75



Component: Governance and Human Rights Promotion						
Country Programme Outcome 1.2	Strengthened human rights institutions, to respond to the rights of vulnerable groups, including children, women, PWA, refugees and disabled people					
Outputs	Key Results by Output	Projects/Activities	Implementing Partners	Responsible UN Agency	Resource Mobilization US\$ Millions	
					Funding Target	Funding Gap
1.2.1 Strengthened human rights institutions, for enhanced equality (by gender, minority and socioeconomic status) and specific vulnerable groups	1.2.1.1 Strengthened capacity of CSOs and the media on advocacy, implementation, monitoring, and reporting on human rights issues	Skill and capacity development for CSOs and media including strengthening NGO networks on human rights Design and implement a communication and advocacy strategy aimed at vulnerable groups for CSOs and the media	OP: MOPAPA BOCONGO MISA Other stakeholders: Other CSOs representing vulnerable groups, MoLG, MYSC, BNYC	UNICEF UNESCO UNDP UNFPA UNHCR	0.75 0.006	0.75



Component: Governance and Human Rights Promotion					
	1.2.1.2 National Human Rights Institutions established and strengthened	Facilitate the establishment of a Human Rights Commission and support structures(2010) Strengthen the capacity of the Ombudsman Office on Human Rights Issues	OP: MDJS Office of the Ombudsman Other stakeholders: MLHA, MoLG, AGC, Law Society of Botswana, BOCONGO and CSOs	UNICEF UNDP UNFPA UNOHCHR	0.25
	1.2.1.3 Strengthened capacity to develop and deliver Human Rights education	Advocating and lobbying for policy review and curriculum development at schools (primary and secondary) covering Human Rights Education	MESD MoLG CSOs	UNESCO	
1.2.2 Strengthened justice and social systems	1.2.2.1 Expanded Legal Aid and established alternative dispute resolution mechanisms and court annexed mediation	Support the evaluation and roll out of recommendations on the pilot legal aid project.(2010) Raising public awareness on access to justice: courts, legal aid, alternative dispute resolution mechanisms. Support to the orientation and pilot of ADR mechanisms and court annexed mediation Support to the development of an information system for judicial contacts and interventions for vulnerable groups	OP: MDJS, AGC Law Society of Botswana, BOCONGO Other stakeholders: MoLG, University of Botswana	UNICEF UNDP UNFPA UNOHCHR	0.25



Component: Governance and Human Rights Promotion					
	1.2.2.2 Strengthened judicial system	<p>Strengthen mechanisms for criminal background checks for personnel providing social services</p> <p>Support development of protocols, guidelines and capacity for implementation for children and youth before the law</p> <p>Support the roll out of judicial case management system to magistrate (2010)</p> <p>Advocacy and support for establishment of probation, after care and victim support programmes</p>	<p>OP: MJDS BPS (Criminal Record Bureau) Law Society of Botswana Other stakeholders: MLHA-Department of Prisons, Ministry of Youth, Sports and Culture MoLG, BOCONGO</p>	UNICEF UNDP UNFPA UNOHCHR	1.0
					1.0



Component: Governance and Human Rights Promotion							
Country Programme Outcomes 1.3	Gender mainstreamed in national laws and policies, and in national, district and community plans and programmes					Resource Mobilization US\$	
	Key Results by Output	Projects/Activities	Implementing Partners	Responsible UN Agency Funding Target	Actual Millions	Funding Gap	Other
1.3.2 Enhanced awareness and capacity in government and civil society organizations for gender analysis and gender responsive programming	1.3.1.2 Harmonised framework mainstreamed into national policies	Support sectoral mainstreaming and harmonisation of gender frameworks	MLHA (WAD) MFDP MESD	UNFPA UNDP UNESCO	0.015	0.015	
	1.3.2.1 Strengthened capacity for gender programming and responsive budgeting	Advocate for and support development of policy on gender responsive programming Support integration of gender analysis in policy planning and budgeting Strengthen capacity for coordination within Women's Affairs Department	MLHA (WAD) UB CSOs Government Ministries and Departments	UNDP UNFPA	0.02	0.02	
	1.3.2.2 Strengthened civil society and private sector on gender programming	Capacity building on gender programming for CSOs, private sector and media Advocacy and awareness on gender issues	BOCONGO MISA, BOCCIM Other Stakeholders: MLHA CSOs, FBOs, VDCs,	UNICEF UNFPA	0.2 0.02	0.02	0.2



Component: Governance and Human Rights Promotion						
	1.3.2.3 Increased understanding of gender concepts at all levels in society	Support community awareness efforts on gender issues Promote male involvement in gender work	MISA, CSOs, Traditional Leaders MESD	UNICEF UNFPA	0.05 0.03	0.03
1.3.3 Increased and enhanced representation of women in leadership in government and non-government institutions	1.3.3.1 Increased female participation in decision-making positions (policy makers, managerial levels, army levels)	Support the annual review on women's position in decision making positions Technical assistance for development of National Strategy on women participation in decision making Encourage parties to support more women into party executive positions and stand for primary election both council and parliamentary levels Support increased Political education at local and national levels (how to vote campaign and stand for candidacy, etc.)	Private sector actors (namely: BOCCIM), All security forces, Parliament (Women's Caucus), IEC, Botswana Council of Women	UNFPA	0.025	0.025



Enhanced disaster risk reduction and preparedness capacities at all levels						
Country Programme Outcomes: 1.4	Key Results by Output	Projects/ Activities	Implementing Partners	Responsible UN Agency	Resource Mobilization US\$ Millions	
					Funding Target	Funding Gap
1.4.1 Development of disaster preparedness and response strategies, structures, systems and mechanisms at all levels	1.4.1.1 Development and operation of the disaster risk reduction and emergency management plan supported	Develop comprehensive and multi sectoral Disaster Risk Management Planning framework (2010). Revise the existing Disaster Management policy to include Disaster Risk Reduction. Develop a comprehensive Legislation for Disaster Risk Management	OP (NDMO) in the coordination with all the Ministries and Departments Red Cross BOCCIM BOCONGO	UNDP, UNHCR, UNICEF, UNEP, UNFPA, WHO, FAO, ILO, OCHA, UNISDR, UNV, UNIDO, UNESCO	0.1	0.1



Component: Governance and Human Rights Promotion					
<p>1.4.1.2 Strengthened capacity development on national mechanisms for effective DRM implementation</p>	<ul style="list-style-type: none"> ● Assess skills and capacitate on necessary areas of Disaster Risk Management ● Conduct public education and information on Disaster Risk Management ● Establish a system (electronic) for effective disaster risk and emergency management 	<p>OP (NDMO) DFRR & MoLG Other stake-holders: Line ministries Botswana Red Cross BOCONGO BOCCIM</p>	<p>UNDP UNOCHA UNISDR UNDP, UNICEF, WHO, UNHCR, UNFPA, UNAIDS, UN-OCHA, UNESCO UNIDO</p>	<p>0.15</p>	<p>0.15</p>



Table 8: M&E framework on Governance and Human Rights Promotion

UNDAF Outcome/CP Outcome/Output	Indicators (Baselines)	Targets	SOV	Assumptions (A) Risks (R)
UNDAF Outcome 1: Effective and efficient delivery of services for fulfilment of human rights	% level of access to services in aggregate terms (22% 2008/2008) Customers' satisfaction index (25%-2005)	55% (2016) 75% (2016)	Surveys Customer Satisfaction Survey	A: Annual surveys undertaken A: level of access and satisfaction computed R: Irregular Surveys R: Resource constraints
CP Outcome 1.1: Strengthened, accountable and responsive governing institutions are in place to deliver towards the attainment of the Vision 2016 goals, NDP 10 goals, MDGs, Millennium Declaration and other international agreements and obligations	Government Effectiveness (73.9%, 2008/2009)	76% (2016)	NDP 10 indicators	A: Public and private sector governance strengthened to enhance accountability and transparency in the management of resources in both the public and private sectors R: Resource constraints



UNDAF Outcome/CP Outcome/Output	Indicators (Baselines)	Targets	SOV	Assumptions (A) Risks (R)
CP Output 1.1.1: Evidence based responsive policies, legislation, programmes and projects formulated by government to accelerate progress towards Vision 2016 goals, NDP 10 goals, MDGs and Millennium Declaration	No. of policies, programmes and projects addressing empirical evidence of baseline studies, feasibility studies and research studies	Inventory of responsive policies, legislation, programmes and projects formulated (2010) Gaps identified and fulfilled where responsive instruments should be institutionalised (2016)	Desk study	A: Political will A: An inventory of the number of evidence based and responsive laws, policies, programmes, and projects formulated is unavailable
UNDAF Outcome/CP Outcome/Output CP Output 1.1.3: Effective coordination of ratification, domestication, monitoring and reporting of international treaties and conventions	Ratifying, domesticating, monitoring and reporting is regular and based on the number of treaties and conventions (0-2008) % treaties and conventions ratified and domesticated % achievement of monitoring & reporting requirement	Database established (2011) 50% (2011) 100% achievement (2016)	Progress reports from the OP Database	A: Human resources are mobilised and available to fulfil reporting requirements



UNDAF Outcome/CP Outcome/Output	Indicators (Baselines)	Targets	SOV	Assumptions (A) Risks (R)
<p>CP Output 1.1.4: Effective coordination of collection, analysis and use of quality disaggregated data (statistics) in decision making</p>	<p>Proportion of public sector institutions using quality disaggregated data in decision-making (0-2008)</p> <p>Proportion of public sector institutions sharing and coordinating analyses (0-2008)</p>	<p>30% (2016)</p> <p>30% (2016)</p>	<p>Progress reports from OP and CSO</p>	<p>A: Openness toward creating and nurturing a culture of sharing information and using results in decision making. R: Strategic level coordination is insufficient</p>
<p>CP Output 1.1.5: Strategy for national statistical system developed</p>	<p>National Strategy of Development Statistics carried out and followed systematically (0-2008)</p> <p>% completion of National Strategy of Development Statistics</p>	<p>100 % completion of the National Strategy of Development Statistics (2013)</p>	<p>Progress reports from OP</p>	



UNDAF Outcome/CP Outcome/Output	Indicators (Baselines)	Targets	SOV	Assumptions (A) Risks (R)
<p>CP Output 1.2.1: Human Rights institutions strengthened for enhanced equality and equity (by gender, minority status, socio-economic status) and specific vulnerable groups</p>	<p>No. of Human Rights institutions focused on and advocating for the rights of vulnerable groups including youth, children, women, PWA, refugees and disabled (0-2008)</p>	<p>A database of the institutions with their capacities (2011) Yearly updates of their achievements</p>	<p>Survey and institutions reports</p>	<p>A: A systematic record of the institutions. R: Inability of the institutions to report their achievement</p>
UNDAF Outcome/CP Outcome/Output	Indicators (Baselines)	Targets	SOV	Assumptions (A) Risks (R)
<p>CP Output 1.2.2: Strengthened justice and social systems</p>	<p>No. of districts and social justice systems incorporating e-governance structures (0-2008) Average turnaround time of cases (14 months-2008/2009) % of backlog of cases cleared (0-2008)</p>	<p>6 (2016) Halve turnaround time of cases (2016) 75% of backlog cleared (2016)</p>	<p>Progress reports from OP Court Records Court Records</p>	<p>A: Resources are mobilised. R: Resource constraints</p>



UNDAF Outcome/CP Outcome/Output	Indicators (Baselines)	Targets	SOV	Assumptions (A) Risks (R)
CP Outcome 1.3: Gender mainstreamed in national laws and policies and in national, district, and community plans and programmes	GDI Index (GDI Index- baseline)	GDI - TBD	Progress reports from GoB	R: Resources constraints
CP Output 1.3.1: Legal framework reviewed and gender policy mainstreamed in national policies to comply with ratified international commitments	No. of structures and mechanisms with programmes to deal with issues related to gender, based on national policies (0-2008) No. of national policies in compliance with international treaties on mainstreaming gender policy	TBD TBD	MLHA Records	



UNDAF Outcome/CP Outcome/Output	Indicators (Baselines)	Targets	SOV	Assumptions (A) Risks (R)
CP Output 1.3.2: Enhanced awareness and capacity in Government and civil society organizations for gender analysis and gender responsive programming	Proportion of government and civil society organizations who implemented sector specific gender sensitive research, planning, monitoring and evaluations (TBD) No. of programmes that incorporate criteria and indicators related to gender (0-2008) % integration of gender issues into national, district and community development plans (TBD - 2008)	50% increment (2016) All programmes (2016) 100% integration of gender issues into the national, district, and community development plans (2016)	MLHA Records	
CP Output 1.3.3: Increased and enhanced representation of women in leadership in government and non-government institutions	% of women among top ranking authorities of the legislative and judiciary powers at central level % of female MPs, mayors and councillors per District % of participation of women in decision making spheres in the 20 largest Botswana companies	50% increase in the number of women in position (2016) 50% increase in the number of women in position (2016) 50% increase in the number of women in decision making sphere (2016)	MLHA Records	



UNDAF Outcome/CP Outcome/Output	Indicators (Baselines)	Targets	SOV	Assumptions (A) Risks (R)
CP Outcome 1.4: Enhanced Disaster risk reduction and preparedness capacities at all levels.	Annual % increase in expenditures for the disaster preparedness policy development (2010 expenditures) Expenditures for the development and implementation of structures and policies for emergency management (2010 expenditures)	10% (2016) TBD	MFDP	
CP Output 1.4.1: Disaster preparedness and response strategies, structures, systems and mechanisms at all levels developed and strengthened	No. of timely Policy briefs on risk management (0-2008) Proportion of national, district and community levels volunteers trained (0-2008) No. of incidents that result in a significant recovery effort (0-2008) Proportion of planned and implemented public awareness campaigns to strengthen community resilience	1 per season (2010) 100% of volunteers at national, district, and community levels trained; (2014) 50% (2014)	Progress reports from OP	A: Resources are mobilized R: Recourse Constraints



CHAPTER 2: ECONOMIC DIVERSIFICATION AND POVERTY REDUCTION

2.1 Situational Analysis

a) Overview of Human Development and the Macro Economy

According to the World Bank and UNDP classifications, Botswana is an upper middle income and medium human development country respectively. Its 2007 HDI⁹ Rank (125) is 65 places below its per capita GDP rank of 60 (HDR 2009). The GDP-HDI gap¹⁰ is primarily a result of a high HIV/AIDS burden, which has reduced the country's life expectancy to 55 years from 65 years in the 1990s, according to the 2006 Demographic Survey. Botswana's Middle-Income classification is a result of sustained rapid growth, averaging 9.7% per annum between 1967 and 2007. Growth has, however, slowed down considerably in the recent past. For instance, over the NDP 9 period (2003/04 – 2008/09), GDP growth averaged 2.2%, which is 5.5 percentage points short of the Vision 2016 target of 8% and 4.6% short of the MDG target. The 2009 recession, which occurred within a general downward trend in growth, has contributed significantly.

The Botswana economy is open¹¹ and mineral dependent. The combined sum of exports and imports amounted to 86% of GDP in 2007/08. In the same year, mining accounted for 39% of GDP, 43% of Government revenue and 75% of export earnings. Whilst mining has to date been a boon for the economy, its dominance is also a source of vulnerability¹² for the economy. This became apparent when the global economy went into recession in 2008 and commodity prices fell sharply. The effect on the Botswana economy was a sharp mineral-led drop in GDP, estimated to be about 6% in the 2009/10 fiscal year. Thus economic diversification, long a top economic goal for Botswana, is absolutely imperative for sustainable long-term human development. Another reason for the urgent need for diversification is that minerals are exhaustible resources. Already, diamond production has reached a plateau and is expected to start declining unless new deposits are unearthed.

Botswana's strategy for sustainable development puts private sector development and trade expansion at the centre of economic development. Botswana enjoys a high degree of macroeconomic stability – a strong fiscal position, monetary stability, strong balance of payments position and a low public debt, a result of prudent fiscal and monetary policies. Fiscal policy is guided by the sustainable budgeting principle¹³. As a result, and partly due to a strong government revenue position, the fiscal budget has been in deficit only twice since 1980. The financial system is well developed, stable and growing rapidly. Commercial banks are profitable, the largest four, at any rate. The commercial banking system as a whole has strong buffers against failure in that it carries excess liquidity and maintains

9. The HDI is a simple average of three indices – life expectancy index, education index and GDP index.

10. Botswana's HDI-GDP per capita gap is the second highest in the world after Equatorial Guinea (90).

11. Botswana pursues export led growth. It is a member SACU, SADC, ACP and is a beneficiary of AGOA.

12. Mining was the primary channel for the effects of the current world recession on Botswana.

13. Initially, sustainable budgeting generally meant spending mineral revenue on investment rather than consumption. Since 2006, a more specific fiscal rule that limits government expenditure to 40% of GDP was employed. It was consciously breached in the 2008 in order to fund measures to mitigate the effects of the global economic downturn.



reserves well in excess of statutory requirements. Inflation has, by developing country standards, been kept remarkably low. For instance, since 2000, the annualised rate of inflation has been in double digits only twice, in 2006 and 2008, at 11.6% and 12.6% respectively (Bank of Botswana Annual Report 2008). Even so, Botswana has struggled to meet its inflation target of 3-6%, only managing to do so in mid 2009 in the context of the deflationary environment of national and global recessions. The balance of payments is traditionally in surplus, thanks to a strong current account. Sovereign debt is modest¹⁴, amounting to less than 5% of GDP in 2007. The quality of Botswana's economic governance and the strength of the economy are summed up by the country's sovereign credit rating of A, which it has maintained for more than five years, only declining to -A following the 2009 recession.

By most accounts, Botswana has managed its mineral wealth well. It has used mineral revenue to build solid infrastructure (roads, telecommunications, dams etc.), invest in the rapid expansion of access to education, health and other basic services for the people, and to finance a raft of policies and programmes that sought to create new engines of growth for the economy. The Financial Assistance Policy of 1980, and more comprehensively the Industrial Development Policy of 1982, started a series of bold initiatives aimed at expanding the private sector and bringing economic diversification. The latest such initiatives are the six diversification hubs – Technology, Education, Diamond, Health, Agriculture and Tourism – introduced during the NDP 9 period.

Despite rapid and sustained economic growth, and despite deliberate policy measures to spread the benefits of growth to sectors other than mining, Botswana is still struggling with high levels of unemployment (17.6%) and poverty (30.1% in 2002/03). The persistence of unemployment – highest amongst young people and the unskilled, and higher amongst females (19.7%) relative to males (15.3%) – despite rapid economic growth is partially explained by the high capital intensity of mining and its limited linkages with the rest of the economy. In the 1980s, unemployment was relatively low at 10-15 percent. In the late 1990s and early 2000s, the unemployment rate rose above 20 percent, but fell to 17.6% in 2005/06 (Labour Force Survey 2005/06). If discouraged job seekers are included in unemployment figures, the Central Statistics Office (CSO) estimates the 2005/06 rate of unemployment as 31% (CSO 2007).

Though unemployment is high, there has been some significant, though rarely acknowledged change in the employment situation. Formal sector employment has been modernised and has grown rapidly since independence, from accounting for 10% of the labour force in 1966 to 45% in 2005/06 (Common Country Assessment [CCA], P7). Even so, the informal sector's contribution to both employment and

14. The USD 1.6 billion African Development Bank loan to finance the 2009/10 budget deficit has changed Botswana's debt position significantly.



growth has increased since 1995/96, with informal sector employment growth averaging 10% between 1995/96 and 2005/06 and its output growing by 72% between 1999 and 2007. The majority of activity in the informal sector is in trade¹⁵ (CSO 2009). Given the importance of the informal sector and Small, Medium and Micro Enterprises (SMMEs) in general, the informal SMME sectors warrant more policy and strategic focus as drivers of job creation, industrialisation and economic diversification.

Although significant progress has been made against poverty, much of it may have been eroded by the current recession. The headcount rate has been reduced from 59% in 1985/86 to 30.6% in 2002/03, according to the household income and expenditure survey (HIES) 2002/03. Whilst change is substantial in absolute terms, it is modest in relation to the rate of economic growth, suggesting that growth has not been sufficiently pro-poor, and that Botswana has not reaped sufficient rewards from its regime of well-funded anti-poverty initiatives. The CCA (2007) points to some significant challenges with regard to poverty, notably, data deficiencies that compromise capacity to measure, monitor and analyse poverty, and more specifically, the absence of an effective monitoring and evaluation system.

The key features of the poverty problem in Botswana are as follows: concentration in rural areas and the Western region in particular; poor people lack access to productive resources and assets such as livestock, finance and housing; vulnerability to poverty is highest amongst the young and old, households with little or no education and training and female-headed households. Other concerns are of a policy and institutional nature. For instance, data capabilities are weak¹⁶, as are the technical and oversight capacities of the Multi-Sectoral Committee on Poverty Reduction (MSCPR) and other Government departments; the National Strategy for Poverty Reduction (NSPR) is not integrated into the National Development Plan; critical poverty issues such as environmental and social protection are not adequately integrated into the NSPR, and the evidence-based research and analysis is weak.

Botswana's economic success is attributable to good governance – good laws, good institutions, and good policies – a critical feature of which is development planning. In principle, the planning process is a bottom-up exercise, with district plans feeding into the National Development Plan. Still, local authorities are essentially implementing arms of central government and district plans serve this purpose. The result is that districts have not developed the capacity to monitor development holistically at the local level. The Government has made a commitment to give districts more responsibility for economic development over the NDP 10 period through a Local Economic Development initiative. Given that imperative, there is need to support local and social development initiatives in all districts towards achieving vision 2016 and MDG goals.

15. The SADC regional poverty reduction strategy concept paper of 2007 explicitly calls for measures to strengthen cross-border trade by informal sector operators.

16. Until recently, poverty data has been produced every 10 years. The GoB is now committed to producing poverty data more frequently through mini HIES and other surveys.



b) International Agreements and Obligations

The key international agreements and obligations that influence programming under UNDAF Outcome 2 are the UN Charter, the Millennium Declaration and the Millennium Development Goals. The UN Charter calls upon Botswana, a signatory, to "... promote and protect the dignity and worth of the human person." The Millennium Declaration requires Botswana to do all it can to halve poverty by 2015 and, to that end, achieve a number of related goals on education, gender equality, child mortality, maternal health, HIV/AIDS, environmental sustainability and trade investment. The essence of these frameworks is Vision 2016, which envisages prosperity for all through success in achieving seven goals that encapsulate the MDGs in their entirety. Of particular relevance to the UNDAF and UN/GoB collaboration under UNDAF 2 are MDG 1 (Eradicate Extreme Poverty and Hunger); MDG 7 (Ensure Environmental Sustainability) and MDG 8 (Develop a Global Partnership for Development).

c) The CCA/UNDAF and NDP 10

The 2007 Common Country Assessment for Botswana revealed strong consensus between the Government and the United Nations that economic diversification and poverty reduction are urgent priorities for human development in the country. It noted that while mining accounted for 41% of GDP in 2005 and has been the dominant driver of economic growth in Botswana, diamond production had reached a plateau and GDP growth had slowed considerably as a result (p. 5). It further showed that the benefits of Botswana's four decades of rapid growth have bypassed one third of Botswana's population. The CCA went further, drawing a direct link between economic diversification and poverty reduction, asserting that: "Successful economic diversification, with rapid formal sector employment growth, remains the primary focus for alleviating poverty".

Outcome 2 of the 2010-2016 UNDAF, which reads, "A Diversified Economy the Growth of which is Rapid, Sustainable and Generates Decent Employment Opportunities by 2016", and its three Country Programme Outcomes (CPOs), are inspired by this consensus. The CPOs are:

1. Enhanced national and district capacity to support inclusive community-driven development: The content of this CPO, as defined by the attendant UNDAF Key Result Areas (KRAs), is definitively about supporting capacity strengthening for Local Economic Development, a key NDP 10 strategy for employment creation at the local level.
2. Technical and institutional capacity to develop, implement and monitor inclusive development policies and strategies is strengthened in key ministries: The outputs and KRAs associated with this CPO target capacity enhancement for the implementation of the National Strategy for Poverty Reduction (NSPR), crucial aspects of which are measuring, monitoring and analysing poverty; policy and strategy advisory services, and integration of poverty into national and district plans and other key instruments for managing development.



3. The institutional and regulatory environment for inclusive trade and private sector development is strengthened: The CPO supports the expansion of productive capacity through: (a) supply side initiatives - strengthening private sector capacity through stronger institutions, better business development and support services, improved monitoring, and stronger evidence to inform policy and strategy; and b) demand side initiatives, especially improving access to external markets.

The analysis and conclusions of the CCA, the priorities it identifies, and more specifically the resulting UNDAF Outcome and Country Programme Outcomes, are consistent with the thrust of National Development Plan 10 (NDP 10) chapters on Sustainable Development (Chapter 9) and Compassionate, Just and Caring Nation (Chapter 10).

On sustainable development, the NDP 10 strategy "... places the highest priority on private sector development and economic diversification to attain rapid economic growth" (p 156). The strategy envisages a decisive shift from government-led to private sector-led economic growth (p 175). To this end, it takes a comprehensive view of private sector development: improving the regulatory environment for investment, enhancing productivity and competitiveness, SMME development, and expanding trade capacity amongst others. Chapter 12 prioritises the eradication of poverty, adequate social protection (including child protection), expanding access to housing as a basic human right, and the creation of sustainable jobs. It also proposes a Local Economic Development Programme (LED) to give new impetus to job creation at the sub-national jurisdiction level.

2.2 Component Strategy

The GoB-UN POP strategy for Economic Diversification and Poverty Reduction revolves around and supports upstream interventions in three areas that are prioritised in NDP 10, the CCA and the UNDAF. These are:

1. Supporting Local Economic Development (LED):

The priority is to help the key drivers of local economic development, in particular the Ministry of Local Government, to meet the essential requirements for the effective pursuit of LED. The critical areas to be addressed are the policy and institutional imperatives for LED: policy development and/or harmonisation; the development of district frameworks for LED; strengthening district data capabilities to support LED processes, and enhancing local capacity to implement LED.

2. Strengthening institutional capacity to develop and implement inclusive development policies and strategies:

Consultations with stakeholders have identified two areas of focus. One is strengthening the capacity of the Multi-Sectoral Committee on Poverty Reduction to manage the implementation of the NSPR. The strategy entails the provision of quality policy advisory services through both long-term and short-term technical assistance; the development of an adequate system for measuring, monitoring and



analysing poverty; and mainstreaming poverty into national and district plans. The other is supporting analytical work on enhancing poor people's access to productive resources/assets such as land, financial services and housing.

3. Strengthening the institutional and regulatory environment for inclusive trade and private sector development:

The critical areas of focus will be: a) strengthening the evidence for policy reforms that give private sector development added impetus, with particular focus on SMMEs and the informal sector, including b) carrying out action research to support the work of key providers of business development services, e.g. Citizen Entrepreneurial Development Agency (CEDA) and Local Enterprise Agency (LEA), and strengthening business associations, especially District Associations, to ensure their effective participation in LED processes, and c) strengthening trade capacity.

The foregoing work will be guided by three principles that are essential parts of the strategy. One is a deliberate bias towards disadvantaged groups: poor people, young people, women and SMMEs. The second is affirmation of the capacity of government and civil society as the basis for the implementation of the POP. UN capacity and any external capacity that it mobilises are intended to augment rather than substitute for GoB and civil society capacity. Third, the UN will use its comparative advantage to mobilise strong partnerships with other UN agencies and other development partners, to secure the technical and financial resources necessary for the UN effectively to play its part in the implementation of the POP.

2.3 Country Programme Outcomes and Results Matrix

Extensive consultations with partners in government and civil society produced consensus on three Country Programme Outcomes (CPOs) for the UNDAF Outcome area of Economic Diversification and Poverty Reduction. In sum, the CPOs straddle all Vision 2016 Pillars and all the MDGs but respond most directly to Vision Pillars 2 (A prosperous, productive, and innovative nation, which prioritises economic diversification, sustainable development and employment creation) and 3 (A compassionate, just and caring nation, which prioritises poverty reduction and income distribution). The results also correspond in some way to all MDGs, but are most directly linked to MDGs 1 (Eradicate Extreme Poverty and Hunger) and 8 (Develop a global partnership for development). These outcomes and the manner in which they contribute to specific NDP 10 goals are briefly discussed below.

- CPO 1: Enhanced national and local capacity to support inclusive community-driven development: The results to be pursued under this CPO support Local Economic Development, an NDP 10 initiative the Ministry of Local Government will use to release local resources – natural capital, accumulated capital, knowledge and skills, creativity, enterprise, and institutions – to accelerate economic development, create jobs and reduce poverty (p.324-325). The specific contributions the GoB-UN POP will make through this CPO are capacity building in respect of policy and strategy frameworks for sustainable LED, development of district



data capabilities, and strengthening implementation capacity.

- CPO 2: Technical and institutional capacity to develop, implement and monitor inclusive development policies and strategies is strengthened in key ministries: The GoB-UN POP will support, through high-level policy advisory services, short-term technical support, research and analysis, the implementation of the National Strategy for Poverty Reduction, the mainstreaming of poverty into National and District Development Plans, the development of an adequate system for measuring, monitoring and analysing poverty, and measures to improve poor people's access to productive resources/assets such as land, housing and financial services.
- CPO 3: The institutional and regulatory environment for inclusive trade and private sector development is strengthened: NDP sees private sector led growth as the basis for diversification and sustainable development in Botswana. CPO 3 proposes support for private sector development in three key areas: strengthening the evidence base for reforms that improve the business environment, with particular focus on SMMES and the informal sector; action research to support the work of key providers of business development and support services, e.g. CEDA and LEA, and strengthening business associations, especially District Associations, to ensure their effective participation in LED processes, and, thirdly, strengthening trade capacity.



Table 9: Results and Resource Matrix on Economic Diversification and Poverty Reduction

Component: Economic Diversification & Poverty Reduction						
Vision 2016: A Prosperous and Innovative Nation; A Just and Compassionate Nation						
NDP 10: Eradication of Absolute Poverty; Equitable Income Distribution; Adequate Social Protection; Full Employment						
MDG: Eradicate Extreme Poverty and Hunger; Develop a Global Partnership for Development						
A diversified economy the growth of which is rapid, inclusive, sustainable and generates decent employment opportunities by 2016						
Enhanced national and district capacity to support inclusive community-driven development						
Outputs	Key Results by Output	Projects / Activities	Implementing Partners	Responsible UN Agency Funding Target Core	Resource Mobilization US\$ Millions	
					Actual	Funding Gap
2.1.1 National & District Frameworks for Local Economic Development (LED) developed in all districts	<p>2.1.1.1 National policy and strategy frameworks for sustainable LED are elaborated and harmonised through an inclusive process</p> <p>2.1.1.2 District strategy frameworks for accelerating inclusive LED and associated implementation tools are developed/ adopted & tested</p>	<ul style="list-style-type: none"> Formulation of a National LED policy, implementation Strategy, communication strategy and M&E plan. Q2 Strengthening national & district capacity to implement LED <ul style="list-style-type: none"> Mobilisation of districts for the implementation of LED Development of District LED strategy frameworks, communication strategies and M&E plans. Capacitating community level institutions, especially Village Development Committees & CBOs to implement LED Development of LED implementation tools – manuals, toolkits and communication materials 	<p>Imp: MoLG Others: MTI, MOA, MLHA, MEWT, LEA, CSOs, CEDA, Business Ass., UB</p> <p>Imp: MoLG Others: MTI, MOA, LEA, MEWT, BOC-CIM, CEDA UB, CSOs</p>	<p>UNDP* ILO* UNICEF UNEP UNCTAD UNV</p> <p>UNDP* ILO* UNICEF UNEP UNCTAD UNV</p>	0.6	1.3



Component: Economic Diversification & Poverty Reduction						
						0.60
						UNDP* ILO* UNICEF UNEP UNCTAD UNV
						Imp: MoLG Others: Local authorities, CSOs
						<ul style="list-style-type: none"> Development of indicator frameworks and databases for managing development at the district level Strengthening District Capacity to capture, analyse and use LED implementation data Strengthening district information dissemination systems
						2.1.1.3 District capacity to manage development data/information for inclusive planning M&E evaluation is enhanced
Country Programme Outcome: 2.2						
Technical and institutional capacity to develop, implement and monitor inclusive development policies and strategies is strengthened in key ministries						
Outputs	Key Results by Output	Projects/Activities	Implementing Partners Funding Target	Responsible UN Agency	Resource Mobilisation US\$ Millions	
					Actual	
					Core	Other
2.2.1 Regulatory instruments to improve poor people's access to financial services and productive assets/resources are strengthened	2.2.1.1 Mechanisms & institutions supporting improved access to financial services for poor people, the un-banked, and the under-banked, especially women and youth, are strengthened	<ul style="list-style-type: none"> Monitor trends in access to financial services for Botswana's poor, un-banked and under-banked populations Assess the impact of policies, legislation and programmes (e.g. CEDA, Youth Fund) that seek to improve access to financial services Support innovative initiatives towards improving access to financial services for poor people 	Imp: MFPD Others: MoLG, CSOs, Fin. Institutions, CEDA, MOA, MYSC	UNDP* ILO UNICEF UNESCO UNEP UNIDO	1.00	



Component: Economic Diversification & Poverty Reduction						
	<p>2.2.1.2 Policy oriented research and institutional analysis on access to productive assets/resources for poor people is strengthened</p> <p>2.2.1.3 Policy provisions and guidelines on housing for poor people are reviewed, updated and strengthened</p>	<ul style="list-style-type: none"> Facilitate research on the role of natural resources and other productive assets in the livelihood systems of poor people to inform policy & programme development/ review Explore policy and programme options for enhancing access to secure housing for poor people 	<p>Imp: MFDP, OP, MoLG, MLH, Others: MEWT, MOA, CSOs, UB</p> <p>Imp: MLH Others: CSOs, MoLG</p>	<p>UNDP* ILO UNICEF UNESCO UNEP UNIDO</p> <p>UNDP* ILO UNICEF UNESCO UNEP UNIDO</p>	<p>0.20</p> <p>0.30</p>	
<p>2.2.2 Enhanced technical and oversight capacity of the Ministry of Finance and Development Planning (MFDP) to manage the implementation of the National Strategy for Poverty Reduction</p>	<p>2.2.2.1 Enhanced MFDP capacity to provide policy and advisory services on poverty to the MSCPR and line ministries</p> <p>2.2.2.2 Institutional capacity for evidence-based integration of environment and development concerns into poverty reduction strategies enhanced</p>	<ul style="list-style-type: none"> Strengthen MFDP's technical capacity to provide policy and advisory services on poverty Strengthen systems for measuring, monitoring and analysing poverty, inequality and the impact of poverty policies and programmes Strengthen labour market information systems and support the analysis and dissemination of labour market data and information Undertake strategic analytical studies to inform key policy review/developments/dialogue Strengthen knowledge management networks on poverty and environment and promote exchange of best practices and lessons 	<p>Imp: MFDP, CSO Others: MEWT, MoLG, CSOs</p> <p>Imp: MFDP Others: MoLG, MEWT, CSOs</p>	<p>UNDP* ILO UNEP UNFPA UNICEF</p> <p>UNEP* UNDP UNFPA UNICEF UNEP ILO</p>	<p>1.50</p> <p>0.10</p> <p>0.29</p> <p>0.04</p>	



Component: Economic Diversification & Poverty Reduction							
	<p>2.2.2.3 Enhanced capacity for evidence-based integration of population concerns into poverty reduction strategies and national development plans</p>	<ul style="list-style-type: none"> Strengthen capacity to coordinate, monitor and implement population programmes and the MDGs 	<p>Imp: MFDP Others: MoLG, CSO, MOE, CSOs, Vision Council</p>	<p>UNFPA* UNDP UNICEF UNEP ILO</p>	<p>0.30 0.50</p>	<p>0.20</p>	<p>0.10</p>
<p>2.2.3 Poverty reduction is mainstreamed into national and district development plans</p>	<p>2.2.3.1 Instruments/tools and evidence for mainstreaming poverty into policies and plans are developed</p>	<ul style="list-style-type: none"> Capacity building for mainstreaming poverty into development policies, strategies and development plans Key policy imperatives of the National Strategy for Poverty Reduction are reviewed, elaborated, and harmonised Review the growth, employment and poverty Nexus, with special focus on particular sectors, as an inputs towards a draft employment policy Integrating child poverty into the planning & implementation of national and district development plans Integrating Environmental sustainability into national, sector and district development plans 	<p>Imp: MFDP Others: MoLG, MEWT, CSOs, MTL, MLH, MOA</p>	<p>UNDP* UNEP (PEI) UNEP UNICEF UNFPA UNESCO ILO</p>	<p>0.80 0.95</p>	<p>0.85</p>	<p>0.1</p>



Component: Economic Diversification & Poverty Reduction						
		2.2.3.2 Mechanisms to improve access to education for vulnerable and disadvantaged children developed	<ul style="list-style-type: none"> Strengthening the knowledge base on access to education for vulnerable and disadvantaged children to inform the development of guidelines to improve their access to education Strengthen national standards, policy frameworks and norms to monitor and promote quality education at the primary and pre-primary levels Strengthen the education system's capacity to provide care of and support for vulnerable children 	Imp: MOE Others: MoLG, CSOs	UNICEF* UNDP UNFPA ILO UNESCO	0.10
2.2.4 Vulnerability and social protection mechanisms strengthened based on vulnerability assessments, research and analysis	2.2.4.1 A comprehensive vulnerability and social protection system is developed	<ul style="list-style-type: none"> Review vulnerability assessment and social protection systems, including options for a comprehensive social security system Review protection mechanism for vulnerable groups – OVC, the elderly and people living with disability Strengthening the coordination, efficiency and effectiveness of social safety nets 	Imp: MoLG Others: MLHA, MYSC, MOA, MoLG, CSOs	UNICEF* UNDP ILO UNFPA UNEP UNCTAD	1.50 0.80 1.50 0.55 0.10 TBA	0.05 0.50



Country Programme Outcome: 2.3 The institutional and regulatory environment for inclusive trade and private sector development is strengthened		Key Results by Output	Projects/Activities	Implementing Partners	Responsible UN Agency	Resource Mobilization US\$ Millions		
						Funding Target	Actual	
Outputs						Core	Other	
2.3.1 Institutional capacity to provide and coordinate private sector development and support services, especially for the SMME and informal sectors, is strengthened	2.3.1.1 A LED Consistent growth and competitiveness based strategy and implementation action plan is evolved from existing frameworks	<ul style="list-style-type: none"> Monitoring and evaluation of enterprise development (Support the establishment of a Botswana Enterprise Monitor) Support national and district initiatives to enhance productive/supply capacity Support the development and implementation of an industrial upgrading and modernisation programme The technical and organisational capacities of national and regional/district business associations is enhanced 	Imp: MTI, MoLG, BEMA, BOCCIM Others: MLHA, MYSC, MOA, MCST, CSOs	UNDP* UNIDO ILO UNESCO UNCTAD	0.70			



Component: Economic Diversification & Poverty Reduction						
	<p>2.3.1.2 MTI capacity to develop, implement and monitor a revised Industrial Development Policy (IDP) as a key instrument for economic diversification is strengthened</p>	<ul style="list-style-type: none"> Capacity building on Industrial Competitiveness and investment strategy implementation Review of Industrial Development Policy and Act and implementation mechanisms Support advocacy work on industrial development 	<p>Imp: MTI, MoLG, BEMA, BOCCIM Others: CSOs</p>	<p>UNDP* UNIDO ILO UNESCO UNCTAD</p>	0.50	
	<p>2.3.1.3 Institutional & regulatory frameworks for the development of the creative industries - crafts, culture, music, food etc. - are strengthened</p>	<ul style="list-style-type: none"> Assessment of the employment generation and poverty reduction potential of the creative industries Support the development of a strategy for the creative industries in Botswana 	<p>Imp: MTI, MoLG, MYSC, MEWT Others: CSOs</p>	<p>UNIDO ILO UNCTAD</p>		
	<p>2.3.1.4 Capacity for the development of a culture of competition and consumer protection is enhanced</p>	<ul style="list-style-type: none"> Support the establishment of the institutional and regulatory framework for the enforcement of Competition and Consumer protection legislation Support advocacy on competition & consumer protection 	<p>Imp: MTI, MoLG, MYSC Others: CSOs</p>	<p>UNDP* UNIDO ILO UNESCO UNCTAD</p>	0.30 TBA TBA 0.0245 TBA	0.0245
<p>2.3.2 National capacity to negotiate inclusive multilateral, regional and bilateral trade agreements is enhanced</p>	<p>2.3.2.1 Technical, organisational and policy advisory capacities to develop and manage Botswana's trade strategy are enhanced</p>	<ul style="list-style-type: none"> Specialised Trade Related Training for relevant personnel in line ministries Strengthen the trade data capabilities of the MTI, CSO and allied institutions Development and implementation of a collaborative trade research programme Strengthen the technical and oversight capacity of the NCTPN and its partners 	<p>Imp: MTI, MoLG Others: CSOs</p>	<p>UNDP* UNIDO UNCTAD ILO</p>	1.00 TBA TBA TBA	



Component: Economic Diversification & Poverty Reduction						
<p>2.3.3 TVET development is integrated into secondary and tertiary school curricular and programmes for out-of-school young people and women</p>	<p>2.3.3.2 Expand Access to quality vocational education and training, especially for women and people with disabilities and youth</p>	<ul style="list-style-type: none"> • Entrepreneurship and life-skills training is integrated into school curricula and programmes for out of school youth, women and people living with disabilities • Assess the impact of TVET on employability of graduates • Support study on access to TVET by women and people with disabilities • Increase awareness of the benefits of TVET 	<p>Imp: MTI, MOESD Others: CSOs</p>	<p>UNESCO* UNIDO* ILO UNFPA</p>	<p>0.025 0.20 2.00 0.25</p>	<p>0.025 0.20</p>



Table 10: M&E Framework on Economic Diversification and Poverty Reduction

UNDAF Outcome/CP Outcome/Output	Indicators (Baselines)	Targets	SOV	Assumptions (A) Risks (R)
UNDAF Outcome 2: A diversified economy whose growth is rapid, inclusive, sustainable and generates decent employment opportunities by 2016	Non-mining private sector share of GDP (43.8%-2006/2007) Real GDP growth rate – Total, Non-mining private sector (NMPS), <i>per capita</i> (6.2 NMPS 6.8 <i>per capita</i> 5.3) Rate of unemployment – Total, Male and Female (Total 17.4 Male 15.3 Female 19.7-2008) Gini Coefficient (0.63 in 2002/2003) Poverty Head Count Ratio (30.3%-2002/2003)	50% by 2016 7.3 per annum 9.0 per annum 7.5 Per annum 5 by 2016 0.6 by 2016 15.7 by 2016	Statistical Bulletin Statistical Bulletin Labour Force Survey HIES	A: Government follows through on its NDP 10 commitments. Base case scenario assumptions for the economic environment hold R: NDP 10 Base case scenario assumptions about the economic environment do not hold. Government is unable to follow through on key NDP 10 commitments
CP Output 2.2.1: Regulatory instruments to improve poor people's access to financial services and productive assets/resources strengthened	Policy Measures on access to financial services for poor people (Finscope study in 2009 to provide baseline)	Policy proposals formulated and presented (2013) Policies and programmes in place (2016)	Planned Desk study (<i>Thin-scope</i>)	A: Political Will A: Poor people have strong demand and willingness to pay for financial services
CP Output 2.2.2: Enhanced technical and oversight capacity of the Ministry of Finance and Development Planning to manage implementation of the National Strategy for Poverty Reduction (NSPR)	No. of Poverty Monitoring Reports (HIES) No. of meetings held by the Multi-Sectoral Committee on Poverty Reduction held in the last 12 months (0-2008)	Multi-topic Survey results are published (2011) Training on poverty is complete (2013) Districts produce poverty monitoring reports (2016)	Annual Reports Meeting minutes from MFDP	A: Budgeted resources are available A: Monitoring data accessed and used systematically to make informed decisions R: Human resources may not be sufficient to manage implementation effectively

UNDAF Outcome/CP Outcome/Output	Indicators (Baselines)	Targets	SOV	Assumptions (A) Risks (R)
CP Output 2.2.3: Poverty reduction is mainstreamed into national and district development plans	% of sector and district plans meeting poverty reduction criteria (TBD)	Revised NSPR, which addresses gaps outlined in guidelines (2013) Fully integrated into NDP 11 (2016) Fully integrated into the national and district development plans (2016)	NDP11 Review Reports	A: Budget resources available R: Resource Constraints
CP Output 2.3.1: Institutional capacity to provide and coordinate private sector development and support services, especially for the SMME and informal sectors is strengthened	Entrepreneurship development database in place (0-2008) No. of policy reforms/initiatives to support SMME development (0-2008)	Entrepreneurship development database (2010) Informal sector strategy in place (2012)	MTI Reports BEMR Thin-scope	A: Stakeholder coordination on entrepreneurship development improves R: Stakeholder coordination is weak
CP Output 2.3.2: National capacity to negotiate inclusive multilateral, regional and bilateral trade agreements is enhanced	No. of MTI employees trained on trade policy and negotiations (TBD) No. of adequately researched position papers on trade produced by the NCTPN (0-2008)	TBD (2016)	MTI reports	A: Human resources are mobilised to fulfil requirements needed to negotiate agreements with multilateral, regional and bilateral stakeholders
CP Output 2.3.3: TVET development is integrated into secondary and tertiary school curricular and programmes for out-of-school youth and women	No. of secondary and tertiary level schools with TVET incorporated into their curriculum (0-2008)	Curricula institutionalised (2016)	UNESCO activities reports	A: Effective demand for entrepreneurship development at secondary and tertiary school levels exists R: Quality human resources may not be available to provide balanced instruction to women and men



CHAPTER 3: HEALTH AND HIV/AIDS

3.1 Situational Analysis

a) Socio-economic Situation and Determinants of Health

Stable democratic governance and plentiful mineral resources have facilitated high rates of economic growth in Botswana, which is now classified as a Middle-Income Country. However, income inequality, poverty and unemployment rates are still high. Nationally, a poverty rate of 30.6% has been reported (Household Income and Expenditure Survey [HIES] 2002/03), and about 17.6% of the labour force was unemployed in 2005/2006. The national literacy rate in 1993/94 was 68.9%, increasing to 81.2% in 2003/04. Focus has been on achieving universal access to primary education, and with gender parity. Nevertheless, women still experience higher poverty rates and unemployment, and are still susceptible to violence. As of 2007 about 90% of the population had access to an improved drinking water supply, but improved sanitation coverage is 60% in the urban and 30% in the rural areas. Recent surveys¹ show that alcohol and drug abuse, tobacco smoking, unhealthy food habits and inadequate physical activity are common amongst adults in Botswana, and may ultimately lead to an increase in the non-communicable diseases burden, which, in turn, could affect the overall health of the workforce.

b) Health Systems Organisation and Management

The Ministry of Health (MoH) formulates policies and guidelines for health services delivery and provides secondary and tertiary care, while the Ministry of Local Government (MoLG) is responsible for the delivery of Primary Health Care services. Nationally, 95% of the population lives within 8 km of a health facility, with more than 80% receiving services from the public sector. However, several factors affect access and quality. These include variable utilisation of services, and problems with the commodity supply chain.

c) Human Resources

Shortage of Human Resources for Health remains one of the major impediments to the delivery of health services in Botswana. Although the rate of attrition, is negligible, there is high turnover of staff at all levels and challenges in equitable deployment. There are seven training institutes (Institute of Health Services) for nurses and practitioners in some areas of health technologies; however there is still heavy reliance on out-of-country training for some key health cadres. The country did not have a medical school until 2009. The Human Resource Plan was developed in 2008.

d) Health Financing

Government accounts for around 75% of total sector spending, increasing from 71% to 75% between 1995 and 2006. The share of out-of-pocket spending declined from 16% to 9% over the same period, and the share of donor support increased from 4% to 7%. The total expenditure on HIV/AIDS (public and external, excluding private) has steadily increased, from 3.5% in 2000 to 6.85% in 2002



and the share contributed by external sources has increased from 10 to 20% during this period.¹ The percentage of Gross Domestic Product (GDP) spent on health gradually increased from 6.43% in 2000 to 9.27% in 2001 and 10.54% in 2002. Current reports indicate that Government spending has exceeded the 15% set by the African Union (AU) during the 2001 Abuja Summit. For services in the public facilities a nominal cost recovery system is in place, with exemptions for vulnerable people.

e) Health Management Information Systems

The paucity of health information necessary for planning, timely interventions and monitoring and evaluation remains a big challenge in the Health Sector. Progress has been made in some programmes, particularly HIV/AIDS, but generally there is low articulation and use of data, which results in inadequate evidence-based planning, monitoring and evaluation. Generally, there is a shortage of skilled staff in data management in all sectors, and low capacity in the Health Statistics Unit.

f) Major Health Problems

Health in general and HIV/AIDS in particular are having a considerable impact on the social and economic areas of life in Botswana. TB has a high notification rate of 481/100,000 population (2007) and is one of the leading causes of mortality among HIV-infected persons. Challenges impeding the management of the disease are a TB/HIV co-infection rate of over 70%, the increase in the incidence of drug-resistant TB and low performance indicators (50% cure rate and 73% treatment success rate). Public health events of international concern and threats from emerging diseases such as pandemic influenza, require further strengthening of the capacity of health services for timely response and containment. Malaria control focus is now moving towards elimination, though challenges still remain in achieving the coverage targets for pregnant women and children under five.

Provision of maternal health services is high, with ANC attendance of 97% and skilled attendance at birth being 98.5% (Multi-Indicator Cluster Surveys [MICS] 2000). However, maternal mortality related to complications of child birth is quite high, at 193 deaths per 100,000 live births (Stats Brief 2008); haemorrhage, eclampsia, and infections accounted for the majority of these complications. The main contributing factors are lack of adequate skilled personnel, frequent stock-outs of essential equipment and drugs, and weak referral systems.

The contraceptive prevalence rate is low, at 44%. Teenage pregnancy levels, although declining, from 16.6% in 1996 (Botswana Family Health Survey [BFHS] III 1996) to 9.7% in 2006 (Botswana Demographic Survey [BDS] 2006), remain high, due in part to the lack of comprehensive, adolescent-friendly reproductive health information and services.

A high incidence of Gender Based Violence (GBV) prevails despite progress made with regard to gender equality. There has been a 100% increase in the number of reported crime of passion killings between 2003 and 2007, from 54 to 101 cases; during the same period, reported rapes have increased slightly, from 1,506 to



1,596 cases per year. It is worth noting that most cases of gender-based violence go unreported. The clinical management of GBV needs strengthening through policy development, data and M&E systems and capacity building for health care providers.

Botswana has made significant progress in improving coverage of some child survival interventions, but child mortality remains high, with an Infant Mortality Rate (IMR) of 48/1,000 live births and mortality among under-fives (<5MR) at 76/1,000 live births (BDS, 2006). A national vaccination coverage survey in 2007 indicated good access to and utilisation of immunisation services, with 90% of children aged 12-23 months receiving a valid dose of recommended vaccines. The major causes of child mortality are pneumonia, diarrhoea and neonatal conditions, but with 58% of child mortality being attributed to HIV. Neonatal mortality is high – 34/1,000 live births, highlighting concerns about care of newborns. The leading causes of neonatal deaths are prematurity, birth asphyxia and infections. Malnutrition is the second major underlying factor for morbidity and mortality in children. Child malnutrition levels remain at worrying levels, with 23.1% of children suffering stunted growth and 12.5% classed as underweight (MICS, 2000). Infant and young child feeding practices are sub-optimal: 29% of children <4 months of age were exclusively breastfed while 57% of children 6-9 months were breastfed with complementary feeding (MICS, 2000). Coverage for Vitamin A supplementation for children 6 to 59 months of age is low – only 20% of eligible children received two doses of Vitamin A in a year (2007 Environment and Poverty Initiative [EPI] coverage survey). Botswana is yet to achieve universal salt iodisation; 34% of households were not using adequately iodised salt (MICS, 2000). In 2000, 8.0% of children born alive had a low birth weight (MICS, 2000).

Although non-communicable diseases such as hypertension, diabetes and so on are not among the top ten causes of disease morbidity and mortality, they are becoming more common. A recent countrywide survey of persons above 50 years of age seeking health services revealed that 67% and 12.4% of respondents had hypertension and diabetes respectively. Oral health, mental health, injuries and disabilities are also fast becoming noticeable problems. The major challenge is to get a clear understanding of the magnitude and types of these diseases and debilities, and make addressing them at national and community levels a priority within the national health agenda. The extent of occupational health issues has not been comprehensively assessed, so gaps and priorities have not yet been identified.

Botswana has mounted a robust response to the HIV/AIDS epidemic, underpinned by strong leadership and resource allocation. However, HIV/AIDS continues to be a major concern, so more investment is needed if it is to be contained effectively. HIV/AIDS has increased the burden on the health system; there has been an explosion of TB due to HIV-TB co-infection. The number of orphans registered for assistance stands at 49, 4681.

Botswana has put in place a programme of action that focuses on reducing new infections and mitigating the impact of the epidemic. Significant inroads have been made in rolling out ART, with 81% of those eligible for treatment receiving it¹. ART has reduced the adult mortality rate by about 50%². Remarkable success



has also been achieved in prevention of mother to child transmission (PMTCT), with 95% of HIV-infected pregnant women receiving PMTCT services. The PMTCT programme has reduced MTCT from 30 - 40% in 2001 to 4% in 2007 (National PMTCT Programme Reports). Although male involvement in PMTCT is still grossly inadequate it has slowly improved from 3% in 2005 to 9% in 2007 (National PMTCT Programme Reports). As far back as 2004, Botswana introduced the Routine Offer of Testing and Counselling to clients attending health care facilities as well as voluntary counselling and testing, thereby increasing the number of people who know their HIV status and therefore their need to access necessary services.

Efforts have been made, through the National AIDS Coordinating Agency (NACA), to strengthen the coordination, harmonisation and alignment of support for more effective responses. In addition, the Botswana HIV Response Information Management System (BHRIMS) has been in operation since early 2000 as a strategy to improve evidence for programming and policy development and review.

Although it is indicated that HIV prevalence is declining, especially among young people aged 15-19 and 20-24 years, from 22.8% to 13.1% (2003-2009), and 31.2% to 24.3% respectively (2005 - 2009) (ante-natal clinic [ANC] Survey), much more needs to be done to curb new HIV infections and sustain the response. It is in this context that the country's National Strategic Framework II (NSF II) lists the following priorities:

1. Prevention: this includes PMTCT, safe male circumcision, reduction of multiple concurrent partnerships, promotion of condoms, and stigma reduction
2. Systems strengthening
3. Strengthening strategic information management (SIM)
4. Scaling up treatment, care and support.

3.2 Component Strategy

The Health and HIV/AIDS component will build on related priorities stated in Vision 2016, NDP 10, National Health Policy and NSF II, with special focus on strengthening capacity towards achieving universal access to quality services. The UN will, in addition to its in-country capacity, utilise regional and headquarters technical assistance in the areas in which it is collaborating with the Government. Resources and support will also be drawn from the other UNDAF components, such as Children, Youth, Women Empowerment (e.g. GBV), Governance and Human Rights and Economic Diversification (Poverty Reduction Strategy Papers [PRSP]). The UN will facilitate networking with other stakeholders, for enhanced strategic partnership engagement in addressing Health and HIV/AIDS issues. To some extent the UN will also provide catalytic financial support for key activities as well as broker the provision of any additional resources.



The Government has ratified a number of Health- and HIV- related conventions and commitments under the aegis of the United Nations. The UN at country level is expected to work with national authorities and other partners to support the application and monitoring of some of these conventions. The UN will continue to collaborate with Government and other stakeholders in support of national efforts towards universal access to health care and promotion, and in HIV prevention and the treatment, care and support of patients as a fundamental human rights issue.

In the field of HIV, the UN will take advantage of the globally-agreed technical division of labour for synergy and complementarities and its existing joint UN team on AIDS in its contribution to the national response to the epidemic.

3.3 Country Programme Outcomes and Results Matrix

The Health and HIV-related pillar of Vision 2016 is 'A compassionate, just and caring nation', with the related key result area of NDP 10 being enhanced well-being and social responsibility. The relevant NDP 10 goals are 'Affordable and Quality Health Care' and 'Preventing New HIV Infections'. Based on these, the UN will seek to help develop the capacity to provide comprehensive and quality services, leading towards the achievement of universal access. For this, the focus will be on strengthening systems and developing policies for improved coordination, integration and implementation of health, nutrition, SRH and HIV service delivery. Stigma, discrimination, and gender inequality are some of the major deterrents to use of SRH and HIV related services, so the UN will work with the Government and its partners to mobilise civil society and communities to help to address these challenges.

Furthermore, the UN will support attempts to strengthen evidence-informed prevention and treatment services for HIV/AIDS and other communicable and non-communicable diseases. In line with the national priority of preventing new HIV infections, the UN will assist the development of evidence-informed behavioural and social change interventions, such as initiatives to reduce the taking of multiple concurrent partners, promote safe male circumcision practices and empower young people to protect themselves from HIV.

The UN will also support the development and review of programme-specific implementation plans in all key health programmes, to ensure that they address the real health needs of the country and are in line with international standards and best practices. The UN will support the scaling-up of interventions for malaria prevention and control towards the goal for elimination; the intensification of efforts for TB control, in terms of expanding DOTS and minimizing the emergence of drug resistant TB, and the strengthening of epidemic preparedness and response, including the implementation of International Health Regulations. The UN will also support moves to increase access to sexual and reproductive health and maternal and child health facilities and services, with the aim of bringing about improvements in the general health of the population.



Table 11: Results and Resource Matrix on Health and HIV/AIDS

Component: Health & HIV/AIDS							
National Priorities & Goals							
Vision 2016: A Compassionate, Just and Caring Nation							
NDP 10 Goals: Affordable and Quality Healthcare: Prevent New HIV Infections							
MDGs: Reduce Child Mortality (4), Reduce maternal mortality (5) and Combat HIV/AIDS, Malaria and other diseases (6)							
UNDAF OUTCOME							
Country capacity to address health and HIV/AIDS challenges towards achieving universal access to quality services is strengthened by 2016.							
Country Programme Outcome 3.1							
By 2016 institutions at all levels capacitated to effectively respond to HIV/AIDS and deliver preventative and curative health services							
Outputs	Key Results	Projects/Activities	Implementing Partners	Responsible UN Agency	Resource Mobilization US\$ millions		
					Funding Target	Actual	Other
Component: Health & HIV/AIDS							
3.1.1 Strengthened structures, systems, staff, policies and plans for coordinated health, nutrition and HIV/AIDS services delivery	3.1.1.1 Enhanced enabling policy and legislative environment (health, nutrition, HIV/AIDS programs)	<ul style="list-style-type: none"> Support development and implementation of the National Health Service Plan with the following: <ul style="list-style-type: none"> Essential health service Package National health financing package Human resources for health plan e.g. develop Staff capacity National Health Monitoring and Evaluation Plan Support effective health and HIV/AIDS service delivery coordination Support government to establish health partnership forum Support strengthening of SRH systems, structures and programmes Support the development/strengthening of strategies for promotion and management of occupational health and safety Support the development/strengthening of strategies and plans for Integration of nutrition services into health programmes Review/revisit/develop guidelines on HIV/AIDS in the work place Support finalisation of HIV/AIDS policy 	MoH, NACA, MLHA, BOCONGO, BOTUSA, BNYC, BONEPWA, BONELA, National Food Technology Research Centre, MoLG, BOCCIM, BFTU	WHO ¹⁷ IAEA, UNAIDS, UNDP, UNESCO, UNFPA, UNICEF, ILO	0.22		
					0.225 0.225 0.0083 0.1 0.1	0 0.225 0.225 0.0083 0.05 0	0 0.0083 0.05 0

17. WHO, contribution to support UNDAF will be detailed in their Biennium plan.



Component: Health & HIV/AIDS							
<p>3.1.1.2 Strengthened coordination, planning and management structures for effective HIV/AIDS service delivery</p>	<ul style="list-style-type: none"> Support coordination, harmonisation and alignment of HIV/AIDS policies, programmes and structures, including capacity building Support development, review and implementation of the Botswana Partnership framework and Forum on AIDS action plan Support mainstreaming HIV/AIDS into sector policies and mandates including development of guidelines Support strengthening of M&E systems for HIV/AIDS, including for adolescents and OVC Support review, development & implementation of legislation, guide-lines and standards for HIV prevention among children and adolescents Facilitate development of a strategic Framework for Youth, and education sector response to HIV Facilitate Strategic planning and resource mobilisation for HIV/AIDS Support HIV/AIDS knowledge management Support development of a comprehensive HIV/AIDS financial and programmatic database Support development & implementation of the 2nd National Strategic Framework Country Operational Plan 	<p>NACA, MoH, MoLG, MLHA, MYSC BOCCIM, BBKA and BONASO, BONEPWA+, BOCONGO, BNYC, BFTU</p>	<p>UNAIDS, WHO, UNICEF, UNFPA, UNDP, ILO</p>	<p>0.250 0.4 0.5</p>	<p>0.225 0.441 0.1 0.5</p>	<p>0 0</p>	<p>0.025 0.3</p>
<p>3.1.2 Strengthened Capacity for the implementation of International Health Regulations (IHR) including Epidemic preparedness and response</p>	<p>3.1.2.1 International Health Regulations effectively implemented</p>	<ul style="list-style-type: none"> Support & coordinate capacity building for implementation of International health Regulations Support establishment of policies, systems, structures, facilities for Port Health Support Review and implementation of IDSR guidelines Support strengthening of laboratory capacity of IHR 	<p>MoH, MoLG, MLHA, BURS, MOA, Civil Aviation, MEWT</p>	<p>WHO IAEA</p>	<p>0.24</p>		
	<p>3.1.2.2 Improved Health forecasting and timely Emergency Preparedness and response</p>						



Component: Health & HIV/AIDS						
<p>3.1.3 MOH, NACA and MoLG and civil society have the capacity to undertake routine data collection, research, studies and surveys</p>	<p>3.1.3.1 Improved institutional capacity for management and utilisation of information (routine, M&E, research and surveys)</p>	<ul style="list-style-type: none"> • Support development & implementation of a national HIMS policy and strategy • Support implementation of BHRIMS Support Research studies including operational research and surveillance • Support establishment of a decentralised comprehensive and computerized disease classification system • Support facility-based reporting and utilisation on data on MNCH(Maternal Neonatal Child Health) services • Support development & management of non-communicable disease registries, including Cancer and cytology • Support capacity building of the Health Statistics Division for effective data management • Support Paediatric HIV Research • Support national nutrition surveillance programme 	<p>NACA, MoLG, MFDP-CSO, MOH. UB</p>	<p>WHO UNAIDS, WHO, UNICEF, UNDP, UNFPA</p>	<p>0.13 0.5 0.24</p>	<p>0.165 0.13 0.125 0.2</p>
<p>3.1.4 Supply chain for health, nutrition and HIV/AIDS commodities responds to demand</p>	<p>3.1.4.1 Strengthened Institutional capacity for supply chain management for health, nutrition and HIV/AIDS commodities</p>	<ul style="list-style-type: none"> • Provide support for logistics and supply chain management for health commodities, including guidelines and protocols • Support transformation of Drug Regulatory Unit into an Authority • Support the implementation of the RHCS (Reproductive Health Commodity Security) Strategy • Support Revision of the Drug Regulatory and Related Substances Act 	<p>MOH, MoLG, MOH, CMS, PPADB</p>	<p>UNFPA, WHO</p>	<p>0.44</p>	<p>0.15 0.29</p>



Component: Health & HIV/AIDS							
Country Programme Outcome 3.2 Increased availability and demand for quality services for communicable and non-communicable diseases by 2016							
Outputs	Key Results	Projects / Activities	Implementing Partners	Responsible UN Agency	Resource Mobilization US\$ millions		
					Funding Target	Actual Core Other	Funding Gap
3.2.1 Government institutions, including formal and non-formal education institutions, civil society, media, private sector and community based organizations have the capacity to undertake public awareness, health promotion, management, monitoring and evaluation of communicable and non-communicable diseases	3.2.1.1 Health interventions are evidence-based	<ul style="list-style-type: none"> Support and promote the use of evidence based data in policy formulation and programming Support and promote capacity building on use of evidence in health programming 	MOH, MoLG, CSO, Private Health Sector, UB, NACA, BIDPA	WHO, UNFPA, UNICEF, UNDP, UNAIDS	0.02	0	0.0550
					0.075	0.02	
	3.2.1.2 Health promotion strengthened	<ul style="list-style-type: none"> Support health promotion through commemoration of special health and nutrition days/events Support Capacity needs assessment for health promotion for the health promotion Support development of Health Promotion Strategy and Implementation Plan Support finalization of School health policy and development & implementation of operational plan 	MOH, NACA, MoLG, MLHA, MEWT, MFDP, BOFWA, YOHO, BCC, BNYC	WHO, UNICEF, UNFPA, UNAIDS, UNDP	0.196	0.196	0.2050
					0.275	0.07	
					0.05	0.037	

Component: Health & HIV/AIDS										
			3.2.1.3 Strategic Partnerships for Health Strengthened	<ul style="list-style-type: none"> Revive Health Partnership Forum Support development and rollout of PPP models for health (Based on identified priorities) Support strengthening ICC for Maternal, Neonatal and Child Health (MNCH) Support the implementation & monitoring of the 2009 Malaria Programme review recommendations Support the targeted malaria elimination interventions Support strengthening of Partnerships for malaria elimination, including cross-border collaboration Support development/review/update of Treatment and Care guidelines for CDs and NCDs Support implementation of NCD strategy (Guidelines, Training, TS) Support establishment of radiotherapy facility for management of cancer patients Support the implementation of the Alcohol Control and Prevention Strategy (Guidelines, Training, Technical support) Support surveillance of Neglected Tropical diseases (such as Rabies, STH, Schistosomiasis, etc.) 	MOH, MoLG, Private Health Sector, YOHO, BOFWA, BCC, BNYC	WHO, UNFPA, UNICEF, UNAIDS	0.125 0.1 0.037	0.05 0.025 0.037	0 0	0.075 0
			3.2.1.4 Malaria elimination achieved by 2015	<ul style="list-style-type: none"> Support development/review/update of Treatment and Care guidelines for CDs and NCDs Support implementation of NCD strategy (Guidelines, Training, TS) Support establishment of radiotherapy facility for management of cancer patients Support the implementation of the Alcohol Control and Prevention Strategy (Guidelines, Training, Technical support) Support surveillance of Neglected Tropical diseases (such as Rabies, STH, Schistosomiasis, etc.) 	MOH, MoLG, MEWT, Private Sector	WHO, UNICEF	0.15	0.246 0.037	0	0.113
			3.2.1.5 Strengthened Communicable Diseases (CDs) and Non-Communicable Diseases (NCDs) programmes	<ul style="list-style-type: none"> Support development/review/update of Treatment and Care guidelines for CDs and NCDs Support implementation of NCD strategy (Guidelines, Training, TS) Support establishment of radiotherapy facility for management of cancer patients Support the implementation of the Alcohol Control and Prevention Strategy (Guidelines, Training, Technical support) Support surveillance of Neglected Tropical diseases (such as Rabies, STH, Schistosomiasis, etc.) 	MOH, MoLG, MJDS, MTI, MYSC, MOA, UB, KBL, Foundations and Associations	WHO, IAEA, UNFPA	0.146 2.3 0.01	0.5 0.01		1.8
			3.2.1.6 Informed public on food safety and nutrition	<ul style="list-style-type: none"> Support KAP study on Food safety and nutrition Support development & implementation of communication strategy for food safety and nutrition Support strengthening of food safety programme 	MOH, MoLG, MoA, MTI, Food Safety NGO, NFRTC	WHO, FAO				
			3.2.1.7 Strengthened Environmental Health	<ul style="list-style-type: none"> Support review of environmental health programme, including structures, systems and policies and strategies Support plan to address the identified gaps and needs 	MOH, MoLG, MEWT, UB	WHO				



Component: Health & HIV /AIDS							
<p>3.2.1.8 Strengthened integration and linkages of SRH, child health, GBV and HIV programmes</p>	<ul style="list-style-type: none"> Advocate on the need for strengthened integration and linkages of SRH, child health and HIV programmes Support development of Integration strategy on SRH, child health and HIV programmes Support Capacity building for health workers and stakeholders on identified needs (GBV, SRH, Child Health and HIV) Support study on linkages of GBV and HIV/AIDS Support development & implementation of plan to address HIV/AIDS and GBV Support development & implementation of the health sector policy framework, protocols and service standards on GBV 	<p>MoH, MoLG, MLHA, BOFWA, Makgababeng, MISA, OP</p>	<p>UNFPA WHO UNICEF UNAIDS</p>	<p>0.4 0.1 0.067</p>	<p>0.2 0.025 0.037</p>	<p>0.2 0 0</p>	<p>0.075 0.030</p>



Component: Health & HIV/AIDS								
3.2.2 Health sector able to plan, implement and monitor Maternal and Child Health programmes, including prevention and management of malnutrition among women, neonates and children	3.2.2.1 Improved quality of services for MNCH and SRH	<ul style="list-style-type: none"> Support development/review of standards & guidelines Support the development & implementation of the prevention & management strategy/plan for cancers of the reproductive system organs Support implementation of the Road Map Plan for the Reduction of Maternal, Newborn and U5 Mortality Support implementation of accelerated child survival and development strategic plan Support implementation of comprehensive abortion care services Support assessments, surveys and implementation of recommendations (EmONC, EPI, IMNCI, nutrition) Reposition family planning 	BOFWA, UB, BNYC, BCC	WHO UNICEF UNFPA	0.6 2.5	0.427 0.15 1.0	0 1.5	0.45
	3.2.2.2 Polio Free, Measles and Neonatal Tetanus Elimination status sustained	<ul style="list-style-type: none"> Support routine immunization, including introduction of new vaccines (Pentavalent, Pneumococcal and rotavirus) Support implementation of EPI surveillance Support implementation of supplementary immunization activities 	MOH, MoLG, MOE, Rotary Club, Private Sector	WHO UNICEF	0.1	1.772 0.025	0	0.075



Component: Health & HIV/AIDS								
	3.2.2.3 Infant, young child and maternal nutrition programmes strengthened	<ul style="list-style-type: none"> • Support nutrition surveillance system and studies on child malnutrition & determinants in Botswana • Support scale-up of facility and community-based management of severe acute malnutrition • Strengthen evidence-based advocacy for child and maternal nutrition • Support development & implementation of Infant and Young Child Feeding Policy (IYCF) • Support development evidence-based micronutrients supplementation and fortification programmes 	MOH, MoLG, MTI Breast Feeding Association	UNICEF WHO	0.3	0.075	0	0.225
	3.2.2.4 Increased male involvement in SRH	<ul style="list-style-type: none"> • Support implementation of male involvement in SRH strategy and POA 	MOH, MoLG, MOE, BNYC, BCC, Men Sector, NACA, MLHA, Private Sector, BOFWA	UNFPA WHO	0.5	0.5		



Component: Health & HIV/AIDS									
By 2016 access to and utilization of quality services for SRH, HIV/AIDS and TB enhanced									
Country Programme Outcome 3.2	Outputs	Key Results	Projects/ Activities	Implementing Partners	Responsible UN Agency	Resource Mobilization US\$ millions			
						Funding Target	Actual Core	Other Other	Funding Gap
	<p>3.3.1 CBOs, FBO and other partners have the skills to provide psycho-social support services to people infected and affected by HIV/AIDS, in particular adolescents and orphans & Vulnerable Children</p>	<p>3.3.1.1 Increased adherence to standards and guidelines of quality adolescent-friendly services in health facilities</p>	<ul style="list-style-type: none"> Support implementation of long term plan of action for OVC Provide support for development/ review/implementation of strategy, standards, guidelines and training materials on adolescent health 	<p>MoLG, MOH, NACA, MYSC, MOE, BOFWA, BNYC, BCC, YOHO</p>	<p>UNICEF WHO UNFPA</p>	<p>0.1</p> <p>0.15</p>	<p>0.025</p> <p>0.15</p>	<p>0</p>	<p>0.075</p>
		<p>3.3.1.2 Increased capacity of institutions to provide psycho-social support to HIV infected and affected</p>	<ul style="list-style-type: none"> Provide training for FBOs and CBOs in psycho-social support Support development of standards and guidelines on PSS Support provision of quality delivery of services to vulnerable children 	<p>MoLG, MOE, MOH, BNYC, BOFWA MYSC, BCC</p>	<p>UNICEF UNFPA WHO</p>	<p>0.2</p>	<p>0.2</p>		



Component: Health & HIV/AIDS						
<p>3.3.2 Strengthened evidence-informed prevention and treatment services for HIV/AIDS, TB and related opportunistic infections</p>	<p>3.3.2.1 Prevention and Treatment services including HIV/AIDS are evidence based</p>	<ul style="list-style-type: none"> • Provide support to review, develop, update and implement guidelines for STI, PMTCT, HTC, SMC, etc • Support strengthening of routine HIV drug resistance surveys • Support to strengthen implementation of Stop TB strategy, including TB/HIV and MDR • Strengthen capacity for universal utilisation and access of quality PMTCT and paediatric care services • Support strengthening of safe blood and products supply • Support for the Provision of evidence-based information on HIV infected lactating women's nutritional status and mitigation of MTCT through breastfeeding 	<p>MoLG, MOH, NACA, Red Cross, NAFTEC</p>	<p>WHO UNICEF UNFPA UNAIDS IAEA</p>	<p>0.30 0.083</p>	<p>0.729 0.30 0.083</p>
<p>3.3.3 Strengthened evidence-informed behavioural and social change interventions, including reduction of multiple concurrent partners, Safe male</p>	<p>3.3.3.1 Enhanced capacity on BCIC programming</p>	<ul style="list-style-type: none"> • Support implementation of condom promotion strategy • Promote utilisation of strategic information for BCIC • Build institutional Capacity for the implementation and coordination of BCIC Strategy 	<p>MOH, MoLG, NACA, BOFWA, PSI, BCC, BONASO, BONEPWA+, BOCAIP</p>	<p>UNFPA UNAIDS UNICEF WHO</p>	<p>0.30</p>	<p>0.30 0</p>
<p>3.3.4 Adolescents and young people have comprehensive knowledge and skills for SRH and HIV prevention</p>	<p>3.3.4.1 Adolescents and youth empowered with knowledge and skills on SRH and HIV prevention</p>	<ul style="list-style-type: none"> • Support implementation for Educ AIDS prog to MoE • Support implementation of HIV specific life skills framework • Support documentation and use of Strategic information and best practices 	<p>MOH, MYSC, NACA, MoE, BNYC, BOFWA, BCC</p>	<p>UNFPA UNICEF UNESCO UNAIDS WHO</p>	<p>0.026 0.30</p>	<p>0.026 0 0</p>



Component: Health & HIV/AIDS						
<p>3.3.5 Service providers effectively plan, implement, monitor and evaluate harmonised and integrated, male and youth friendly SRH and HIV services</p>	<p>3.3.5.1 Integrated SRH and HIV services for males, adolescents and youth</p>	<ul style="list-style-type: none"> • Support development/review & implementation of male friendly service guidelines • Support development/review & implementation of YFS guidelines • Support provision of quality service delivery to vulnerable adolescents and youth • Support scale up of establishment of YFS centres 	<p>MOH, MoLG, NACA, YOHO, MYSC, BOFWA</p>	<p>UNFPA WHO UNICEF UNAIDS</p>	<p>0.30</p>	<p>0</p>
<p>3.3.6 Civil society and communities mobilised to address stigma, discrimination, gender and other barriers to use of SRH and HIV related services</p>	<p>3.3.6.1 Civil Society capacity to address stigma and discrimination, gender and other barriers strengthened</p>	<ul style="list-style-type: none"> • Support the establishment of mechanisms & social mobilisation for elimination of stigma, discrimination and other gender barriers • Support training on human rights to address stigma and gender discrimination • Support capacity building for civil society to plan, monitor, evaluate and coordinate interventions for reduction of stigma and other barriers • Support documentation and use of Strategic Information • Support implementation of health sector stigma reduction strategy 	<p>MISA, MOH, BFTU, MLHA, OP, NACA, MoLG, BONEPWA+, BONASO, BONELA, BNYC,</p>	<p>UNAIDS UNFPA WHO</p>	<p>0.63</p>	<p>0</p>



Table 12: M&E Framework on Health and HIV/AIDS

UNDAF Outcome/ CP Outcome/ Output	Indicators (Baselines)	Targets	SOV	Assumptions (A) Risks (R)
UNDAF Outcome 3: Country capacity to address health and HIV/ AIDS challenges towards achieving universal access to quality services is strengthened by 2016	HIV incidence (2.5%-2008) Maternal Mortality Ratio IMR	75% reduction in incidence (2016)	CSO MOH, NACA	
CP Outcome 3.1: By 2016 institutions at all levels capacitated to effectively respond to HIV/AIDS and deliver preventative and curative health services	HIV incidence (2.5%-2008) Maternal Mortality Ratio Infant Mortality Rate (TBD)	75% reduction in incidence (2016)	CSO MOH, NACA	



UNDAF Outcome/ CP Outcome/ Output	Indicators (Baselines)	Targets	SOV	Assumptions (A) Risks (R)
CP Output 3.1.1: Strengthened structures, systems, staff, policies and plans for coordinated health, nutrition and HIV/ AIDS services delivery	Revised plans & frameworks in place (0-2008) Revised sectoral policies and legislation in place (0-2008) Functioning M&E systems for OVCs (0-2008) Guidelines and standards in place (0-2008) Coordination mechanisms established (0-2008)	4 Sectoral policies (2016) 1 Functional M&E system for OVCs (2016) All guidelines and standards reviewed and harmonised (2013) Coordination Mechanism for HIV national Response and Health available (2012)	Reports from NACA, MOH and MoLG	R: Budget resources available R: Government institutions do not function in a transparent manner and do not maintain a constant dialogue
CP Output 3.1.2: Strengthened capacity for the implementation of International Health Regulations including Epidemic preparedness and response	No. of IDSR guidelines incorporating IHR (0-2008) Timeliness and completeness of reporting on public health events (0-2008) No. of Port Health service facilities established and operational (TBD) No. of districts with comprehensive health emergency preparedness plans (0-2008)	100% of IDSR guidelines & tools have incorporated IHR (2016) >95% timeliness and completeness of reports (2016) 8 facilities at 8 ports of entry (by 2016) All districts by 2016	Reports from the MOH and MoLG	A: Political will A: Human resources are available to fulfil IHR system requirements R: Budget constraints



UNDAF Outcome/ CP Outcome/ Output	Indicators (Baselines)	Targets	SOV	Assumptions (A) Risks (R)
CP Output 3.1.3: MOH, NACA, and MoLG and civil society have the capacity to undertake routine data collection, research, studies & surveys	Integrated Health Information systems in place No. of programmes evaluated at least once in 5 years (0-2008) No. of Research studies on key health & HIV/AIDS issues (0-2008) % of Public, Private and Civil Society Institutions involved in delivery of Health and HIV services with at least one staff trained in M&E (0-2008)	Routine Disease statistics available per MOH schedule Integrated Health Information System available (2016) >90% of Programmes evaluated at least once (2012) 30% of priority Health research areas conducted (2016) 75% of the institutions (2016)	Reports from NACA (which documents if this research is followed systematically) - Desk study	A: Having the capacity to conduct research/ evaluation systematically is reflected in capacity A: Information from routine research and reporting will be used for decision-making A: Political will R: Budget constraints
CP Output 3.1.4: Supply chain for health, nutrition, and HIV/AIDS commodities responds to demand	Average No. of stock out days per year for HIV/AIDS, health and nutrition commodities and central level (TBD-CMS) Updated guidelines and protocols on supply chain management in place (TBD- CMS)	Zero stock outs (2016) Updated guidelines available(2011)	CMS Reports	A: Health commodities increases yearly A: Supply chain for health commodities has few significant bottlenecks R: Budget constraints
CP Outcome 3.2: Increased availability and use of quality services for Communicable and Non-Communicable Diseases (NCD) by 2016	No. of malaria cases (TBD) Prevalence of diabetes (TBD) Prevalence of hypertension (TBD)	TBD	CSO	

UNDAF Outcome/ CP Outcome/ Output	Indicators (Baselines)	Targets	SOV	Assumptions (A) Risks (R)
<p>CP Output 3.2.1: Government institutions, including formal and non-formal education institutions, civil society, media, private sector and community-based organisations have the capacity to undertake public awareness, health promotion, monitoring and evaluation of communicable and non-communicable diseases</p>	<p>% of CSOs with adequate capacity for public awareness, health promotion, and M&E of communicable/non-communicable diseases (0-2008)</p> <p>% of public, private sector and community organizations with comprehensive wellness programs (0-2008)</p> <p>% of health facilities (Clinic and above) with at least 2 health workers that have received in-service training in the management of NCDs (0-2008)</p> <p>Availability of national NCD prevention and control strategy (0-2008)</p> <p>Availability of health promotion strategies for NCDs (0-2008)</p>	<p>75% of the targeted institutions (2008)</p> <p>90% of public Institutions</p> <p>80% of BBICA affiliated private institutions</p> <p>80% of CBOs</p> <p>80% of the hospitals and clinics</p> <p>Strategy available and in use by 2011</p> <p>Health Promotion strategies available and use by end 2010</p> <p>2012: IRS=80%</p> <p>2016: IRS: 90%; All cases decrease, especially in rural areas</p>	<p>Merged Evaluation</p> <p>MoH, National malaria programme</p>	<p>R: Changes in climate may have an influential impact on the number of malaria cases reported</p>



UNDAF Outcome/CP Outcome/Output	Indicators (Baselines)	Targets	SOV	Assumptions (A) Risks (R)
CP Output 3.2.2: Health sector able to plan, implement and monitor Maternal and Child Health programmes including prevention and management of malnutrition among women, neonates and children	% access to quality EmOC services (91%-2008) Increased EPI Immunisation coverage indicator (90%-2008) IMCI coverage (4%-2008) CPR (44%-2008)	98% (2016) 98%(2016) 50%(2016) 60%(2016)	MoH Reports	A: Institutionalized NCD risk factors lead to healthier lifestyle and lower case numbers for diseases R: Uneven availability of technologies to detect and monitor cancer R: Uneven quality of the delivery of maternal and child health services
CP Outcome 3.3: By 2016, access to and utilisation of quality services for SRH, HIV/AIDS, and TB enhanced	No. of health facilities providing ASRH services (Hospitals: 0, District Clinics: 0, 2008) Proportion of targeted hospitals strengthened to implement PAC services (7 hospitals, 2008) % of PLWHA still on first line HAART 12 months after initiation of treatment (TBD) (survey to obtain baseline is ongoing) No. of HIV+ individuals enrolled into IPT % of TB patients tested for HIV (58%-2008) MDR surveillance tools developed (0-2008)	34 Hospitals, 27 Clinics (2016) 34 Hospitals (2016) 90% (2016) 90% (2016) MDR surveillance tools available and in use *2012)	MoH Reports	



UNDAF Outcome/CP Outcome/Output	Indicators (Baselines)	Targets	SOV	Assumptions (A) Risks (R)
CP Output 3.3.1: CBOs, FBOs and other partners have the skills to provide psycho-social support services to people infected and affected by HIV/AIDS, in particular adolescents and orphans and vulnerable children	<p>% of CBOs and FBOs with at least 1 staff trained in counselling (TBD)</p> <p>Availability of updated strategic framework for care and support of adolescents infected and affected (0-2008)</p> <p>Availability for guidelines and training materials for psycho-social support for adolescents and vulnerable children (0-2008)</p>	<p>80 % (2016)</p> <p>1 (2011)</p> <p>Set of guidelines available (2011)</p>	MoH Reports	
CP Output 3.3.2: Strengthened evidence-informed prevention and treatment services for HIV/AIDS, TB and related opportunistic infections	<p>% of eligible population with access to treatment (PMTCT, ARV, TB,) services (ARV-95%:2008)</p> <p>Availability of a defined minimum package of prevention services for adolescents (0-2008)</p> <p>Availability of guidelines updated in line with international standards for STI, MC, HTC, ART, PMTCT, TB/HIV, and TB (0-2008)</p>	<p>ARV 99% (2016)</p> <p>Package available (2011)</p> <p>All updated guidelines follow international standards (2011)</p>	MOH Records	
CP Output 3.3.3: Strengthened evidence informed behavioural and social change interventions, including reduction of multiple concurrent partners, safe male circumcision, and condom programming	<p>Availability of evidence informed behavioural change materials (TBD)</p> <p>No. of HIV negative males 0-49 circumcised (TBD)</p> <p>% of people aged 15 – 49 who had sex with more than one partner in the last 12 months (TBD)</p>	<p>Set of Materials available (2012)</p> <p>500,000 (2016)</p>	<p>MOH records</p> <p>MoH Reports</p> <p>BIAS3 & 4</p>	



UNDAF Outcome/CP Outcome/Output	Indicators (Baselines)	Targets	SOV	Assumptions (A) Risks (R)
<p>CP Output 3.3.4: Adolescents and young people have comprehensive knowledge and skills for SRH and HIV prevention</p>	<p>% of Population aged 15-24 with comprehensive knowledge of HIV and SRH (37.6%-2008)</p>	<p>80% (2016)</p>	<p>BAIS III and BAIS IV</p>	
<p>CP Output 3.3.5: Service providers effectively plan, implement, monitor and evaluate harmonised and integrated, male and youth friendly SRH and HIV services</p>	<p>Availability of guidelines on male and YFS (0-2008) Availability Guidelines for integration of SRH and HIV/AIDS (0-2008)</p>	<p>Set of Guidelines available (2011)</p>	<p>MOH Records</p>	
<p>CP Output 3.3.6: Civil society and communities mobilised to address stigma, discrimination, gender and other barriers to use of SRH and HIV related services</p>	<p>% of Civil society organisation trained in stigma reduction strategies (0-2008) Availability of stigma reduction strategy (0-2008)</p>	<p>75% (2016) Strategy available (2011)</p>	<p>Reports BONEPWA and BONELA MOH Reports</p>	

CHAPTER 4: ENVIRONMENT AND CLIMATE CHANGE

4.1 Situational Analysis

a) Environmental Governance

Botswana has achieved considerable progress in the area of environment and natural resources management over the past decade. A significant achievement was the establishment of a Ministry of Environment, Wildlife and Tourism in 2002, which drew attention to the importance of protecting and managing environmental resources. This was followed by the transformation of the National Conservation Strategy (Coordinating) Agency into a fully-fledged Department of Environmental Affairs charged with coordinating all environmental matters across government.

During the NDP 9 period major advances were made in the development and implementation of general environmental policy and legislation, including the introduction of Environmental Impact Assessments (EIA); Community Based Natural Resources Management (CBNRM); the Meteorological Services Act; progress in matters of tourism and sustainable development; resource and ecosystem-specific policy (covering endangered species, wildlife, fire management, elephant management, (captive) carnivores, game ranching, ecotourism in forest reserves, water conservation, wetlands, biodiversity, forests, waste management, climate change, renewable energy and energy efficiency) and area-based planning (Okavango, Makgadikgadi). The design and development of the indicator-based Environmental Information System as a national repository of environmental data and statistics will boost environmental reporting and informed decision-making.

These developments have created an improved enabling environment for governance and sustainable resource management. Furthermore, the proposed Environmental Management Act will provide a regulatory umbrella framework for the implementation of environmental management principles and standards, cooperation amongst GoB institutions, and enhanced governance structures; the act is essential if national and global issues are to be integrated into development planning.

The Government has recently embarked on the development of a National Strategy for Sustainable Development (NSSD). NSSDs are highly participatory instruments that ensure socially responsible economic development while protecting the resource base and the environment for the benefit of future generations. The focus of the Government will be on the development of an inclusive, interlinked and interrelated arrangement of instruments, projects, incentive measures and ways of working that enable sustainable development.

The Household Income and Expenditure Survey (HIES, 2003) suggests that an estimated 30.6% of the population of Botswana lived below the Poverty Datum Line (PDL) in 2002. In addition, the level of income inequality is high (Gini Coefficient of 0.61, 2007). Reduced income levels and lack of access to resources and economic development may contribute to unsustainable utilisation of natural resources, which, in turn, may result in degraded woodlands, deforestation, over-harvesting of veld products, polluted water sources and the overexploitation of wildlife resources.



Engaging communities in Community-Based Natural Resource Management (CBNRM) activities or other forms of co-management of natural resources offers good prospects for the development of sound resource management, alleviating poverty and pursuing rural development objectives, with key linkages to pro-poor and gender-sensitive socio-economic policy making, implementation, research, monitoring and evaluation.

Environmental sustainability is central to many of Botswana's core development issues, including the exploitation of mineral resources; the use and re-use of scarce water resources; the potential for renewable energy generation, most notably, solar, and the development of the cattle industry and arable agriculture. The future of tourism is also dependent upon the maintenance of Botswana's considerable wildlife resources and finely balanced ecological zones, such as the Okavango Delta, the Makgadikgadi Pans and the Kalahari Desert. Environmental sustainability in natural resource management is particularly important in ensuring the future viability of various economic activities through CBNRM, with the aim of raising incomes in the rural areas, thus reducing poverty (Common Country Assessment [CCA], 2007).

b) Natural Resource Management

Botswana's ecosystems fall into two broad bio-geographical zones: the Zambebian zone and the Kalahari-Hardveld; the Zambebian zone contains greater species diversity than the Kalahari-Hardveld. Within these broad zones exist areas of relatively undisturbed land of national and global ecological importance which are also significant assets for the tourism industry, such as the Okavango Delta and the Makgadikgadi salt pans. The Okavango Delta is a Ramsar site (ie it is a Wetland of International Importance) and was recently put on the tentative list for the World Heritage Convention; these developments greatly enhance its conservation profile and value for tourism. Botswana possesses a wide diversity of wild fauna and flora, including populations of globally endangered and rare species. However, general wildlife numbers have been declining over several decades due to habitat destruction, droughts and illegal hunting.

The conservation and wise use of natural resources continues to be regarded as high priority, and this is reflected in the amount of land designated as protected areas. The biodiversity resource is crucial to the growth of the tourism sector; the industry is based on the principle of low volume/high value, to minimise the environmental impact on the resource and preserve its quality. Threats to biodiversity include rangeland degradation, inappropriate harvesting methods, habitat destruction and conflicts with livestock (fences, for example), climate change and the potential introduction of genetically modified organisms.

Access to land and land management are topical issues especially given the intricate link between the land and other resources in complex ecosystems. Progress has been made towards increasing access to land for the majority of the population, while ensuring that land use planning is undertaken in an integrated and inclusive manner that respects the characteristics of existing ecosystems. The adoption of a CBNRM Policy in 2007 and ongoing policy work on land and agriculture provide a good backdrop for renewed efforts in sustainable land management.



Water demand in all the sectors is expected to increase from 120 million cubic metres in 1990 to 335 million cubic metres in 2020, due to population growth, improvements in living conditions and economic development (Botswana National Water Master Plan, 1991; Botswana Water Accounts Report, 2007). The major water users are human settlements, livestock, mining, energy and irrigation.

The provision of a reliable water supply is costly because Botswana has few surface water sources. This is due to low rainfall, high seepage because of generally sandy soils and high evaporation rates. All rivers apart from the Okavango and Chobe are ephemeral. Consequently, dams have been constructed to improve water supply, but mainly for urban areas. The uneven spatial distribution of surface water has required costly transfers of the resource, within the country and from outside. Botswana shares many rivers and trans-boundary water resources with neighbouring states and is a member of various river basin commissions such as OKACOM, the permanent commission on the Okavango basin. The major challenges regarding continued provision of a reliable water supply include protecting aquifers from pollution, developing a better understanding of ground water recharge, rolling out water conservation measures, making domestic effluent available and accepted for reuse and applying an integrated water demand management programme to improve the efficiency of use.

Ground water is important, especially for rural communities, because of the limited supply of surface water. The high reliance on ground water (estimated to be 80% in 2005) poses several challenges. These include protecting aquifers from pollution, the high cost of provision due to the depth at which it is available, high levels of salinity in some places, and the absence of precise knowledge on the rate at which it is being recharged, which makes the determination of future availability difficult.

Botswana has achieved high levels of potable water provision, although the supply in some villages is sometimes unreliable. Access to an adequate household water supply is not only a fundamental need and a human right – and the supply should therefore be ensured and protected – but access to a water supply also has considerable health and economic benefits, both for individuals and households. The 2007 Botswana Family Health Survey (BFHS) draft report, 2009, estimates that 96% of the population now has access to safe drinking water (100% in cities/towns/urban villages and 91% in rural communities) thanks to improved water sources. A cross-subsidy mechanism reduces the cost of water to low-income households.

Sanitation is fundamental to human development, especially as diarrhoea and other water-borne diseases, spread by the combination of inadequate sanitation, unsafe water supply and poor personal hygiene, account for so many childhood deaths. Improved sanitation facilities are now available to 80% of the population (99% cities/towns, 96% urban villages, 58% rural communities) (BFHS 2007, preliminary report). The provision of improved water and sanitation facilities does not guarantee either their effective use or the production of the anticipated benefits, however. Fundamental behaviour changes are required before the use of improved facilities and services can be integrated into daily life; many hygiene behaviours and habits are formed in childhood and, therefore, school and community hygiene education programs are an important part of water and sanitation improvements.



Waste management remains a challenge but main infrastructure developments have focused on the building and upgrading of sewerage facilities and landfills.

c) Climate Change

Botswana is largely arid or semi-arid because of its geographic location. Rainfall, which is unreliable and unevenly distributed, varies widely from about 250mm in the south-west to about 650mm in the north-east of the country. Variations in temperatures are similarly great. Average daily maximum temperature ranges from 22°C in July to 33°C in January, with an average daily minimum of 5°C in July and 19°C in January. However, the temperature in January can be as high as 43°C, resulting in very high evaporation rates.

The country is susceptible to seasonal variations in climate influenced by the La Nina and El Nino events. The latter contributes to drought conditions, which cause a reduced water supply and, in turn, reduced agricultural production. Drought, therefore, affects the livelihood of the substantial part of the population that is dependent on agriculture, and also the rural communities that depend on water sources that cannot withstand prolonged drought. As a result, the effects of drought extend into the social realms of economic vulnerability, poverty and social disharmony. The severity and extent of drought is difficult to predict due to the absence of a fully established monitoring system and the scarcity of long-term data sets.

Climate change projections and impact studies suggest that Botswana is highly vulnerable to climate change. Temperatures are predicted to rise by between 1°C and 3°C during the next 50 years. Scenarios for rainfall range from a possible increase of 10% to a possible decrease of 25%. Generally drier conditions, which are more likely, would reduce agricultural production, result in more severe droughts, increase desertification and exacerbate the invasion of thorn and shrub savannah onto grasslands and woodlands at the expense of grasslands and damper forests. In addition, water supply will become a critical issue if the future is warmer and drier. Human health will be affected by the increase in diseases, such as malaria, that thrive on wetter and warmer conditions during wet years.

The immediate climate change challenge is to assess vulnerabilities and opportunities in key sectors and to develop key adaptation and mitigation measures. The latter would typically include energy efficiency, clean technology and solar power, while adaptation interventions would focus on the agricultural, health, building and infrastructure sectors (roads, bridges, dams etc.).

Botswana attends the annual meetings of the Commission on Sustainable Development and is committed to the Johannesburg Plan of Implementation (the outcome of the 2002 World Summit on Sustainable Development), which specifies the need for countries to prepare National Strategies for Sustainable Development.

International obligations for sound natural resource management are pursued through the Convention on Biological Diversity, the Convention on the Trade in Endangered Species (CITES), the United Nations Convention on Combating Desertification (UNCCD) and the Ramsar Convention on Wetlands of International



Importance. Botswana ratified the United Nations Framework Convention on Climate Change (UNFCCC) on 27 January 1994 and the Kyoto Protocol of the Convention in 2004. The Department of Meteorological Services (DMS), housed within the Ministry of Environment, Wildlife and Tourism, is currently the national focal point.

d) Environmental Challenges and Opportunities

Many environmental challenges remain, including the need for:

- Environmental data and information systems for informed decision-making
- Policy review, harmonisation and development
- Multilateral Environmental Agreements (MEA) coordination and implementation
- Sustainable development and poverty-environment linkages
- Mainstreaming of environment and climate change in development planning processes
- Integrated (and trans-boundary) water resources management and water demand management
- Biodiversity conservation and sustainable resource management
- Assessment and monitoring of the possible and actual effects of climate change, and promotion of low-carbon development and clean energy applications
- Development of renewable energy sources and energy-efficient options
- Capacity building and training in support of the above and in additional areas such as tools and methodologies, technologies and environmental reporting.

These challenges must be addressed if the relevant UNDAF Outcome – that the rural poor, especially women, derive greater benefit from Botswana’s environmental resources and ecosystems – is to be achieved.

GoB-UN POP Outcome 4 is consistent with MDG7 (Environmental Sustainability). Outcome 4.1 (Inclusive policy and institutional environment for sustainable natural resources management) corresponds to MDG7 Target 1, which states that principles of sustainable development should be integrated into country policies and programmes, including efforts to reverse the loss of environmental resources. Outcome 4.2 (Enhanced community capacity for natural resources and ecosystem



management, and benefit distribution) addresses MDG7 Target 2, in that it concerns reducing biodiversity loss; while the activities relating to Integrated Water Resources Management (IWRM) and water conservation covered by Outcome 4.3 (Enhanced national capacity for climate change adaptation and mitigation) are compatible with MDG7 Target 3, which requires countries to improve sustainable access to safe drinking water for their citizens.

MDG7 is a cross-cutting Goal and work towards it directly affects the achievement of all the other MDGs. For example, the pursuit of sustainable and community-based natural resource management contributes to the attainment of MDG1 (poverty eradication) and the achievement of full and productive employment (Target 2); MDG3 (Gender Equality) and MDG8 (Global Partnership) and the special needs of landlocked developing countries.

4.2 Component Strategy

The Component Strategy is guided by the principles of national ownership, partnership, effectiveness and accountability, and comparative advantage. It is therefore compatible with national development priorities (NDP 10 and Vision 2016), developed through extensive consultations, verifiable against measurable outcomes, and balanced with the benefits of UN involvement.

The three strategic foci of the component are:

1. Creating an enabling environment for improved environmental governance, policy and informed decision-making
2. Mainstreaming environmental management, climate change and sustainable development into development planning
3. Enhancing advocacy, participation, technology, and capacity building for improved environmental and natural resources management.

The UN Strategic Value Addition should be to strengthen the policy environment through improving access to data and information, encouraging greater inclusion of stakeholders and supporting integration of the Outcomes into governance mechanisms and the macro-economic policy and poverty reduction frameworks. Support will furthermore be provided in the development of specific mechanisms and inclusive processes at community level to improve natural resource management and conservation, and adaptation to the consequences of climate change. The pursuit of environmental sustainability (MDG7) is inextricably linked to the pursuit of all the other MDGs.

Botswana's National Development Plan 10 (NDP 10) has a chapter dedicated to Sustainable Environment, namely the sustainable management of natural resources. This goal will be attained through such strategies as mainstreaming of the environment and climate change into development processes, improved sustainable environmental and natural resource management, enhanced conservation and resource use by local communities, and sustainable development.



The component and its proposed outcomes and activities will benefit from UN input at various levels. Access to the UN knowledge network will allow benchmarking with and technical advice based on similar activities undertaken with the assistance of UN agencies elsewhere in the world. UN value addition will furthermore focus on societal participation in decision-making, linking the policy environment to coordinated governance mechanisms, benefit realisation, macro-economic policy and poverty reduction frameworks.

UN initiatives related to sustainable development will support the environmental governance and sustainable development mainstreaming interventions as they relate to the work of various UN agencies and conventions such as the Commission on Sustainable Development (CSD), United Nations Framework Convention on Climate Change (UNFCCC), Convention on Biological Diversity (CBD) and others. The UN provides a good platform for linking national activity to a global network of practitioners and decision-makers for improved environmental governance.

UNDP, UNEP and UNIDO initiatives on combating climate change are of specific relevance to the component, as it seeks to enhance Botswana's capacity to deal with climate change. Science and technology innovation, support and exchange will benefit from UNESCO involvement, while UNICEF will contribute on child-specific aspects of climate change and on water, sanitation and hygiene support. The UNDP-UNEP Poverty and Environment Initiative (PEI) has a direct bearing on progress towards environmental governance and sustainable development.

PEI and Community Based Natural Resources Management (CBNRM) activities link directly to the poverty reduction mainstreaming objectives of the Economic Diversification and Poverty Reduction component, while aspects of the component related to sanitation and hygiene will be implemented alongside the Health & HIV one. Addressing climate change is an issue not only in this component but the Governance & Human Rights Promotion one as well (disaster risk reduction and preparedness interventions). National Strategy for Sustainable Development (NSSD) issues cut across all components and are relevant to the achievement of the national development goals as well as the MDGs.

The programme is national in geographic coverage. Some natural resource management activities will be implemented at sub-national (district and community) level. The primary stakeholders in the component are the departments in the Ministry of Environment, Wildlife and Tourism (MEWT) including the Department of Environment Affairs (DEA), Department of Meteorological Services (DMS), Department of Forestry Range Resources (DFRR) and Department of Wildlife and National Parks (DWNP), the Department of Water Affairs and International Waters Unit, the Ministry of Mineral, Energy and Water Resources (MMEWR), Ministry of Finance and Development Planning (MFDP), Ministry of Agriculture, civil society organisations and the private sector.

4.3 Country Programme Outcomes and Results and Resource Matrix

The Country Programme Outcomes concentrate on sustainable natural resource management, community-based natural resources and ecosystem management, and climate change adaptation and mitigation. The above areas fall within the



overall ambit of the Environment and Climate Change Programme, the aim of which is for the rural poor, women in particular, to derive more benefit from the environment and natural ecosystems by 2016. The NDP 10 Key Result Areas (KRAs) focus on environmental protection, natural resources management, environmental information management, environmental governance and support, and enhancement of service delivery.

Outcome 1: Inclusive policy and institutional development for sustainable natural resources management

This outcome is relevant to environmental governance and the mainstreaming of environment and natural resource management and climate change as it relates to broad societal environmental action, environmental leadership, governance and informed decision-making. The work on sustainable development will contribute to ongoing efforts to improve environmental governance and strategic leadership. The further development of the Environmental Information System (EIS), the linkages to the environmental impact assessment (EIA) process, and Multilateral Environmental Agreements (MEA) implementation and coordination are strongly supported in NDP 10. They relate to the MDGs and are underscored by Vision 2016 and its focus on an educated and informed nation capable of remaining open, accountable and democratic.

Outcome 2: Enhanced community capacity for natural resources and ecosystem management, and benefit distribution

Strongly supported by NDP 10, this outcome is directly beneficial to the tourism sector as one of the growth sectors in the economy. It provides direct inputs into community ecosystem management and biodiversity conservation. The focus on the water sector will assist in pursuing an integrated approach to water resource management and water demand management for improved livelihoods. This is in line with the guidance provided in NDP 10 and specifically supports MDG7 and MDG1. Vision 2016 addresses access to and benefits from natural resources as part of the pursuance of a prosperous, productive and innovative nation.

Outcome 3: Enhanced national capacity for climate change adaptation and mitigation

Although there now seems to be little dispute over whether climate change is happening, little is known so far about what the effects will be. More needs to be done in the areas of assessing vulnerability, monitoring, technology transfer, energy efficiency, appropriate resource management and efficiency, adaptation and mitigation. Clear policy guidance and strategic focusing will assist in keeping abreast of international developments which, in turn, will influence domestic action, including private sector involvement. The focus on adaptation and low-carbon development is supported by NDP 10 and has a direct bearing on the attainment of the MDG targets and fulfilling international obligations under the various MEAs. Vision 2016 expresses the need to look into the long-term changes in the climate with a view to pursuing the sustainable use of natural resources and protecting the environment.



Table 13: Results and Resources Matrix on Environment and Climate Change

Component: Environment & Climate Change						
Vision 2016: A Prosperous, Productive and Innovative Nation						
NDP 10: Sustainable Management of Natural Resources						
MDGs: Ensure environmental sustainability; Eradicate extreme poverty and hunger						
By 2016, the rural poor, especially women, will derive greater benefit from the environment and natural ecosystems						
Inclusive policy and institutional environment for sustainable natural resources management developed						
Outputs	Key Results by Output	Projects/Activities	Implementing Partners	Responsible UN Agency	Resource Mobilization US\$ millions	
					Funding Target	Actual
4.1.1 Improved access to information for decision-making by all stakeholders (government, civil society, private sector and individuals)	4.1.1.1 Environmental Information System nodes established in government departments within and outside MEWT (including Public Health Department)	<ul style="list-style-type: none"> Capacitate the national spatial data infrastructure/information system Develop core data sets and indicators for inclusion in the national statistical system and for environmental monitoring and reporting 	MEWT-DEA, DSM, CSO	UNEP UNDP	0.085 0.600	0 0.300
	4.1.1.2 Improved adherence to EIS data standards & protocols (in the Regional and National Statistical Systems)	<ul style="list-style-type: none"> Develop and roll out EIS data standards and protocols Establish a network of core data producers Build capacity of core data producers 	MEWT-DEA	UNDP	0.390	0.0 0.200



Component: Environment & Climate Change								
	<p>4.1.1.3 Land cover, land classification mapping capabilities developed within EIS</p>	<ul style="list-style-type: none"> Undertake a capacity assessment for the Department of Surveys and Mapping. {Assess capability of surveys and mapping department} Enhancement of institutional capacity Support training and recruitment of relevant personnel Provide time series data sets to enhance linkages between users 	MEWT-DEA, DSM	UNDP	0.45	0.16	0	0.29
			MEWT-DEA, DSM	UNEP	0.03	0.03	0	1.0.0
	<p>4.1.1.4 Increased capacity of Mass-Media houses to deliver environment and development issues awareness messages</p>	<ul style="list-style-type: none"> Strategic workshop with media practitioners to enhance appreciation of environment and development issues/matters (Create appreciation by media practitioners of environment and development issues) Develop/adapt training manuals to strengthen environmental reporting by journalists 	MEWT-DEA, MIST, MISA	UNDP	0.06	0.06	0	



Component: Environment & Climate Change									
<p>4.1.2 Increased capacity of government, civil society & private sector in coordinating/ reporting on implementation of Natural Resource Management policies</p>	<p>4.1.2.1 Effective tools for policy and legislation review & implementation BSAP, Waste Management, cleaner industrial production and others developed</p>	<ul style="list-style-type: none"> Adapt and use World Conservation and Monitoring Centre (WCMC) tool for reporting on biodiversity related MEAs (BSAP, wetlands, CC etc.) 	MEWT-DEA, DWMP, DoH, DMS, MoA, (Dept of Crop Production)	UNEP UNDP	0.060 0.430	0.040 0.030	0.0 0.0	0.0 0.4400	
		<ul style="list-style-type: none"> Adapt and use harmonised tool for implementation and reporting of Waste and Chemicals related MEAs (Stockholm Convention on POPs, PIC/ Rotterdam, Ozone, Basel) 	MEWT-DEA	UNEP UNDP UNIDO	0.46	0	0.46	0	
	<p>4.1.2.2 Improved Environmental Impact Assessment (EIA) Implementation Process</p>	<ul style="list-style-type: none"> Establish a web based comprehensive EIA documentation and compliance tracking system 	MEWT-DEA, BOBS	UNDP	0.6	0.2	0	0	
		<ul style="list-style-type: none"> Train sectors on EIA implementation and voluntary compliance 	MEWT-DEA	UNEP	0.03	0.03	0	0	
		<ul style="list-style-type: none"> Create public awareness in participation in the EIA process (including monitoring compliance) 	MEWT-DEA	UNDP					
		<ul style="list-style-type: none"> Review and develop environmental standards and map environmentally sensitive areas - groundwater, air, soils (including pollution) to support EIA decision-system 	MEWT-DEA DWMP	UNEP					



Component: Environment & Climate Change									
4.1.3 Environment and conservation mainstreamed into national development and poverty reduction framework work	4.1.3.1 Increased understanding of Poverty-Environment linkages and use of P/E information in decision making	<ul style="list-style-type: none"> Develop materials to strengthen the knowledge base, promote awareness and debate by line ministries Parliamentarians on P/E, the implications of CC on development and mainstreaming Climate adaptation into development Conduct Policy debates across different sectors on Poverty and Environment linkages 	MEWT-DEA	UNDP/ UNEP PEI UNDP	0.300 0.600	0.300 0.600	0.0 0.0	0.0 0.0	0.140
			MEWT-DEA CSOs (Bocongo), MFDP, Media (MISA), Parliamentary Committee on Agriculture and NR						
4.1.2.3 Improved coordination and Implementation capacity of Multilateral Environmental Agreements (MEAs), (including CoP Negotiations)	<ul style="list-style-type: none"> Develop/adapt and institutionalize training manual in tertiary curricula Build capacity of sector implementing authorities and decision-makers in MEA negotiations and compliance (implementation, monitoring) Build capacity of enforcement agencies in MEA compliance and enforcement (judiciary, police, prisons, customs and AGs, immigration, Civil Society, Media) Support implementation of MEA Implementation Strategy including enhanced participation/consultation leading up to CoP Negotiations and implementation and reporting 	MEWT-DEA, UB, BIUST	UNEP	0.160	0.02	0.0			
		MEWT-DEA, UB, KCS							
		MEWT-DEA, Directorate of Public Prosecution, AGs, UB, KCS							
		MEWT-DEA, Foreign Affairs, KCS, Private Sector, AGs							



Component: Environment & Climate Change									
	<ul style="list-style-type: none"> Train Media to increase media awareness and coverage of P/E and CC 	MEWT-DEA, CSOs (Bocongo), MFDP, Media (MISA), Parliamentary Committee on Agriculture and NR							
	<ul style="list-style-type: none"> Promote CSO awareness, coordination, research and inputs to policy making on P/E & CC 	MEWT-DEA, CSOs (Bocongo), MFDP, Media (MISA), Parliamentary Committee on Agriculture and NR							
4.1.3.2 National Strategy for Sustainable Development developed and implemented (and principles integrated in policies and sector operations)	<ul style="list-style-type: none"> Consult key sectors on the relevance of NSSD to their mandate 	MEWT-DEA, MFDP, GICO	0.270	0.120	0.150	0.130	0.0	0.130	
	<ul style="list-style-type: none"> Review, develop and roll-out sector specific strategies to enhance the NSSD 	MEWT-DEA, MFDP, GICO							
	<ul style="list-style-type: none"> Build monitoring capacity of relevant coordinating/ planning agencies 	MEWT-DEA, MFDP, GICO							
	<ul style="list-style-type: none"> Ensure National reporting to the CSD and Rio+20 	MEWT-DEA, MFDP, GICO							
	<ul style="list-style-type: none"> Mainstream key national sustainable development issues into NDP 10 Mid-term Review and the Environmental Keynote Paper for NDP11 	MEWT-DEA, MFDP, GICO							
4.1.3.3 NDP 10 mid-term review reflects (benefits accruing from) environmental mainstreaming	<ul style="list-style-type: none"> Provide an analysis of critical P/E and CC contributions to achievement of national development priorities to inform mid-term review of NDP 10 	MEWT-DEA, Selected Sectors, Research Institutes, MFDP	0.100	0.0	0.100		0.0	0.0	



Component: Environment & Climate Change						
<p>4.1.3.4 Increased Capacity for application of integrated Environmental Management tools, (e.g. Integrated Environmental Assessment, Resources Valuations, Strategic Environmental Assessments, Economic Analysis, etc.)</p>	<ul style="list-style-type: none"> Provide tools and methodologies for integrated assessments 	MEWT-DEA, Selected Sectors, Research Institutes	UNDP/UNEP PEI UNIDO	0.200 0.050 0.395	0.200 0.0 0.0	0.0 0.050 0.100
	<ul style="list-style-type: none"> Provide Training on application of tools and methodologies for integrated assessment (IEAs, SEAs, Economic Analyses) 	MEWT-DEA, MFDP	UNDP			
	<ul style="list-style-type: none"> Carry out pilot ecosystem assessments in priority ecosystems 	MEWT-DEA	UNDP/UNEP PEI			
	<ul style="list-style-type: none"> Carry out pilot economic valuation of key ENR sectors and promote integration in National System of Accounts 	MEWT-DEA, CSO	UNDP/UNEP PEI			



Component: Environment & Climate Change									
Enhanced community capacity for natural resources & ecosystem management and benefit distribution									
Country Programme Output 4.2	Outputs	Key Results by Output	Projects / Activities	Implementing Partners	Responsible UN Agency	Resource Mobilization US\$ millions			
						Funding Target	Actual Core	Actual Other	Funding Gap
	4.2.1 Improved national capacity and community participation (especially women and youth) in management of water resources, including trans-boundary, management, sanitation and hygiene	4.2.1.1 Integrated Water Resources Management (IWRM) Plan implemented	<ul style="list-style-type: none"> Develop IWRM Plans: Consultation process, Benchmarking and approval 	MMEWR-DWA, Botswana Water Partnership / KCS WUC, MoLG, MoE, MEWT	UNDP UNEP UNESCO	0.535 0.300 0.015	0.0 0.0 0.0	0.535 0.0 0.0	0.0 0.300 0.015
			<ul style="list-style-type: none"> Assess and formulate plans for improved financial, human and institutional resources management (Knowledge management for improved IWRM through regional Knowledge Management Platform) 	MMEWR-DWA, KCS/GWP-Southern Africa	UNDP				



Component: Environment & Climate Change																				
<p>4.2.1.2 Strengthened local capacity for water management of water resources, pollution and sanitation for increased awareness</p>	<ul style="list-style-type: none"> Implement: Pilot projects and roll out plans, Education and awareness outreach Build financial, human and institutional capacity on Watershed Management at catchment level Undertake comprehensive assessment on the quality and accessibility to safe water, sanitation and hygiene Develop guidelines through demonstrations for community based water/sanitation/hygiene projects Enhance communication strategy for up-scaling of best practices and lessons learnt on water sanitation and hygiene Support the revision process of the Water Act (1968) and other associated Acts to incorporate the IWRM principles Implementation/roll out of IWRM /water efficiency plans 	<p>MMEWR-DWA, Botswana Water Partnership / KCS, WUC, MoLG, MoE, MEWT</p> <p>MMEWR-DWA, DoH, Communities, CBOs MEWT, CSO, WUC, MoLG</p> <p>MMEWR-DWA, MoLG, WUC</p> <p>MMEWR-DWA, MoLG</p> <p>MMEWR-DWA, MoLG</p> <p>MMEWR-DWA, AG's Chambers BWP/KCS</p> <p>MMEWR-DWA, BWP/KCS</p>	<p>UNDP</p> <p>UNDP, UNICEF</p> <p>UNDP, UNICEF, UNESCO</p> <p>UNICEF</p> <p>UNDP, UNICEF</p> <p>UNDP, UNEP</p> <p>UNDP</p>	<p>0.210 0.100</p> <p>0.245 0.060</p>	<p>0.0 0.0</p> <p>0</p>	<p>0.110 0.0</p> <p>0</p>	<p>0.100 0.100</p> <p>0.1</p>													
											<p>4.2.1.3 Strengthened laws for IWRM</p>									



Component: Environment & Climate Change									
<p>4.2.1.4 Improved capacity for trans-boundary water resources management, including capacity to negotiate surface and underground water apportionment</p>	<ul style="list-style-type: none"> Support and strengthen RBOS to implement stakeholder participation programmes/ activities 	MMEWR- IWU, Communities, MEWT, CSO, WUC, MoLG, MMEWR, SADC	UNDP	0.47	0	0.06	0.41		
	<ul style="list-style-type: none"> Design/adapt training programmes and implement a training programme for negotiators on trans-boundary water resources management 	MMEWR-DWA, UBUNEP	UNEP	0.06	0.06	0	0		
	<ul style="list-style-type: none"> Develop and implement guidelines for stakeholders engagement in trans-boundary water resources management 	KCS	UNESCO UNDP	0.01	0	0	0.01		
	<ul style="list-style-type: none"> Strengthen consensual management approaches for equitable ABS (Access and Benefit Sharing) measures of shared water resources 	MMEWR-DWA	UNEP						



Component: Environment & Climate Change									
<p>4.2.1.5 Fresh-water vulnerability assessment and mapping capabilities developed within relevant water resources management authorities</p>	<ul style="list-style-type: none"> Identify and map major water (surface and groundwater) resources in the country Assess and analyse the vulnerability (access, pollution, drought) to produce a country report (Assessment of vulnerability and development of protection zoning) Develop an integrated water quality and water level monitoring and modelling programme for both surface and ground water resources Build Capacity/train on appropriate modelling tools for water resources managers Assess and monitor selected biodiversity species as indicators of water quality 	MMEWR-DWA, Communities, MEWT, CSO, WUC, MoLG, MMEWR, SADC	UNEP	0	0.09	0	0.09	0	
		MMEWR-DWA, Communities, MEWT, CSO, WUC, MoLG, MMEWR, SADC	UNDP	0	0.4	0	0.15	0.25	
		MMEWR-DWA, Communities, MEWT, CSO, WUC, MoLG, MMEWR (DWA), SADC	UNDP						
		MMEWR-DWA, Communities, MEWT, CSO, WUC, MoLG, MMEWR, SADC	UNEP UNDP						
		MMEWR-DWA, Communities, MEWT, CSO, WUC, MoLG, MMEWR, SADC	UNDP						
		MMEWR-DWA, BWP/KCS Communities, MEWT, CSO, WUC, MoLG, MMEWR, SADC	UNDP	0	0.24	0	0.24	0	
<p>4.2.1.6 Enhanced knowledge management platform on water conservation in specific sectors (e.g. agriculture)</p>	<ul style="list-style-type: none"> Support implementation of the Water Conservation Policy; Including utilisation of alternative water sources (Waste Water Reclamation, Rainwater harvesting, Storm water) Establish and enhance information sharing network and public education programme 								



Component: Environment & Climate Change		3.100	0	2.100	1.000
4.2.2 Enhanced capacity of rural communities (especially women and youth) for ecosystem management and benefit acquisition	4.2.2.1 Increased community participation (especially women and youth) in ecosystem management (including planning & implementation)	<ul style="list-style-type: none"> • Training on Planning for Natural Resources Management and Utilisation 	MMEWR-DWA/ DWNP Communities, MEWT, CSO, WUC, MoLG, MMEWR, SADC, DFRR, BirdLife Botswana	UNDP	
		<ul style="list-style-type: none"> • Build capacity of project managers at community level • Develop Training Programmes for Natural Resources monitoring • Support the role of communities in RBO Steering Committees 	Birdlife Botswana MEWT-DWNP		
4.2.3 Efficient, cost-effective and inclusive systems for biodiversity (and species) conservation	4.2.3.1 Joint management & utilization system developed and implemented with increased benefits to women and youth	<ul style="list-style-type: none"> • Formulate Local NRM Plans and integrate them into Community Action Plans and District Development Plans 	UB (HOORC) Birdlife Botswana		
		<ul style="list-style-type: none"> • Support the implementation of the CBNRM Policy • Design, implement and evaluate a pilot project on biodiversity conservation (wetland and dry land systems) • Research (ecosystem and species) and build capacity on sustainable tourism in protected areas 	MEWT-DEA DWNP, DFRR MEWT-DEA, Communities, MEWT, CSO, WUC, MoLG, MMEWR, SADC	UNDP UNESCO	1.505 0.180 0.450 0.0 0.0 1.055 0.180



Component: Environment & Climate Change						
4.2.3.2 Established national network for Sustainable Investment & Financing in Tourism (SIFT)	<ul style="list-style-type: none"> Promote Joint tourism ventures between private sector and communities providing for financial and management assistance Promote corporate social responsibility in the tourism sector 	Botswana Tourism Board, MEWT, DoT, MoLG, Civil Society Organizations, Private Sector	UNEP	0	0	0.09
		Botswana Tourism Board, MEWT, DoT, MoLG, Civil Society Organisations, Private Sector	UNEP	0.25	0.25	0
4.2.3.3 Enhanced institutional capacity for identifying and mapping biodiversity heritage conservation areas	<ul style="list-style-type: none"> Support capacity building for project management at national and local (community) levels 	Botswana Tourism Board, MEWT, DoT, MoLG, Civil Society Organizations, Private Sector	UNDP	0	0	0
		MEWT-DEA, DNMM, MOL Local communities, MEWT, CSO, WUC, MoLG, MMEWR, SADC	UNESCO UNDP	0.01	0	0.01
		MEWT-DEA	UNESCO UNDP	0.26	0	0.06
		MEWT-DEA	UNESCO UNDP			
		MYSC-DNMM	UNESCO UNDP			
	<ul style="list-style-type: none"> Develop guidelines for the inclusion of Biodiversity conservation in EIAs Support integration of CHM in EIS Assess potential national heritage sites Build capacity to manage the national heritage sites 	MEWT-DEA, DNMM	UNESCO UNDP			



Component: Environment & Climate Change		Enhanced national capacity for climate change adaptation and mitigation													
Country Programme Output 4.3	Outputs	Key Results by Output	Projects / Activities	Implementing Partners	Responsible UN Agency	Resource Mobilization US\$ millions									
						Funding Target	Actual Core	Other	Funding Gap						
4.3.1 Increased sectoral capacity to assess vulnerability and monitor impacts of climate change	4.3.1.1 Development and testing of guidance tools for climate change vulnerability assessments & monitoring that serve to inform the NAP and cross-sector coordination	<ul style="list-style-type: none"> Review and select appropriate vulnerability guidance tools for Climate Change vulnerability assessments and monitoring of progress on adaptation specifically for Botswana Conduct sector-specific vulnerability assessments (test, review and periodic update) 	MEWT-DMS MMEWR, MoA, MoH, OP, CSOs, NGOs, UB, BOCCIM, CSIR	UNDP UNIDO	0.215 0.100	0.0 0.0	0.215 0.0	0.0 0.100							
									4.3.1.2 Climate change impacts on children identified and integrated into key development policies and adaptation programmes	<ul style="list-style-type: none"> Research climate change impacts on children to inform advocacy, policies, development plans and adaptation programmes Identify, advocate and support review of specific policy areas concerning children and the effects of climate change 	MoLG-DSS, DMS, UB, National Climate Change Committee, HOORC, Dept of Public Health (MoH)	UNICEF	0.070	0.0	0.070



Component: Environment & Climate Change								
4.3.2 Development of multi-sectoral adaptation and mitigation response to climate change	4.3.2.1 National and sub-national integrated climate change adaptation and mitigation policy, strategy and action plan developed	<ul style="list-style-type: none"> • Sector specific assessments and cost implications of adaptation measures (including opportunities). Prioritised sectors: water, health, agriculture and energy • Formulate a national climate change policy that is mainstreamed into national development plans • Prepare a National Adaptation Plan (NAP) • Identify and prioritise adaptation responses and Integrate/infuse these into national and district development plans • Support to strengthen the capacity and impact of the Inter-ministerial Committee on Climate Change • Increase dialogue in private sector and civil society on climate change and human development 	MEWT-DMS					
			MEWT-DMS, MOH, MOA, MMEWR, MCST, AGs Chambers, BOTECSIR, ICSCO, IPCC, MoLG, CSOs	UNDP UNIDO UNESCO	0.750 0.050 0.006	0.0 0.0 0.0	0.090 0.0 0.0	0.660 0.050 0.006
			MEWT-DMS, MOH, MOA, MMEWR, MCST, AGs Chambers, BOTECSIR, ICSCO, IPCC, MoLG, CSOs	UNDP UNIDO				
			MEWT-DMS, MOH, MOA, MMEWR, MCST, AGs Chambers, BOTECSIR, ICSCO, IPCC, MoLG, CSOs	UNDP				
			MEWT-DMS	UNDP	0.42	0	0.07	0.35
	4.3.2.2 Improved inter- and intra-sectoral climate change coordination		MEWT-DMS, KCS, UB-HOORC, Birdlife Botswana	UNDP				



Component: Environment & Climate Change						
<p>4.3.2.3 Development of information management system to support mainstreaming of adaptation into planning and decision-making</p>	<ul style="list-style-type: none"> Network the national environmental information system with those in other sectors 	MEWT-DMS, MIST, DEA	UNDP	0	0.03	0.32
	<ul style="list-style-type: none"> Capacity building (incl. HR development) on data input and analysis of Climate Change related data Information management outputs that inform adaptation, planning and decision-making 	MEWT-DMS, MIST, DEA				
<p>4.3.2.4 Climate change adaptation and mitigation integrated into science, tech. and innovation policy</p>	<ul style="list-style-type: none"> Review the current Technology Needs Assessment (TNAs) in relation to key sectors 	MEWT-DMS, MIST, MMEWR, RIIC NAFTEC, BOTEC Botswana Innovation Hub	UNESCO UNIDO	0.010 0.050	0.0 0.0	0.010 0.050
	<ul style="list-style-type: none"> Develop and apply appropriate guidelines on the integration of climate change adaptation and mitigation 	MEWT-DMS, MIST, MMEWR, RIIC NAFTEC, BOTEC Botswana Innovation Hub	UNESCO			
	<ul style="list-style-type: none"> Guidelines integrated into Science and Technology Policy 					
<p>4.3.2.5 Industrial energy management standards implemented in selected sectors for efficient use & conservation</p>	<ul style="list-style-type: none"> Develop and support implementation of the Industrial Energy Management Strategy and Standards and assess compliance 	MMEWR-EAD BOBS, DBES, UB BIUST, Architects Association	UNIDO	0.750	0.0	0.750
	<ul style="list-style-type: none"> Establish national Network of Industrial Energy Efficiency Support 	MMEWR-EAD MTI-DIA				



Component: Environment & Climate Change									
4.3.3 Increased access to clean energy services and energy efficiency	4.3.3.1 Solar and other alternative energy services accessed by rural communities, especially women and youth	<ul style="list-style-type: none"> Support to increased access to sustainable financing for alternative and affordable energy services (especially for women and youth) 	MMEWR-EAD MoLG-DSS, BPC, MEWT, Solar Energy Association, Bio-Energy Association	UNDP	1.495				
		<ul style="list-style-type: none"> Establish Energy Kiosks in rural Botswana Increase the efficiency of fuel-wood usage in rural Botswana Increase the use of solar lighting in rural households in Botswana 	0.250 0.010 0.620	.0 0.0 0.0	0.250 0.0 0.620	0.0 0.010 0.0			
	4.3.3.2 Policy and advocacy support to sustainable utilisation of clean energy	<ul style="list-style-type: none"> Review potential for key sectors for achieving cleaner energy 	MEWT-DMS MMEWR, BPC, private sector, BoTec, RIIC, MTI, BDC, MFDP BIH	UNIDO, UNESCO, UNDP	0.250 0.010 0.620				
		<ul style="list-style-type: none"> Support the DNA in the implementation of the Clean Development Mechanism (CDM) 	MEWT-DMS MTI-DIA, MMEWR, BPC, private sector, BoTec, RIIC, MTI, BDC, MFDP BIH	UNDP					
		<ul style="list-style-type: none"> Training on use of models and demand/supply scenario development for Energy Planning 	EAD BPC BoTEC	IAEA	0.05				
		<ul style="list-style-type: none"> Development of Medium to Long-term Energy Sector Expansion Plan 	EAD BPC BoTEC	IAEA					
		<ul style="list-style-type: none"> M&E system to ensure serviceability of equipment 	MEWT-DMS MMEWR BPC, private sector, BoTec, RIIC, MTI, BDC, MFDP, BIH	UNIDO					
		<ul style="list-style-type: none"> Develop a Measurement and Evaluation Strategy for financing cleaner energy services 	MEWT-DMS MMEWR, BPC, private sector, BoTec, RIIC, MTI, BDC, MFDP, BIH	UNDP	0.01				
					0	0	0	0	0.01

Component: Environment & Climate Change									
		4.3.3.3 Increased knowledge on and use of energy efficient systems across sectors	<ul style="list-style-type: none"> Implement awareness raising strategies and incorporate into education system 	MMEWR-EAD, BPC, private sector, BoTec, MIST, MWC, RIIC, MTI, BDC, MFDP, MoE, MWC, MoLG	UNDP	0.2	0	0.2	0
			<ul style="list-style-type: none"> Develop and disseminate Guidelines on energy conservation 	MMEWR-EAD, BPC, private sector, BoTec, MIST, MWC, RIIC, MTI, BDC, MFDP, MoE, MWC, MoLG	UNDP UNIDO	0.05	0	0	0.05
		4.3.3.4 Increased capacity of private sector on energy efficiency	<ul style="list-style-type: none"> Awareness raising campaigns held periodically 	MMEWR-EAD, BPC, private sector, BoTec, Tshole Trust, MIST	UNIDO	0.100	0.0	0.0	0.100
			<ul style="list-style-type: none"> Develop and implement effective incentive schemes 	MMEWR-EAD MTI					
		4.3.3.5 Projects on renewable energy for productive use developed and piloted in selected localities	<ul style="list-style-type: none"> Conduct an Infrastructure needs assessment to identify needs and opportunities Develop and pilot PPPs for up-scaling nationally 	MMEWR-EAD private Sector, BoTec, EcoSun, BOCCIM, MIST	UNIDO	0.350	0.0	0.0	0.350



Table 14: M&E Framework on Environment and Climate Change

UNDAF Outcome/CP Outcome/Output	Indicators (Baselines)	Targets	SOV	Assumptions (A) Risks (R)
UNDAF Outcome 4: By 2016, the rural poor, especially women, enjoy greater benefits from the environment and natural ecosystems	Average monthly in-kind income of rural households) (P422 – 2008)	40% increase in the average monthly in-kind income of rural households (2016)	HIES CSO	
CP Outcome 4.1: Inclusive policy and institutional environment for sustainable natural resources management (NRM)	% change in GoB expenditure invested in the environment (2010 estimate)	50 % change in GoB expenditures 30% annual change in GoB expenditures invested in the environment (2016)		A: Political will
CP Output 4.1.1: Improved access to information for decision-making by all stakeholders (government, civil society, private sector and individuals)	No. of Environmental Information System nodes No. of stakeholders adhering to EIS data standards & protocols No. of Mass-Media houses delivering Environmental Awareness messages	5(2016) 5(2016) 1(2016)		

UNDAF Outcome/CP Outcome/Output	Indicators (Baselines)	Targets	SOV	Assumptions (A) Risks (R)
CP Output 4.1.2: Increased capacity of government, civil society organisations (CSOs) and private sector in coordinating, monitoring and reporting on implementation of natural resource management policies & related obligations	No. of government and CSOs trained in natural resource management (0-2008)	10 departments of CSO Trained (2013)	Follow up assessment	A: Adequate staffing available in GoB, Civil Society Organisations (CSO), and Private Sector R: Budget constraints
	% of stakeholders implementing Multi-lateral Environmental Agreements (MEAs) (0-2008)	50%(2016)		
	% of students with passing grades on compliance & enforcement of MEAs (0-2008)	70%(2016)		
	% of stakeholders with capacity on Agro-chemicals Management (0-2008)	50% (2016)		
	No. of laws and policies being implemented on Waste Management and Pollution Control (0-2008)	TBD		
	No. of government and private sector organizations with awareness and skills in Cleaner Production (0-2008)	10(2013)		
CP Output 4.1.3: Environment and conservation mainstreamed into national development and poverty reduction framework	No. of organisations with Environment Coordination officers or Mechanisms (0-2008)	4 production sectors each with a coordination officer/ mechanism (2013)	Desk Study NDP11	A: Political will A: Agenda may not produce efficient energy initiatives which are salient enough
	Economic/financial efficiency accruing from environment mainstreaming in the NDP 10 Mid-Term Review	Min. of 10% in economic efficiencies in 3 selected sectors (2013)		
	No. of integrated Environmental Management tools (0-2008)			



UNDAF Outcome/CP Outcome/Output	Indicators (Baselines)	Targets	SOV	Assumptions (A) Risks (R)
CP Outcome 4.2: Enhanced capacity of communities for natural resources and ecosystem management and benefit distribution	No. of CBOs with capacity to develop and implements plans in natural resources and ecosystem management and benefit distribution (88-2008)	20% increase in the number of CBOs and communities exposed to multiple training interventions in natural resource management and ecosystem management (2016)	MEWT	A: Increased capacity is linked to an increase in the number of CBOs working in natural resources and ecosystem management and benefit distribution



18. Community participation levels (especially women and youth) must be documented at inception of programme to establish a baseline and tracked. Evaluative information to collect regularly recommended

UNDAF Outcome/CP Outcome/Output	Indicators (Baselines)	Targets	SOV	Assumptions (A) Risks (R)
CP Output 4.2.1: Improved national capacity and community participation (especially women & youth) in management of water resources, including trans-boundary, management, sanitation and hygiene	No. of CBOs having Local Capacity for Water Resources Management (0-2008) ¹⁸ % of village development committees with appropriate awareness, communication & outreach on sanitation and hygiene No. of laws on Environmental Governance of IWRM No. of trans-boundary water resource initiatives undertaken No. of Water Education messages delivered from Mass-Media houses	All targeted district level Water Partner-ships developed; Women/Youth participation in ecosystem management & benefit acquisition increases over time (2013)	Reports from MoLG and MEWT	A: Adequate number of district officials and community individuals available for training A: Political will R: Communities may not yet value the need to economize water resources and to adhere to different sanitation and hygiene practices
CP Output 4.2.2: Enhanced capacity of rural communities, especially women and youth for ecosystem management & benefit acquisition	No. of women and youth participating in Natural Resources Management (NRM) planning & implementation (88-2008) % of Local NRM Plans formulated and integrated into Community & District Development Plans (0-2008)	No. of CBOs increases by 20%, with min. of 40% participation by women or youth (2013) 40%(2016)	MEWT Community Outreach Reports	A: Adequate number of community-level individuals available for training at community levels R: Communities (especially youth) may not yet value the importance and benefits of ecosystem management



UNDAF Outcome/CP Outcome/Output	Indicators (Baselines)	Targets	SOV	Assumptions (A) Risks (R)
CP Output 4.2.3: Efficient, cost-effective and inclusive systems for biodiversity (and species) conservation	<p>No. of Community-level Protected Areas established (1-2008)</p> <p>No. of organizations trained in National capacity Building programme on Sustainable Tourism Development in parks and protected areas (0-2008)</p> <p>Sustainable financing level of community-level protected areas (TBD)</p>	<p>4(2016)</p> <p>4(2013)</p>	<p>Reports from MEWT</p>	
CP Outcome 4.3: By 2016, enhanced national capacity for climate change adaptation and mitigation	<p>Greenhouse gases emissions inventory</p> <p>% of government expenditures in climate change adaptation and mitigation</p> <p>% of government budget allocated and implemented on environment policies and programs</p>	<p>Inventory established (2016)</p> <p>5% (2016)</p> <p>5%(2016)</p>	<p>MFDP CSO National Accounts</p>	
CP Output 4.3.1: Increased sectoral capacity to assess vulnerability and monitor impacts of climate change	<p>No. of Guidance Tools for Climate Change Vulnerability Assessments developed and tested</p> <p>Climate Change impacts on children identified and integrated into a number of key development policies or adaptation programmes</p> <p>No. of Economic Valuation Tools and requisite capacity for assessing Climate Change impacts developed and tested</p>	<p>6 assessments conducted. (2013)</p> <p>2 (2016)</p> <p>1 (2016)</p>	<p>MFDP CSO National Accounts</p>	<p>A: Information from assessments is used systematically</p> <p>R: No. of district/sector officials to take advantage of and use training may not be available</p>



UNDAF Outcome/CP Outcome/Output	Indicators (Baselines)	Targets	SOV	Assumptions (A) Risks (R)
CP Output 4.3.2: Multi-sectoral adaptation & mitigation response to climate change developed	No. of District CC Adaptation Plans developed (0-2008) % integration of Climate Change adaptation & mitigation into the Science, Technology & Innovation policy No. of Industrial energy management standards implemented	3 (2013) 100% (2013) All industries with standards (2013) Information Management System to support adaptation planning & action developed (2013)	Reports from the National Climate Change Commission MOH, CSO	A: Information produced is consulted and used regularly within and across sectors R: If system lacks effective coordination, information becomes fragmented
CP Output 4.3.3: Increased access to cleaner energy services and energy efficiency	No. of Solar rural energy services accessed by rural communities, especially women and youth through efficient private sector institutions (TBD) % use of solar energy in households (TBD) No. of Policies developed to support sustainable financing for cleaner energy % of stakeholders with basic knowledge and using energy efficient systems across sectors (TBD) No. of Private Sector organizations with adequate capacity on Energy Efficiency (TBD)	Energy savings in EE appliances increased by 50% (2016) Solar Energy use in households increased by 45% (2013) 1 (2013) 45% (2013) Min. of 3 Sector-specific Energy Efficiency Plans (2016)	Planned Energy Audit	A: Political will



CHAPTER 5: CHILDREN, YOUTH AND WOMEN EMPOWERMENT

5.1 Situational Analysis

a) Socio-economic Overview of Children, Youth and Women

The 2007 CCA identified and analysed the main development challenges in Botswana and established consensus on the areas in which the government would draw upon UN support. The CCA focused on: Inclusive Economic Growth; Social Development and Access to Social Services; Governance and Public Administration, and Environmental Sustainability & Environmental Management Issues. The prevalence of sexual and gender-based violence has been highlighted in the CCA as a clear and present issue, and while it is a reflection of attitudes to gender and gender relationships, it also has clear implications for health and the spread of HIV. Children, young people and women are disproportionately the victims.

The population of Botswana is young, in the 2001 Census, 44% of the population were children and 38.4% aged between 12 and 29. The 2005/06 Labour Force Survey showed that 6.9% of the employed population are children aged between 7 and 17 years, but further analysis of the data is required to ascertain how many of the children are workers and how many are doing simple home chores. The data presently shows that most children engaged in formal labour are boys and most are employed in agriculture. The Employment Act allows children from 14 years to be employed in light work. There is a need, therefore, for harmonisation of policies and legislation so that efforts in one area are not undermined by provisions in another.

The Labour Force Survey further indicates that unemployment is a serious issue among young people, as it accounts for about 34% of young people aged 20-24 and 23% among the 25-29 cohorts. The social and economic challenges facing youth are noted in the Youth Situational Analysis of 2001. Succinctly, the most visible are lack of adequate employment, widespread poverty, high prevalence of HIV/AIDS, crime and violence, unplanned pregnancies and alcohol and substance abuse, including sexual abuse.

The 2005/06 Labour Force Survey also showed the contrast in the nature of male and female employment. Women are less likely than men to have formal sector jobs and more likely to be involved with informal sector activities; women accounted for 60.5% of informal sector employees. HIV/AIDS, eroded many of the development gains, and has adversely affected the socio-economic welfare of women and young people, and, to some extent, children too, as they are forced to become heads of household.

b) Child Protection

Child Protection covers a broad range of areas, including child labour, child sexual abuse and exploitation, birth registration and child trafficking¹⁹. Child Protection

19. Note that other aspects of child protection are covered under Governance and Human Rights Promotion (Justice for Children) and Health & HIV/AIDS (support to orphaned and vulnerable children [OVCS]).



refers to preventing and responding to violence, exploitation and abuse against children, including commercial sexual exploitation, trafficking, child labour and harmful traditional practices such as female genital mutilation/cutting and child marriage. UNICEF's child protection programmes also target children who are especially vulnerable to these abuses, such as those living without parental care, and those in conflict with the law.

The Multiple Indicator Cluster Survey 2000 estimates that only 59% of the births of children aged five or under at the time of the survey were registered in Botswana, despite the fact that 90% of births had happened in a health facility. Possession of a birth certificate by the child's family makes it much easier for them to access services and gives the child legal recognition, without which the child may face unnecessary challenges when, for example, claiming nationality (and the rights afforded to them on account of that nationality), access to services or even an inheritance.

Sexual exploitation of children includes incest, rape, defilement, child marriage, violence, abuse and commercial sexual exploitation. Information on the prevalence of sexual exploitation and the capability of systems and structures to prevent, respond to or mitigate this is extremely limited. Likewise, the forms of and reasons for trafficking, both for sexual and labour exploitation, need to be assessed to ensure evidence-based planning.

Of the number of OVC registered, 3.5% had a father but had lost a mother, 2.1% had lost a mother and it was not known whether the father was still living, 8.5% had lost a father but had a mother, and 3.1% had lost both their mother and their father. While children orphaned by HIV/AIDS clearly face a number of issues, there are other children who need extra support, too – those orphaned through reasons other than AIDS, for example, and those who have a disability, or live in remote areas or are destitute. More needs to be done to enable them to be identified, and assisted, by social services.

Alternatives to care by parents include kinship care, foster care, adoption and placement in a suitable child-care institution. In many cases, though, the extended family take on the role of caring for the child/ren concerned. However, the formal recognition of this requires further strengthening to ensure the right to a family environment and to secure identity and inheritance rights for the children. These issues need to be addressed if Botswana is to achieve MDGs.

c) Child Participation

The Convention on the Rights of the Child recognises that every child has a right to be heard and their views to be considered, and to participate in all matters concerning them. The observations of the Committee on the Rights of the Child reflect upon this in Botswana. These rights are often less obvious within communities due to inadequate awareness and understanding of them. There is need to further promotion of children's rights in Botswana.

Each year two Children's Forums are held in different venues across the country, when children have the opportunity to express their views regarding their welfare.



In addition, the Children's Act 2009 will establish Village Child Welfare Committees, the composition of which will include a boy and a girl, along with higher national coordination fora, to ensure more effective and efficient delivery of social services (Government or NGO-led) to children, and to ensure that standards and norms for such services are further developed and applied.

d) Support Policies and Programmes for Youth

The importance of youth development is recognized by the Government of Botswana. In 1996 Parliament adopted the National Youth Policy, elevating the development and empowerment of youth into the national public policy agenda, and, in 2001, developed the National Action Plan for Youth 2001-2010.

The National Youth Policy identifies six strategic areas addressing issues of education and training, health promotion, employment, participation of young people in recreation, sports and leisure, and harnessing youth talent. These issues have been taken into account during the revision of the National Youth Policy of 2007 and also the development of the National Action Plan, although other strategic areas have been added to reflect the current situation. The NDP 10 re-emphasizes the priority areas of the National Youth Policy, along with plans to enable young people to develop better life and entrepreneurship skills; the alignment of economic opportunities with competencies; development of skills that employers want, and the harnessing of youth talent.

The implementation of the National Youth Policy and NDP 10 youth priorities calls for a national collective responsibility involving young people themselves, the Government, NGOs serving young people, and the private sector, as well as development partners and United Nations Agencies. The multi-faceted strategy requires the policy and legislative frameworks impacting on youth to be harmonised to provide an enabling environment, and the filling of the gaps identified in the CCA 2007, which recognised the limited availability, reliability, quality and management of disaggregated data. Critical to addressing the issues is a well-capacitated youth sector, which includes both Government and organisations providing youth services.

e) Empowerment of Women

In the area of equality between men and women and women's empowerment, Botswana has seen progress; for example, in strengthening the pro-equality legal provisions and reaching gender parity in education. While progress has been made, challenges still remain. Gender equality and women's empowerment have been identified as crucial development issues in Vision 2016 and NDP 10 and other key documents of the Government of Botswana²⁰.

Programmes aiming to improve gender equality often conflict with cultural and other societal norms, which more often than not frustrate the implementation of these programmes. Traditions of male dominance in many levels of the society remain strong, making it difficult to achieve gender equality.

20. Note that mainstreaming Gender into national laws and policies, and in national, district and community plans and programmes is covered under Governance and Human Rights Promotion.



Violence against women and girls remains a significant challenge to achieving full gender equality. Violent crimes against women and girls have been increasing. However, the statistical evidence is not solid, and keeping accurate GBV statistics is a challenge. Therefore, there is a need to improve the institutional mechanisms to promote prevention of and response to GBV, and to improve the data collection mechanisms on GBV.

Despite civil society's active promotion of women's empowerment, coordination between the non-governmental agents in the field could be further developed for more effective and harmonised efforts on promoting women's empowerment.

There are still major challenges to women's participation in the different spheres of the life in the country. The need to increase female access to and control of resources has been recognized by CCA as one of the areas to focus on if women's full participation is to be ensured. The UNDAF provides an effective framework that recognizes that women are just as vital a resource as men in the development of Botswana, and that concerted efforts should be made to identify and eliminate all obstacles to women's economic, political and social participation. It further advocates that all interventions should ensure that the specific needs and concerns of all women are taken into consideration.

5.2 Component Strategy

The Children, Youth and Women Empowerment component will leverage on related priorities as stated in Vision 2016, NDP 10 and the National Youth Policy. The UN will, in addition to its in-country capacity, utilise regional and headquarters technical assistance in areas of collaboration. Relevant resources and support will also be drawn from the other UNDAF components, such as Health and HIV/AIDS and Governance and Human Rights (e.g. mainstreaming gender into national laws and policies and in national, district and community plans and programmes). The UN will facilitate networking with other stakeholders, for enhanced strategic partnership engagement in addressing GBV issues and equitable access and control of resources.

5.3 Country Programme Outcomes and Results Matrix

Extensive consultations with partners in Government and civil society produced consensus on three Country Programme Outcomes (CPOs) as follows:

1. Reduced gender based violence. This will be done through supporting institutional mechanisms to promote prevention of and response to GBV
2. Increased equitable access and control of resources for youth and women. By supporting NGO efforts towards this, and promoting increased access to information for youth and women entrepreneurs on policies, programmes and sources of funding



3. Protective and supportive environment for children put in place, with reduced child labour, abuse, neglect and discrimination. By enhancing awareness among service providers and public on issues of child protection and participation.

These correspond to Vision 2016 Pillars I) an educated and informed nation, II) productive and innovative nation, III) a compassionate, just and caring nation, and IV) a safe and secure nation.

For NDP 10 it responds to I) Competitive and productive human resource, II) Enhanced well-being and social responsibility, III) National unity, pride, morality and tolerance, and IV) Knowledge society.

The results also respond to the following MDGs: 1) Eradicate extreme poverty and hunger, 2) Achieve universal primary education, 3) Promote gender equality and female empowerment, 4) improved maternal health, and 5) combat HIV/AIDS, malaria and other diseases.



Table 15: Results & Resources Matrix on Children, Youth and Women Empowerment

Component: Children, Youth & Women Empowerment						
	Vision 2016: An educated and informed nation; A prosperous, productive and innovative nation; A compassionate, just and caring nation; A safe and secure nation					
National Priorities & Goals	NDP 10: Competitive and Productive Human Resource; Knowledge Society; Enhanced well being and social responsibility; National Unity, Pride morality and tolerance					
UNDAF OUTCOME 5	MDG: Eradicate extreme poverty and hunger; Achieve universal primary education; Promote gender equality and women empowerment; improved maternal health; Combat HIV/AIDS, malaria and other diseases					
Country Programme Outcome 5.1	Increased children, youth and women empowerment and participation at all levels					
Outputs	Key Results by Output	Projects/Activities	Implementing Partners	Responsible UN Agency	Resource Mobilization US\$	
					Funding Target	Actual Core Other Funding Gap
5.1.1 Institutional mechanisms developed to promote accelerated and response to GBV	5.1.1.1 Integrated approach to combat GBV, supported at all levels	<ul style="list-style-type: none"> Establishment of GBV referral systems including in schools Development of a GBV database Conduct a national GBV study Develop regulations, policies, guidelines, standards and protocols for implementation of GBV legislation Advocate for inclusion of GBV issues in children and youth programmes 	Lead ministry: MLHA (MOH, MoLG, MYSC, MCST, Ntlo Ya Dikgosi, OP, CSO, MOESD, LEGAL FRATERNITY, Media	Lead agency: UNFPA UNICEF	0.13	0.05 0.08
	5.1.1.2 Government and other key players, including media, able to formulate, implement, monitor, and evaluate programmes that combat GBV	<ul style="list-style-type: none"> Develop and implement Communication and Social Mobilisation strategy Capacity building for GBV implementing partners and service providers Strengthen mechanism for Male Involvement at local, district and national level in GBV 		UNFPA UNICEF	0.12	0.066 0.054



Component: Children, Youth & Women Empowerment								
Increased equitable access and control of resources for youth and women								
Country Programme Outcomes 5.2	Outputs	Key Results by Output	Projects/Activities	Implementing Partners	Responsible UN Agency	Resource Mobilization US\$		
						Funding Target	Actual Core	Other
5.2.1 Strengthened youth, and women's NGO capacities to implement coordinated and harmonized programmes	5.2.1.1 Youth, and Women NGOs capacities to plan, implement and coordinate programmes strengthened	<ul style="list-style-type: none"> Capacity building of youth and women serving organisations in human rights based approach to programming and programme management Periodic organisational assessments 	(CEDA, LEA, MFDP, MoLG MLHA, MOA, MYSC, Youth & Women NGOs)	UNDP UNFPA	0.35	0.05		0.25
5.2.2 Coordination, implementation and monitoring of life skills programmes for youth and adolescents	5.2.2.1 Increase access to life skills programmes for youth and adolescents	<ul style="list-style-type: none"> Support development and implementation of life skills programmes for youth, adolescents, including the most vulnerable 	(CEDA, LEA, MFDP, BNSC, MoLG MLHA, MOA, MYSC, Youth & Women NGOs)	UNFPA UNICEF	0.25 0.25	0.139	0.111	



Component: Children, Youth & Women Empowerment							
	5.2.3.2 Communication strategies for youth and women, especially in rural areas developed and implemented	<ul style="list-style-type: none"> Develop and support implementation of a communication and social mobilisation strategy to empower rural youth and women on entrepreneurship Conduct research on and, monitor and evaluate youth and women's access to information and services on entrepreneurial opportunities 	(CEDA, CSOs, KBL, LEA, MLHA, MFDP, MoLG, MYSC, MOA, MOESD, Parliament, Youth & Women NGOs)	UNFPA	0.105	0.058	0.047
	5.2.3.3 Systems Monitoring and Evaluation developed and strengthened	<ul style="list-style-type: none"> Develop and implement youth development index as well as a women empowerment/participation index Support development of M&E system for youth and women sectors 			0.205	0.072	0.133
Country Programme Outcomes 5.3	Protective and supportive environment for children put in place, with reduced child labour, abuse, neglect,						
Outputs	Key Results by Output	Projects/Activities	Implementing Partners	Responsible UN Agency	Resource Mobilization US\$ millions		
5.3.1 Increased and enhanced public awareness and child protection response	5.3.1.1.1 Media reporting and public awareness on child protection enhanced	<ul style="list-style-type: none"> Support development and implementation of communication of social and mobilisation strategy on child protection Advocacy, orientation and training of media personnel on reporting on child protection Development of quality monitoring and evaluation mechanisms for impact monitoring 	(CSOs, MoLG, MCST, MJDS, MOESD, MOH, NGOs, UB)	UNICEF	Funding Target	Actual	Funding Gap
					0.5		



Component: Children, Youth & Women Empowerment						
<p>5.3.2 Service providers have skills and resources to implement child protection measures (preventative, responsive and monitoring)</p>	<p>5.3.2.1 Child protection systems strengthened through legal reforms</p>	<ul style="list-style-type: none"> • Support development, harmonisation and implementation of structures, policies, guidelines, standards and protocols for child protection • Strengthen the capacity of law enforcement personnel on child rights and child-friendly processes and procedures within the justice system • Mapping of Child service providers 	<p>(CSOs, MJDS, MLHA, MoLG, MOESD, MoH, NGOs)</p>	<p>UNICEF</p>	<p>0.8</p>	
	<p>5.3.2.2 Capacities for child protection actors at national and local levels strengthened</p>	<ul style="list-style-type: none"> • Support development and implementation of family strengthening programmes to include family life education and parenting skills • Support establishment and strengthening of child protection networks at all levels • Capacity building for parliamentarians and policy makers 	<p>(CSOs, MJDS, MLHA, MoLG, MOESD, MoH, Ntlo ya Dikgosi, Traditional Leaders, NGOs, Parliament)</p>	<p>UNICEF</p>	<p>0.6</p>	
	<p>5.3.2.3 Results based management systems strengthened</p>	<ul style="list-style-type: none"> • Support development of national child protection indicators and data base • Support establishment of a register and data-base for child abusers • Build the capacity of child service providers for evidence-based reporting and desegregation of data by sex and age • Capacity building of child service providers in HR and results based programming, management and evaluation 	<p>(CSOs, MJDS, MLHA, MoLG, MOESD, MoH, NGOs)</p>	<p>UNICEF</p>	<p>0.25</p>	



Component: Children, Youth & Women Empowerment						
5.3.3 Encourage child and adolescent participation in planning, implementation and monitoring of programmes that affect their rights	5.3.3.1 Capacity of service providers and community structures to promote child participation strengthened	<ul style="list-style-type: none"> Capacity building for service providers to promote child participation in decision making 	(CSOs, MCST, MLHA, MoLG, MOESD, NGOs)	UNICEF	0.2	
	5.3.3.2 Child participation mechanisms for decision making strengthened	<ul style="list-style-type: none"> Strengthen linkages between the National Children's Council and the various children's fora Promote use of social media networking to encourage children's participation 	(CSOs, MCST, MLHA, MoLG, Youth NGOs)	UNICEF	0.2	
5.3.4 Universal birth registration	5.3.4.1 Birth registration systems for universal registration strengthened	<ul style="list-style-type: none"> Support the development and implementation of a communication strategy for universal birth registration Support the review and advocate for the harmonization of regulations, policies and statutes related to birth registration 	(MLHA, MoLG, MoH, MOESD, WHO)	UNICEF	0.45	



Table 16: M&E Framework on Children, Youth and Women Empowerment

UNDAF Outcome/CP Outcome/Output	Indicators (Baselines)	Targets	SOV	Assumptions (A) Risks (R)
UNDAF Outcome 5: Increased Child, Youth and Women empowerment and participation at all levels	Youth unemployment rate (9% - 2008) Female unemployment rate (Formal employment) % of women parliamentarians (41% - 2008) % of registered youth who vote (49.6% - 2008)		CSO datasets Labour Force Survey IEC	
CP Outcome 5.1: Reduced Gender Based Violence (GBV)	Prevalence rate of GBV (TBD) No. of reported cases of rape against women and children (1168 - 2008)		Police Service	
CP Output 5.1.1: Institutional mechanisms to promote accelerated response to gender based violence (GBV) developed	Indicators and tools for monitoring and evaluating gender policies developed (0-2008) No. of victims reporting satisfactory service delivery from service providers Quality of service (0-2008)	Indicators and tools on M&E gender policies adopted by 2015	MLHA Reports	A: Prevention leads to reduced violence A: Political will A: Police willing to document GBV R: Uneven response strategy for GBV prevention from service providers R: Irresponsive to open discussion about GBV
CP Outcome 5.2: Youth and women have increased equitable access and control of resources	No. of youth accessing Young Farmers Fund (TBD). No. of youth accessing out of school youth Grant Programme (TBD) No. of registered Youth registered NGOs (TBD). No. of registered Women NGOs (TBD)		LEA, MLHA,MYSC	

UNDAF Outcome/CP Outcome/Output	Indicators (Baselines)	Targets	SOV	Assumptions (A) Risks (R)
<p>CP Output 5.2.1: Strengthening of Youth and Women's NGOs' capacities to implement coordinated and harmonised programmes</p>	<p>A harmonised plan in place Rate of implementation of the plan (0-2008)</p>	<p>100% implemented</p>	<p>Desk study BNYC²¹ and MYS annual audit reports UNFPA</p>	<p>A: Increased number of CBOs/NGOs focusing on youth and women A: Increased NGO financial management capacity translates into equity and equality A: Political will R: Financial resources constraints R: NGO financial performance may fall below expectations undermining programme success</p>

21. BNYC is an NGO that serves as an umbrella organisation collecting all data on the capacity of youth focused programmes and NGOs. The Ministry of Youth, Sports, and Culture (MYSC) provides clear principles against which to measure the degree to which an NGO's accounting practices are acceptable.



UNDAF Outcome/CP Outcome/Output	Indicators (Baselines)	Targets	SOV	Assumptions (A) Risks (R)
CP Output 5.2.2: Coordination, implementation and monitoring of life skills programmes for youth and adolescents	<p>No. of youth and adolescents benefiting from the effective coordination of life skills programmes (0-2008)</p> <p>Proportion of schools and community libraries with accessible documentation on life skills Strategic information (0-2008)</p> <p>Functional Mechanisms for coordination, implementation and monitoring of life skills in place (0-2008)</p>	<p>1500 per annum</p> <p>50%(2016)</p> <p>Functional coordination, implementation and monitoring mechanisms in place by 2014</p>	CSO	<p>R: Financial resources constraints</p> <p>R: Human resources may not be sufficient to participate effectively in a broad life skills education programme in a coordinated fashion</p>
CP Output 5.2.3: Youth and women entrepreneurs have increased access to information on government policies, programmes and sources of funding	<p>No. of Entrepreneur's accessing information (0-2008)</p> <p>% of youth and women participation in the Labour force (0-2008)</p> <p>% of youth and women with adequate knowledge on Government policies programmes and sources of funding (0-2008)</p>		Planned Desk study "Thin-Scope"	A: Having information about Government-sponsored activities and entrepreneurial skills lead youth and women to gainful employment
CP Outcome 5.3: Protective and supportive environment for children in place, with reduced child labour, abuse, neglect, discrimination	<p>Child labour rate (TBD)</p> <p>Reported cases of child abuse, neglect and exploitation (TBD)</p>	2% (2013)	CSO (Labour Force Survey) UNICEF	

UNDAF Outcome/CP Outcome/Output	Indicators (Baselines)	Targets	SOV	Assumptions (A) Risks (R)
CP Output 5.3.1: Increased and enhanced public awareness and response to protection of children	No. of media articles on child protection in a year (0-2008) % of referrals to Social and Community Development initiated by the public (0-2008) Children's Act passed	>60 articles published 50% Children's Act passed (2010)	MoLG UNICEF	A: People respond to media outlets discussing child protection issues A: Political will
CP Output 5.3.2: Service providers have skills and resources to implement child protection measures (preventative, responsive and monitoring)	Proportion of service providers with relevant skills and resources to implement child protection (TBD)	>80% by 2015	Planned UNICEF study	A: Political will R: Service providers may deliver uneven social services
CP Output 5.3.3: Universal Birth Registration	Birth registration rate (59%-2008)	100% by 2016		A: Birth registrations are accurate



CHAPTER 6: MANAGEMENT OF PROGRAMME IMPLEMENTATION

The programme will be nationally executed under the overall co-ordination of Ministry of Finance and Development Planning (MFDP) (Government Co-ordinating Authority). Government coordinating authorities for specific UN system agency programmes are noted in Annex 2. Government Ministries, NGOs, INGOs and UN system agencies will implement programme activities. The GoB-UN POP (UNDAF Action Plan) will be made operational through the development of Annual work plans (and/or Project Documents) which describe the specific results to be achieved and will form an agreement between the UN system agencies and each implementing partner on the use of resources. To the extent possible the UN system agencies and partners will use the minimum documents necessary, namely the signed GoB-UN POP (UNDAF Action Plan) and signed AWP (project documents) to implement programmatic initiatives. However, as necessary and appropriate, project documents can be prepared using, inter alia, the relevant text from the UNDAF Action Plan and AWP/project documents.

6.1 Programme Management

The implementation of the five programme components will be overseen by a Programme Steering Committee (PSC) co-chaired by the Permanent Secretary (PS) in the Ministry of Finance and Development Planning (MFDP) and the UN Resident Coordinator (RC). Implementation of the component activities is based on strong partnerships between UN agencies, and notably the Government Implementing Partners. Strong links are furthermore required with the civil society and the private sector as implementing partners. A brief summary of the programme management roles and responsibilities envisaged for all components is below:-

Programme Steering Committee (PSC): Chaired by the PS of the MFDP and the UN Resident Coordinator, and drawing its membership from the Deputy Permanent Secretary (DPS) cadre of the civil service and Senior Executives of stakeholder Public Enterprises, Civil Society Organizations and participating UN agencies, the PSC is an oversight body that will be responsible for ensuring that the overall POP objectives are realized on time. It shall meet annually to review progress reports from the co-chairs of each of the five programme components and make decisions regarding the direction of the programme.

Component Coordination Group (CCGs): Co-chaired by the DPS and the UN Head of Agencies for the first 2-year programme cycle with subsequent rotation, the CCGs are responsible to the PSC for the effective implementation of Component Chapters of the GoB-UN POP. To this end, the CCGs shall ensure the preparation of component annual work plans which clearly delineate activities, outputs and timelines, and the parties responsible to the CCGs for them are developed and implemented. The CCGs shall meet quarterly to review progress reports from the Implementing partners.

CCGs are subsets of the NDP 10 Thematic Working Groups (TWGs) particularly the four TWGs of Sustainable Economic Growth and Competitiveness, Sustainable Environment, Enhanced well being and Social Responsibility and Open and Transparent Governance, these TWGs secretariat will also serve as secretariat



to the CCGs. The TWG on Enhanced well being and social responsibility will be responsible for two CCGs of the Children, Youth and Women Empowerment and the Health and HIV / AIDS. In cases, where the lead ministry of a CCG has already designated coordinating department to provide technical assistance secretariat for its CCGs, as in the case of the Environment and Climate Change CCG, the TWG secretariat will provide additional secretariat services. TWGs secretariat will be supported by an overall secretariat based at the National Strategy Office [NSO]. An illustration of the linkage between CCGs and TWGs is presented in Annex 2 and figure 1 below provides the details of TWGs secretariat and NSO secretariat functions.

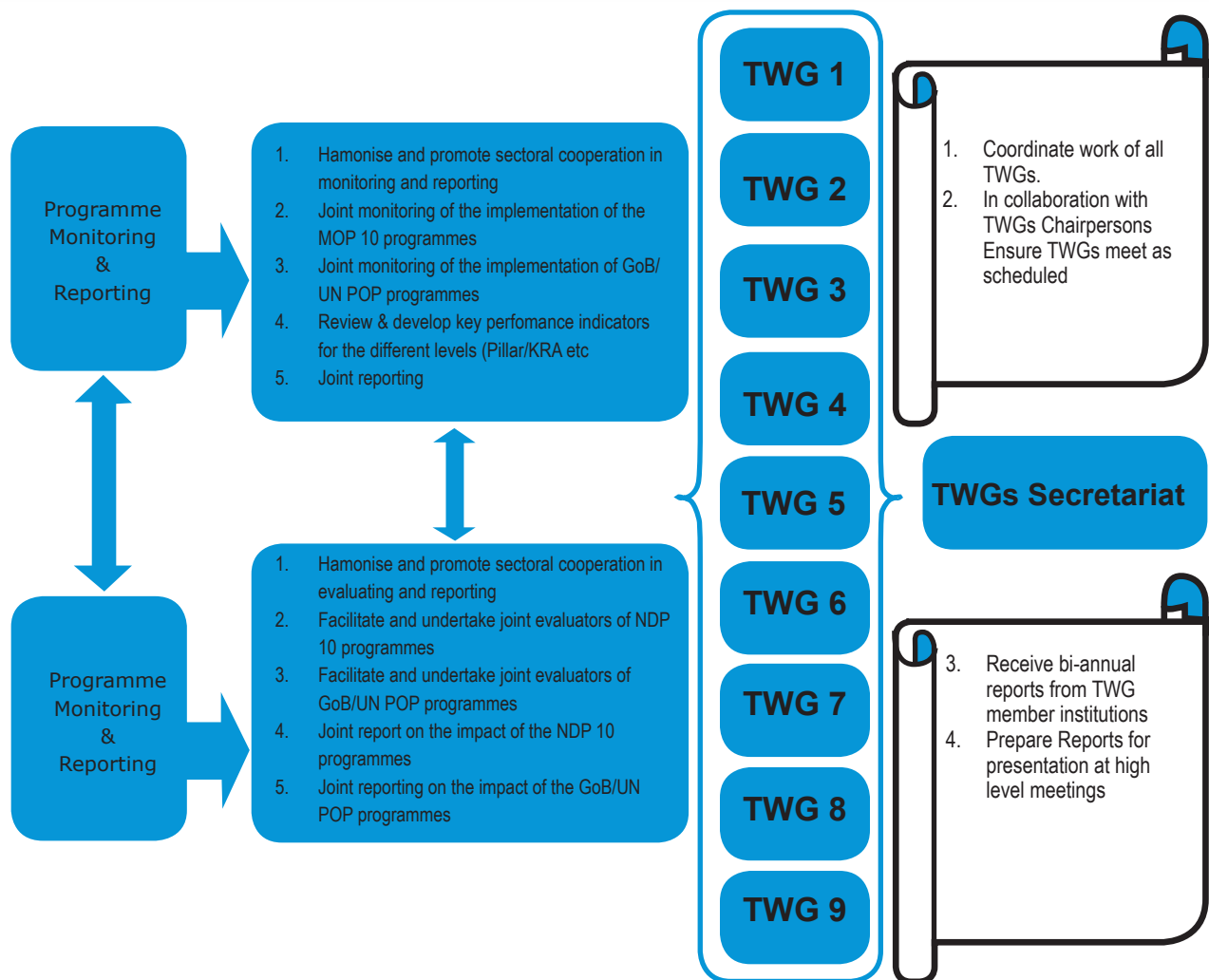


Figure 1: Details of TWGs and NSO Secretariat Functions.

6.2 Financial Management

All cash transfers to an Implementing Partner are based on the Annual Work Plans agreed between the Implementing Partner and the UN system agencies.

Cash transfers for activities detailed in AWP's can be made by the UN system agencies using the following modalities:

1. Cash transferred directly to the Implementing Partner:
 - a. Prior to the start of activities (direct cash transfer), or
 - b. After activities have been completed (reimbursement)
2. Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner
3. Direct payments to vendors or third parties for obligations incurred by UN system agencies in support of activities agreed with Implementing Partners.

Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorized expenditures shall be requested and released quarterly or after the completion of activities. The UN system agencies shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts.

Following the completion of any activity, any balance of funds shall be refunded or programmed by mutual agreement between the Implementing Partner and the UN system agencies.

Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of the non-UN 5 Implementing Partner. A qualified consultant, such as a public accounting firm, selected by the UN system agencies may conduct such an assessment, in which the Implementing Partner shall participate. The Implementing Partner may participate in the selection of the consultant.

Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting, and audits.

6.3 Monitoring and Evaluation in Relation to Cash Transfers

Implementing Partners agree to jointly work with the UN system agencies for monitoring all activities supported by cash transfers and will facilitate access to relevant financial records and personnel responsible for the administration of cash provided by the UN system agencies. To that effect, Implementing Partners and UN agree to the following:



1. Periodic on-site reviews and spot checks of their financial records by the Joint GoB/UN system or their representatives.
2. Programmatic monitoring of activities following a joint GOB – UN system (PSC level) standards and guidance for site visits and field monitoring.
3. Special or scheduled audits conducted as agreed by the GOB – UN system (PSC level): will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided and those whose financial management capacity needs strengthening.

A jointly agreed Authorised Audit Institution (AAI) (Auditor General) may undertake the audits of Implementing Partners. If the AAI chooses not to undertake the audits of specific Implementing Partners to the frequency and scope required by the joint GoB – UN system (PSC level), the PSC will commission the audits to be undertaken by private sector audit services.



CHAPTER 7: MONITORING AND EVALUATION PLAN

This Monitoring and Evaluation (M&E) plan builds on the M&E framework contained in the current UNDAF. The plan provides an overview of M&E activities as they relate to the pursuit of results set out in the GoB-UN POP document. The M&E plan consists of three components:

- 1) Narrative description of the M&E management plan
- 2) The five M&E frameworks for the five components as discussed in their respective chapters, which include indicators, baselines and targets (Tables 4, 6, 8, 10 & 12). The tables present a management tool that brings together key elements for easy and consistent reference for all implementing partners and UNCT in conducting their M&E activities
- 3) The M&E Calendar (Table 14): The M&E calendar is an implementation tool to improve coordination of the GoB-UN POP M&E activities, enhance M&E inter-agency collaboration, identify gaps in data collection and highlight the modalities of GoB-UN POP M&E activities. The table will be further developed and completed in collaboration with all stakeholders upon approval of the M&E Plan.

Coordination Mechanisms

A joint GoB - UN M&E group has been established to oversee the monitoring and evaluation of the GoB-UN POP. The Group will work in collaboration with the Government National Strategy Office (GNSO), to ensure an inclusive partnership in the oversight of the M&E of the GoB-UN POP and strengthen the GoB M&E system. The details of coordination strategy will be elaborated in the M&E plan document.

7.1 Monitoring Plan

Information Management

The implementing partners and the UNCT, with the support of the M&E group, will be responsible for establishing the M&E mechanisms, tools and revisions necessary to ensure a standardised monitoring and evaluation of the GoB-UN POP, with the aim of achieving efficient use of resources as well as accountability, transparency and integrity under the following procedures:

1. Component Coordination Groups will provide annual reports on the progress, achievements and results of their respective components, summarising challenges and the use of resources, consistent with the AWP
2. The M&E group will compile an overall report from individual CCGs for review by the PSC.



3. The evaluations and audits of non-governmental implementing partners will be carried out in a way that conforms with the policies and procedures followed by Participating Agencies referred to in Chapter 6, on M&E in relation to cash transfers
4. Financial accountability: Implementing partner reporting will be managed by the relevant UN agency
5. Tracking of CP Programme Outcomes & Outputs of the GoB-UN POP will be carried out as follows:

The CCGs will review the indicators in their M&E framework and design follow-up indicators that will be duly communicated to the M&E Group. The CCGs will be responsible, under the guidance of the M&E group, for compiling information on these indicators for follow-ups and evaluations of the GoB-UN POP. Likewise, the CCGs will be responsible for monitoring achievement of their results. They will be responsible for ensuring that implementing partners and responsible/lead agencies undertake monitoring visits to project sites and regular meetings. The M&E group will be responsible for systematizing the information through the development monitoring visits tool including checklists.

The M&E group will provide guidance to CCGs on how to develop detailed monitoring plans for their respective component chapters.

Capacity Strengthening Strategy

This Plan's main objective is to encourage partnerships and continued strengthening of Botswana's national M&E capacities. UNCT will work with partners to build their M&E capacities (Table 18).

7.2 Evaluation Plan

The evaluation of the GoB-UN POP 2010-2014 will be carried out in two stages, as indicated in the plan below (Table 17) as the mid-term and end-cycle evaluations.



Table 17: Mid-term/end cycle UNDAF/GOB-UN POP Evaluation Plan

What do we need to evaluate?	What evaluation question do we need to ask?	How will we obtain data?	When will we get data?	Who will do this?
Process evaluation/ Regular reporting on implementation (Annual performance reviews)	<p>What interventions or strategies are working?</p> <p>Are these carried out as planned?</p> <p>Do the activities need to be modified?</p> <p>What are the beneficiaries' perceptions of the intervention?</p>	<p>Annual Review Reports</p> <p>Site Visits</p> <p>Regular meetings</p>	Annual Quarterly	CCGs under PCG guidance. Could request an outside facilitator for review meetings
Outcome evaluations: Intervention: Are we moving towards achieving intended results)? (MID-TERM EVALUATION)	<p>Is the intervention working?</p> <p>Are we getting the intended results?</p>	Conduct an assessment on both programmes	<p>At least One CP outcome per Component evaluated during the programme cycle</p> <p>If mid-term: 2012, GOB-UN POP; 2013, UNDAF</p>	Outside consultant guided by PSC?
Impact evaluation: Have we achieved the intended results? (END CYCLE REVIEW/ EVALUATION)	Are our combined efforts effecting the change on a population level, e.g. decrease in mortality rates, and morbidity?	Through a population-based survey	<p>By the end of 2014: GOB-UN POP End of Programme Evaluation</p> <p>By the end of 2015 – UNDAF End of Programme Evaluation</p>	Consultant guided by the GOB-UN POP PSC



Table 18: Monitoring and Evaluation Calendar

UNCT M&E ACTIVITIES						
2010	2011	2012	2013	2014	2015	2016
SURVEYS						
Customer Satisfaction & Access to services Surveys Gender and special dimension of dependence on natural resources Review of NDP 10 Annual Budget dedicated at Environmental Management (across sectors) Review of Economic Efficiencies in selected sectors Inventory of agencies implementing Multilateral Environmental Agreements Status of Community-Based Natural Resources Policy Implementation Review of Protected Area Management Effectiveness in Botswana NCD Profile of selected areas in Botswana Review of Solar Energy	Customer Satisfaction and Access to Services Surveys Survey of Human Rights institutions Review of Achievements of Milestones	Customer Satisfaction and Access to Services Surveys Review of Achievements of Milestones	Customer Satisfaction and Access to services Surveys Review of NDP 10 Annual Budget dedicated at Environmental Management Review of Economic Efficiencies in selected sectors National Capacity Assessment for Environmental Management Review of Status of Community-Based Natural Resources Policy implementation Review of Protected Area Management Effectiveness in Botswana Integrated National Energy Audit NCD Profile of selected areas in Botswana Review of Solar Energy Usage in Botswana Review of Achievements of Milestones	Customer Satisfaction and Access to services Surveys Review of Achievements of Milestones	Customer Satisfaction and Access to services Surveys Review of Achievements of Milestones	Customer Satisfaction and Access to Services Survey Review of Achievements of Milestones Customer Satisfaction and Access to Services Surveys



UNCT M&E ACTIVITIES						
2010	2011	2012	2013	2014	2015	2016
Usage in Botswana Review of Achievements of Milestones						
MONITORING SYSTEMS						
MDG Monitor National Environmental Information System	Human Rights related reports from various institutions	Human Rights related reports from various institutions	Human Rights related reports from various institutions	Human Rights related reports from various institutions	Human Rights related reports from various institutions	Human Rights related reports from various institutions
EVALUATIONS						
	Terminal Evaluation : Building Local Capacity for Biodiversity Conservation on Okavango Delta Terminal Evaluation : Solar-Based Rural Electrification Project	Mid Term Evaluations of the Governance, Human Rights and Gender Sector Programmes	UNDAF Mid-term Evaluation Terminal Evaluation: Integrated Water Resources Management Mid-term Evaluation	Terminal Evaluations of the Governance, Human Rights and Gender Sector Programmes		UNDAF Terminal Evaluation
PLANNING REFERENCES						
REVIEWS						
	Reviews	Governance, Human Rights and Gender Sector Programmes Reviews	End of WHO Biennial Plan Review	Governance, Human Rights and Gender Sector Programmes Reviews	End of WHO Biennial Plan Review	
UNDAF EVALUATION MILESTONES						
UNDAF Outcome Annual Progress Evaluation	UNDAF Outcome Annual Progress Evaluation	UNDAF Outcome Annual Progress Evaluation	Mid-Term Evaluation UNDAF Outcome Annual Progress Evaluation	UNDAF Outcome Annual Progress Evaluation	UNDAF Outcome Annual Progress Evaluation	Terminal Evaluation UNDAF Outcome Annual Progress Evaluation



M&E CAPACITY BUILDING				
Prince2 Certification for CSOs and Government Managing Successful Projects Certification for CSO Executives and Senior Government Officials	Prince2 Certification for CSOs GoB Managing Successful Projects Certification for CSO Executives and Senior GoB Officials	Prince2 Certification for CSOs and GoB Managing Successful Projects Certification for CSO Executives and Senior GoB Officials		
USE OF INFORMATION				
Report to Conference of Parties (CBD, UNFCCC, UNCCD) Environmental Impact Assessment MDG Monitor Updates Annual Off-take levels for Fauna & Flora Determination of Limits to Acceptable Changes in Landscape-level conservation	Report to Conference of Parties (CBD, UNFCCC, UNCCD) Environmental Impact Assessment MDG Monitor Updates	Mid-term review of NDP10	Report to Conference of Parties (CBD, UNFCCC, UNCCD) Environmental Impact Assessment MDG Monitor Updates	Final Evaluation of NDP10
PARTNER ACTIVITIES				
Annual Wildlife Survey (Department of Wildlife & National Parks) Forest & Range Resources Inventories Water Quality Monitoring Flood Level Monitoring Air Quality Monitoring Weather Observations Fire Occurrence Records	Mid -Term Review of NSF 2 National Population Census		NDP10 Mid Term Review UNDP 10 Mid-Term Review Terminal Evaluation of NSF 2 Development of NSF 3	Mid-Term Review of NSF 3



ANNEXURES

Annex 1: Agreement of UN Agencies

Whereas the Government of the Republic of Botswana (hereinafter referred to as "the Government") has entered into the following:

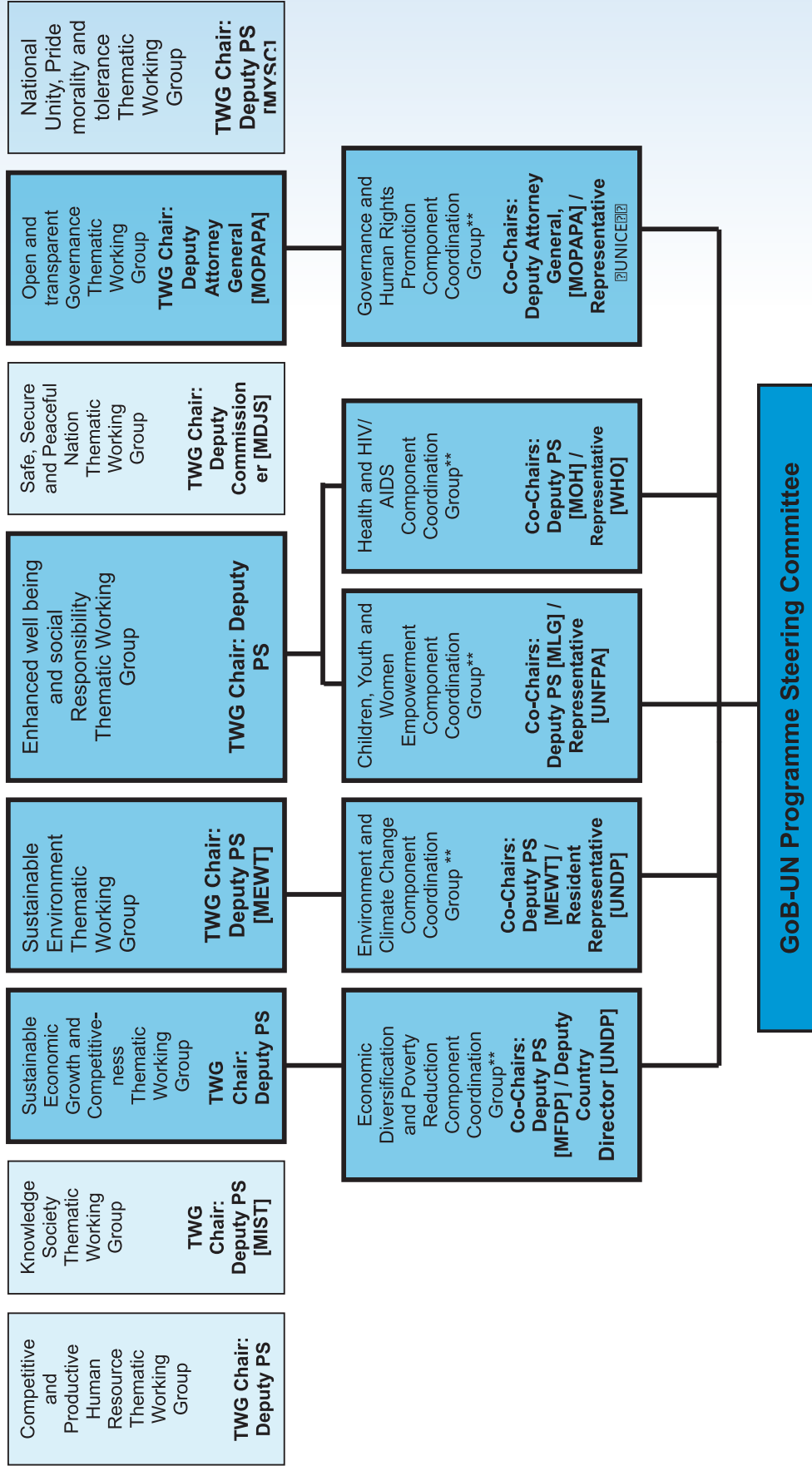
- a. WHEREAS the Government and the United Nations Development Programme (hereinafter referred to as UNDP) have entered into a basic agreement to govern UNDP's assistance to the country (Standard Basic Assistance Agreement (SBAA) which was signed by both parties on the 14th May, 1975. Based on Article I, paragraph 2 of the SBA, UNDP's assistance to the Government shall be made available to the Government and shall be furnished and received in accordance to with the relevant and applicable resolutions and decisions of the competent UNDP organs, and subject to the availability of the necessary funds to the UNDP. In particular, decision 2005/1 of 28 January 2005 of UNDP's Executive Board approved the new Financial Regulations and Rules and along with them the new definitions of "execution" and "implementation" enabling UNDP to fully implement the new Common Country Programme Procedures resulting from the undg simplification and harmonization initiative. In light of this decision this Programme Operational plan together with an AWP (which shall form part of this Programme Operational Plan, and is incorporated herein by reference) concluded hereunder constitute together a project document as referred to in the SBAA concluded hereunder constitute together the project document as referred to in the SBAA [or other appropriate governing agreement].
- b. With the United Nations Children's Fund (UNICEF) a Basic Cooperation Agreement (BCA) concluded between the Government and UNICEF in 1968 and revised in September, 1994.
- c. With the Office of the United Nations High Commissioner for Refugees (UNHCR): operations are undertaken through tripartite agreements between the Implementing partners and Ministry of Defence, Justice and Security as a third signatory.
- d. With the United Nations Population Fund (UNFPA) a letter from the Minister of Foreign Affairs and Development Cooperation dated 29 April, 1997 to the effect that the SBAA signed by UNDP and the Government on 14th May, 1975 be applied, mutatis mutandis, to UNFPA.
- e. With the Food and Agriculture Organization of the United Nations (FAO), a letter from Minister of Foreign Affairs dated 21 April, 1987 to the effect that FAO Representation in Zimbabwe, will also be accredited to the Republic of Botswana.
- f. With ILO the Government of Botswana signed the 1947 Convention of the Privileges and immunities of Specialized Agencies on 5 April 1983 with the ILO.

- g. With the United Nations Educational, Scientific and Cultural Organization (UNESCO), a Memorandum of Understanding (MoU) between the Government of Botswana and UNESCO which was signed in November 1988.
- h. IAEA, Revised Supplementary Agreement Concerning the Provision of Technical Assistance by the IAEA (RSA) signed between the Government of Botswana and the International Atomic Energy Agency on 12, September 2006 be applied.
- i. WHO²²
- j. UNEP signed a MoU on 15 October, 2008 with UNDP establishing UNEP in - country operations, through the UNDP basic agreement modalities.
- k. UNCTAD's assistance in Botswana is governed by the UNDP SBAA.
- l. I) UNIFEM's assistance in Botswana is governed under the UNDP SBAA.

22. WHO Basic Agreement is under review and will be provided as soon as the review is completed.



Annex 2: GoB-UN Programme Coordination Mechanisms Linked to NDP 10 Coordination Structures



**: Component Coordination Group to consist of Government, Civil Society Organizations, Development Partners and UN representatives. The Government NDP 10 TWG chairs will also chair the GOB-UN CCGs to ensure linkages between the NDP 10 and GOB-UN POP. Where there are more than linkages to NDP 10, the GOB will decide on who chairs the CCG, and also ensure that all the NDP 10 TWG linked to the respective component are represented in the CCGs.



Annex 3: Terms of Reference for Coordination and Implementation Mechanisms

Government of Botswana and United Nations Program Steering Committee and Component Coordination Groups

PART I: BACKGROUND AND PURPOSE

On 28th October 2008, the Government of Botswana (GoB) and 13 UN Agencies signed a roadmap towards the development of the GoB-UN Programme Operational Plan (GoB-UN POP), which will bring together all the programmes of cooperation of the UN Agencies working with the Government and civil society of Botswana under one single Country Programme. The GoB-UN POP will strengthen collaborative partnerships to ensure that UN assistance fully supports the Vision 2016 and National Development Plan 10 (NDP 10) goals in a coherent, consistent and integrated manner.

The success of this endeavour lies in a well-designed programme, developed with all stakeholders, to be implemented from January 2010 until December 2014. The GoB-UN POP will be based on the recently completed UN Development Assistance Framework (UNDAF) for Botswana (2010-2016), which is consistent with NDP 10.

For the preparation and implementation oversight, the following coordination mechanism is to be established, building on existing GoB-UN coordination mechanisms, which are to be streamlined and consolidated. These mechanisms will ensure that all parties involved are well versed in their roles and responsibilities for the preparation, implementation and monitoring of the programme.

To this end, current UN agency-specific steering committees will be streamlined into one GoB-UN Programme Steering Committee (PSC). This Committee will oversee the work of Component Coordination Groups (CCG) formed around the five UNDAF thematic areas:

1. Governance and Human Rights Promotion
2. Economic Diversification and Poverty Reduction
3. Health and HIV/AIDS
4. Environment and Climate Change
5. Children, Youth and Women Empowerment.

These Terms of Reference outline the tasks of the PSC and the CCGs.

PART II: GOB-UN PROGRAMME STEERING COMMITTEE

Specific Tasks and Responsibilities

1. Oversee the preparation of the GoB-UN Programme Operational Plan



(GoB-UN POP) through review and endorsement of the component plans submitted by the respective Component Coordination Groups, and finalise for signing by the Minister of Finance and Development Planning and the UN Resident Coordinator and relevant UN Heads of Agency

2. Undertake annual reviews of the GoB-UN Programme and the UNDAF, based on recommendations submitted by the five CCGs for policy directives on smooth programme implementation
3. Undertake mid-term and end-term reviews of the UNDAF and GoB-UN Programme Operational Plan
4. Maintain linkages with the NDP 10 Thematic Coordination structure for provision of inputs for overall NDP 10 implementation.

Composition/Membership: The PSC will be chaired by the Permanent Secretary of the Ministry of Finance and Development Planning and co-chaired by the UN Resident Coordinator (UN RC). Members will be the chair and co-chairpersons of the five Component Coordination Groups, key development partners and relevant umbrella civil society organisations.

Members may be co-opted, from ministries and implementing partners who are members of the CCGs, according to the specific topics for discussion in additional meetings.

Modus Operandi: The PSC will meet on a bi-annual basis for updates on CCG implementation progress and annual reviews. Additional meetings may be determined as necessary, according to recommendations from the five CCGs when policy directives may be required for the smooth implementation of the GoB-UN Programme.

The UN Resident Coordinator's Office and the designated Directorate of the MFDP will provide secretariat support to the PSC.

Reporting and Accountability: The co-chairs will report to the Permanent Secretary at the Ministry of Finance and Development Planning on overall linkages with the NDP 10 Coordination Committee. Annual and mid-term reporting for the UN System will be undertaken by the UN RC Office with support from the UN System, drawing on the Minutes and Reports of the PSC and the five CCGs.

PART III: COMPONENT COORDINATION GROUPS (CCGS)

Under the guidance of the GoB-UN Programme Steering Committee (PSC), the CCGs will be responsible for the following:

Specific Tasks and Responsibilities:

1. Oversee the development of the GoB-UN POP Document: Each group will be responsible for drafting a Programme Component chapter,



- as per the outline approved by the GoB-UN Programme Steering Committee
2. Undertake mid- and end-year UNDAF/Programme monitoring and reviews processes, ensuring coordination of stakeholders and making recommendations to the PSC for decision-making and policy-related adjustments to the GoB-UN POP
 3. Undertake mid-term and end-term reviews of the UNDAF and GoB-UN Programme for the respective component
 4. At the end-year, develop joint annual work plans as guided by the proposed annual work plan format towards the achievement of UNDAF results within the respective theme area
 5. Maintain linkages with the relevant NDP 10 Thematic Working Groups for provision of inputs for overall NDP 10 implementation and monitoring.

Composition/Membership: The groups will comprise representatives of senior officials (Director level) of the line ministries engaged in the respective thematic areas, development partners, civil society and the relevant UN Agencies mandated to support the component areas. Each CCG will be chaired by the GoB lead ministry of the theme area at Deputy Permanent Secretary level. The group will be co-chaired by a UN Head of Agency. The UN Head of Agency co-chair will be rotated every two years.

Reporting and Accountability: The chair and co-chairs will represent the respective CCG on the GoB-UN Programme Steering Committee and report on progress made towards achieving the UNDAF results. The PSC will meet on a bi-annual basis for updates on the CCGs' implementation progress, annual reviews and for the mid-term and end-cycle review of the GoB-UN Programme.

Modus Operandi: In the initial preparation of the GoB-UN Programme Operational Plan document the CCGs will meet approximately three times between April and August 2009 to draft the relevant component chapters. Sub-groups may be formed as required for drafting sub-components. In subsequent years, the chairperson will convene meetings on a quarterly basis to monitor progress in UNDAF and Program Result Matrix implementation under the component, and other issues as guided by the meeting agenda. The chairperson will also convene ad hoc meetings as required.

The UN agency and lead Ministry providing the co-chairship will provide secretariat support to the group.



CCGS MEMBERSHIP LIST

Governance and Human Rights Promotion Coordination Group:

Chair: Permanent Secretary, Office of the President

Co-Chairs: Representative, UNICEF; Assistant Resident Representative, UNDP

Representative Organisation	Member Name	Title
1. Office of the President		Director
2. Ministry of Local Government		Director
3. Ministry of State of President		Director
4. Ministry of Finance and Development Planning		Director
5. Ministry of Defences, Justice and Security		Director
6. Ministry of Foreign Affairs and International Cooperation		Director
7. Ministry of Labour and Home Affairs		Director
8. Parliament		Director
9. Administration of Justice		Director
10. UNFPA		Programme Manager
12. UNDP		Programme Manager
13. UNICEF		Programme Manager
14. FAO		Programme Manager
15. UNHCR		Protection Assistant
16. UNIFEM		Programme Manager
17. UNESCO		Programme Manager
18. Civil Society Organisations		Director
19. Development Partners		Programme Manager



Economic Diversification and Poverty Reduction Coordination Group:

Chair: Permanent Secretary, Ministry of Finance and Development Planning

Co-Chair: Deputy Country Director, UNDP

Representative Organisation	Member Name	Title
1. Ministry of Finance and Development Planning		Director
2. Ministry of Local Government		Director
3. Ministry of Trade and Industry		Director
4. Ministry of Education and Skills Development		Director
5. Ministry of Agriculture		Director
6. Ministry of Youth, Sports and culture		Director
7. Ministry of Environment, Wildlife and Tourism		Director
8. UNDP		Programme manager
9. UNICEF		Programme manager
10. UNESCO		Programme manager
11. UNFPA		Programme manager
12. UNIDO		Programme manager
13. ILO		Programme manager
14. UNEP		Programme manager
15. UNCTAD		Programme manager
16. IFAD		Programme manager
17. Civil Society Organisations		Director
18. Development Partners		Programme Manager



Health and HIV/AIDS Coordination Group:

Chair: Permanent Secretary, Ministry of Health

Co-Chair: Representative, WHO

Representative Organisation	Member Name	Title
1. Ministry of Health		Director
2. National AIDS Coordinating Agency		National Coordinator
3. Ministry of Local Government		Director
4. Ministry of Youth, Sports and Culture		Director
5. Ministry of Education and Skills Development		Director
6. WHO		Programme manager
7. UNICEF		Programme manager
8. UNFPA		Programme manager
9. UNDP		Programme manager
10. UNAIDS		Programme manager
11. UNHCR		Associate Programme Officer
12. UNESCO		Programme manager
13. Civil Society Organisations		Director
14. Development Partners		Programme Manager

ENVIRONMENT AND CLIMATE CHANGE COORDINATION GROUP:

Chair: Permanent Secretary, Ministry of Environment, Wildlife and Tourism

Co-Chair: Resident Representative, UNDP

Representative Organisation	Member Name	Title
1. Ministry of Environment, Wildlife and Tourism		Director
2. Ministry of Finance and Development Planning		Director
3. Ministry of Local Government		Director
4. Ministry of Health		Director
5. Ministry of Minerals, Energy and Water Resources		Director
6. Ministry of Agriculture		Director
7. Ministry of Works and Transport		Director
8. UNDP		Programme manager
9. UNEP		Programme manager
10. UNESCO		Programme manager
11. UNFPA		Programme manager
12. UNIDO		Programme manager
13. FAO		Programme manager
14. UNICEF		Programme manager
15. IAEA		Programme manager
16. Civil Society Organisations		Director
17. Development Partners		Programme Manager



CHILDREN, YOUTH AND WOMEN COORDINATION GROUP:

Chair: Permanent Secretary, Ministry of Local Government

Co-Chair: Representative, UNFPA

Representative Organisation	Member Name	Title
1. Ministry of Local Government		Director
2. Ministry of Finance and Development Planning		Director
3. Ministry of Labour and Home Affairs		Director
4. Ministry of Education and Skills Development		Director
5. Ministry of Agriculture		Director
6. Ministry of Youth, Sports and Culture		Director
7. Ministry of Communication, Science and Technology		Director
8. Ministry of Health		Director
9. UNFPA		Programme manager
10. UNDP		Programme manager
11. UNICEF		Programme manager
12. WHO		Programme manager
13. UNHCR		Protection Assistant
14. UNESCO		Programme manager
15. UNIFEM		Programme manager
16. Civil Society Organisations		Director
17. Development Partners		Programme Manager

Annex 4: Internal UN Coordination Mechanisms

The UN internal coordination mechanism will comprise Theme Groups to be co-chaired by Heads of Agency and Deputies. These groups will work with the technical support of the Programme Coordination Group (PCG), which will make recommendations to the United Nations Country Team (UNCT). The Operations Management Team, Monitoring and Evaluation Group and the Advocacy and Communication Group (ADCOM) respectively will be responsible for common services, Results Based Management (RBM) and communications strategy for the programme. The terms of reference for ADCOM will be revised to incorporate tasks related to the GoB-UN POP.

A. Terms of Reference for UN Theme Groups

Purpose: For the preparation and implementation of the GoB-UN Programme Operational Plan (GoB-UN POP), five UN Theme Groups (UNTGs) will be established, one for each UNDAF Outcome area: Governance and Human Rights Promotion; Economic Diversification & Poverty Reduction; Health & HIV/AIDS; Environment and Climate Change, and Children, Youth and Women Empowerment. The UNTGs will serve as the internal UN coordination mechanisms in support of the GoB-UN coordination mechanisms for the preparation, implementation and review of the GoB-UN POP.

The overall purpose of UNTGs is to provide programme guidance, advice and recommendations to the UN Country Team (UNCT) on development, implementation and quality control, to ensure that GoB-UN POP programme activities are coherent and consistent with the broader UNDAF framework. The UNTGs' activities will mainly include ongoing programme planning, implementation, monitoring, evaluation and reporting on the UNDAF.

The five UNTGs will work under the aegis of the UNCT, which is the umbrella oversight and coordination mechanism for the UNDAF and GoB-UN POP. The UNCT will, in turn, be the primary link with the GoB-UN National Steering Committee and will be co-chaired by the Permanent Secretary at the Ministry of Finance and Development Planning and the UN Resident Coordinator.

The GoB-UN POP preparation process will be facilitated by the Programme Coordination Group (PCG).

Tasks and Responsibilities: The Theme Groups will be responsible for the following in their specific thematic area:

- Maintaining linkages and support to the relevant GoB NDP 10/GoB-UN POP thematic coordination mechanisms
- Drafting the joint Annual Work Plans (AWPs) and conducting annual reviews for their thematic area with the relevant implementation partners (IPs)



- Providing consolidated inputs for the UNDAF/Resident Coordinator System (RCS) annual report, strategic issues papers and budget frameworks, following standardised formats developed with input from the lead UN agencies as defined in the UNDAF. Collection and consolidation of inputs from the various agencies will be done by the Theme Group
- Assisting in the identification of potential areas or issues for common UN approaches, for enhancing inter-agency cooperation
- Assisting in the development of proposals/activities for enhancing inter-agency cooperation
- Liaising with other theme groups on cross-cutting issues such as gender, human rights, civil society, partnerships etc.
- Reviewing and suggesting updates of the UNDAF M&E framework: baselines, indicators and targets for the relevant thematic area
- Ensuring the effective coordination of joint activities in programme implementation through quarterly review of common Annual Work Plans (AWP)
- Drawing up annual work plans reflecting the according to the accomplishment of UNDAF results and annual milestones
- Facilitating the organisation of special multi-agency events and international commemoration days relevant to the thematic area with the concerned GoB lead ministry and the UN Advocacy and Communication Group.

Composition /Membership: Each Theme Group will be chaired by a Head of Agency and co-chaired at Deputy Head of Agency level. Both chair and co-chair will be on a bi-annual rotational basis. Members should include a minimum of one representative at programme manager level from each UN Agency involved in the delivery of the relevant UNDAF Outcome. Agencies are to give their representative the authority and support they need to make an effective contribution to discussions at UNTG meetings.

Modus Operandi: The UNTGs will meet at least every quarter to monitor progress towards the achievement of the UNDAF result, and there will also be ad hoc meetings. The co-chair will facilitate the provision of secretariat support to the theme group.

Reporting & Accountability: The inter-agency theme groups will report to the UN Country Team to ensure coherence and follow-up to GoB-UN programme implementation. The theme groups will report quarterly on the annual work plan implementation. Members of the group will be responsible for communicating and sharing information within their respective agency. Each theme group will keep their members informed on all issues in case of absence.



B. Terms of Reference for United Nations Programme Coordination Group

Purpose: The overall purpose of the coordination mechanism is to provide guidance for strategic decision-making to the leadership of the United Nations Country Team (UNCT), and to develop shared approaches towards the accomplishment of the relevant MDGs and United Nations Development Assistance Framework (UNDAF) priorities. They are also important mechanisms for the monitoring of progress toward the UNDAF priorities and of UNCT annual work plans.

- Guidance, leadership and quality assurance on the UN programming process²³
- For the UNDAF cycle (including CCA, UNDAF, UN POP, Mid-term reviews)
- For the annual cycle (including AWP and quarterly reviews)
- Guidance for periodic reviews of UN Capacity Strengthening analysis and action plans
- Development and periodic reviews of resource mobilisation strategy for UNDAF implementation
- Oversight of the M&E Group to develop relevant M&E systems and timely deliverables

23. Drawing upon relevant Development Operations Coordination Office (DOCO) guidance material.



Members:

Agency/programme/Fund	Member	Alternate
UNDP	Deputy Country Director (Fernando Abaga)	Assistant Resident Representative (R. B. Moaneng)
UNICEF	Deputy Representative (Marcus Betts)	Chief, Child Survival and Development (Colleta Kibassa)
UNFPA	Assistant Representative (Sarah Masale)	M&E Officer (Judith Shongwe)
WHO	IPO/HIV (Dr Buhle Ncube)	Medical Officer (Dr Caroline Akim)
FAO	Assistant Representative (David Tibe)	
UNAIDS	M&E Advisor (Emmanuel Kasheeka)	Country Coordinator (Evaristo Marowa)
RC's Office	Coordination Specialist (Robert Mukiza)	Planning and Monitoring Analyst (Ntjidzi Dube)

The post of Chair and Vice-Chair will be rotated every two years by the UNCT. For 2009-2010²⁴, the Chair is the UNDP Country Director, Mr Fernando Abaga; the Vice-Chair is the UNICEF Deputy Representative, Mr. Marcus Betts.

Modus Operandi: The Chair will be responsible for the overall performance of the PCG and ensuring that all planned outputs are achieved. The Chair will guide the PCG and ensure that the PCG fulfils its mandate through adequate consultation and participation by all UN agency members. The Chair will also be responsible for the preparation and implementation of the PCG's annual work plan, based on the UNDAF objectives and MDGs, and in consultation with the Head of Agency and the Office of the Resident Coordinator, as appropriate.

The Secretariat will be provided by the Chair. The Secretariat will produce minutes, to be shared with all members, resident and non-resident, and maintain Theme Group files and records.

24. For the record, 2007-2008 Chair UNICEF, vice-chair UNDP.



The PCG will meet at least monthly. Additional meetings may be convened as necessary. For July to December 2009, the PCG will meet on the 2nd and 4th Thursday of each month.

In the absence of the Chair, the vice-Chair will chair. The PCG will issue guidance to the other UN internal coordination mechanisms through the UNCT. As required, the PCG Chair will engage with the Chairs of other groups to provide necessary guidance, information, and support in accordance with its mandate.

The PCG will work closely with the RC's office to coordinate efforts.

The PCG will, at the beginning of each year, develop a work plan to be presented to, and approved by, the UNCT. The work plan will provide information regarding the PCG's anticipated activities, with related timeframe and milestones. In addition, the PCG work plan should indicate resource requirements in a budget directly linked to work plan activities.

Reporting: PCG progress will be formally reviewed by the UNCT at its monthly meetings, during which the Chair will give presentations on the PCG's current position. Each November, the Chair will prepare an annual report on PCG activities, for inclusion in the Resident Coordinator's Annual Report (RCAR), which will be compiled by the Office of the Resident Coordinator.

C. Terms of Reference for M&E Group

Mandate and Purpose: The M&E group is responsible for strengthening the UN's capacity to manage for results. The group will provide oversight and support for planning, monitoring and evaluation (PME) for results-based management.

Composition/Membership: The group will be composed of the M&E focal point for each agency and the programme officers engaged in monitoring and evaluation. In undertaking their roles and tasks, members of the group will work closely with other programme officers from the participating UN agencies. The PCG will act as mentor to the group. The group will be chaired by a designated agency, supported by a deputy chair appointed annually. The group will nominate their chair and deputy chair for endorsement by the UNCT.

Tasks and Responsibilities: Under the overall leadership of the PCG the M&E group will be responsible for the following across all thematic areas:

- Facilitating the preparation of joint Annual Work Plans (AWPs)
- Giving technical advice to IPs, lead agencies for thematic areas and interested parties in the planning and conduct of M&E events/activities at both GoB-UN POP level and individual programme/project level
- Establishing mechanisms for periodical (annual, mid-term and end-term) review and evaluation of the GoB-UN POP, in consultation with the relevant IPs



- Drafting ToRs for reviews, evaluations and field monitoring visits
- Suggesting templates for periodical progress reports, periodical review reports and other reports for GoB-UN POP key M&E activities
- Developing, with input from the lead agencies, standardised formats for reporting on results
- Reviewing and suggesting updates of the UNDAF M&E framework: baselines, indicators and targets for the relevant thematic area
- Drawing up an annual work plan that reflects the achievement UNDAF Results and reaching of milestones
- Assisting in setting up a roster of international and national M&E consultants, from which UN Agencies and national partners can draw expert assistance quickly and easily
- Harmonising/increasing the clustering of M&E activities, processes and methodologies, to foster best practices and coordination, and reduce transaction costs
- Alignment to national priorities to avoid duplication of M&E efforts, and use of national monitoring and reporting systems where possible
- Strengthening UN partnership with Government and key partners to build internal and external capacity to manage for results.

Modus Operandi: The M&E group will meet regularly to carry out its responsibilities; at least once a month once the GoB-UN POP drafting process is completed. The Chair will be responsible for convening meetings, preparing agenda, reporting to the PCG and representing the UN at external M&E-related meetings, and is also responsible for agreed deliverables according to the UNDAF/GoB-UN POP results matrix. The deputy chair is responsible for taking minutes, noting follow-up action points as agreed by the group and supporting the Chair in secretariat issues.

Reporting: The M&E group progress will be formally reviewed by the PCG at its monthly meetings, during which the Chair will give presentations on the group's performance against set objectives.

D. Terms of Reference for United Nations Communications Group (ADCOM)

Purpose: The overall purpose of the coordination mechanism is to provide guidance for strategic decision-making to the leadership of the United Nations Country Team (UNCT), and to develop shared approaches towards the achievement of the relevant MDGs and United Nations Development Assistance Framework (UNDAF) priorities. They are also important mechanisms for the monitoring of progress toward the UNDAF priorities and of UNCT annual work plans.



Tasks and Responsibilities: The UNCG-Botswana working group – commonly referred to as ADCOM (Advocacy & Communication Committee) – will primarily focus on the following objectives:

- Increasing and strengthening the visibility of the UN in Botswana
- Ensuring communication of and advocacy for the MDGs and the UNDAF priorities as important and unifying frameworks for the work of the UN in Botswana in support of Government development and planning frameworks, such as National Development Plans (NDPs) and Vision 2016
- Promoting closer linkages between the UN agencies, GoB and the donor community, including resource mobilisation for activities related to UNDAF priorities.

The achievement of these objectives will be attained through different specific activities such as:

- Organisation of common observances of important UN days and special occasions
- Preparation of statements for press releases
- Preparation of calendar of media and public events
- Arrangements of field missions for media
- Preparation of UN System Information Kit
- Development of UN Website.

Membership: ADCOM comprises communication officers and/or communications focal persons from almost all UN agencies. Current members are drawn from: UNDP, UNICEF, UNFPA, WHO and UNDSS. A representative from the RC's Office provides coordination support.

The current Chair is UNFPA and UNDP is the Co-chair. The Chair will be responsible for the overall performance of the ADCOM Group and will be held accountable for achieving all planned outputs. The Chair will guide the ADCOM Group and ensure that it fulfils its mandate through adequate consultation and participation by all UN agency members. The Chair will also be responsible for the preparation and implementation of the ADCOM Group's annual work plan, based on the UNDAF objectives and MDGs, and in consultation with the Heads of Agency (HoA) and the Office of the Resident Coordinator as appropriate. The Secretariat of the UNCG-Botswana will rotate among the participating agencies.

Modus Operandi: The UNCG-Botswana or ADCOM will meet monthly, but at additional times, as necessary. Meetings will be convened by the chairperson and the co-chair, who will be assisted by the RCO Coordination Analyst. Agenda will



be prepared before the meeting and adopted at the meeting. Minutes of decisions taken will be circulated within one week of each meeting.

Reporting: The ADCOM Group's progress will be formally reviewed by the HoA at scheduled meetings twice a year, in which the Chair will give a presentation on the Group's current situation. However, HoA may request the Group Chair to provide additional status reports at any of the monthly meetings of the HoA. The Chair will prepare an annual report of Group activity each November for inclusion in the Resident Coordinator's Annual Report (RCAR), to be compiled by the Office of the Resident Coordinator.

E. UNCT/RC Roles and Responsibilities

Members recognise that working together in UNCT enables them to be more effective than they would be if they were working on their own.

Team members will decide amongst themselves the allocation of responsibilities such as being the lead on programme and management issues.

All UNCT members have direct-line accountability to their own organisation, but are also responsible for reporting to the RC and the rest of the UNCT on their progress towards achieving UNDAF objectives.

Role of the Resident Coordinator and the UNCT: The RC and all Heads of Agencies have an equal relationship with, and responsibility to, all UNCT members. The RC on behalf of the UN System (UNS), and in consultation with country representatives of the UNS, assumes overall responsibility for, and coordination of, the development-related operational activities of the UNS carried out at country level. The RC is responsible for the coordination of the UNCT in strategy, planning, implementation, and monitoring and evaluation of development programmes at the country level, as described in the UNDAF. The RC should provide overall leadership, advocacy, resource mobilisation and allocations for jointly mobilized funds, and lead the UNCT in monitoring, evaluation and reporting of UNCT progress on the UNDAF. The RC leads the UNCT in using tools for increased cohesion in the country (e.g. CCA, Harmonised Approach to Cash Transfers [HACT], and common services).

UNCT roles and responsibilities: UNCT will oversee development and implementation of the UNDAF, endorsing the annual work plans; oversee the work of Component Coordination Groups (and participate and lead specific groups); oversee the work of individual groups such as Communication, M&E and the Operations Management Team (OMT); review the overall performance of the UNCT and propose and take action for enhancing its performance, based on agreed-upon management performance indicators.

The UNCT makes decisions through a consultative process, meeting formally at least once a month. UNCT members develop operational programmes in support of UNDAF priorities, taking into account that sector priorities may require additional activities complementary to UNDAF priorities. The UNCT will help develop proposals regarding pooling country level funding and joint financing, based on the local needs and priorities expressed in the UNDAF.



The RC is UNCT's primary interlocutor with the Head of State or Government in matters of overall coordination, its members and UNDAF results, although the RC will be accompanied by agency representatives when matters relating to that agency/those agencies are discussed. The Government's prerogative to draw on individual UN organisation representatives is not affected, and agency Representatives retain their right to direct access to the Head of State or Government and all appropriate central and line ministries and agencies on matters within their mandate. In the case of a crisis, individual agency representatives may also work directly with top government leaders, as necessary.

In the event of a humanitarian emergency, the UN System agencies should work together using the Inter-Agency Standing Committee (IASC) cluster approach. In such a situation, the RC is designated the Humanitarian Coordinator (HC) and all UNCT partners will be part of the cluster system, as will key non-UN partners, following IASC practice.

The RC may represent agencies, whether present or not, based on agreements with each agency at country and headquarters level. Where appropriate, the RC and UNCT should promote partnerships as a way of addressing the country's priorities. They should also ensure that they are able to work closely with Non-Resident Agencies (NRAs), by understanding the mandate, priorities and requirements of the agency/ies concerned.



Annex 5: Joint Annual Work Plan

JOINT ANNUAL WORK PLAN - 2010²⁵
GOB-UN POP COMPONENTS: UNDAF OUTCOMES (by 2016)
<p>1. GOVERNANCE AND HUMAN RIGHTS PROMOTION: Effective and Efficient Delivery of Services for Fulfilment of Human Rights.</p> <p>2. ECONOMIC DIVERSIFICATION AND POVERTY REDUCTION: A diversified economy whose growth is rapid, inclusive, sustainable and generates decent employment opportunities by 2016.</p> <p>3. CHILDREN, YOUTH AND WOMEN EMPOWERMENT: Increased Child, Youth and Women Empowerment and participation at all levels.</p> <p>4. HEALTH AND HIV/AIDS: Country capacity to address health and HIV and AIDS challenges towards achieving universal access to quality services is strengthened by 2016.</p> <p>5. ENVIRONMENT AND CLIMATE CHANGE: By 2016, the rural poor, especially women, derive greater benefits from the environment and natural ecosystems.</p>
COUNTRY PROGRAMME OUTCOMES (by 2016):
<p>1.1: Strengthened accountable and responsive governing institutions to deliver towards the attainment of Vision 2016 goals, NDP 10 goals, MDGs, Millennium Declaration and other international agreements and obligations.</p> <p>1.2: Strengthened human rights institutions to respond to the rights of vulnerable groups including children, women, PWA, refugees and the disabled.</p> <p>1.3: Gender mainstreamed in national laws and policies, and in national, district and community plans and programmes.</p> <p>1.4: Enhanced disaster risk reduction and preparedness capacities at all levels</p>
<p>2.1: Enhanced national and district capacity to support inclusive community-driven development.</p> <p>2.2: Technical and institutional capacity to develop, implement and monitor inclusive development policies and strategies is strengthened in key ministries.</p> <p>2.3: The institutional and regulatory environment for inclusive trade and private sector development is strengthened.</p>
<p>3.1: By 2016 institutions at all levels capacitated to effectively respond to HIV and AIDS and deliver preventative and curative health services.</p> <p>3.2: Increased availability and use of quality services for communicable and non-communicable diseases by 2016.</p> <p>3.3: By 2016 access to and utilization of quality services for SRH, HIV/AIDS and TB enhanced.</p>
<p>4.1: Inclusive policy and institutional environment for sustainable natural resources management developed.</p> <p>4.2: Enhanced community capacity for natural resources and ecosystem management, and benefit distribution.</p> <p>4.3: Enhanced national capacity for climate change adaptation and mitigation.</p>

25. The joint Annual Work plans are jointly signed by Government Implementing Ministries and Participating UN Agencies, who will be accountable for implementation of activities under each of the five mentioned components.



JOINT ANNUAL WORK PLAN - 2010²⁵
<p>5.1: Reduced gender based violence (GBV).</p> <p>5.2: Youth and women have increased equitable access and control of resources.</p> <p>5.3: Protective and supportive environment for children put in place, with reduced child labour, abuse, neglect, discrimination.</p>
COUNTRY PROGRAMME OUTPUTS (BY 2016)
UNDAF OUTCOME 1. GOVERNANCE AND HUMAN RIGHTS PROMOTION: Effective and Efficient Delivery of Services for Fulfilment of Human Rights.
<p>1.1.1 Evidence-based responsive policies, legislation, programmes and projects formulated by Government to accelerate progress towards Vision 2016 goals, NDP 10 goals, MDGs and Millennium Declaration.</p> <p>1.1.2 Increased efficiency and accountability of the public sector, private sector and civil society organisations in the development, provision and delivery of services.</p> <p>1.1.3 Effective coordination of ratification, domestication, monitoring and reporting of international treaties and conventions.</p> <p>1.1.4 Effective coordination of collection, analysis and use of quality disaggregated data (statistics) in decision making.</p> <p>1.1.5 Strategy for the National statistical system developed.</p>
<p>1.2.1 Strengthened human rights institutions for enhanced equality (by gender, minority and socio-economic status) and specific vulnerable groups.</p> <p>1.2.2 Strengthened justice and social systems.</p>
<p>1.3.1 Legal framework reviewed and gender policy mainstreamed in national policies to comply with ratified international commitments.</p> <p>1.3.2 Enhanced awareness and capacity in government and civil society organisations for gender analysis and gender responsive programming.</p> <p>1.3.3 Increased and enhanced representation of women in leadership in government and non-government institutions.</p>
<p>1.4.1 Disaster preparedness and response strategies, structures, systems and mechanisms at all levels developed and strengthened.</p>
UNDAF OUTCOME 2. ECONOMIC DIVERSIFICATION AND POVERTY REDUCTION: A diversified economy whose growth is rapid, inclusive, sustainable and generates decent employment opportunities by 2016.
<p>2.1.1 National & District Frameworks for Local Economic Development (LED) developed in all districts.</p> <p>2.1.2 Community institutions, mechanisms and processes for accelerating local economic and social development towards Vision 2016 and the MGDs are strengthened</p>



JOINT ANNUAL WORK PLAN - 2010²⁵

- 2.2.1** Regulatory instruments to improve poor people's access to financial services and productive assets/resources are strengthened.
- 2.2.2** Enhanced technical and oversight capacity of the Ministry of Finance and Development Planning (MFDP) to manage the implementation of the National Strategy for Poverty Reduction.
- 2.2.3** Poverty reduction is mainstreamed into national and district development plans.
- 2.2.4** Vulnerability and Social protection mechanisms strengthened based on vulnerability assessments, research and analysis.

- 2.3.1** Institutional capacity to provide and coordinate private sector development and support services, especially for the SMME and informal sectors, is strengthened.
- 2.3.2** National capacity to negotiate inclusive multilateral, regional and bilateral trade agreements is enhanced.
- 2.3.3** TVET development is integrated into secondary and tertiary school curricular and programmes for out of school youth and women.

UNDAF OUTCOME 3. HEALTH AND HIV/AIDS: Country capacity to address health and HIV and AIDS challenges towards achieving universal access to quality services is strengthened by 2016.

- 3.1.1** Strengthened structures, systems, staff, policies and plans for coordinated health, nutrition and HIV/AIDS services delivery.
- 3.1.2** Strengthened Capacity for the implementation of International Health Regulations (IHR) including Epidemic preparedness and response.
- 3.1.3** MOH, NACA and MoLG and civil society have the capacity to undertake routine data collection, research, studies and surveys.
- 3.1.4** Supply chain for health, nutrition and HIV/AIDS commodities responds to demand.

- 3.2.1** Government institutions, including formal and non-formal education institutions, civil society, media, private sector and community based organizations have the capacity to undertake public awareness, health promotion, management, monitoring and evaluation of communicable and non-communicable diseases.
- 3.2.2** Health sector able to plan, implement and monitor Maternal and Child Health programmes, including prevention and management of malnutrition among women, neonates and children.
- 3.3.1** CBOs, FBO and other partners have the skills to provide psycho-social support services to people infected and affected by HIV/AIDS, in particular, adolescents and Orphans & Vulnerable children.
- 3.3.2** Strengthened evidence-informed prevention and treatment services for HIV and AIDS, TB and related opportunistic infections.
- 3.3.3** Strengthened evidence informed behavioural and social change interventions, including reduction of multiple concurrent partners, safe male.
- 3.3.3** Strengthened evidence informed behavioural and social change interventions, including reduction of multiple concurrent partners, safe male.
- 3.3.4** Adolescents and young people have comprehensive knowledge and skills for SRH and HIV prevention.



JOINT ANNUAL WORK PLAN - 2010²⁵
<p>3.3.5 Service providers effectively plan implement, monitor and evaluate harmonized and integrated, male and youth friendly SRH and HIV services.</p> <p>3.3.6 Civil society and communities mobilised to address stigma, discrimination, gender and other barriers to use of SRH and HIV related services.</p>
<p>UNDAF OUTCOME 4. ENVIRONMENT AND CLIMATE CHANGE: By 2016, the rural poor, especially women, derive greater benefits from the environment and natural ecosystems.</p>
<p>4.1.1 Improved access to information for decision-making by all stakeholders (government, civil society, private sector and individuals).</p> <p>4.1.2 Increased capacity of government, civil society and private sector in coordinating and reporting on implementation of Natural Resource Management policies.</p> <p>4.1.3 Environment and conservation mainstreamed into national development and poverty reduction framework.</p>
<p>4.2.1 Improved national capacity and community participation (especially women and youth) in management of water resources, including trans-boundary, management, sanitation and hygiene.</p> <p>4.2.2 Enhanced capacity of rural communities (especially women and youth) for ecosystem management and benefit acquisition.</p> <p>4.2.3 Efficient, cost-effective and inclusive systems for biodiversity (and species) conservation.</p>
<p>4.3.1 Increased sectoral capacity to assess vulnerability and monitor impacts of climate change.</p> <p>4.3.2 Development of multi-sectoral adaptation and mitigation response to climate change.</p> <p>4.3.3 Increased access to clean energy services and energy efficiency.</p>
<p>UNDAF OUTCOME 5. CHILDREN, YOUTH AND WOMEN EMPOWERMENT: Increased Child, Youth and Women Empowerment and participation at all levels.</p>
<p>5.1.1 Institutional mechanisms developed to promote accelerated prevention and response to GBV.</p>
<p>5.2.1 Strengthened youth and women's NGO capacities to implement coordinated and harmonized programmes.</p> <p>5.2.2 Coordination, implementation and monitoring of life skills programmes for youth and adolescents.</p> <p>5.2.3 Increased access to information on government policies, programs and sources of funding for youth and women entrepreneurs.</p>
<p>5.3.1 Increased and enhanced public awareness and child protection response.</p> <p>5.3.2 Service providers have skills and resources to implement child protection measures (preventative, responsive and monitoring).</p> <p>5.3.3 Encourage child and adolescent participation in planning, implementation and monitoring of programmes that affect their rights.</p> <p>5.3.4 Universal birth registration.</p>



SIGNATURE PAGE

CO-CHAIRS OF COMPONENT COORDINATION GROUPS Government Implementing Ministries:

Mr. A Keetshabe
Attorneys General Chambers
Governance and Human Rights Promotion Component

Date: _____

Ms G. Morekisi
Ministry of Finance and Development Planning
Economic Diversification and Poverty Reduction Component

Date: _____

Dr K. Malefho
Ministry of Health
Health and HIV/ AIDS Component

Date: _____

Mr E. Moabi
Ministry of Environment, Wildlife and Tourism
Environment and Climate Change Component

Date: _____

Mr B. Khumomathlare
Ministry of Local Government
Children, Youth and Women Empowerment Component

Date: _____



United Nations Lead Agencies

Dr. D. Mulenga
United Nations Children's Fund
Governance and Human Rights Promotion Component

Date: _____

Mr. F. Abaga-Edjang
United Nations Development Programme
Economic Diversification and Poverty Reduction Component

Date: _____

Dr. E. Nyarko
World Health Organisation
Health and HIV/AIDS Component

Date: _____

Ms. K.S. Lwin
United Nations Development Programme
Environment and Climate Change Component

Date: _____

Mr. D. Popoola
United Nations Population Fund
Children, Youth and Women Empowerment Component

Date: _____



COUNTRY PROGRAMME OUTPUTS

KEY RESULT (by 2014): x.x.1.2 (insert text of second key result here – keep GoB - UNPOP numbering)										
PLANNED ACTIVITIES {as outlined in RRM as Activity/Project. Select only those which will be addressed in 2010.}	ACTIVITY OUTPUTS	IMPLEMENTING PARTNER	TIME FRAME				PLANNED BUDGET			REMARKS
			Q1	Q2	Q3	Q4	Source of Funds	Budget Description	Amount (USD'000s)	

KEY RESULT (by 2014): x.x.1.2 (insert text of second key result here – keep GoB - UNPOP numbering)										
PLANNED ACTIVITIES {as outlined in RRM as Activity/Project. Select only those which will be addressed in 2010.}	ACTIVITY OUTPUTS	IMPLEMENTING PARTNER	TIME FRAME				PLANNED BUDGET			REMARKS
			Q1	Q2	Q3	Q4	Source of Funds	Budget Description	Amount (USD'000s)	



KEY RESULT (by 2014): x.x.1.2 (insert text of second key result here – keep GoB - UNPOP numbering)

PLANNED ACTIVITIES {as outlined in RRM as Activity/Project. Select only those which will be addressed in 2010.}	ACTIVITY OUTPUTS	IMPLEMENTING PARTNER	TIME FRAME				PLANNED BUDGET			REMARKS
			Q1	Q2	Q3	Q4	Source of Funds	Budget Description	Amount (USD'000s)	

KEY RESULT (by 2014): x.x.1.2 (insert text of second key result here – keep GoB - UNPOP numbering)

PLANNED ACTIVITIES {as outlined in RRM as Activity/Project. Select only those which will be addressed in 2010.}	ACTIVITY OUTPUTS	IMPLEMENTING PARTNER	TIME FRAME				PLANNED BUDGET			REMARKS
			Q1	Q2	Q3	Q4	Source of Funds	Budget Description	Amount (USD'000s)	



KEY RESULT (by 2014): x.x.1.2 (insert text of second key result here – keep GoB - UNPOP numbering)										
PLANNED ACTIVITIES {as outlined in RRM as Activity/Project. Select only those which will be addressed in 2010.}	ACTIVITY OUTPUTS	IMPLEMENTING PARTNER	TIME FRAME				PLANNED BUDGET			REMARKS
			Q1	Q2	Q3	Q4	Source of Funds	Budget Description	Amount (USD'000s)	



SOME GUIDANCE NOTES ON TERMS USED IN THIS DOCUMENT

PLANNED ACTIVITIES:

Activities/projects to be undertaken in 2010 towards achievement of the Key Results given in the Results and Resource Matrices (RRMs), such as conducting training workshops, formulating policy, undertaking feasibility studies etc.

IMPLEMENTING PARTNERS:

The partners directly engaged in this activity, from Government departments such as the Ministry of Local Government (MOLG), Department of Social Services (DSS) to institutions such as Botswana Institute for Development Policy Analysis (BIDPA).

TIME FRAME:

Indicates which quarter(s) the activity will take place in. Only occasionally will it show continuous through the year.

ACTIVITY OUTPUTS:

Show the 'deliverables' from each activity.

PLANNED BUDGET:

At the time of signing only those activities with funds available (or very certain) and committed to them will be included. If more funds become available during the year the Annual Work Plan (AWP) can be modified by an exchange of letters between the co-chairs.

SOURCE OF FUNDS:

Lists each agency committing resources to this activity.

BUDGET DESCRIPTION:

The contribution of each agency (e.g. technical assistance, staff time, cash for workshops, supplies provided in kind).

AMOUNT:

The USD value of that contribution. (Note: Staff time may be presented as US\$0, since staff salaries will be included elsewhere.)



Annex 6: GoB-UN Programme Operational Plan Implementation Arrangements

The purpose of the Government of Botswana-United Nations Programme Operational Plan (GoB-UN POP) is for UN agencies to support activities implemented by Government and associated civil society organisations (CSO) to achieve the targets and goals of the National Development Plan Ten (NDP10), Vision 2016 and the Millennium Development Goals (MDGs). Hence, the Annual Work Plan (AWP) for each Component defines an Implementing Partner from Government of Botswana or Civil Society Organization with a corresponding UN Agency supporting that activity or output. As part of the integrated programming approach, some activities have two or more UN Agencies supporting the same IP to contribute to the achievement of common outputs and outcomes.

This note outlines the two modalities of implementation under the integrated programming approach.

Scenario 1: One UN Agency, One /Activity²⁶

Where there is one agency responsible for supporting one output/activity in the Annual Work Plan, the Implementing Partner will submit directly to the UN Agency the financial requirement through exchange of letters or a specific form as may be required. This is a continuation of the implementation modalities under the previous Agency-specific programmes. In this situation, the specific Resident Agency modalities will continue to apply as elaborated below:

UNDP, UNFPA and UNICEF

Based on activities agreed in the Annual Work Plan, an Implementing Partner submits a request using the Harmonised Approach to Cash Transfers (HACT) modalities, and liquidation of utilized funds as per established procedures. Disbursements will be made through the applicable Harmonized Approach to Cash Transfer modalities.

FAO

FAO avails implementation budget on a biennium basis. Based on the biennium budgets, the implementing partner submits a request following a project mode. The project resources are used for provision of technical assistance and the procurement of inputs, as stipulated in the project agreement and in strict accordance with the approved plan of operation, the input structure and budget composition. These funds are used in conformity with FAO rules and regulations. A FAO office is appointed to have the overall responsibility for the management of the project funds for each specific intervention and to be accountable to the FAO service concerned in accordance with the FAO's standing financial procedures.

26. Where there is one clear output to an agency the same principle will apply.



WHO

Joint Biennium Plan which is prepared with a government ministry (Ministry of Health) who have been involved closely with the joint planning and strategy of the initiative to be implemented. Funds are provided on a periodic basis as per agreed Joint Plan (which has been incorporated into the GOB-UN POP Annual Work Plan) on the basis of a letter of request.

UNAIDS

UNDP manages the UNAIDS Country Office funds. Based on the approved activities in the UNAIDS workplan, the funds are disbursed by UNDP to either the service providers directly or to implementers on UNAIDS advise and authority.

UNHCR

Upon conclusion of an Implementing Partner tripartite Agreement between UNHCR, Botswana Government and an Implementing Partner, an initial instalment is transferred to an Implementing Partner. Thereafter, an implementing partner submits to UNHCR narrative and financial project monitoring reports when requesting payment by UNHCR for further instalments at the end of each quarter.

UNESCO

- **Implementation Partner Agreement** which is done with long-term partners who have been involved closely with UNESCO in the joint planning and strategy of the initiative to be implemented.
- **Activity Financing Contract** which is done with partners who happen to have an activity that falls under UNESCO's programme but has not necessarily been involved in the planning process. Very often this funding is partial, meaning that the activity or initiative is wider and supported by a number of stakeholders and the IP.

UNEP

- Project Cooperation Agreement (PCA) is signed with an Implementing Partner for a mutually agreed project/programme and UNEP has to transfer more than US\$200, 000 (or its equivalent) for this purpose.
- Small-Scale Funding Agreement (SSFA) is a simplified version of the PCA (as above) and is used when UNEP assigns project implementation activities to a partner within a mutually agreed project/programme, and transfers less than US\$200,000 (or its equivalent) for this purpose.



- Memorandum of Understanding (MoU) is used where UNEP does not intend to transfer funds to, or receive funds from, its partner. The MoU should be seen as a framework in which the parties confirm that they share a common understanding and endeavour.

Non Resident Agencies²⁷

For Non Resident Agencies [NRAs], if they already have an agreement with a resident UN agency which represents them in undertaking the day to day implementation activities this will continue or if not the Non-Resident Agency may elect to collaborate with Resident Agency to represent their interests (procurement, day to day contacts, any specific technical advisory). In this case the Non-Resident Agency will enter into an agreement (exchange of letters) with the representative resident agency, and the Resident Agency will be the face of the Non-Resident Agency and the Resident Agency rules and regulations will apply. Where the Non-Resident Agency would like to use their modalities, these should be conveyed to IPs as elaborated below:-

Scenario 2: Two or more UN Agencies, One Activity²⁸ _

The agencies shall among themselves agree on a criteria on which agency takes the lead and communicate to the IPs their agreement on a timely basis to allow for smooth implementation startup. This should be clearly presented in the AWP (including funding amounts and budget descriptions) so that IPs could easily refer to the AWP for who is funding which budget item and for how much. The lead Agency is accountable for delivery, implementation, coordination and reporting. At the Component Coordination Group²⁹ level, possible Joint Programmes can be identified. Where a Joint programme is identified, Joint Programme rules will apply such as development of MoU drawn by the agencies and IPs involved.

The specific Agency modalities for financing Annual Work Plan activities are as outlined above.

Role of the Component Coordination Groups in Programme Implementation

Under the overall oversight of the Programme Steering committee (PSC)³⁰, the five CCG's are specifically responsible for:

- Preparation and confirmation of annual work plans with the involvement of the respective Implementing Partners.

27. Information on UNIDO, UNIFEM, ILO, IAEA and UNCTAD will be provided directly by the NRAs to their respective Implementing Partners.

28. In the case of one output, the same principle will apply.

29. See Component Coordination Group Terms of Reference.

30. See Programme Steering Committee Terms of Reference.



- Quarterly review of progress and reporting to the Programme Steering Committee co-chaired by the Permanent Secretary – Ministry of Finance and Development Planning (MFDP) and the Resident Coordinator – United Nations.
- Preparation of the annual report to the Programme Steering Committee.
- Facilitate decision making in consultation with the concerned IP and UN Agency on major adjustments [minor adjustments: small budget revisions, timing activities etc can be done at IPs level} and major adjustments e.g. cancellation of activity, addition activities] to the work plan and re-allocation of funds based on implementation review.
- Facilitation for the identification and resolution of common bottlenecks during implementation.
- Where a UN Agency or Implementing Partner has issues with implementation of planned activities, a bilateral dialogue is encouraged. The CCG Chair and Co-Chair will intervene only to enhance communication and where there are a multiple UN Agencies working with one Implementing Partner.



Annex 7: Harmonised Approach to Cash Transfers (HACT) Assurance Plan and Cash Transfer Modalities

ExCom Agencies in Botswana: UNDP/UNFPA/UNICEF: mandatory text from the UNDAF Action Plan.

All cash transfers to an Implementing Partner are based on the annual work plans (AWPs) agreed between the Implementing Partner and the UN system agencies.

Cash transfers for activities detailed in annual work plans (AWPs) can be made by the UN system agencies using the following modalities:

1. Cash transferred directly to the Implementing Partner:
 - a) Prior to the start of activities (direct cash transfer), or
 - b) After activities have been completed (reimbursement)
2. Direct payment to vendors or third parties for obligations incurred by the Implementing partners on the basis of requests signed by the designated official of the Implementing Partner
3. Direct payments to vendors or third parties for obligations incurred by UN system agencies in support of activities agreed with Implementing Partners.

Direct cash transfers shall be requested and released for programme implementation periods not exceeding three months. Reimbursements of previously authorised expenditures shall be requested and released quarterly or after the completion of activities. The UN System agencies shall not be obliged to reimburse expenditure made by the Implementing Partner over and above the authorised amounts.

Following the completion of any activity any balance of funds shall be refunded or programmed by mutual agreement between the Implementing Partner and the UN System agencies.

Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may depend on the findings of a review of the public financial management capacity in the case of a Government Implementing Partner, and of an assessment of the financial management capacity of a non-UN³¹ Implementing Partner. A qualified consultant, such as a public accounting firm selected by the UN system agencies, may conduct such an assessment, in which the Implementing Partner shall participate. The Implementing Partner may participate in the selection of the consultant.

31. For the purpose of these clauses, "the UN" includes the IFIs.



Cash transfer modalities, the size of disbursements, and the scope and frequency of assurance activities may be revised in the course of programme implementation based on the findings of programme monitoring, expenditure monitoring and reporting and audits.

In case of direct cash transfer for reimbursement, the Agencies shall notify the Implementing Partner of the amount approved by the Agencies and shall disburse funds to the Implementing Partner in {here insert the number of days as per agency schedule}.

In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; or to vendors or third parties for obligations incurred by the UN system agencies in support of activities agreed with Implementing Partners, the UN system agencies shall proceed with the payment within (here insert the number of days as agreed by the UN system Agencies).

The UN system agencies shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third party vendor.

Where the UN System agencies and other UN system Agency provide cash to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those UN system agencies.



ASSURANCE ACTIVITY	LEVEL OF ASSESSED RISK		
	High	Significant	Moderate
			Low
Spot Checks	Quarterly	Quarterly	Half-yearly
Special Audits	Refer to relevant UN agreement/Commission when there is need (identified through Spot Checks and/or Programmatic Monitoring)		
Programmatic Monitoring	Quarterly	Quarterly	Quarterly
Scheduled Audits	Annual	Annual	Once per Programme Cycle or annually if it qualifies as per the threshold
	LEVEL OF ASSESSED RISK		
CASH TRANSFER MODALITY	High	Significant	Low
	Reimbursement/ Direct Payment to vendors/ Direct Agency Implementation	Reimbursement/ Direct Payment to vendors/ Direct Agency Implementation	Direct Cash Transfer



NOTES

1. Implementing Partners that have not yet been assessed will be treated as High Risk until the next round of assessments is conducted.
2. Most Government Ministries have not been assessed. They will, however, be treated as Moderate-Low Risk, based on the Macro assessment. For 2009, existing Cash Transfer Modalities will continue. Where relevant, Assurance activities will apply at both central and district levels.
3. For High Risk Implementing Partners, a clear improvement plan must be developed to move them to Low Risk. This plan will be part of the UN POP and respective AWP from 2010.
4. The HACT Task Force has established a minimum threshold of US\$100,000 per year received from all UN agencies for an Implementing Partner to be subject to UN-commissioned audits. Furthermore, a project will be audited at least once in its lifetime regardless of the amount received from the UN.
5. Each participating UN Agency will populate this HACT Assurance or Cash Transfer Modality Plan for its respective Implementing Partners and ensure that any required capacity building activities are embedded in the UN POP and respective AWPs.

Commitment of the Government in relation to Cash Transfer

A standard Fund Authorisation and Certificate of Expenditures (FACE) report reflecting the activity lines of the Annual Work Plan (AWP) will be used by Implementing Partners to request the release of funds, or to secure the agreement that (UN organisation) will reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilization of cash received. The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner.

Cash transferred to Implementing Partners should be spent solely for the purpose of activities and within the timeframe agreed in the AWPs.

Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the AWPs, and ensuring that reports on the utilization of all received cash are submitted to (UN organization) within six months after receipt of the funds. Where any of the national regulations, policies and procedures are not consistent with international standards, the UN system agency financial and other related rules and system agency regulations, policies and procedures will apply.



In the case of international NGO/CSO and IGO Implementing Partners cash received shall be used in accordance with international standards, in particular ensuring that cash is expended for activities as agreed in the AWP, and ensuring that reports on the full utilization of all received cash are submitted to (UN organization) within six months after receipt of the funds.

To facilitate scheduled and special audits, Implementing Partners receiving cash from (UN organization) will provide the UN system agency or its representative with timely access to:

- All financial records that establish the transactional record of the cash transfers provided by the UN system agency, together with relevant documentation
- All relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the cash transfers have passed.
- The findings of each audit will be reported to the Implementing Partner and (UN organization). Each Implementing Partner will furthermore:
- Receive and review the audit report issued by the auditors
- Provide a timely statement of the acceptance or rejection of any audit recommendation to the (UN organisation) that provided cash (and where the SAI has been identified to conduct the audits, add: and to the SAI) so that the auditors include these statements in their final audit report before submitting it to (UN Organisation)
- Undertake timely actions to address the accepted audit recommendations.

Report on the actions taken to implement accepted recommendations to the UN System agencies (and where the SAI has been identified to conduct the audits, add: and to the SAI), on a quarterly basis (or as locally agreed).