



FOR FURTHER INFORMATION PLEASE CONTACT:

UNITED NATIONS BOTSWANA
OFFICE OF THE UN RESIDENT COORDINATOR
PLOT 22 KHAMA CRESCENT
1ST FLOOR, UN PLACE
P.O. BOX 54, GABORONE, BOTSWANA
TEL: +267 3952121
FAX: +267 3901459

**UNITED NATIONS
DEVELOPMENT
ASSISTANCE
FRAMEWORK
2010 - 2016
BOTSWANA**

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United Nations System in Botswana

Gaborone, Botswana

Tel: (+267) 395 2121, Fax: (+267) 395 6093

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**UNITED NATIONS DEVELOPMENT
ASSISTANCE FRAMEWORK
2010 - 2016
BOTSWANA**

**GOVERNMENT OF THE
REPUBLIC OF BOTSWANA
AND
THE UNITED NATIONS SYSTEM IN BOTSWANA
MARCH 2009**



EXECUTIVE SUMMARY

This UN Development Assistance Framework (UNDAF) describes the United Nations' areas of collaboration with the Government of the Republic of Botswana (GoB) for the period 2010-2016. It is aligned with the National Development Plan Ten period and outlines the expected results in five thematic areas drawn from key priorities of the NDP10:

- o Governance and Human Rights Promotion
- o Economic Diversification and Poverty Reduction
- o Health and HIV/AIDS
- o Environment and Climate Change
- o Children, Youth and Women's Empowerment

The overall resource mobilization targets amount to US\$ 140 million over the seven years of the UNDAF. Firmer commitments will be articulated in the programmes of cooperation and agency-specific budgets during the course of UNDAF implementation.

In Botswana, services are well-resourced from the government budget, reflecting the country's status as an upper middle income country. The strategic added value of the UN therefore lies in supporting the establishment of norms and standards in accordance with international conventions and treaties that Botswana has acceded to or ratified. Thus, the UN will provide technical assistance and access to international expertise for policy and legislative development and capacity development for government and civil society service providers. The UN is also well placed to provide a 'convening role', facilitating coordinated action among line ministries and between government, civil society and development partners, in the development of policy and legislation and its implementation. A third area of strategic value-addition for the UN is in strengthening capacity to monitor progress towards international and national goals and learning of lessons for more efficient and effective implementation.

The 2007 Common Country Assessment (CCA) provided the basis for the identification of priorities, complemented by the macro-economic analysis for the 10th National Development Plan. The design of the UNDAF was jointly led by the Ministry of Finance and Development Planning and the UN to ensure the alignment of the NDP and the UNDAF. The process of developing the UNDAF engaged the UN system in Botswana, including non-resident agencies, government ministries, civil society and other development partners.

Based on the UNDAF, the UN system and the Government of Botswana have agreed to develop a single GoB-UN Programme of Cooperation. This common programme will translate the UNDAF outcomes and outputs into an integrated and coherent framework for implementation, supported by coordination, monitoring and quality control mechanisms. The programme will be complemented by a common budgetary framework and will guide the joint preparation of Annual Work Plans. A mid-term review of the UNDAF will be conducted in 2013, drawing upon the studies, evaluations and the data collected to monitor the indicators described in the M&E framework.

SIGNATURE PAGE



HON. BALEDZI GAOLATHE
MINISTER OF FINANCE AND DEVELOPMENT PLANNING



MS. KHIN-SANDI LWIN
UN RESIDENT COORDINATOR



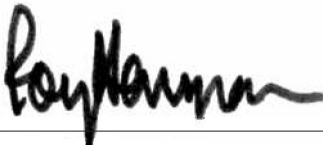
DR. EVARISTO MAROWA
UNAIDS COUNTRY COORDINATOR



MR. REBONYEBATHO MOANENG
UNDP ASSISTANT RESIDENT REPRESENTATIVE



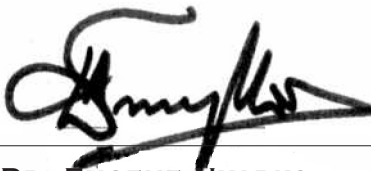
MS. ARGENTINA MATAVEL
UNFPA REPRESENTATIVE



MR. ROY HERRMANN
UNHCR REPRESENTATIVE



MS. BARBARA REYNOLDS
UNICEF REPRESENTATIVE



DR. EUGENE NYARKO
WHO REPRESENTATIVE



MR. GAOJU HAN
FAO REPRESENTATIVE
BOTSWANA & ZIMBABWE



MR. ALI BOUSSAHA
IAEA DIRECTOR
DIVISION FOR AFRICA
DEPARTMENT FOR TECHNICAL COOPERATION



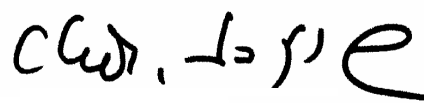
MR VIC VAN VUUREN
ILO, REGIONAL DIRECTOR



MR. DAVID JOHNSON
OHCHR REGIONAL REPRESENTATIVE



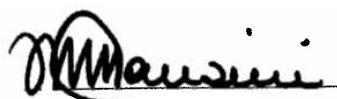
MR. MOUNKAILA GOUMANDAKOYE
REGIONAL DIRECTOR & REPRESENTATIVE
UNEP, REGIONAL OFFICE FOR AFRICA



Ms. SOO-HYANG CHOI
UNESCO
DIRECTOR/REPRESENTATIVE
HARARE CLUSTER OFFICE



MR. STEFANO BOLOGNA
UNIDO REGIONAL DIRECTOR



Ms. NOMCEBO MANZINI
UNIFEM REGIONAL DIRECTOR

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ACRONYMS

ACHAP	African Comprehensive HIV/AIDS Partnerships
AIDS	Acquired Immune Deficiency Syndrome
ART	Antiretroviral Therapy
BBCA	Botswana Business Coalition on AIDS
BIDPA	Botswana Institute for Development Policy Analysis
BNPC	Botswana National Productivity Centre
BNYC	Botswana National Youth Council
BOCAIP	Botswana Christian AIDS Intervention Programme
BOCONGO	Botswana Council of Non-Governmental Organizations
BONASO	Botswana National AIDS Support Organization
BONEPWA	Botswana Network of People Living With AIDS
BOTUSA	Botswana-USA Partnership
CCA	Common Country Assessment
CEDA	Citizen Entrepreneurial Development Agency
CSO	Civil Society Organizations
FAO	Food and Agriculture Organization
GDP	Gross Domestic Product
HIV	Human Immuno-deficiency Virus
GOB	Government of Botswana
IAEA	International Atomic Energy Agency
ILO	International Labour Organization
LEA	Local Enterprise Agency
MCST	Ministry of Communication, Science and Technology
MDGs	Millennium Development Goals
MDJS	Ministry of Defence, Justice and Security
MEWT	Ministry of Environment Wildlife and Tourism
MFAIC	Ministry of Foreign Affairs and International Cooperation
MFDP	Ministry of Finance and Development Planning
MIC	Middle Income Country
MLG	Ministry of Local Government
MOH	Ministry of Health

MLHA	Ministry of Labour and Home Affairs
MMEWR	Ministry of Minerals, Energy and Water Resources
MOA	Ministry of Agriculture
MOESD	Ministry of Education and Skills Development
MTI	Ministry of Trade and Industry
MYSC	Ministry of Youth, Sports and Culture
NAC	National AIDS Council
NACA	National AIDS Coordination Agency
NDP 10	National Development Plan 10
NSC	National Steering Committee
ODA	Official Development Assistance
OECD	Organization for Economic Cooperation and Development
OP	Office of the President
PEPFAR	President's Emergency Plan for AIDS Relief
PMTCT	Prevention of Mother to Child Transmission
PSI	Population Services International
TCG	Thematic Coordination Group
UB	University of Botswana
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCT	United Nations Country Team
UNCTAD	United Nations Conference on Trade and Development
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commission for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNIFEM	United Nations Development Fund for Women
UNOPS	United Nations Office for Project Services
UNOHCHR	United Nations Office of the High Commissioner for Human Rights
WHO	World Health Organization

1. INTRODUCTION

Botswana's Development Context: As an upper Middle Income Country (MIC) with Gross Domestic Product (GDP) per capita of USD 6,128, Botswana's economic and social development indicators have been steadily improving. Mineral resources (diamonds, copper, silver) have spurred economic growth while its fragile and dry environment compounded by the massive challenges of the HIV and AIDS pandemic have impeded greater levels of sustainable human and economic development. Over the years, Official Development Assistance (ODA) has steadily decreased, with a current share of one per cent of Gross National Income (OECD data for 2005).

Botswana's exemplary efforts and high political will to address the HIV and AIDS pandemic have been internationally recognized. Achievements include the rapid roll-out and high coverage of anti-retroviral treatment, the prevention of mother-to-child transmission and social grants for orphans and vulnerable children. ODA has primarily been focused on HIV/AIDS with assistance from the US Government, the Global Fund for HIV/AIDS, TB and Malaria and the Bill & Melinda Gates and Merck Company Foundations' ACHAP programme. The European Commission has provided direct budget support for the Education sector and recently the World Bank has re-entered the country with loan agreements for a range of programmes including HIV/AIDS prevention.

The macroeconomic outline for NDP10 detailed the challenges of over-dependence of the economy on diamonds requiring economic diversification and a call for continued priority attention to HIV/AIDS prevention and impact mitigation. Other areas of concern include: high rural poverty, fragile environment and energy shortages, high youth unemployment, gender inequality, social problems such as increasing crime, violence against women and alcohol abuse. While there are relatively high levels of per capita financial resources and a positive enabling environment in place for economic and social development, the Government continues to need technical assistance and capacity strengthening for human resources as well as judicial, social and administrative system reforms.

However, the prospects of declining diamond productivity and income starting by 2017 pose considerable challenges to ensure sustained capacity for growth and human development. Other features, which affect prospects for economic growth, are the small size of its market (population of 1.8 million), land-locked state and arid land with low agriculture productivity. However, strong political will for reform and human resource development as well as increased public service accountabilities for accelerating implementation and delivery indicate solid potentials for the country to continue its positive development trends.

UN Development Assistance: The first UN Development Assistance Framework (UNDAF) in Botswana initially covered the period 2003-2007, based on the 2001 Common Country Assessment (CCA) and had three pillars: HIV/AIDS, Poverty and the Environment. The mid-term review of the 2003-2007 UNDAF, completed in 2006 concluded that the UNDAF did not provide an adequate framework within which the UNCT could direct its efforts towards development assistance in Botswana. In late 2006, the UNCT in consultation with the Government of Botswana, decided to extend the UNDAF and individual agency country programme cycles by two years to harmonize with the Ninth National Development Plan (NDP9) cycle (April 2003 – March 2009).

The second CCA was completed in late 2007 and this UNDAF has been developed for the same duration (2010-2016) as the Tenth National Development Plan (NDP10), April 2010 – March 2016. This second UNDAF will support the achievement of NDP10, Vision 2016 goals and targets and the achievement of the Millennium Development Goals by 2015.

The 2007 CCA was a joint Government of Botswana and UN assessment of the development situation in Botswana. It 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 Developments and Access to Social Services
- Governance and Public Administration
- Environmental Sustainability and Environmental Management Issues

This UNDAF is based on further analysis of the CCA findings, the emerging priorities of the NDP10 and the progress required to achieve the MDGs. The results articulate the areas where the strategic added value of UN support matches the priorities of the Government of Botswana.

The CCA and UNDAF processes were both consultative and inclusive. Participants in the process included: resident and non-resident UN agencies that have programmes and support activities in Botswana, government ministries/departments, representatives of the private sector, civil society organisations and other development partners. The process was overseen by a Reference Group co-chaired by the Ministry of Finance and Development Planning and the UN Resident Coordinator. The analysis and drafting was undertaken by five working groups, each co-chaired by the Government of Botswana and the UN technical managers.

As the UNDAF was developed simultaneously with NDP10, the priority areas were drawn from the NDP10 macro-economic analysis and it also provided an opportunity for mutual reinforcement of issues for focus. The NDP10 will be finalised and formally endorsed by the Government of Botswana in early 2009.

The five thematic outcome areas of the UNDAF 2010-2016 are:

- Governance and Human Rights Promotion
- Economic Diversification and Poverty Reduction
- Health and HIV/AIDS
- Environment and Climate Change
- Children, Youth and Women's Empowerment

Strategic Value-Added of the UN in Botswana to National Development: As an upper middle-income country, the government budget is almost entirely domestically funded. There remains some bilateral assistance, particularly in the area of HIV and AIDS, while institutional and human resource capacity development continues to be needed for government and civil society organizations.

In this context, the role of the UN in Botswana is recognized to be primarily in supporting the establishment of norms and standards in accordance with international conventions and treaties that Botswana has acceded to or ratified. Thus, the strategic value-addition lies in the provision of technical assistance and access to international expertise for policy and legislative development and capacity development for government service providers. Such technical expertise may be 'seconded' to government or work from within the UN System structures.

The UN is also well placed to provide a 'convening role', facilitating coordinated action among line ministries, and between government and civil society and development partners, in the development

of policy and legislation and its implementation. A third area of strategic value-addition for the UN is in strengthening capacity to monitor progress towards international and national goals and learning of lessons for more efficient and effective implementation. To a much lesser extent, the UN will provide financial and operational assistance to “projects”.

The UN System presence in Botswana corresponds to the global norms of representation in small-to-medium size middle-income countries. The following development and humanitarian assistance agencies, funds and programmes are present. Of the seven, three have limited staff presence:

- Food and Agriculture Organization (FAO)
- Joint United Nations Programme on HIV/AIDS (UNAIDS)
- United Nations Children’s Fund (UNICEF)
- United Nations Development Programme (UNDP)
- United Nations High Commission for Refugees (UNHCR)
- United Nations Population Fund (UNFPA)
- World Health Organization (WHO)

Non-resident agencies, some of which had on-going or intermittent support through regional or local projects or on an activity-based collaboration with the Government and/or civil society organizations, participated or contributed to the preparation of the UNDAF:

- International Atomic Energy Agency (IAEA)
- International Labour Organization (ILO)
- United Nations Conference on Trade and Development (UNCTAD)
- United Nations Development Fund for Women (UNIFEM)
- United Nations Educational, Scientific and Cultural Organization (UNESCO)
- United Nations Environment Programme (UNEP)
- United Nations Industrial Development Organization (UNIDO)
- United Nations Office for Project Services (UNOPS) – through UNDP
- United Nations Office for the High Commissioner for Human Rights (UNOHCHR)

With the exception of agencies supporting programmes or activities through UNDP, all non-resident agencies have been programming independently and directly with counterpart ministries and civil society. In this UNDAF, the contributions of non-resident agencies have been expanded and made more inclusive.

In the process of UNDAF preparation, the Government and the UN System agreed that a single Programme would be prepared to implement the UNDAF. The Road Map to a GoB-UN Programme was signed on 28 October 2008 by the Minister of Finance and Development Planning, the UN Resident Coordinator and Representatives of 13 UN Agencies, Funds and Programmes. The framework for coordination of the UNDAF and GoB-UN Programme implementation has been drawn from the Road Map document.

2. UNDAF RESULTS FOR 2010-2016

The UNDAF results for the period 2010-2016 are included in Annex I. The indicators to measure progress towards these results and the sources of data are described further in the Monitoring and Evaluation Framework in Annex III.

The results are structured as follows:

- UNDAF Outcomes which define the broad ‘high-level’ changes that are expected in each UNDAF thematic area.
- Country Programme Outcomes, make the UNDAF level results more specific, identifying areas where UN support will provide strategic value-addition.
- Country Programme Outputs identify specific results, such as policies, specific institutional capacities, data, etc.

The results matrices show the Vision 2016 and NDP10 goals and objectives to which all UN support is oriented. UNDAF Outcomes are consistent with the broad priorities of NDP10, and the associated indicators also reflect the expected results to be achieved by all partners collectively, and not just the UN in Botswana. The level of attribution to the UN in Botswana is greatest at the level of the Country Programme Outputs. Specific agency attribution is not defined in the UNDAF since this framework document defines the collective support of the UN to Botswana’s national development.

Governance and Human Rights Promotion

UNDAF Outcome 1: Effective and efficient delivery of services for fulfilment of human rights

Country Programme Outcomes

- 1.1 Strengthened accountable and responsive governing institutions to deliver towards the attainment of Vision 2016 goals, NDP10 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 disabled.
- 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.

Governance refers to the broad policy-making and regulatory environment for the effective delivery of services. The value-added by the UN in this context is to leverage these processes to effectively implement the commitments made by Botswana to the MDGs, the Millennium Declaration and other international conventions and treaties. Specific support will also be provided to strengthen the availability and use of data for planning and monitoring. Promotion of good governance is one of the important developments that can guarantee the realization of human rights, thus specific attention is directed to strengthening or supporting the establishment of institutions to promote and protect human rights.

Gender Equality (MDG3) receives special attention. While there are not great disparities in access to services, such as education and health, the CCA noted that there remain disparities in poverty, employment and leadership representation, for example. The UN support will be to strengthen the legal framework, the capacity of government and civil society to analyze and develop gender responsive programmes, as well as advocate for enhanced representation of women in leadership. Disaster preparedness is also identified as an area where the UN, collectively, can provide support to strengthen the existing systems and mechanisms in place to prevent and effectively respond to any potential humanitarian crises.

Due to its multi-sectoral nature, the Office of the President and the Ministry of Finance and Development Planning are the principal counterparts in this UNDAF outcome. In addition, Central Statistics Office, Ministry of Foreign Affairs and International Cooperation and the line ministries will all receive specific support. A specific working group to bring together all the UN, government and non-government partners engaged in this theme will provide a forum for coordination.

Governance, human rights, gender and disaster preparedness underlie the analysis which generated the priorities identified in each of the other UNDAF themes. As such, this UNDAF theme provides a platform for achieving the results within each of the UNDAF outcomes.

Economic Diversification and Poverty Reduction

UNDAF Outcome 2: A diversified economy whose 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

A key macro-economic priority for Botswana, as stated in the NDP10, is the need to diversify the economy beyond its current reliance on the mining sector. At the same time, there are significant socio-economic disparities – geographically, by gender and by age – and a relative high level of poverty which require focused attention.

The support from the UN will leverage the government’s economic, social and employment policies to provide specific attention to reduce these disparities. For example, to use national and district level development frameworks to focus on economic and social developments which will benefit the poor and otherwise marginalized groups, to strengthen social protection measures, to support small, micro- and medium-sized enterprises and vocational training to boost employment.

The principal counterpart is the Ministry of Finance and Development Planning. A specific working group to bring together all the UN, government and non-government partners engaged in this theme will provide a forum for coordination.

Health and HIV & AIDS

UNDAF Outcome 3: Country capacity to address health and HIV and AIDS challenges towards achieving universal access to quality services is strengthened by 2016

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 utilization of quality services for sexual and reproductive health, HIV/AIDS and tuberculosis.

Many of the impressive health gains registered by Botswana since independence have been reversed by the impact of HIV and AIDS. In 2006, prevalence among women at ante-natal clinics stood at 32%. Child and infant mortality rose between 1991 and 2001. The Government of Botswana has shown great leadership in response, developing and maintaining a National Strategic Framework to guide the response of all partners and, for example, introducing near universal access to PMTCT and ART programmes. At the same time, the resources available to government also need to address other communicable and non-communicable diseases, improved nutrition and sexual and reproductive health.

UN assistance is therefore directed to support the further development of the health system per se; coordination, adherence to international health regulations, epidemic preparedness, data and information systems and supply management. Strategic value-addition is also identified in complementing service provision with public awareness and health education.

In response to HIV and AIDS, there are a number of other development partners providing support to Botswana. UN support is therefore tailored to complement this, particularly in the areas of psycho-social and other safety nets for those infected and affected by HIV, prevention (especially among children and youth), behaviour change communication and strengthening partnerships between government and civil society partners.

Both Ministry of Health at policy level and the Ministry of Local Government for service delivery are the principal counterparts. The National AIDS Council, the National AIDS Coordination Agency, other line ministries, and civil society partners will also be supported. A specific working group to bring together all the UN, government and non-government partners engaged in this theme will provide a forum for coordination.

Environment and Climate Change

UNDAF Outcome 4: By 2016, the rural poor, especially women, enjoy 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

Botswana's natural ecosystems require special attention to issues of land use, water resource management and, increasingly, to effectively mitigate the impacts of climate change on livelihoods and health.

The UN strategic value-added is to strengthen the policy environment through increased access to data and information, greater inclusion of stakeholders and supporting the linkage and integration into governance mechanisms and the macro-economic policy and poverty reduction frameworks. The UN will also support the development of specific mechanisms and processes at community level to improve natural resource management, conservation and adaptation.

The likely effects of climate change in all sectors are not yet well known, and until this gap is filled the development of appropriate mitigation and adaptation measures is not possible. The UN will also provide assistance in developing capacity in this area.

The principal counterpart is the Ministry of Environment, Wildlife and Tourism. Strong links will also need to be maintained with Ministry of Finance and Development Planning to integrate with large poverty reduction interventions, Ministry of Minerals, Energy and Water Resources and Ministry of Agriculture. A specific working group to bring together all the UN, government and non-government partners engaged in this theme will provide a forum for coordination.

Children, Youth and Women Empowerment

UNDAF Outcome 5: 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 other UNDAF themes each include measures which will address the rights of children, youth and women. In addition, this theme identifies other areas where the UN can provide strategic value-added to the realization of the rights of these sub-populations.

The prevalence of sexual and gender-based violence has been highlighted in the Common Country Assessment as a clear and present phenomenon. It is an expression of underlying gender relationships, but also has clear implications for health and the spread of HIV. Children, youth and women are disproportionately the victims. Sexual and reproductive health is included in the theme on Health and HIV & AIDS. Here, the UN is to assist government and civil society to develop the institutional mechanism to both prevent (educate) and respond (medically and legally) to abuse.

In support of the human rights principle of participation, government and civil society are to be supported; to strengthen institutions promoting participation of children, youth and women and/or protecting their rights; to develop the life skills of youth and adolescents to be effective in protecting themselves and participating in community and national development; and to have greater access to employment opportunities. The UN will also provide support to strengthen the protective environment for children, through public awareness, capacity development and behaviour change communication.

The Ministries of Local Government, Youth, Sports and Culture and Labour and Home Affairs will be the main counterparts. Civil society, parliament, Ntlo ya Dikgosi, media and other line ministries are also stakeholders. A specific working group to bring together all the UN, government and non-government partners engaged in this theme will provide a forum for coordination.

3. Initiatives Beyond the UNDAF Results Matrix

The UNDAF was developed in consultation with all agencies, funds and programmes, as well as the non-resident agencies. It is therefore understood as a framework for the full range of activities to be supported by the UN in Botswana in 2010-2016. This not only promotes a greater coherence of UN support in Botswana, but also reduces the burden on government of managing a wide range of programmes developed bilaterally without reference to agreed priorities.

UNDAF is a framework for development assistance. In the event of a disaster or emergencies, additional humanitarian support may be mobilised outside the scope of this UNDAF.

4. Implementation and Coordination

As per the agreement signed on 28 October 2008, a GoB-UN Programme of Cooperation will be prepared. This common programme will translate the UNDAF outcomes and outputs into an integrated and coherent framework for implementation, supported by coordination, monitoring and quality control mechanisms. The common Programme of Cooperation will be complemented by a common budgetary framework and will guide the joint preparation of Annual Work Plans according to UNDAF Outcome areas.

For planning, implementation review, monitoring and quality control purposes, a single programme coordination structure will be agreed under the overall leadership of the Ministry of Finance and Development Planning with membership from key implementing agencies and stakeholders from government, umbrella civil society organizations and Development Partners. The GoB-UN National Steering Committee (NSC) is proposed to be established and to be co-chaired by the Permanent Secretary, MFDP and the UN Resident Coordinator.

The implementation of specific UNDAF thematic areas will be coordinated through the proposed NDP10 coordination mechanisms and/or existing inter-sectoral coordination mechanisms. Where none exists, Thematic Coordination Groups (TCGs) are proposed to oversee the five specific UNDAF Outcome areas. Each of these groups are proposed to be chaired by convening ministries, supported by co-chairs from corresponding resident UN agencies (rotating on a biennial basis where several agencies have mandates). The five TCGs, with membership from all concerned sectors and implementing partners, are to undertake the Annual Review processes making recommendations to the National Steering Committee for decision-making and policy-related adjustments to the GOB-UN Programme of Cooperation. Membership of the TCGs will need to include civil society organizations who are implementing partners of the UN System.

Where available and relevant, existing Government-led committees, working groups and other planning and review mechanisms will be used for either broader partnership coordination or more specific over-sight requirements. For example, the Development Partners Forum chaired by the MFDP and the coordination mechanisms for HIV/AIDS of the National AIDS Coordination Agency will continue to provide the forum for inclusion of UN supported activities in the overall coordination of development assistance.

Furthermore, UN support to specific ministries will be reviewed at Sector/Ministry level for activity-level coordination using the government review mechanisms in place. For example, annual planning and review mechanisms of the Ministry of Health will incorporate WHO, UNICEF and UNFPA supported activities on a quarterly, biannual or annual basis. Similarly, the Ministry of Local

Government or Ministry of Environment, Wildlife and Tourism or the Ministry of Agriculture, etc. will undertake UN-support coordination for their respective sectors where there are single or multiple agency support.

Corresponding internal UN interagency working groups will manage more routine coordination requirements and ensure linkages are maintained with non-resident members, in support of the GOB-UN Thematic Group. All existing agency and/or project-based steering committees or working groups will be reviewed at the end of the current extended UNDAF and Country Programme period to ensure compatibility with the revised coordination mechanisms and to minimize transaction costs for implementing partners. Where any project-based steering committees are required, the chairpersons should be members of the overall coordination mechanisms of the One Programme (NSC or TCG).

Consolidated Annual Work Plans for common sectors will be explored along with the possibility of applying the Government fiscal year as the basis for planning UN supported activities (rather than the current calendar year). This would allow simplification of review processes and to become fully aligned with Government implementation modalities.

Since the NDP10 and corresponding UNDAF periods span seven years, two programme cycles are proposed: 2010-2014 (five years) and 2015-2016 (two years bridging). The fundamental principle of harmonizing with the Government planning cycles (National Development Plans) is to be maintained, keeping in mind UNDAF preparation should ideally start when NDP goals and strategies are defined rather than as a parallel process.

5. Estimated Resource Requirements

Resource mobilization targets below are indicative, identifying areas where agencies, funds and programmes are intending to develop specific commitment. They will only be confirmed in the GoB-UN programme of cooperation and other agreements. Resource mobilization targets include the contributions of member states to the budgets of the various UN agencies, funds and programmes, as well as funds that agencies intend to mobilise from specific funding proposals to donors. The resources to be committed by the Government of Botswana and civil society will be defined in the national budgeting process and in the specific programmes of cooperation to be developed during the course of this UNDAF.

Resource Mobilization Targets:
Resource Mobilization Targets for 2010-2016 (7-year totals). By UNDAF Outcome Area and by Agency/ Fund/ Programme (In US\$ millions).

	Governance and Human Rights Promotion	Economic Diversification and Poverty Reduction	Health and HIV and AIDS	Environment and Climate Change	Children, Youth and Women Empowerment	Totals
FAO	0.33			0.70		1.03
IAEA			2.30	0.06		2.36
ILO		9.50				9.50
UNAIDS			3.07			3.07
UNDP¹	11.40	13.70	10.00	15.40	1.15	51.65
UNEP		0.70		4.34		5.04
UNESCO	0.50	0.8	0.45	0.8	0.45	3.0
UNFPA	5.135	2.00	9.79		1.05	17.98
UNICEF	7.84	4.20	8.05	0.21	5.95	26.25
UNIDO		1.90		3.50		5.40
UNIFEM	0.05				0.30	0.35
WHO	0.08		13.06		0.06	13.20
Totals	25.34	32.80	46.72	25.01	8.96	138.83

6. Monitoring and Evaluation

Based on the UNDAF Results Matrix and the Monitoring and Evaluation Framework, the One Programme will develop a common M&E framework. Measuring results defined in the Country Programme outputs and Agency-specific key results, which contribute to the UNDAF CP Outputs, will be done jointly through existing government mechanisms and institutions. A mid-term review of the UNDAF will be conducted in 2013, which will inform the priorities and strategies for the remainder of the UNDAF period.

The M&E capacity development efforts defined in the UNDAF Results Matrices which will focus on an identified capacity gap area of the government will also provide the necessary framework for monitoring UNDAF implementation. Specific support under the Governance thematic area, for example, to enhance national statistical system capacity will not only be geared towards monitoring progress towards NDP10 and the MDGs but also contribute to the UNDAF M&E requirements.

1. Note that the resource mobilization targets for UNDP include both the 40% contribution from UNDP and the corresponding 60% from the Government of Botswana as per existing agreements.

ANNEXES

 ANNEX I: Results Matrices

GOVERNANCE AND HUMAN RIGHTS PROMOTION					
National Priorities & Goals					
Vision 2016: An Open, Accountable and Democratic Nation and An Educated and Informed Nation					
NDP10 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.					
Effective and Efficient Delivery of Services for fulfilment of Human Rights					
UNDAF OUTCOME 1					
Country Programme Outcomes	Outputs	Role of UN Agency	Role of Partners	Resource Mobilization (US\$ millions)	
1.1 Strengthened accountable and responsive governing institutions to deliver towards the attainment of Vision 2016 goals, NDP10 goals, MDGs, Millennium Declaration and other international agreements and obligations.	1.1.1 Evidence based responsive policies, legislation, programmes and projects formulated by government to accelerate progress towards Vision 2016 goals, NDP10 goals, MDGs and Millennium Declaration.	UNFPA is the lead agency <i>Tech & Fin support</i> FAO, UNDP, UNESCO, UNICEF, WHO	Coordination/Finance: OP Implementation: MLG, MOSP, MFDP Others: CSOs	FAO UNDP UNESCO UNFPA UNICEF WHO	0.10 4.00 0.10 0.10 1.75 0.05
	1.1.2 Increased efficiency and accountability of the publics, civil society organizations, private sector in the development, provision and delivery of services	UNDP is the lead agency <i>Tech & Fin support</i> UNESCO UNFPA	Coordination/Finance: OP Implementation: BNPC, CSOs, the Private Sector Others: media	UNDP UNESCO UNFPA	2.80 0.05 0.035
	1.1.3 Effective coordination of ratification, domestication, monitoring and reporting of international treaties and conventions	UNDP is the lead agency <i>Tech & Fin support</i> FAO, UNESCO, UNFPA UNICEF UNOHCHR	Coordination/Finance: MFAIC Implementation: MFAIC Others:	FAO UNDP UNESCO UNFPA UNICEF	0.08 1.00 0.10 0.17 1.05
	1.1.4 Effective coordination of collection, analysis and use of quality disaggregated data (statistics) in decision making	UNFPA is lead agency <i>Tech & Fin support</i> UNFPA, UNICEF WHO	Coordination/Finance: MFDP Implementation: Others:	UNDP UNFPA UNICEF WHO	1.70 4.00 1.05 0.03

	1.1.5 Strategy for the national statistical system developed	UNFPA is lead agency <i>Tech & Fin support</i> FAO, UNDP, UNESCO, UNFPA, UNICEF,	Coordination/Finance: OP, Implementation: MFDP, CSO <u>Others</u> : local authorities, CSOs	FAO UNDP UNESCO UNFPA UNICEF	0.15 0.40 0.05 0.10 0.07
1.2 Strengthened Human Rights institutions to respond to the rights of vulnerable groups including youth, children, women, PWA, refugees and disabled	1.2.1 Human Rights institutions strengthened for enhanced equality and equity (by gender, minority status, socioeconomic status) and specific vulnerable groups.	UNICEF is lead agency <i>Tech & Fin support</i> UNDP, UNESCO, UNFPA, UNICEF	Coordination/Finance: OP Implementation: MLG, MLHA, MOFAIC <u>Others</u> : CSOs	UNDP UNESCO UNFPA UNICEF	0.40 0.10 0.04 1.40
	1.2.2 Strengthened justice and social systems.	UNICEF is lead agency <i>Tech & Fin support</i> UNDP, UNICEF,	Coordination/Finance: MDJS Implementation: OP <u>Others</u> :	UNDP UNICEF	0.60 1.75
1.3 Gender mainstreamed in national laws and policies, and in national, district and community plans and programmes.	1.3.1: legal framework reviewed and gender policy mainstreamed in national policies to comply with ratified international commitments.	UNFPA is lead agency <i>Tech & Fin support</i> UNFPA, UNICEF, UNIFEM	Coordination/Finance: OP Implementation: ministries <u>Other</u> : civil society, MLHA, MFA	UNFPA UNICEF UNIFEM	0.28 0.07 0.05
	1.3.2 Enhanced awareness and capacity in government and civil society organizations for gender analysis and gender responsive programming.	UNDP is lead agency <i>Tech & Fin support</i> UNDP, UNFPA, UNICEF	Coordination/Finance: OP Implementation: ministries <u>Other</u> : MLHA, and civil society, media.	UNDP UNFPA UNICEF	0.10 0.11 0.35
	1.3.3 Increased and enhanced representation of women in leadership in government and non-government institutions.	UNDP is lead agency <i>Tech & Fin support</i> UNDP, UNFPA	Coordination/Finance: OP Implementation: ministries <u>Other</u> : MLHA, civil society, parliament,	UNDP UNFPA	0.10 0.24
1.4 Enhanced disaster risk reduction and preparedness capacities at all levels.	1.4.1 Disaster preparedness and response strategies, structures, systems and mechanisms at all levels developed and strengthened	UNDP is lead agency <i>Tech & Fin support</i> UNDP, UNFPA, UNESCO, UNICEF	Coordination/Finance: OP Implementation: Line Ministries, Local Authorities <u>Others</u> : civil society and private sector	UNDP UNESCO UNFPA UNICEF	0.30 0.10 0.06 0.35
Programme Coordination Mechanisms: The UNDAF Working Group on Governance and Human Rights Promotion will be the overall coordinating body for the implementation, monitoring and evaluation of this UNDAF Outcome. The Working Group will meet at least quarterly to review progress and shall report to the UNDAF Reference Group which will be the overall coordinating body for the UNDAF as a whole. To avoid duplication and creation of parallel structures, existing institutional arrangements for the interface of the Government of Botswana and the UNCT will be used. Full use of the range of existing programme modalities in implementation is anticipated.					

ECONOMIC DIVERSIFICATION AND POVERTY REDUCTION					
National Priorities & Goals					
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					
UNDAF OUTCOME 2					
Country Programme Outcomes	Outputs	Role of UN Agencies	Role of Partners	Resource Mobilisation (US\$ millions)	
2.1 Enhanced national and district capacity to support inclusive community-driven development	2.1.1 National and District Frameworks for local economic and social development (LED) are developed in all districts	UNDP is the lead agency. <i>Tech & Fin support</i> ILO, UNDP, UNEP, UNICEF	Coordination/Finance: MFDP Implementation: MLG Others: LEA, MEWT, MLHA, MOA, MTI, CSOs, Local Authorities	ILO UNDP UNEP UNICEF	2.00 2.00 0.05 0.35
	2.1.2 Community institutions, mechanisms and processes for accelerating local economic and social development towards Vision 2016 and the MDGs are strengthened	UNDP is the lead agency. <i>Tech & Fin support</i> ILO, UNDP, UNFPPA	Coordination/Finance: MFDP Implementation: MLG Others: CSOs, LEA, MEWT, MOA MTI	ILO UNDP UNFPPA	1.00 1.00 0.20
2.2 Technical and institutional capacity to develop, implement and monitor inclusive development policies and strategies is strengthened in key ministries	2.2.1 Regulatory instruments to improve poor people's access to financial services and productive assets/resources is strengthened	UNDP is the lead agency <i>Tech & Fin support</i> ILO, UNDP, UNEP, UNESCO, UNIDO	Coordination/Finance: MFDP Implementation: MFDP Others: MEWT, MLG, MLH, MSYC, CSOs	ILO UNDP UNEP UNESCO UNIDO	2.00 1.50 0.05 0.30 0.20
	2.2.2 Enhanced technical and oversight capacity of the Multi-Sectoral Committee on Poverty Reduction and the Socio-Economic Policy Sub-division of the Ministry of Finance and Development Planning to manage the implementation of the National Strategy for Poverty Reduction	UNDP is the lead agency <i>Tech & Fin support</i> UNDP, UNEP, UNFPPA, UNICEF	Coordination/Finance: MFDP Implementation: MFDP, CSOs Others: MEWT, MLG, MOA	UNDP UNEP UNFPPA UNICEF	2.50 0.20 1.50 1.40
	2.2.3 Poverty reduction is mainstreamed into national and district development plans	UNDP is the lead agency <i>Tech & Fin support</i> UNDP, UNEP, UNESCO, UNFPPA, UNICEF	Coordination/Finance: MFDP Implementation: MFDP Others: MEWT, MLG, MLH, MLHA, MOA, MOE, MTI, MYSC, CSOs	UNDP UNEP UNESCO UNFPPA UNICEF	1.60 0.30 0.10 0.10 0.35

<p>2.3 The institutional and regulatory environment for inclusive trade and private sector development is strengthened</p>	<p>2.2.4. Effective social protection mechanisms are established based on vulnerability assessments, research and analysis.</p>	<p>UNICEF is the lead agency <i>Tech & Fin support</i> ILO, UNDP, UNEP, UNFPA, UNICEF</p>	<p>Coordination/Finance: MFDP Implementation: MLG Others: MLG, MLHA, MOA, MYSC, CSOs</p>	<p>ILO UNDP UNEP UNFPA UNICEF</p>	<p>1.50 1.80 0.10 0.20 2.10</p>
<p>2.3 The institutional and regulatory environment for inclusive trade and private sector development is strengthened</p>	<p>2.3.1. Effective provision and coordination of private sector development and support services, especially for the SMME and informal sectors</p> <p>2.3.2 National capacity to negotiate inclusive multilateral, regional and bilateral trade agreements is enhanced</p> <p>2.3.3 TVET Development is integrated into secondary & tertiary school curricular and programmes for out of school youth and women.</p>	<p>UNDP is the lead agency <i>Tech & Fin support</i> ILO, UNDP, UNESCO, UNIDO</p> <p>UNDP is the lead agency <i>Tech & Fin support</i> UNDP</p> <p>UNESCO is the lead agency <i>Tech & Fin support</i> ILO, UNESCO</p>	<p>Coordination/Finance: MFDP Implementation: MTI, MLG Others: MLHA, MOA, MYSC, CSOs</p> <p>Coordination/Finance: MFDP Implementation: MLG, MTI Others: CSOs</p> <p>Coordination/Finance: MFDP Implementation: MLG, MOE, MTI Others: CSOs</p>	<p>ILO UNDP UNESCO UNIDO</p> <p>UNDP</p> <p>ILO UNESCO</p>	<p>1.00 1.50 0.10 1.70 1.80</p> <p>2.00 0.30</p>
<p>Programme Coordination Mechanisms: The UNDAF Working Group on Economic Diversification and Poverty Reduction will be the overall coordinating body for the implementation, monitoring and evaluation of this UNDAF Outcome. The Working Group will meet at least quarterly to review progress and shall report to the UNDAF Reference Group which will be the overall coordinating body for the UNDAF as a whole. To avoid duplication and creation of parallel structures, existing institutional arrangements for the interface of the Government of Botswana and the UNCT will be used. For example, the Working Group will work closely with the Multi-Sectoral Committee on Poverty Reduction whose secretariat is within the Ministry of Finance and Development Planning.</p>					

HEALTH AND HIV/AIDS					
National Priorities & Goals					
Vision 2016: A Compassionate, Just and Caring Nation. NDP10: Reduced Morbidity & Mortality due to Communicable & non Communicable diseases & Conditions; Reduced Infant & Maternal Mortality; Prevent New HIV Infections & Mitigate Impact. MDG: Reduce Child mortality, improve maternal mortality and Combat HIV/AIDS, Malaria and other diseases					
UNDAF OUTCOME 3: Country capacity to address health and HIV and AIDS challenges towards achieving universal access to quality services is strengthened by 2016					
Country Programme Outcomes	Country Programme Outputs	Role of UN Agencies	Role of Partners	Resource Mobilization (US\$ millions)	
3.1 By 2016 institutions at all levels capacitated to effectively respond to HIV and AIDS and deliver preventative and curative health services	3.1.1 Strengthened structures, systems, staff, policies and plans for coordinated health, nutrition and HIV/AIDS services delivery.	WHO is the lead agency <i>Tech & Fin Support</i> IAEA, UNAIDS, UNDP, UNESCO, UNFPA, UNICEF, WHO	Coordination/Finance: MOH, Implementation: ACHAP, BBKA, BNYC BOCAIP, BOGONGO, BOTUSA Others: CSOs, NACA, Ntlo ya Dikgosi Parliament, OP, MLG, MOESD	IAEA UNAIDS UNDP UNESCO UNFPA UNICEF WHO	2.30 0.63 8.00 0.15 0.15 0.70 2.00
	3.1.2 Strengthened Capacity for the implementation of International Health Regulations including Epidemic preparedness and response	WHO is the lead agency <i>Tech & Fin Support</i> UNFPA, UNICEF, WHO	National Emergency and Epidemic Preparedness Committee, National Disaster Preparedness Committee	UNFPA UNICEF WHO	0.70 0.35 2.50
	3.1.3 MOH, NACA and MOLG and civil society have the capacity to undertake routine data collection, research, studies and surveys	WHO is the lead agency <i>Tech & Fin Support</i> UNAIDS, UNFPA, UNICEF, WHO	Coordination/Finance: MLG, MOH, Implementation: ACHAP, BAYLOR, BHP Others: civil society, NAC/ NACA.	UNAIDS UNFPA UNICEF WHO	0.26 0.14 0.70 0.50
	3.1.4 Supply chain for health, nutrition and HIV/AIDS commodities responds to demand	WHO is the lead agency <i>Tech & Fin Support</i> UNFPA, WHO	Coordination/Finance: MLG, MOESD, MOH Implementation: NAC BOCONGO, BNYC Others: NACA, Parliament	UNFPA WHO	0.42 0.25
3.2 Increased availability and demand for quality services for communicable and non-communicable diseases by 2016	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	WHO is the lead agency <i>Tech & Fin Support</i> UNAIDS, UNESCO, UNFPA, UNICEF, WHO	Coordination/Finance: MLG, MOH, NCD Task Force Implementation: BOCONGO, BOCAIP, BBKA, Others: CSOs, community based organizations, media, MISA, private sector	UNAIDS UNESCO UNFPA UNICEF WHO	0.26 0.05 0.14 1.40 2.00
	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	WHO is the lead agency <i>Tech & Fin Support</i> UNFPA, UNICEF, WHO	Coordination/Finance: MLG, MOESD, MOH, NCD Task Force Implementation: Baylor, BBKA, BOCAIP, BOCONGO, BOTUSA, Other: MISA	UNFPA UNICEF WHO	3.00 1.40 3.00

3.3 By 2016 access to and utilization of quality services for SRH, HIV/AIDS and TB enhanced	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 circumcision, and condom programming. 3.3.4 Adolescents and young people have comprehensive knowledge and skills for SRH and HIV prevention 3.3.5 Service providers effectively plan, implement, monitor and evaluate harmonized and integrated, male and youth friendly SRH and HIV services 3.3.6 Civil society and communities mobilized to address stigma, discrimination, gender and other barriers to use of SRH and HIV related services	UNICEF is the lead agency <i>Tech & Fin Support</i> UNESCO, UNFPA, UNICEF, WHO WHO is the lead agency <i>Tech & Fin Support</i> UNAIDS, UNFPA, UNICEF, WHO UNFPA is the lead agency. <i>Tech & Fin Support</i> UNAIDS, UNESCO, UNFPA, UNICEF, WHO UNFPA is the lead agency <i>Tech & Fin Support</i> UNAIDS, UNESCO, UNFPA, UNICEF, WHO UNFPA is the lead agency. <i>Tech & Fin Support</i> UNAIDS, UNDP, UNICEF, WHO,	Coordination/Finance: MLG, MOH Implementation: BOCAIP, BONASO, BONEPWA, NAC, NACA Others: CBOs, FBOs Coordination/Finance: MLG, MOH Implementation: ACHAP, Baylor, BHP/PEPFAR, BOCAIP, BONASO, BONEPWA, BOTUSA, NAC, NACA Others: Coordination/Finance: MOH Implementation: ACHAP, BOCAP, BONASO, BONEPWA, BOTUSA, MLG, NAC, NACA Others: PSI, CSOs Coordination/Finance: MLG, MOH Implementation: BOCAIP, BONASO, BONEPWA, NAC, NACA, Others: Coordination/Finance: MLG, MOH Implementation: BOCAIP, BONASO, BONEPWA, NAC, NACA, W AD Others:	UNESCO UNFPA UNICEF WHO UNAIDS UNFPA UNICEF WHO UNAIDS UNESCO UNFPA UNICEF WHO UNAIDS UNESCO UNFPA UNICEF WHO UNFPA WHO UNAIDS UNDP UNFPA UNICEF WHO	0.10 0.35 0.56 0.20 0.43 0.64 0.56 2.00 0.43 0.05 1.00 0.70 0.40 0.43 0.10 1.50 1.40 0.07 1.50 0.07 0.63 2.00 0.25 0.56 0.07
<p>Programme Coordination Mechanisms: The UNDAF Working Group on Health and HIV will be the overall coordinating body for the implementation, monitoring and evaluation of this UNDAF Outcome. The Working Group will meet at least quarterly to review progress and shall report to the UNDAF Reference Group which will be the overall coordinating body for the UNDAF as a whole. To avoid duplication and creation of parallel structures, existing institutional arrangements for the interface of the Government of Botswana and the UNCT will be used. For example, the Working Group will liaise with the National AIDS Coordinating Authority (NACA) on the HIV programmes. Full use of the range of existing programme modalities in implementation is anticipated.</p>					

ENVIRONMENT AND CLIMATE CHANGE					
National Priorities & Goals					
Vision 2016: A Productive, Prosperous and Innovative nation. NDP10: Sustainable Management of Natural Resources. MDG: Ensure Environmental Sustainability; Eradicate extreme poverty and hunger					
UNDAF OUTCOME 4:					
By 2016, the rural poor, especially women, enjoy greater benefits from the environment and natural ecosystems.					
Country Programme Outcomes	Country Programme Outputs	Role of UN Agencies	Role of Partners	Resource Mobilization (US\$ Million)	
4.1 Inclusive policy and institutional environment for sustainable natural resources management.	4.1.1 Improved access to information for decision-making by all stakeholders (government, civil society, private sector and individuals).	UNDP is the lead Agency <i>Tech & Fin Support</i> FAO, UNDP, UNEP, UNESCO	Coordination/Finance: MEWT Implementation : MEWT Others: MEWT, MMEWR, MoH, CSOs.	FAO UNDP UNEP UNESCO	0.10 1.50 0.50 0.05
	4.1.2 Increased Capacity of government, civil society and private sector in coordinating, monitoring and reporting on implementation of Environmental Management policies & related obligations	UNDP is the lead Agency <i>Tech & Fin Support</i> UNDP, UNEP, UNESCO UNIDO	Coordination/Finance: MEWT Implementation: MEWT, MMEWR Others: civil society, private sector	UNDP UNEP UNESCO UNIDO	1.60 0.47 0.10 0.10
	4.1.3 Environment and conservation mainstreamed into national development and poverty reduction framework	UNDP is the lead Agency <i>Tech & Fin Support</i> UNDP, UNEP, UNESCO, UNIDO	Coordination/Finance: MEWT Implementation: MFDP, MoH, MoA, MMEWR, MWT, Others: CSOs	UNDP UNEP UNESCO UNIDO	1.20 1.70 0.10 0.20

4.2 Enhanced capacity of communities for natural resources and ecosystem management and benefit distribution	4.2.1 Improved national capacity and community participation (esp. women and youth) in management of water resources, including trans-boundary, management, sanitation and hygiene	UNDP is the lead Agency <i>Tech & Fin Support</i> UNDP, UNEP, UNESCO, UNICEF	Coordination/Finance: MEWT Implementation: MLG, MMEWR Others: Kalahari Conservation Society	UNDP UNEP UNESCO UNICEF	2.00 0.93 0.10 0.14
	4.2.2 Enhanced capacity of rural communities, especially women and youth for ecosystem management and benefit acquisition	UNDP is the lead Agency <i>Tech & Fin Support</i> UNDP, UNESCO	Coordination/Finance: MEWT Implementation: MEWT Others: CSOs	UNDP UNESCO	3.00 0.05
	4.2.3 Efficient, cost-effective and inclusive systems for biodiversity (and species) conservation	UNDP is the lead Agency <i>Tech & Fin Support</i> UNDP, UNESCO, WHO	Coordination/Finance: MEWT Implementation: MLG Others: CSOs, Private Sector	UNDP UNEP UNESCO	2.30 0.35 0.05
4.3 Enhanced national capacity for climate change adaptation and mitigation	4.3.1 Increased sectoral capacity to assess vulnerability to and monitor impacts of climate change	UNDP is the lead Agency <i>Tech & Fin Support</i> FAO, UNDP, UNEP, UNESCO, UNICEF UNIDO	Coordination/Finance: MEWT Implementation: MEWT, MMEWR, MoA, MoH Others: CSOs	FAO UNDP UNEP UNESCO UNICEF UNIDO	0.25 0.20 0.35 0.10 0.07 0.20
	4.3.2 Multi-sectoral adaptation and mitigation response to climate change developed	UNDP is the lead Agency <i>Tech & Fin Support</i> FAO, UNDP, UNEP UNESCO, UNIDO	Coordination/Finance: MEWT Implementation: MMEWR, MoH, MoA, MEWT Others: CSOs, Private Sector	FAO UNDP UNEP UNESCO UNIDO	0.25 0.60 0.035 0.15 0.30
	4.3.3 Increased access to cleaner energy services & energy efficiency	UNDP is the lead Agency <i>Tech & Fin Support</i> FAO, IAEA, UNDP, UNESCO, UNIDO	Coordination/Finance: MEWT Implementation: MMEWR, MLG, Others: CSOs, Private Sector	FAO IAEA UNDP UNESCO UNIDO	0.10 0.062 3.00 0.10 2.70
<p>Programme Coordination Mechanisms: The UNDAF Working Group on Environment and Climate Change will be the overall coordinating body for the implementation, monitoring and evaluation of this UNDAF Outcome. The Working Group will meet at least quarterly to review progress and shall report to the UNDAF Reference Group which will be the overall coordinating body for the UNDAF as a whole. To avoid duplication and creation of parallel structures, existing institutional arrangements for the interface of the Government of Botswana and the UNCT will be used. Full use of the range of existing programme modalities in implementation is anticipated.</p>					

CHILDREN, YOUTH AND WOMEN EMPOWERMENT				
National Priorities & Goals		Vision 2016: An educated and informed nation; A prosperous, productive and innovative nation; A compassionate, just and caring nation; A safe and secure nation NDP 10: Provide adequate supply of qualified productive & competitive women resources; Innovative & productive usage of information & technology; Strong national unity & identity; Adequate social protection. MDG: Eradicate poverty and hunger; Achieve universal primary education; Promote gender Equality and women empowerment; Reduce maternal health; Combat HIV/AIDS, malaria and other diseases		
Increased Child, Youth and Women empowerment and participation at all levels.				
UNDAF OUTCOME 5	Country Programme Outcomes	Role of UN Agencies	Partners	Resource Mobilization (US\$ Million)
5.1 Reduced Gender Based Violence	5.1.1 Institutional mechanisms to promote accelerated prevention and response to gender-based violence developed	UNFPA is a lead Agency. <i>Tech & Fin Support</i> UNDP, UNESCO, UNFPA, UNICEF, UNIFEM	Coordination/Finance: MLHA Implementation: MOH, MLG, MYSC, MCST Others: Ntlo Ya Dikgosi, OP	UNDP 0.65 UNESCO 0.10 UNFPA 0.20 UNICEF 0.70 UNIFEM 0.30
	5.2 Youth and women have increased equitable access and control of resources	5.2.1 Youth and Women's NGOs capacities to implement coordinated and harmonized programmes strengthened	UNDP is lead Agencies <i>Tech & Fin Support</i> UNFPA	Coordination/Finance: MYSC Implementation: CEDA, LEA, MFDP, MLG, MLHA, MOA Others: Youth & Women NGOs
	5.2.2 Coordination, implementation and monitoring of life skills programmes for youth and adolescents	UNFPA is lead Agency <i>Tech & Fin Support</i> UNESCO, UNFPA, UNICEF	Coordination/Finance: MYSC Implementation: MFDP, MLG, MLHA, MOESD Others:	UNESCO 0.25 UNFPA 0.30 UNICEF 1.05
	5.2.3 Youth and women entrepreneurs have increased access to information on government policies, programmes and sources of funding	UNFPA is the lead Agency <i>Tech & Fin Support</i> UNESCO	Coordination/Finance: MYSC, Implementation: CEDA, MOA, MOESD, MFDP MLG, MLHA, Others: Parliament, Youth & Women NGOs, CSOs, KBL, LEA	UNESCO 0.05 UNFPA 0.20

5.3 Protective and supportive environment for children in place, with reduced child labour, abuse, neglect, discrimination.	5.3.1 Increased and enhanced public awareness and response to protection of children	UNICEF is the lead Agency <i>Tech & Fin Support</i> UNICEF, WHO	Coordination/Finance: MLG Implementation: MCSST, MJDS, MOH Others: CSOs, Youth NGOs, UB	UNICEF WHO	1.40 0.03
	5.3.2 Service providers have skills and resources to implement child protection measures (preventative, responsive and monitoring).	UNICEF is the lead Agency <i>Tech & Fin Support</i> UNICEF	Coordination/Finance: MLG Implementation: MLHA, MOESD, MOH Others: CSOs, Youth NGOs	UNICEF	1.40
	5.3.3: Social attitudes welcome and encourage child and adolescent participation in planning, implementation and monitoring of programmes that affect the realization of their rights.	UNICEF is the lead Agency <i>Tech & Fin Support</i> UNESCO, UNICEF	Coordination/Finance: MLG, Implementation: MCSST, MLHA Others: CSOs, Youth NGOs	UNICEF UNESCO	1.40 0.05
	5.3.4 Universal Birth Registration	UNICEF is the lead Agency <i>Tech & Fin Support</i> UNICEF, WHO	Coordination/Finance: MLG Implementation: MLHA, MOH, WHO Others: CSOs	UNICEF WHO	0.35 0.03
Programme Coordination Mechanisms: The UNDAF Working Group on Children, Youth and Women Empowerment will be the overall coordinating body for the implementation, monitoring and evaluation of this UNDAF Outcome. The Working Group will meet at least quarterly to review progress and shall report to the UNDAF Reference Group which will be the overall coordinating body for the UNDAF as a whole. To avoid duplication and creation of parallel structures, existing institutional arrangements for the interface of the Government of Botswana and the UNCT will be used. Full use of the range of existing programme modalities in implementation is anticipated					

ANNEX II: AGENCY BRIEFS

FAO

Botswana's accession to the Food and Agriculture Organization of the United Nations (FAO) dates back to 1st November 1966. Within the UN system, FAO has a special responsibility for food security and rural development. Its main mandate is to raise levels of nutrition and standards of living, to improve agricultural productivity and to better the condition of rural populations. FAO has prepared an action plan in response to the recommendations emerging from a number of international fora that include among others: United Nations Conference on Environment and Development (UNCED, 1992); International Conference on Nutrition (1992); World Conference on Human Rights (1993); International Conference on Population and Development (1994); World Food Summit (1996). These form FAO's framework for supporting governments in the implementation of the United Nations Development Assistance Framework (UNDAF).

FAO operates a Technical Cooperation on a biennium project mode. The Technical Cooperation Programme (TCP) assistance in Botswana has been granted under various project categories including emergency response operations; natural resources management and conservation; food and agriculture policies; nutrition; and, consumer protection. FAO is also involved in project and programme formulation; and, short-term expert and consultant services.

In the current UNDAF, in keeping with its mandate and expertise, FAO's main direct contribution and support would be in Country Outcomes that combine reduction of poverty and hunger; and, significant support would be directed to areas concerning ecosystems management, conservation and sustainable utilisation of biodiversity and impact of climate change.

IAEA

Botswana became Member State of the International Atomic Energy Agency (IAEA) in 2003. The Country Programme Framework (CPF) covering the period 2006-2010 was endorsed in September 2006. The CPF was instrumental in the formulation of a focused portfolio of Technical Cooperation projects for the 2009-2011 cycle addressing the major development needs of Botswana.

For the 2009-2011 programme, the focus will be on development of capacity in the health sector to treat cancer, assessment of nutrition interventions related to HIV AIDS and agriculture and monitoring of transboundary animal diseases. The related programme areas in the UNDAF where the Agency Programme will contribute are Poverty Reduction, Human Development and HIV/AIDS impact mitigation, Sustainable Environment and Climate Change mitigation and adaptation.

To this effect the Agency cooperates with 3 government ministries as implementing partners and as IAEA is a non-resident Agency, national level coordination will be achieved through the National Liaison Officer.

ILO

The International Labour Organisation is a non-resident agency in Botswana. UNDAF programme areas which ILO will support are in-line with the global Strategic Plan for 2008-2012. Cooperation has and will continue to focus on technical support under the ILO Botswana Decent Work Country Programme formulation. ILO also provides support to workers, employers and government within

its global mandate to pursue social justice through its work in the world of work as declared in the ILO's Declaration on Social Justice for a Fair Globalisation (August 2008).

ILO will support the Government of Botswana through technical cooperation projects, short-term technical expertise, training, supply and cash assistance. In addition to the regular budget operational funds allocated from the global budget, resources are mobilised through various global and regional programme funds.

The programme areas under which ILO support will focus in this UNDAF include: Poverty Reduction and Economic Diversification, Human Development and HIV/AIDS impact mitigation, and the empowerment of women and youth.

As such, cooperation has been with the ILO's tripartite social partners, which include workers' federations, employers' federations and the Government of Botswana, as led by the Ministry of Labour and Home Affairs. In addition, the ILO works with civil society organizations and the private sector.

UNAIDS SECRETARIAT

The Joint United Nations Programme on HIV/AIDS (UNAIDS) was established in 1996 to pool together efforts and resources of the UN system for more unified and strengthened response to HIV & AIDS at global, regional and country level.

In Botswana, the UNAIDS Secretariat supports the UN Country Team (UNCT) efforts to contribute to the national response to the epidemic. To further enhance UNCT cohesion and results on HIV and AIDS based on agencies specific mandates and comparative advantages, the Joint UN Team on AIDS (JUTA) was formed in June 2007. It comprises of all UN technical and professional staff who work on HIV and AIDS either on full or part time basis and its operations and functioning are facilitated by UNAIDS Secretariat.

For this UNDAF and in accordance with its mandate, the UNAIDS Secretariat will focus on its facilitation and coordination role for the UNCT contribution to the national response to the epidemic. Furthermore it will provide support mainly through NACA to strengthen strategic partnerships, coordination and harmonization among stakeholders involved in scaling up the national response toward universal access in line with the Three Ones principles. In addition it will assist to leverage resources and promote and support more effective management and use of strategic information for evidence informed advocacy on key issues and policies and programming particularly for prevention scale up. Support for efforts towards enhanced capacity building for civil society and elimination of HIV and AIDS related stigma will be among key priorities for the UNAIDS Secretariat

UNDP

The United Nations Development Programme (UNDP) has been a resident agency since 1966 over 7 programme cycles of approximately 5 years. UNDAF programme areas which UNDP will support are in-line with the global Strategic Plan for 2008-2012. Cooperation has been and will continue to focus on normative level support for developing national and local level capacities and to create an enabling environment for sustainable Human Development.

UNDP will continue to support the Government of Botswana fully within the framework of the new UNDAF, specifically in providing technical and programme management personnel in country, short-term technical expertise, supply and financial resources. In addition to the core programme and operational funds allocated from the global budget, resources are mobilized through various global and regional programme funds as well as from the GoB cost-shared agreement modalities.

The programme areas in this UNDAF for focus include: Governance and Human Rights Promotion including Gender Equality; Disaster Risk Reduction; Poverty Reduction, Human Development and HIV/AIDS impact mitigation, Sustainable Environment and Climate Change mitigation and adaptation and the empowerment of women and youth.

As such, cooperation has been with 10 government ministries as Implementing Partners as well as with civil society organizations and the private sector. UNDP provides administrative support to the Resident Coordinator and Common Services management functions for the UN Country Team for effective coordination of UN System development operations.”

UNEP

The United Nations Environment Programme (UNEP) is a Non-Resident Agency (NRA) with its headquarters in Nairobi, Kenya. UNEP is mandated to serve as a lead authority in articulating, facilitating and supporting responses to the current environmental challenges and opportunities and enabling nations and peoples to improve their quality of life without compromising that of future generations.

UNEP will support the Government of Botswana as well as civil society organizations and the private sector within the framework of the UNDAF through technical assistance aiming at developing national and local capacities to create an enabling environment for sustainable human development in line with the Bali Strategic Plan for Technology Support and Capacity-building.

The programme areas in this UNDAF for focus include: ecosystem management, water management, biodiversity conservation, land management, climate change adaptation and mitigation, environmental governance and integration of environmental issues into development and poverty reduction frameworks at the national and district levels

UNESCO

The United Nations Educational, Scientific and Cultural Organization (UNESCO) has been working with the Government of Botswana since 1980 when it became a member state. As a specialized agency, UNESCO will support the government of Botswana within the framework of the UNDAF to the building of peace, the alleviation of poverty and sustainable development.

In fulfilling its mission, UNESCO functions as a laboratory of ideas and a standard setter in forging universal agreements. The Organization also serves as a clearinghouse for the dissemination and sharing of information and knowledge in diverse field within its areas of competence. UNESCO will work with the Government of Botswana to create the conditions for genuine dialogue based upon respect for shared values and the dignity of each civilization and culture through Education, the Sciences, Culture, Communication and Information which aim to support the achievement of the five UNDAF outcomes in Botswana.

UNFPA

The United Nations Population Fund (UNFPA) began operations in Botswana in 1971 to strengthen Government capacity to formulate policy, implement, monitor and evaluate in the key priority areas of population and development (P&D) and Sexual and Reproductive Health (SRH) services. In recent years, a great deal of emphasis was also placed on building capacities for HIV prevention with focus on youth. Assistance has been provided through joint GOB/UNFPA five-year Country Programme cycles.

To implement the country programme UNFPA will invest efforts in improving and retaining the skills of its national staff. International UN Volunteers (UNV) and/or staff will be attracted to fill pertinent gaps in the staff skill mix. Short and medium term technical assistance (TA) in the form of consultancies will be availed to government and non- government partners when necessary.

Of particular importance during the UNDAF period will be support to: a) the nation's decision to scale-up prevention of HIV and AIDS through behavioural and social change strategies and the integration of sexual and reproductive health and HIV and AIDS interventions; b) strengthening government and non-government institutions in mainstreaming gender in programming and implementation; and c) accelerating the reduction of maternal mortality.

UNHCR

The UN High Commission for Refugees (UNHCR) has had a presence in Botswana dating back to the 1970s. Over the years, UNHCR has worked in cooperation with the Government of Botswana to ensure access to the asylum process in conformity with the relevant refugee-conventions to which it is a signatory, and under the Botswana Refugee Act of 1967.

The collaboration extends to support the maintenance of Dukwi Refugee Settlement and assistance to the refugees residing there. UNHCR coordinates the support to refugees from other UN agencies, funds and programmes as applicable. Independent of the government, UNHCR supports health-related services through the Botswana Red Cross Society and vocational training through a private contractor. Upon demand, UNHCR facilitates voluntary repatriations and processes worthy cases for resettlement.

UNICEF

The United Nations Children's Fund (UNICEF) has been a resident agency in Botswana since 1968. UNICEF support to the UNDAF will be in line with the global Medium Term Strategic Plan endorsed by the UNICEF Executive Board for 2006-2011. The Convention on the Rights of the Child and the African Charter on the Rights and Welfare of the Child provide the international framework. Cooperation is focused on establishing norms and standards, as well as developing national and local level capacities to create an enabling environment for the realization of the rights of children.

UNICEF will continue to support the Government of Botswana within the framework of the new UNDAF, specifically in providing technical and programme management personnel in country, short-term technical expertise, supplies and financial resources. In addition to the regular resources and support budget funds allocated from UNICEF's global budget, resources will be mobilized

through UNICEF's thematic and set-aside funds, as well as from proposals developed bilaterally (or regionally) with governments and National Committees for UNICEF.

UNICEF will provide support to each of the five UNDAF Thematic areas to ensure due attention to the well-being of children and families. As such, UNICEF will cooperate with government ministries as Implementing Partners as well as with non-government entities such as NGOs/CBOs, the media, religious organizations, academia, sports personalities and organizations, parliamentarians, traditional leaders and the private sector.

UNIDO

In order to support the government of Botswana in its endeavour to diversify the economy and to facilitate the private sector led non mining economic growth, The United Nations Industrial Development Organization (UNIDO) will focus its assistance around three main areas: i) Poverty reduction through support to productive activities, ii) trade capacity building in order to address supply side constraints through quality programme and industrial up-grading and iii) energy and environment. More specifically, in cooperation with the Ministry of Trade and Industry, UNIDO will assist in to build the governmental capacities to develop and implement an industrial policy that accelerating the pace of economic diversification, given regional and international developments. In order to reduce new constraints of trade liberalization, UNIDO will contribute to strengthen competitiveness of industries and related services, thus supporting efforts of growth, employment creation, export promotion and poverty reduction. Furthermore, taking into consideration the dependency of the country on imported energy, a specific attention will be given to energy management and energy efficiency with the support to introduce the ISO Energy Management Standards and the implementation of System Optimization approach at industry level. Furthermore, in contributing to climate change and environmental issues, UNIDO will also support the introduction of cleaner production and renewable energy in order to contribute to manage on a sustainable way the natural resources of the country.

UNIFEM

The United Nations Development Fund for Women (UNIFEM) has been a non-resident agency in Botswana of 16 years. UNIFEM will support the Government of Botswana through technical cooperation projects, short-term technical expertise and consultancy. UNIFEM will support activities in line with its Strategic Business Plan (SBP) 2008 and 2011. Botswana will benefit from regional programmes in the SBP namely, (i) promoting women in decision making positions (ii) implementation and reporting of women's human rights instruments and (iii) financing for gender equality and women's empowerment. In addition, Botswana is a recipient of the UN Trust Fund awarded to the Ministry of Home Affairs 2007-2010 which seeks to contribute to the elimination of all forms of gender based violence and reduction of the spread of HIV/AIDS among women and girls in Botswana.

Botswana is one of the countries where research on Home Based Care was conducted. The research findings are being repackaged with a view to advocate for allocation of resources towards home based care. Botswana has and will continue to benefit from the support provided by UNIFEM for women to participate in international conferences.

Cooperation has been and will continue to focus on technical support on mainstreaming gender in national development processes. Botswana is the home of the SADC Gender Unit and is a long standing partner for UNIFEM. UNIFEM will continue to work with the SADC Gender Unit and provide support for the coordination of VAW at the regional level

UNOHCHR

The United Nations Office of the High Commissioner for Human Rights (UNOHCHR) is based in Geneva and is the principal United Nations department mandated to promote and protect human rights world-wide. Since its inception in 1998, the OHCHR Regional Office for Southern Africa has worked closely with partners to provide human rights advice and assistance, including training, to a broad range of beneficiaries in Government, civil society, academic institutions and international organizations in 14 countries in the SADC region. The Regional Office has undertaken joint initiatives with a number of regional organizations and institutions, including the SADC Secretariat in Gaborone as well as the SADC Parliamentary Forum, the Southern African Regional Police Chiefs Cooperation Organization, the SADC Chief Justices' Forum and the SADC Tribunal.

In Botswana, UNOHCHR partners have included the UN Country Team, the Ministry for Foreign Affairs and International Cooperation, the Botswana Police and a number of human rights NGOs. The Regional Office will provide advice, assistance and training under the Botswana UNDAF, particularly in the area of Governance and Human Rights. UNOHCHR is also ready to provide a wide range of assistance for the establishment of a human rights commission in Botswana.

UNV

The United Nations Volunteers (UNV) has been operational in Botswana since 1973, setting up a national UN Volunteer scheme in 2000. Since becoming operational, the United Nations Volunteers has fielded volunteers to provide technical expertise to the Government of Botswana, non-governmental organizations, and community-based organizations including skills training for income-generation activities and supported the mobilization of volunteers in support of achieving development goals of the country.

UNV will continue to support the Government of Botswana within the framework of the UNDAF through mobilization of technical expertise in support of the various programmes/projects that have been identified as areas of intervention. UNV will use its comparative advantage in community based and decentralized development of the MDG and sustainable development efforts. While UNV relies largely on its partners to facilitate the mobilization of UNV Volunteers, it can also mobilize financial and volunteer resources in order to contribute to joint programming with its partners. Given the critical competencies that will be needed for implementing the UNDAF, UNV will readily support the UN system and national institutions to mobilize required skills for the various programming interventions by harnessing volunteerism as assets for development.

UNV's distinctive contribution to development effectiveness is in line with the UNDP global Strategic Plan 2008 – 2011 and will focus on developing capacity at national and community level through mobilization of volunteers and civic engagement, inclusion and participation and thus enhance access to service and service delivery. The areas of focus in the UNDAF 2010 – 2016 will include Governance and Human Rights Promotion, Poverty Reduction, HIV/AIDS impact mitigation

and Environment and Climate Change mitigation and adaptation focusing in particular on the participation and inclusion of youth and young people. UNV has evidence-based effectiveness in supporting these development priorities.

United Nations Development Programme (UNDP) administers the United Nations Volunteers.

WHO

The World Health Organization (WHO) is the specialized United Nations Agency for Health. It is responsible for providing leadership on global health matters, shaping the health research agenda, setting norms and standards, articulating evidence based policy options, providing technical support and monitoring and assessing health trends. WHO as a technical agency intervenes mostly at the policy and advocacy level with the Ministry of Health providing both long-term and short-term technical experts.

The WHO Country office capacity to provide technical support to Botswana is augmented by technical expertise in all fields of health that is available through the Regional Office for Africa and the WHO Headquarters. WHO technical support is provided in line with national health priorities as set out in the National Development plans, the UN's special focus as set out in the UNDAF as well as the WHO Country Cooperation Strategy (CCS). Operationally, the technical support is provided through biennial work plans consultatively developed with the Ministry of Health. The biennial work plans are derived from the CCS and the UNDAF.

The following are the areas of focus for WHO in Botswana: policy development and health systems strengthening; HIV/AIDS, Tuberculosis & Malaria; communicable and non-communicable disease surveillance, control and response; food safety; emergency preparedness and response; immunization and vaccine development; health promotion; child and adolescent health; mental health and substance abuse; health and sustainable environment; injury prevention and rehabilitation; reproductive health; essential medicines; blood safety and clinical technology; nutrition; and health information management and dissemination.

Thus, during the period 2010 – 2016 of implementing the UNDAF, WHO's technical support will focus mostly on the UNDAF outcome 3, on Health and HIV/AIDS. In addition, WHO will contribute to outputs in the UNDAF outcomes on Environment, and on Youth and Women Empowerment.

ANNEX III: Monitoring and Evaluation

Monitoring and Evaluation 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, NDP10 goals, MDGs, Millennium Declaration and other international agreements and obligations.	Government Effectiveness (73.9%-2008/2009)	76% (2016)	NDP10 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.
CP Output 1.1.1 Evidence based responsive policies, legislation, programmes and projects formulated by government to accelerate progress towards Vision 2016 goals, NDP10 goals, MDGs and Millennium Declaration.	# 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 institutionalized (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.
CP Output 1.1.2 Increased efficiency and accountability of the publics, civil society organisations, private sector in the development, provision and delivery of services.	Turnaround time for cases (14 months-2008/2009). % of backlog cases resolved.	Half Turnaround time (2013). 75% of existing backlog cleared/resolved(2016)	Progress reports from OP	R: Resource constraints
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.
CP Output 1.1.4 Effective coordination of collection, analysis and use of quality disaggregated data (statistics) in decision making.	Proportion of public sector institutions using quality disaggregated data in decision-making (0-2008). Proportion of public sector institutions sharing and coordinating analyses (0-2008).	30% (2016). 30% (2016).	Progress reports from OP and CSO	A: Openness toward creating and nurturing a culture of sharing information and using results in decision making. R: Strategic level coordination is insufficient

<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). % 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>	
<p>CP Outcome 1.2 Strengthened Human Rights institutions to respond to the rights of vulnerable groups including youth, children, women, PWA, refugees and disabled.</p>	<p># 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>6 (2011) 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>
<p>CP Output 1.2.1 Human Rights institutions strengthened for enhanced equality and equity (by gender, minority status, socioeconomic status) and specific vulnerable groups.</p>	<p># 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>
<p>CP Output 1.2.2 Strengthened justice and social systems.</p>	<p>The number of districts and social justice systems incorporating e-governance structures (0-2008) Average turn around time of cases (14 months-2008/2009) % of backlog of cases cleared (0-2008)</p>	<p>6 (2016) Half 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 mobilized. R: Resource constraints</p>
<p>CP Outcome 1.3 Gender mainstreamed in national laws and policies and in national, district, and community plans and programmes.</p>	<p>GDI Index (GDI Index – baseline)</p>	<p>GDI - TBD</p>	<p>Progress reports from GoB</p>	<p>R: Resources constraints.</p>
<p>CP Output 1.3.1 Legal framework reviewed and gender policy mainstreamed in national policies to comply with ratified international commitments.</p>	<p># of structures and mechanisms with programmes to deal with issues related to gender based on National policies (0-2008). # of national policies in compliance with international treaties on mainstreaming gender policy</p>	<p>TBD TBD</p>	<p>MLHA Records</p>	
<p>CP Output 1.3.2 Enhanced awareness and capacity in government and civil society organizations for gender analysis and gender responsive programming.</p>	<p>Proportion of government and civil society organizations who implemented sector specific gender sensitive research, planning, monitoring and evaluations(TBD)</p>	<p>50% Increment (2016)</p>	<p>MLHA Records</p>	
<p>CP Output 1.3.3 Increased and enhanced representation of women in leadership in government and non-government institutions.</p>	<p>#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). % 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.</p>	<p>All programmes (2016) 100% integration of gender issues into the national, district, and community development plans (2016). 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).</p>	<p>MLHA Records MLHA Records</p>	

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 (2012 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.	# of timely Policy briefs on risk management (0-2008). proportion of national, district and community levels volunteers trained (0-2008). # 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

Monitoring and Evaluation 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)	50% by 2016	Statistical Bulletin	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 Outcome 2.1: Enhanced National and district capacity to support inclusive community – driven development	Real GDP growth rate- Total, Non-mining private sector (NMPS), Per capita (6.2 NMPS 6.8 Per capita 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). National LED Framework (0-2008) # of districts with LED frameworks (0-2008)	7.3 per annum 9.0 per annum 7.5 Per annum 5 by 2016 0.6 by 2016 15.7 by 2016 LED Framework is in place (2011) 16 (2016)	Statistical Bulletin Labour Force Survey HIES MLG Reports	A: LED policy imperatives are effectively addressed A: All districts commit to the pursuit of LED strategies R: LED policy imperatives are addressed R: Districts lack the capacity to design and implement LED strategies
CP Output 2.1.1: National and district frameworks for local economic and social development (LED) are developed in all districts.	# of (sub)district frameworks completed (0-2008)	8 complete (2013). 16 complete (2016).	District plans.	A: The District Frameworks for LED is a sufficient instrument to support an innovative and inclusive approach (CDD). R: Government institutions may not function in a transparent manner and may not maintain consistent dialogue/coordination.
CP Output 2.1.2: Community institutions, mechanisms and processes for accelerating local economic and social development towards Vision 2016 and the MDGs are strengthened.	# of NGOs, academic institutions and districts capacitated to accelerate local economic and social development (0-2008)	≥2 NGOs LED competent. ≥1 tertiary institution offers short courses on LED.	Monitoring Reports	A: Institutions accept LED as a viable strategy for development R: Institutional preparedness for LED is not adequate

<p>CP Outcome 2.2: Technical and institutional capacity to develop, implement and monitor inclusive development policies and strategies is strengthened in key ministries.</p>	<p># of inclusive development policies and strategies # of individuals trained in key ministries Poverty indicators (Poverty Head Count Ratio was 30.3% in 2002/03) Policy Measures on access to financial services for poor people (Finscope study in 2009 to provide baseline)</p>	<p>TBD (2010). Revised National Strategy for Poverty Reduction by (end 2010). Policy proposals formulated and presented (2013). Policies and programmes in place (2016).</p>	<p>HDR, HIES MDG reports</p>	<p>A: Government is committed to inclusive policies. A: Political Will. A: Poor people have strong demand and willingness to pay for financial services.</p>
<p>CP Output 2.2.1: Regulatory instruments to improve poor people's access to financial services and productive assets/resources strengthened.</p>	<p># of Poverty Monitoring Reports (HIES) #of meetings held by the Multi-Sectoral Committee on Poverty Reduction held in the last 12 months (0-2008).</p>	<p>Multi-topic Survey results are published (2011). Training on poverty is complete (2013). Districts produce poverty monitoring reports (2016).</p>	<p>Planned Desk study (Thin-scope) Annual Reports Meeting minutes MFDP</p>	<p>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.</p>
<p>CP Output 2.2.2: Enhanced technical and oversight capacity of the Ministry of Finance and Development Planning to manage the implementation of the National Strategy for Poverty Reduction (NSPR).</p>	<p>% of sector and district plans meeting poverty reduction criteria (TBD)</p>	<p>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). Review complete (2013). Comprehensive social protection system is developed (2016).</p>	<p>NDP11 Review Reports</p>	<p>A: Budget resources available. R: Resource Constraints</p>
<p>CP Output 2.2.3 Poverty reduction is mainstreamed into national and district development plans.</p>	<p>A strengthened comprehensive Vulnerability assessment and social protection mechanisms established based on vulnerability assessments, research and analysis (Desk Studyⁱⁱ).</p>	<p>Review complete (2013). Comprehensive social protection system is developed (2016).</p>	<p>MLG and MFDP Review Reports.</p>	<p>A: Capacity exists at all levels to take advantage of the benefits from a vulnerability assessment system. A: Information from research and analysis is used systematically to formulate evidence-based social protection mechanisms. A: Macro-economic fundamentals remain favourable.</p>
<p>CP Output 2.2.4: Vulnerability and social protection mechanisms are strengthened based on vulnerability assessments, research and analysis.</p>	<p>Structured and benchmarked annual assessment of progress in entrepreneurship development (Institutional Mechanisms in place). Competition Policy is in place). Structured review of the regulatory environment for entrepreneurship development (0-2008) Policy initiatives on entrepreneurship development (0-2008)</p>	<p>First Botswana Entrepreneurship Monitoring Report (BEMR) is published (2010). A revised Industrial Development Policy is in place (2011) Second BEMR is produced (2011) 3rd BEMR is produced (2013) 4th BEMR is produced (2016)</p>	<p>MTI Reports</p>	<p>A: Stakeholder coordination on entrepreneurship development improves. R: Stakeholder coordination is weak</p>
<p>CP Outcome 2.3 The institutional and regulatory environment for inclusive trade and private sector development is strengthened.</p>	<p>Entrepreneurship database (0-2008) # of policy reforms/initiatives to support SMME development (0-2008)</p>	<p>Entrepreneurship development database (2010) Informal sector strategy in place (2012)</p>	<p>MTI Reports BEMR Thin-scope</p>	<p>A: Human resources are mobilized to fulfil requirements needed to negotiate agreements with multilateral, regional and bilateral stakeholders.</p>
<p>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.</p>	<p>#of MTI employees trained on trade policy and negotiations (TBD) #of adequately researched position papers on trade produced by the NCTPNⁱⁱⁱ (0-2008)</p>	<p>TBD (2016)</p>	<p>MTI reports.</p>	<p>A: Human resources are mobilized to fulfil requirements needed to negotiate agreements with multilateral, regional and bilateral stakeholders.</p>
<p>CP Output 2.3.2: National capacity to negotiate inclusive multilateral, regional and bilateral trade agreements is enhanced.</p>	<p></p>	<p></p>	<p></p>	<p></p>

CP Output 2.3.3: TVET development is integrated into secondary and tertiary school curricular and programmes for out of school youth and women.	# of secondary and tertiary level schools with TVET incorporated into their curriculum (0-2008*)	Curricula institutionalized(2016)	UNESCO activities reports.	<p>A: Effective demand for entrepreneurship development at secondary and tertiary school levels exists.</p> <p>R: Quality human resources may not be available to provide balanced instruction to women and men.</p>
Monitoring and Evaluation Framework on Health and HIV/AIDS				
UNDAF Outcome/CP Outcome/Output	Indicators (Baselines)	Targets	SOV	Assumptions (A), Risks (R)
<p>UNDAF Outcome 3 Country capacity to address health and HIV and AIDS challenges towards achieving universal access to quality services is strengthened by 2016.</p>	<p>HIV incidence (2.5%-2008). Maternal Mortality Ratio. IMR.</p>	<p>75% reduction in incidence (2016)</p>	<p>CSO, MOH, NACA</p>	
<p>CP Outcome 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>HIV incidence (2.5%-2008). Maternal Mortality Ratio. IMR.</p>	<p>75% reduction in incidence (2016)</p>	<p>CSO, MOH, NACA</p>	
<p>CP Output 3.1.1 Strengthened structures, systems, staff, policies and plans for coordinated health, nutrition and HIV/AIDS services delivery</p>	<p>Revised plans and frameworks (0-2008). Revised sectoral policies and legislation (0-2008). Functioning M&E systems for OVCs (0-2008). Guidelines and standards (0-2008). Coordination mechanisms (0-2008).</p>	<p>4 Sectoral policies (2016). 1 Functional M&E system for OVCs (2016). All guidelines and standards reviewed and harmonized (2013). Coordination Mechanism for HIV national Response and Health available (2012).</p>	<p>Reports from NACA, MOH and MoLG</p>	<p>R: Budget resources available. R: Government institutions do not function in a transparent manner and do not maintain a constant dialogue.</p>
<p>CP Output 3.1.2: Strengthened capacity for the implementation of International Health Regulations including Epidemic preparedness and response</p>	<p># of IDSR guidelines incorporating IHR (0-2008). Timeliness and completeness of reporting on public health events (0-2008). # of Port Health service facilities established and operational (TBD). # of districts with comprehensive health emergency preparedness plans (0-2008)</p>	<p>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.</p>	<p>Reports from the MOH and MoLG</p>	<p>A: Political will. A: Human resources are available to fulfill IHR system requirements. R: Budget constraints.</p>
<p>CP Output 3.1.3: MOH, NACA, and MLG and civil society have the capacity to undertake routine data collection, research, studies and surveys.</p>	<p>Availability of integrated Health Information systems. # of programmes evaluated at least once in 5 years (0-2008). # 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).</p>	<p>Routine Disease statistics available per MOH schedule. Integrated Health Information System available (2016). >90% of Programmes evaluated atleast once (2012). 30% of priority Health research areas conducted (2016). 75% of the institutions (2016)</p>	<p>Reports from NACA Desk study</p>	<p>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.</p>

<p>CP Output 3.1.4: Supply chain for health, nutrition, and HIV/AIDS commodities responds to demand.</p>	<p>Average # of stockout days per year for HIV/AIDS, health and nutrition commodities and central level. (TBD-CMS) Availability of updated guidelines and protocols on supply chain management. (TBD-CMS)</p>	<p>Zero stock outs (2016) Updated guidelines available(2011)</p>	<p>CMS Reports</p>	<p>A: Health commodities increases yearly. A: Supply chain for health commodities has few significant bottlenecks. R: Budget constraints.</p>
<p>CP Outcome 3.2: Increased availability and demand for quality services for Communicable and Non-Communicable Diseases (NCD) by 2016. CP Output 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, monitoring and evaluation of communicable and non – communicable diseases.</p>	<p># of malaria cases (TBD) Prevalence of diabetes (TBD). Prevalence of hypertension (TBD) % of CSOs with adequate capacity for public awareness, health promotion, and M&E of communicable/non communicable diseases (0-2008). %of public , private sector and community organizations with comprehensive wellness programs (0-2008). %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). Availability of national NCD prevention and control strategy (0-2008). Availability of health promotion strategies for NCDs (0-2008).</p>	<p>TBD 75% of the targeted institutions (2008) 90% public Institutions 80% of BBKA affiliated private institutions 80% of CBOs 80% of the hospitals and clinics Strategy available and in use by 2011 Health Promotion strategies available and use by end 2010</p>	<p>CSO Merged Evaluation MoH, National malaria programme</p>	<p>R: Changes in climate may have an influential impact on the number of malaria cases reported.</p>
<p>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</p>	<p>Increased access to quality EmOC services (91%-2008). Increased EPI Immunization coverage indicator (90%-2008). IMCI coverage (4%-2008). CPR (44%-2008).</p>	<p>98% (2016) 98%(2016) 50%(2016) 60%(2016)</p>	<p>MoH Reports</p>	<p>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.</p>
<p>CP Outcome 3.3: By 2016, access to and utilization of quality services for SRH, HIV/AIDS, and TB enhanced.</p>	<p># 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^{vi}). # of HIV + individuals enrolled into IPT. % of TB patients tested for HIV (58%-2008). MDR surveillance tools developed (0-2008).</p>	<p>34 Hospitals, 27 Clinics (2016). 34 Hospitals (2016). 90% (2016). 90% (2016). MDR surveillance tools available and in use *2012).</p>	<p>MoH Reports</p>	
<p>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>	<p>% of CBOs and FBOs with at least 1 staff trained in counselling (TBD). Availability of updated strategic framework for care and support of adolescents infected and affected (0-2008). Availability for guidelines and training materials for psycho-social support for adolescents and vulnerable children (0-2008).</p>	<p>80%(2016). 1 (2011). Set of guidelines available (2011).</p>	<p>MoH Reports</p>	

<p>CP Output 3.3.2: Strengthened evidence-informed prevention and treatment services for HIV and AIDS, TB and related opportunistic infections.</p>	<p>% of eligible population with access to treatment (PMTCT, ARV, TB,) services (ARV-95%:2008). Availability of a defined minimum package of prevention services for adolescents (0-2008). Availability of guidelines updated in line with international standards for STI, MC, HTC, ART, PMTCT, TB/HIV, and TB (0-2008). Availability of evidence informed behavioural change materials (TBD) # of HIV negative males 0-49 circumcised (TBD). % of people aged 15 – 49 who had sex with more than one partner in the last 12 months (TBD)</p>	<p>ARV 99% (2016). Package available (2011). All updated guidelines follow international standards (2011).</p>	<p>MOH Records</p>	
<p>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>	<p>Availability of evidence informed behavioural change materials (TBD) # of HIV negative males 0-49 circumcised (TBD). % 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) 500,000 (2016).</p>	<p>MOH records MoH Reports BIAS3 & 4</p>	
<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 harmonized 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 mobilized to address stigma, discrimination, gender and other barriers to use of SRH and HIV related services.</p>	<p>% of Civil society organization 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>	

Monitoring and Evaluation Framework on Environment and Climate Change

UNDAF Outcome/CP Outcome/Output	Indicators (Baselines)	Targets	SOV	Assumptions (A), Risks (R)
<p>UNDAF Outcome 4 By 2016, the rural poor, especially women, enjoy greater benefits from the environment and natural ecosystems.</p>	<p>Average monthly in-kind income by rural households) (P422 – 2008)</p>	<p>40% increase of the average monthly in-kind income from rural households (2016)</p>	<p>HIES CSO</p>	
<p>CP Outcome 4.1 Inclusive policy and institutional environment for sustainable natural resources management (NRM).</p>	<p>% change in GoB expenditures invested in the environment (2010 estimate)</p>	<p>50 % change in GoB expenditures. 30% annual change in GoB expenditures invested in the environment (2016).</p>		<p>A: Political will.</p>
<p>CP Output 4.1.1 Improved access to information for decision-making by all stakeholders (government, civil society, private sector and individuals).</p>	<p># of Environmental Information System nodes. # of stakeholders adhering to EIS data standards & protocols # of Mass-Media houses delivering Environmental Awareness messages.</p>	<p>5(2016) 5(2016) 1(2016)</p>		

<p>CP Output 4.1.2 Increased capacity of government, civil society organisations (CSO), and private sector in coordinating, monitoring and reporting on implementation of natural resource management policies & related obligations.</p>	<p># of government and CSOs trained in natural resource management (0-2008). % of stakeholders implementing Multi-lateral Environmental Agreements (MEAs) (0-2008). % of students with passing grades on compliance & enforcement of MEAs (0-2008). % of stakeholders with capacity on Agro-chemicals Management (0-2008). # of laws and policies being implemented on Waste Management and Pollution Control (0-2008). # of government and private sector organizations with awareness and skills in Cleaner Production (0-2008). # of organizations with Environment Coordination officers or Mechanisms (0-2008). Economic/financial efficiency accruing from environment mainstreaming in the NDP 10 Mid-Term Review. # of integrated Environmental Management tools (0-2008).</p>	<p>10 departments of CSO Trained (2013) 50%(2016) 70%(2016) 50% (2016) TBD 10(2013)</p>	<p>Follow up assessment.</p>	<p>A: Adequate staffing available in GoB, Civil Society Organisations (CSO), and Private Sector. R: Budget constraints.</p>
<p>CP Output 4.1.3 Environment and conservation mainstreamed into national development and poverty reduction framework.</p>	<p># of CBOs with capacity to develop and implements plans in natural resources and ecosystem management and benefit distribution. (88-2008).</p>	<p>4 production sectors each with a coordination officer /mechanism(2013). Min. of 10% in economic efficiencies in 3 selected sectors(2013).</p>	<p>Desk Study. NDP11</p>	<p>A: Political will A: Agenda may not produce efficient energy initiatives which are salient enough.</p>
<p>CP Outcome 4.2 Enhanced capacity of communities for natural resources and ecosystem management and benefit distribution.</p>	<p># of CBOs having Local Capacity for Water Resources Management (0-2008). % of village development committees with appropriate awareness, communication & outreach on sanitation and hygiene. # of laws on Environmental Governance of IWRM. # of trans-boundary water resource initiatives undertaken. # of Water Education messages delivered from Mass-Media houses.</p>	<p>20% increase in the number of CBOs and communities exposed to multiple training interventions in natural resource management and ecosystem management (2016).</p>	<p>MEWT</p>	<p>A: Increased capacity is linked to an increase in the number of CBOs working in natural resources and ecosystem management and benefit distribution.</p>
<p>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.</p>	<p># 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).</p>	<p>All targeted district level Water Partnerships developed; Women/Youth participation in ecosystem management & benefit acquisition increases over time (2013).</p>	<p>Reports from MLG and MEWT.</p>	<p>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.</p>
<p>CP Output 4.2.2 Enhanced capacity of rural communities, especially women and youth for ecosystem management & benefit acquisition.</p>	<p># 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).</p>	<p># of CBOs increases by 20%, with min of 40% participation by women or youth (2013). 40%(2016)</p>	<p>MEWT Community Outreach Reports</p>	<p>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.</p>

<p>CP Output 4.2.3 Efficient, cost-effective and inclusive systems for biodiversity (and species) conservation.</p>	<p># of Community-level Protected Areas established (1-2008) # of organizations trained in National capacity Building programme on Sustainable Tourism Development in parks and protected areas (0-2008) Increase in sustainable financing level of community-level protected areas.</p>	<p>4(2016) 4(2013)</p>	<p>Reports from MEWT.</p>	
<p>CP Outcome 4.3 By 2016 Enhanced national capacity for climate change adaptation and mitigation.</p>	<p>Greenhouse gases emissions inventory. % of government expenditures in climate change adaptation and mitigation. % of government budget allocated and implemented on environment policies and programs.</p>	<p>inventory established (2016) 5% (2016) 5%(2016)</p>	<p>MFDP CSO National Accounts</p>	
<p>CP Output 4.3.1 Increased sectoral capacity to assess vulnerability and monitor impacts of climate change.</p>	<p># of Guidance Tools for Climate Change Vulnerability Assessments developed and tested. Climate Change impacts on children identified and integrated into a number of key development policies or adaptation programmes # of Economic Valuation Tools and requisite capacity for assessing Climate Change impacts developed and tested</p>	<p>6 assessments conducted. (2013) 2 (2016) 1 (2016).</p>	<p>MFDP CSO National Accounts</p>	<p>A: Information from assessments is used systematically. R: # of district / sector officials to take advantage of and use training may not be available.</p>
<p>CP Output 4.3.2 Multi-sectoral adaptation & mitigation response to climate change developed.</p>	<p># of District CC Adaptation Plans developed (0-2008). % integration of Climate Change adaptation & mitigation into the Science, Technology & Innovation policy # of Industrial energy management standards implemented</p>	<p>3 (2013). 100% (2013) All industries with standards (2013). Information Management System to support adaptation planning & action developed (2013).</p>	<p>Reports from the National Climate Change Commission MOH, CSO</p>	<p>A: Information produced is consulted and used regularly within and across sectors. R: If system lacks effective coordination, information becomes fragmented.</p>
<p>CP Output 4.3.3 Increased access to cleaner energy services and energy efficiency.</p>	<p># 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). # of Policies developed to support sustainable financing for cleaner energy. % of stakeholders with basic knowledge and using energy efficient systems across sectors (TBD). # of Private Sector organizations with adequate capacity on Energy Efficiency (TBD)</p>	<p>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).</p>	<p>Planned Energy Audit</p>	<p>A: Political will.</p>

Monitoring and Evaluation 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). Women 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. # Of reported cases of rape against women and children (1168-2008)		Police Service	
CP Output 5.1.1 Institutional mechanisms to promote accelerated prevention and response to gender based violence (GBV) developed.	Indicators and tools for monitoring and evaluating gender policies developed (0-2008). # 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: Irresponsible to open discussion about GBV.
CP Outcome 5.2 Youth and women have increased equitable access and control of resources.	# of youth accessing Young Farmers Fund (TBD). # of youth accessing out of school youth Grant Programme (TBD). # of registered Youth registered NGOs (TBD). # of registered Women NGOs (TBD). A harmonized plan in place. Rate of implementation of the plan (0-2008).		LEA, MLHA,MYSC	
CP Output 5.2.1 Youth and Women's NGO's capacities to implement coordinated and harmonized programmes strengthened.			-Desk study -BNYC ^{viii} and MYS annual audit reports / UNFPA	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.
CP Output 5.2.2 Coordination, implementation and monitoring of life skills programmes for youth and adolescents.	# of youth and adolescents benefiting from the effective coordination of life skills programmes (0-2008). Proportion of schools and community libraries with accessible documentation on life skills Strategic information (0-2008). Functional Mechanisms for coordination, implementation and monitoring of life skills in place (0-2008).	1500 per annum 50%(2016) mechanisms in place by 2014.	CSO	R: Financial resources constraints. R: Human resources may not be sufficient to participate effectively in a broad life skills education programme in a coordinated fashion.
CP Output 5.2.3 Youth and women entrepreneurs have increased access to information on government policies, programmes and sources of funding.	# of Entrepreneur's accessing information (0-2008) -% of youth and women participation in the Labour force (0-2008). % of youth and women with adequate knowledge on Government policies, programmes and sources of funding (0-2008).		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.	Child labour rate (TBD). Reported cases of child abuse, neglect and exploitation (TBD).	2% (2013)	CSO (Labour Force Survey) UNICEF	
CP Output 5.3.1 Increased and enhanced public awareness and response to protection of children.	# of media articles on child protection in a year (0-2008). % of referrals to Social and Community Development initiated by the public (0-2008).	>60 Articles. 50%. Children's Act passed (2010).	MLG UNICEF	A: People respond to media outlets discussing child protection issues. A: Political will.

<p>CP Output 5.3.2 Service providers have skills and resources to implement child protection measures (preventative, responsive and monitoring).</p>	<p># of service providers (TBD)</p>		<p>Planned UNICEF study</p>	<p>A: Political will R: Service providers may deliver uneven social services.</p>
<p>CP Output 5.3.3 Universal Birth Registration.</p>	<p>Birth registration rate (59%-2008)</p>			<p>A: Birth registrations are accurate.</p>

Monitoring and Evaluation Calendar

UNCT M&E Activities							
Year	2010	2011	2012	2013	2014	2015	2016
Surveys Studies	<ul style="list-style-type: none"> -Customer Satisfaction and 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 -NCD Profile of selected areas in Botswana -Review of Solar Energy Usage in Botswana -Review of Achievements of Milestones 	<ul style="list-style-type: none"> -Customer Satisfaction and Access to Services Surveys -Survey of Human Rights institutions -Review of Achievements of Milestones 	<ul style="list-style-type: none"> -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 	<ul style="list-style-type: none"> -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 	<ul style="list-style-type: none"> -Customer Satisfaction and Access to services Surveys -Review of Achievements of Milestones 	<ul style="list-style-type: none"> -Customer Satisfaction and Access to Services Surveys -Review of Achievements of Milestones 	<ul style="list-style-type: none"> -Customer Satisfaction and Access to Services Surveys -Review of Achievements of Milestones -Customer Satisfaction and Access to Services Surveys
Monitoring Systems	<ul style="list-style-type: none"> -MDG Monitor -National Environmental Information System 	<ul style="list-style-type: none"> -Human Rights related reports from various institutions 	<ul style="list-style-type: none"> -Human Rights related reports from various institutions 	<ul style="list-style-type: none"> -Human Rights related reports from various institutions 	<ul style="list-style-type: none"> -Human Rights related reports from various institutions 	<ul style="list-style-type: none"> -Human Rights related reports from various institutions 	<ul style="list-style-type: none"> -Human Rights related reports from various institutions
Evaluations	<ul style="list-style-type: none"> -Terminal Evaluation: Building Local Capacity for Biodiversity Conservation on Okavango Delta -Terminal Evaluation: Solar-Based Rural Electrification Project 	<ul style="list-style-type: none"> -Mid Term Evaluations of the Governance, Human Rights and Gender Sector Programmes 	<ul style="list-style-type: none"> -UNDAF Mid-term Evaluation Integrated Water Resources Management -Mid-term Evaluation 	<ul style="list-style-type: none"> -Terminal Evaluations of the Governance, Human Rights and Gender Sector Programmes 	<ul style="list-style-type: none"> -Human Rights related reports from various institutions 	<ul style="list-style-type: none"> -UNDAF Terminal Evaluation 	

Planning References							
Year	2010	2011	2012	2013	2014	2015	2016
Reviews		-End of WHO Biennial Plan Review	-Governance, Human Rights and Gender Sector Programmes	-End of WHO Biennial Plan Review	-Governance, Human Rights and Gender Sector Programmes	-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 and Government -Managing Successful Projects Certification for CSO Executives and Senior GoB Officials	-Prince2 Certification for CSOs and Government -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	-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 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 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		-NDP10 Mid Term Review -UNDP 10 Mid-Term Review -Terminal Evaluation of NSF 2 -Development of NSF 3		-Mid-Term Review of NSF 3	

ⁱ Reflects the full employment rate of unemployment. Vision 2016 envisages full employment by 2016.

ⁱⁱ Desk study to review existing social protection mechanisms to determine a) relevance and b) capacity gaps that could hamper the full achievement of social protection.

ⁱⁱⁱ NCTPN stands for National Committee on Trade Policy and Negotiations. A position paper is produced for all major meetings

^{iv} Baseline conditions of secondary and tertiary curricula in entrepreneurship development should be documented at the inception of this programme.

^v The National AIDS Coordinating Agency (NACA) documents if this research agenda is followed systematically.

^{vi} Survey to obtain Baseline is ongoing
^{vii} 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.

^{viii} BNYC is an NGO that serves as an umbrella organization 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.