

**GOVERNMENT OF BOTSWANA-UNITED NATIONS**  
**Programme Operational Plan 2010-2014**  
**UNDAF Action Plan 2013-2014**



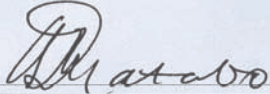
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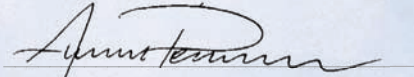
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# Signature page

**IN WITNESS THEREOF** the undersigned, duly authorised, have signed the revised Government of Botswana – United Nations Programme Operational Plan document on the 22<sup>nd</sup> March, 2013 in Gaborone, Republic of Botswana.

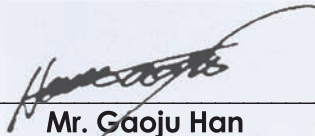


**Hon. Ontefetse K. Matambo**  
Minister of Finance and Development Planning

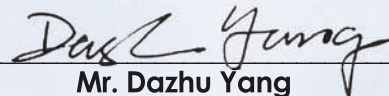


**Mr. Anders Pedersen**  
United Nations Resident Coordinator

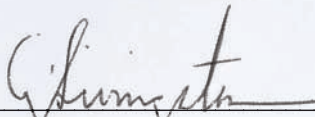
## AGENCIES



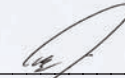
**Mr. Gaoju Han**  
FAO Representative  
Botswana and Zimbabwe



**Mr. Dazhu Yang**  
IAEA Director  
Division for Africa  
Department for Technical Cooperation



**Mr. Geoffrey Livingston**  
IFAD Country Programme Manager for Botswana




**Mr. Vic van Vuuren**  
ILO Director  
Office for Botswana, Namibia, Lesotho,  
Swaziland and South Africa



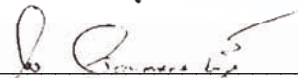
**Ms. Yanine Poc**  
OHCHR Regional Representative



**Dr. Gang Sun**  
UNAIDS Country Coordinator



**Mr. Lare Sisay**  
UNDP Deputy Resident Representative



**Mr. Mounkaila Goumandakoye**  
UNEP Regional Director & Representative  
Regional Office for Africa



**Prof. Luc Rukingama**  
UNESCO Director/Representative  
Harare Cluster Office



**Ms. Aisha Camara – Drammeh**  
UNFPA Representative



Republic of Botswana



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**Ms. Lynn Ngugi**  
UNHCR Representative

**Dr. Doreen Mulenga**  
UNICEF Representative

**Dr. Mohamed Eisa**  
UNIDO Representative and Regional Director  
Pretoria, South Africa

**Ms. Nomcebo Manzini**  
UN Women Regional Director  
for Southern Africa

**Dr. Eugene Nyarko**  
WHO Representative

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## GoB-UN POP 2010-2014



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United Nations System in Botswana  
Gaborone, Botswana  
Tel: (+267) 363 3700, Fax: (+267) 395 6093

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# List of Acronyms

<b>AAI</b>	Authorised Audit Institution	<b>MLHA</b>	Ministry of Labour and Home Affairs
<b>AMSCO</b>	African Management Services Company	<b>MoA</b>	Ministry of Agriculture
<b>AWP</b>	Annual Work Plan	<b>MoESD</b>	Ministry of Education and Skills Development
<b>BA</b>	Basic Agreement	<b>MoH</b>	Ministry of Health
<b>BCA</b>	Basic Cooperation Agreement	<b>MTI</b>	Ministry of Trade and Industry
<b>BCWIS</b>	Botswana Core Welfare Indicators Survey	<b>MTR</b>	Mid-Term Review
<b>BOCONGO</b>	Botswana Council of NGOs	<b>MYSC</b>	Ministry of Youth, Sport and Culture
<b>CCA</b>	Common Country Assessment	<b>NCD</b>	Non Communicable Disease
<b>CCG</b>	Component coordination Group	<b>NDP10</b>	Tenth National Development Plan
<b>CRC</b>	Convention on the Rights of the Child	<b>NGO</b>	Non-Governmental Organisation
<b>DaO</b>	Delivering as One	<b>OMT</b>	Operations Management Team
<b>DPS</b>	Deputy Permanent Secretary	<b>OVC</b>	Orphans and Vulnerable Children
<b>FACE</b>	Fund Authorisation and Certificate of Expenditures	<b>PCMEG</b>	Programme Coordination, Monitoring and Evaluation Group
<b>FAO</b>	Food and Agriculture Organisation of the United Nations	<b>PSC</b>	Programme Steering Committee
<b>GBV</b>	Gender-Based Violence	<b>QCPR</b>	Quadrennial Comprehensive Policy Review
<b>GoB</b>	Government of Botswana	<b>RBM</b>	Results-Based Management
<b>GoB-UN POP</b>	Government of Botswana - United Nations Programme Operational Plan	<b>RC</b>	Resident Coordinator
<b>HACT</b>	Harmonised Approach to Cash Transfers	<b>SBAA</b>	Standard Basic Assistance Agreement
<b>HIV/AIDS</b>	Human Immuno Deficiency Virus/ Acquired Immuno Deficiency Syndrome	<b>SHD</b>	Sustainable Human Development
<b>HPPMG</b>	Harmonised Programme and Project Management Guidelines	<b>TCPR</b>	Triennial Comprehensive Policy Review
<b>HRBA</b>	Human Rights Based Approach to Programming	<b>ToR</b>	Terms of Reference
<b>IAEA</b>	International Atomic Energy Agency	<b>TWG</b>	Thematic Working Group
<b>ICT</b>	Information and Communication Technology	<b>UN Women</b>	Women United Nations Entity for Gender Equality and Women's Empowerment United Nations
<b>IFAD</b>	International Fund for Agricultural Development	<b>UN</b>	United Nations
<b>ILO</b>	International Labour Organisation	<b>UNAIDS</b>	Joint United Nations Programme on HIV/AIDS
<b>IMF</b>	International Monetary Fund	<b>UNCG</b>	United Nations Communications Group
<b>INGO</b>	International Non-Governmental Organisation	<b>UNCT</b>	United Nations Country Team
<b>IPV</b>	Intimate Partner Violence	<b>UNDAF</b>	United Nations Development Assistance Framework
<b>LDC</b>	Least Developed Country	<b>UNDG</b>	United Nations Development Group
<b>LED</b>	Local Economic Development	<b>UNDP</b>	United Nations Development Programme
<b>MDG</b>	Millennium Development Goal	<b>UNEP</b>	United Nations Environment Programme
<b>MDJS</b>	Ministry of Defence Justice and Security	<b>UNESCO</b>	United Nations Education, Scientific and Cultural Organisation
<b>MEA</b>	Multilateral Environment Agreement	<b>UNFPA</b>	United Nations Population Fund
<b>MEWT</b>	Ministry of Environment, Wildlife and Tourism	<b>UNHCR</b>	United Nations High Commissioner for Refugees
<b>MFDP</b>	Ministry of Finance and Development Planning	<b>UNICEF</b>	United Nations Children's Fund
<b>MLGRD</b>	Ministry of Local Government and Rural Development	<b>UNIDO</b>	United Nations Industrial Development Organisation
		<b>UNOHCHR</b>	United Nations Office of the High Commissioner for Human Rights
		<b>UNTG</b>	United Nations Theme Group
		<b>WHO</b>	World Health Organisation



# Executive Summary



The Government of Botswana-United Nations Programme Operational Plan (GoB-UN POP) presents how the United Nations in cooperation with stakeholders including the Government of Botswana and civil society organisations, intends to contribute to the attainment of the Millennium Development Goals in Botswana and support the implementation of the priorities outlined in Vision 2016 and the Tenth National Development Plan (NDP10). This revised version of the document makes adjustments to the plan developed in 2009 and implemented between 2010 and 2012.

The revisions have been informed by the changed country context, global and local experiences with 'Delivering as One', and the findings and recommendations of the Mid-Term Reviews of NDP10 and the GoB-UN POP. The revision has benefitted from the United Nations General Assembly Comprehensive Quadrennial Policy Review (QCPR) decisions and recommendations as reflected in Resolution 67/226 of the General Assembly. Resolution 67/226 stresses the primary responsibility of national Governments for their countries' development and for coordinating, on the basis of national strategies and priorities, all types of external assistance, including that provided by multilateral organisations, in order to effectively integrate such assistance into their development processes. The Resolution further outlines how countries should be able to benefit from the wide range of UN agency mandates and provides guidance on how the UN System should function in order to serve countries well. The revision of the GoB-UN POP makes full use of this guidance.

The five outcome areas of the United Nations Development Assistance Framework (UNDAF) have been retained. These are:

- a) Governance and Human Rights Promotion: Effective and efficient delivery of services towards the fulfilment of human rights.
- b) Economic Diversification and Poverty Reduction: A diversified economy, the growth of which

is rapid, inclusive, sustainable and generates decent employment opportunities.

- c) Health and HIV/AIDS: The strengthening of the country's capacity to address health and HIV and AIDS issues, and progress made towards achieving universal access to quality services.
- d) Environment and Climate Change: By 2016 the rural poor, especially women, are deriving greater benefits from the environment and natural ecosystems.
- e) Children, Youth and Women Empowerment: Children, young people and women are more empowered and more likely to participate in all aspects of life.

Greater emphasis has been placed on the UN demonstrating value in an upper Middle Income Country and on programming excellence through more rigorous application of UN programming principles. Adjustments have been made at Country Programme Outcome and Output levels of the resource and results framework. The estimated budget has been revised to reflect a more realistic resource envelope and to better reflect spending trends of the first three years. While striving to ensure continuity with work undertaken from 2010 to 2012, the revised POP attempts to strengthen the shift away from 'business as usual' towards more emphasis on knowledge generation, sharing and utilisation. To strengthen implementation of the plans outlined in the document amendments are made to the roles of the Component Coordination Groups (CCGs) to include responsibility for mainstreaming cross-cutting issues, reporting on the basis of progress indicators rather than activity completion, and for the generation of knowledge that will assist in resolving persistent bottlenecks to implementation.

The Mid-Term Review of the GoB-UN POP highlighted the need for greater focus. In the process of revising the GoB-UN POP, the specifics of improving focus in each thematic area has been left to the CCGs and is expected to be an ongoing process that will be informed by changes

# Executive Summary

in knowledge, experiences and context. To enable such adjustments and the inclusion of new activities and agencies, provision has been made for regular review and update of the GoB-UN POP analysis and Results and Resource matrices.

The Results and Resource Matrices have been revised to focus on results and leave activity details for the annual planning process. The new matrices place the risks, assumptions, indicators, baselines and targets at the same level as the results. The style of presentation has been selected with a view to encouraging the CCGs to report on the basis of the indicators and to periodically review their assumptions and risk developments. To further strengthen the reporting, CCGs reports will form the basis for the UN Annual Report.

Realising the ambition set out in the revised GoB-UN POP will require the UN to undertake several action items identified in the document and for the Government of Botswana to engage not only as an implementing partner for the GoB-UN POP but also as a stakeholder in UN Reform as expressed at country level through the commitments and actions of UN agencies under the 'Delivering as One' (DaO) approach. To facilitate dialogue and review of progress and prospects for DaO, a specific provision is made in the annual reporting process. The UN Country Team prepares on an annual basis an action plan for strengthening DaO. The plans will form part of the accountability framework for the UN in its engagement with the Government of Botswana. An increased frequency of Programme Steering Committee meetings is also provided for. The remaining period of the GoB-UN POP (2013-2014) will see marked improvements over the first three years and create a strong basis for programming for the remainder of the life of the UNDAF (2015-2016). This revised GoB-UN POP provides an evaluation framework that will enable the documentation of lessons and their application in subsequent programming cycles.

Full implementation of the planned actions for the 2013-2014 period hinges on successful resource mobilisation. A total of US\$ 21.5 million is estimated for the 2 year period. Of these resources, the UN expects to be able to fund US\$9.3 million through core and other resources. The balance, that is, US\$12.2 million will have to be mobilised through the joint efforts of the Government of Botswana and participating UN System Agencies.

The following supplementary documents are to be developed:

- a) Specific measures to mainstream cross-cutting issues within the CCGs
- b) Revised reporting tools incorporating cross-cutting issues, risk analysis and the use of indicators for performance tracking
- c) Revised resources mobilisation strategy
- d) A knowledge management and sharing strategy
- e) A plan for increasing civil society engagement
- f) A revised Communications Strategy
- g) An updated Monitoring and Evaluation Plan
- h) A revised vision for DaO and annual workplans
- i) Revised CCG generic Terms of Reference to reflect differences in group needs
- j) Adoption of a revised UN in Botswana statement of common understanding on DaO





## Foreword



The cooperation between the Government of Botswana and the United Nations system in Botswana is pursuant of the United Nations General Assembly Resolution 63/233 on Development Cooperation with Middle Income Countries that recognises and calls for appropriate support to middle income countries to overcome disparities masked by national averages and to realise all the Millennium Development Goals (MDGs). The design of the cooperation between the United Nations and Middle Income Countries is an area of on-going learning. Despite extensive discussion at the United Nations, there is still no policy framework that clearly defines a coherent United Nations strategy for engagement with middle-income countries. While this is a challenge, it is also an opportunity for Botswana to generate lessons on how best to utilise the capacities of the UN system. A key feature of this learning process is to exercise flexibility and adaptation. In 2008, the Government of Botswana and the United Nations in Botswana adopted a roadmap towards the operationalization of the "Delivering as One" approach through the adoption of a single UN programme operational plan aligned to national priorities and informed by UN programming principles. In 2010, implementation began in earnest.

In 2012, we made adjustments to the Programme Operational Plan on the basis of lessons learnt. The revised GoB-UN POP 2010-2014, as an action plan of the United Nations Development Assistance Programme (UNDAF) for 2010 – 2016 represents a shared conviction of the partners on how the UN can best support Botswana to achieve its aspirations. The objective of the partners in revising the GoB – UN POP 2010 – 2014 is two fold. Firstly, as it is expected of an action plan, it had to be reviewed and adjusted to improve its 'fit for purpose', that is; to enhance the contribution of the UN to the realisation of NDP10 goals. Secondly, the GoB – UN POP 2010 -2014 represents a major shift on how UN agencies work with each other and how they work with Governments, including the Government of Botswana. On both these fronts, the first three years of the GoB – UN POP 2010 -2014, have offered some important experiences and lessons. Changes in the operational context have presented both opportunities and challenges for the partnership creating the need for adaptation.

Over the past three years the Government of Botswana has made considerable progress in

implementing the Tenth National Development Plan (NDP10) as evidenced by its mid-term review report. Through successful implementation of the GoB-UN POP 2010-2014 activities, the UN has played an important role as a partner in this achievement. Botswana has recorded good progress on many fronts including the Millennium Development Goals (MDGs), with the country on course to achieve the majority of the goals. Many of Botswana's social indicators, with a few exceptions, compare favourably with those of other middle income countries. The country however faces continued challenges of reducing inequality. Therefore, the Government is poised to ensure, through inclusive policies and programmes, to develop the country and its citizens. These objectives must be met in an environment that differs significantly from the one obtained at the time the GoB – UN POP 2010 -2014 was developed. The changes challenge both the Government of Botswana and the UN to be more creative and more strategic.

In 2012 both the NDP10 and the GoB-UN POP 2010-2014 underwent mid-term reviews that assisted with the identification of areas for improvement as well as guidance on how the improvements could be made. The five Component Coordination Groups (CCGs) worked tirelessly to make the necessary revisions to the GoB-UN POP 2010-2014. The product is a new version of the GoB-UN POP 2010-2014 that reflects current understanding of the opportunities and challenges for the GoB-UN POP 2010-2014 partners. The document presents our shared strategic intent of utilising the comparative advantage of the UN system to further Botswana's developmental aspirations; the actions we intend to take to achieve our strategic intent; and elaborates on how we will manage our work in order to ensure that all our actions are consistent with and in support of our strategic intentions. The revised GoB – UN POP 2010 – 2014 will also provide clarity on key concepts and commitments that the partners have made. In making these commitments the partners sincerely believe the principles outlined in this document should be at the core of their collaborative work and are fully aware that in some cases the progress made may not reach the desired goals.

The view adopted by the partners is that, making a start is better than not starting for fear of the scale

# Foreword

of the challenge. While the GoB-UN POP 2010-2014 ends in 2014, the UNDAF and the NDP10 end in 2016. Thus, key processes in getting the UN to better serve Botswana and in delivering results that set Botswana on course for higher levels of performance if not fully realised in the current plan period will be consolidated in the period 2015-2016. An important shift in the revised GoB-UN POP 2010-2014 is the increased emphasis on knowledge management and sharing. The past three years of NDP10 and GoB-UN POP implementation have demonstrated the need to improve learning and the application of knowledge on four fronts, namely: technical work within themes/components; thematic work on cross-cutting issues; the management of implementation structures and performance; and innovative ways of leveraging resources for action in an upper middle income country.

Our environment calls for us to achieve better returns on the resources at our disposal. This in turn calls for greater efficiency, effectiveness and accountability, aims towards which greater coherence and strategic agility are central. Our emphasis in this remaining period of the GoB-UN POP is on 'business unusual' as we strive to achieve greater results in an environment of declining resources. Through the shift to 'business unusual' we intend to continuously challenge ourselves and those we work with to bring to the fore realisation of the full potential of Botswana and to serve as an inspiration to others, including countries facing similar challenges as ourselves. To enable innovation, adaptation and the application of knowledge we have made several changes to the GoB-UN POP 2010-2014, including placing greater emphasis on outcomes in this multi-year action plan and allowing for adjustments in outputs

and activities on an annual basis. More rigorous monitoring and utilisation of lessons will facilitate adjustments that improve movement towards our intended outcomes. The ways in which we utilise the GoB-UN POP implementation and management structures will also differ reflecting our 'business unusual' emphasis.

We, the co-chairs of the Programme Steering Committee, trust that the key changes reflected in this revised GoB-UN POP 2010-2014, namely: an emphasis on a core set of outcomes; an emphasis on principles; in-built flexibility at output and activity level; a stronger emphasis on drawing out and utilising knowledge; and better utilisation of the GoB-UN POP management structures, will allow the partnership to deliver even better results and important lessons. At the end of 2014 we will have further strengthened Botswana's capacity to achieve the NDP10 goals; the country will have made solid progress in addressing the MDGs which are lagging behind and reduced the levels of poverty even further; we will have lessons to share on how middle income countries facing similar challenges can translate their rapid economic growth into rapid social progress; and will have demonstrated the important role that the UN has in assisting middle income countries to rapidly overcome challenges of inequality and exclusion. It is our sincere hope that this journey towards better results will not be shared by just those engaged at its outset but also serve as an inspiration to others, particularly the larger community of development partners, to join us and work together towards greater prosperity and equity for the citizens of Botswana.



**Mr Cornelius K. Dekop**  
Acting Permanent Secretary  
Ministry of Finance and Development Planning



**Mr Anders Pedersen**  
United Nations Resident Coordinator  
Botswana



# Preamble



The Government of Botswana (hereinafter referred to as "the Government") and the UN system in Botswana are committed to the implementation of the GoB-UN POP 2010-2014, under the joint leadership of the Government and the UN, bringing together the comparative advantages of the participating UN system agencies within one planning, implementation and monitoring and evaluation framework.

UN organizations participating in the GoB-UN POP 2010-2014 are: the Food and Agriculture Organization of the United Nations (FAO), the International Atomic Energy Agency (IAEA), the International Fund for Agricultural Development (IFAD), the International Labour Organization (ILO), the Joint United Nations Programme on HIV/AIDS (UNAIDS), the United Nations Development Programme (UNDP), the United Nations Environmental Programme (UNEP), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the United Nations Population Fund (UNFPA), the United Nations Children's Fund (UNICEF), the United Nations High Commission for Refugees (UNHCR), the United Nations Office of the High Commission for Human Rights (UNOHCHR), United Nations Industrial Development Organization (UNIDO), the United Nations Entity for Gender Equality and Women's Empowerment (UN Women), and the World Health Organization (WHO); and are hereinafter referred to as 'the Participating UN System Agencies' <sup>1</sup>.

Furthering their mutual agreement and cooperation for the realisation of the Millennium Development Goals (MDGs) and other internationally agreed development goals resulting from UN Conventions and Summits to which the Government and participating UN system agencies are committed, including the Millennium Summit and the Millennium Declaration, the Millennium Development Goals Summit 2010 and other relevant conventions, conferences, summits

and inter-governmental events of the United Nations to which Botswana is a party;

*Acknowledging* that Botswana, as a middle income country, has made and honours a cost-sharing arrangement with selected United Nations agencies <sup>2</sup>;

*Agreeing* that the participating UN system agencies support the implementation of Vision 2016 and the Tenth National Development Plan (NDP10), and related sectorial and local strategies;

*Building on the progress* made and experience gained during the first 3 years of implementation of the GoB-UN POP 2010-2014, the findings and recommendations of the Mid-Term Review of the NDP10, the Mid-Term Review of the GoB-UN POP 2010-2014, and lessons learned from the independent evaluation of 'Delivering as One';

*Affirming* that the GoB-UN POP 2010-2014 is the one strategic programmatic vision and framework which guides all agency programming; and

*Declaring* that the commitments and responsibilities outlined herein will be fulfilled in a continued spirit of close cooperation and trusted partnership;

The Government and participating UN system agencies hereby agree as follows:

<sup>1</sup> The term 'UN system agencies' encompasses all of the various funds, organizations, agencies and programmes of the UN system.

<sup>2</sup> At present the Government has a 60/40 cost sharing arrangement with the United Nations Development Programme.



## 1 Introduction

1. This document presents the revised GoB-UN POP 2010-2014. The GoB-UN POP represents the programmatic and operational framework for delivering the UN support to the Government of Botswana over the period 2010 to 2014 and sets out how the UN will 'deliver as one' in support of national development priorities. The GoB-UN POP outlines an overall programme of work by participating UN systems agencies. This includes the following:
  - a) Alignment with national priorities identified in Vision 2016 and NDP10
  - b) Programme implementation
  - c) Partnership arrangements
  - d) Implementation strategies and management arrangements
  - e) Resource mobilisation<sup>3</sup>
  - f) Communications
  - g) Monitoring and evaluation and commitments of the Government and the UN.
2. The revision of GoB-UN POP 2010-2014 has been undertaken with a view to improve the relevance and focus of the plan and improve management of its implementation over the period 2013 to 2014. The revision came about as a way for the GoB-UN POP partners to incorporate lessons and adjustments in response to the mid-term reviews of NDP10 and the GoB-UN POP; recommendations emerging from a study on how the UN can be tailored to best meet the needs of Botswana as a middle income country; and, emerging global knowledge on

Delivering as One. A participatory approach to the revision of the GoB-UN POP was adopted with Component Coordinating Groups (CCGs) playing a central role in the revision process. The revision of the GoB-UN POP has also benefitted from the decisions and recommendations emerging from the Quadrennial Comprehensive Policy Review (QCPR) as reflected in the United Nations General Assembly Resolution 67/226. The Resolution stresses the primary responsibility of Governments for the development of their countries and the coordination of development assistance; calls on UN System Agencies to assign the highest priority to poverty eradication; emphasises the need for programme countries to be able to call upon the full range of UN mandates (resident and non-resident) based on country priorities; and provides guidance on how UN system Agencies should work together to achieve greater coherence, efficiency and effectiveness.

3. The GoB-UN POP 2010-2014 consists of 10 sections. Sections 1 and 2 set the context for the partnership. Section 3 presents an overview of the planned results of the partnership. Sections 4 to 8 address issues of implementation, resource requirements and management. Section 9 presents the commitments of parties to the partnership. The final section presents standard text on provisions for modification or termination of the plan as well as resolution of any disputes that may arise during implementation of the plan. In addition, the document includes annexes including a list of UN Agency Cooperation Agreements, the GoB-UN POP 2010-2014 Results and Resource Matrices, and the Common Understanding on Delivering as One adopted by the United Nations Country team in Botswana.

<sup>3</sup> Realisation of the estimated resource requirements is dependent on successful efforts at fundraising for the implementation of the POP.





## 1.1 Partnerships, Principles and Values

4. The GoB-UN POP 2010-2014 presents planned contribution of the participating United Nations System Agencies to the efforts of Botswana to attain national aspirations as outlined in Vision 2016 and the NDP10. The basis of the partnership as follows:

a) **National Ownership, Leadership and Accountability for Results:** The GoB-UN POP 2010-2014 is guided by the principles of national ownership, leadership and accountability for development results. The POP has been designed to deliver support that meets the needs of Botswana as a middle income country, that is, high quality policy advice and technical expertise based on international best practices.

b) **Implementation of International Normative Standards:** The GoB-UN POP takes as its basis the unique role of the UN in supporting and monitoring the implementation of basic normative standards and agreements such as the Universal Declaration of Human Rights, the Millennium Declaration and its goals, and outcomes of international conferences, summits and UN conventions. The UN is committed to using its technical expertise and comparative advantages to support the Government to fulfil its international commitments under various multilateral agreements.

c) **Use of a Rights-Based Approach:** A human rights-based approach to sustainable development is based on the principles of participation, accountability, non-discrimination, empowerment and the rule of law. In line with UNDG guidance, the UN in Botswana will integrate a rights-based approach into all programming and actively promote sustainable development and gender equality. Participating UN agencies will use a rights-based approach to support the Government in reducing inequalities and disparities, focusing on the most vulnerable and disadvantaged to ensure that all Botswana are able to benefit from Botswana's progress and development.

d) **Results-Based Management:** In keeping with the spirit of the Paris Declaration on Aid Effectiveness, the UN will continue to strengthen management for results throughout the implementation of the GoB-UN POP 2010-2014.

e) **South-South Cooperation:** The UN will promote South-South and triangular cooperation and mainstream support to South-South cooperation and triangular cooperation into the regular programming of operational activities for development with a view to maximise the benefits and impact of South-South cooperation and triangular cooperation in the realisation of national goals and internationally agreed development goals, including the Millennium Development Goals.

f) **Gender Equality:** The UN will continue to strengthen capacities for gender equality and equity. In seeking to strengthen gender equality the UN will be cognizant of and ensure that efforts and their measurement focus on three distinct spheres in which changes must be achieved to further gender equality. The first sphere consists of the organisation and its structures, policies and procedures. The second is that of the substantive work carried out by the organisation. The third sphere is the community that the organisation aims to impact. This framework applicable to the UN and to partners will be used to ensure the development of clear, coherent and measurable gender equality results.

g) **Focus on the Most Vulnerable:** Understanding that national averages mask wide disparities, and that improving the situation of the most vulnerable and excluded groups is central to narrowing the gap in opportunity and outcomes, the UN will work with the Government of Botswana to improve the understanding and responses to processes of exclusion and vulnerability. Units of vulnerability considered may include: geographic disparities, gender, age, disability, and ethnicity, among others.

- h) **Environmental Sustainability:** Environmental sustainability forms one of the three dimensions of sustainable development (the others being social and economic development). The UN will support Botswana to implement commitments made at Rio+20 and improve the operational institutional framework for sustainable development. Specifically, the UN will: align the approaches and tools employed by the UN system at country level to integrate the three dimensions of sustainable development; provide effective and coordinated support to the design and implementation of national sustainable development strategies, policies and related capacity development; and help to mobilize relevant partners and stakeholders to contribute to effective resource mobilization and implementation of a sustainable development agenda.
- i) **Capacity Development:** Capacity development is a core function of the United Nations development system and one of the key interrelated principles that must be applied at the country level. The support of the UN will be geared towards developing the capacity of national partners to do for themselves, rather than the UN doing for them. The exception here would be Government contracting a UN agency or other third party to carry out a particular action or project on their behalf. The design of specific actions in support of partner capacity development will be informed by UNDG guidance and best practice. An indicative range of possible UN interventions in capacity development is presented in the figure below.

### Capacity Development

- *Facilitating capacity assessments, with needs, equity and distributional analysis; Supporting the capacity to review and analyse pro-poor policy options;*
- *Facilitating consensus-building processes and broker relations between key development stakeholders, to promote capacities for inclusion and empowerment in decision making.*
- *Strengthening national capacities to implement and monitor international norms/standards.*
- *Facilitating participation of societal and government actors in, and enhance capacities for, national coordination of development & humanitarian assistance.*
- *Supporting capacity to develop and use information, data and robust results-based management systems for greater accountability.*
- *Providing catalytic support for technological and knowledge acquisition and innovation capacities.*
- *Providing international good practice in all the above and promote knowledge networking capacities around them.*



# GoB-UN POP 2010-2014



j) **Delivering as One:** In 2008, Botswana, as a self-starter country, embarked on the implementation of the Delivering as One approach whose strategic intent is to improve the coherence and effectiveness of the contribution of the United Nations to the attainment of national priorities. The Delivering as One approach consists of six pillars of UN reform, namely: One Plan, One Budget Framework, One Leader, One Set of Management Practices, One UN House and 'One Voice'. The United Nations in Botswana remains committed to the Delivering as One approach and will further strengthen its application to enable the UN to provide coherent, effective and efficient support to the Government of Botswana.

k) **Joint Programmes:** During the remaining term of the GoB-UN POP 2010-2014 the UN will scale up the use of joint programmes<sup>4</sup>. Joint programmes in particular – crafted around outputs identified in the individual country results frameworks that will complement the GoB-UN POP – will be a key driver to strengthen the implementation of the aid effectiveness principles by building effective partnerships.

l) **Relationship between the GoB-UN POP and Agency-specific Agreements:** The GoB-UN POP 2010-2014 constitutes the integrated Country Programme Action Plan of operations for the UN in Botswana. The GoB-UN POP is to be interpreted and implemented in conformity with the Standard Basic Assistance Agreements (SBAA) or the Basic Cooperation Agreements (BCAs) or Basic Agreements (BAs) or similar arrangements agreed and signed by each Participating UN Organization with the Government of Botswana, as set forth in Annex I hereto, each forming an integral part hereof (such agreement being hereinafter referred to collectively as "Basic Agreements" and each individually as "Basic Agreement"). The GoB-UN

POP 2010-2014, together with related Work Plans, concluded for its implementation constitute the integrated country programme or project document and plan of operations as referred to in the SBAA, BCAs, BAs and other similar agreements concluded by the Government of Botswana with the Participating UN system agencies, except where traditional project documents or other planning documents are required. Each participating UN system agencies' activities under the GoB-UN POP 2010-2014 shall be governed by the respective Basic Agreement of that Organization and with the Government of Botswana.

The Partnership basis is further summarised below:

### Overview GoB-UN POP Partnership

Programming Norms/ Values	Programming Principles	Thematic Priorities
<ul style="list-style-type: none"> <li>• National Ownership, leadership and accountability for results</li> <li>• International normative standards</li> <li>• Delivering as One</li> <li>• Complementary relationship between GoB-UN POP and agency-specific agreements</li> </ul>	<ul style="list-style-type: none"> <li>• Rights-based Approach</li> <li>• Results-Based Management</li> <li>• Gender Equality</li> <li>• Environmental Sustainability</li> <li>• Capacity Building</li> </ul>	<ul style="list-style-type: none"> <li>• Economic Diversification and Poverty Reduction</li> <li>• Health and HIV&amp;AIDS</li> <li>• Governance and Human Rights Promotion</li> <li>• Environment and Climate Change</li> <li>• Children, Youth and Women</li> </ul>

## 1.2 Revision of the GoB-UN POP

5. In 2008, the Government of Botswana (GoB) and the United Nations (UN) embarked on the development of United Nations Development Assistance Framework (UNDAF) Action Plan to operationalize the UNDAF. In developing the UNDAF Action Plan, referred to as the GoB-UN POP 2010-2014, the Government of Botswana and the UN sought to adapt to

<sup>4</sup>Joint programmes are one of three forms of programmes used by the UN to deliver programme results. In joint programmes, two or more UN system agencies share the same workplan contributing to common UNDAF output with the joint programme modality decided on a collegial basis. A second approach is joint programming which is based on a looser arrangement based on coordination and collaboration around separate but related activities. A third approach is that of stand-alone programmes. For a detailed discussion of the programme forms and their operationalization see <http://www.undg.org/index.cfm?P=237>

the Botswana context UN reforms aimed at greater simplification and harmonization of UN activities. Thus, Botswana became a “Delivering as One” approach “self-starter country” with the steps to be followed being outlined in the Roadmap to the GoB-UN Programme of Cooperation (2008). The basis for formulation of the GoB-UN POP was the 2008 Common Country Assessment (CCA) and the United Nations Development Assistance Framework (UNDAF). The UNDAF is aligned to the NDP 10 planning cycle and covers the period 2010-2016. The UNDAF has five thematic outcome areas, namely: i) Governance and Human Rights Promotion; ii) Economic Diversification and Poverty Reduction; iii) Health and HIV/AIDS; iv) Environment and Climate Change; v) Children, Youth and Women’s Empowerment.

6. In 2012, a mid-term review (MTR) of the GoB-UN POP 2010-2014 was undertaken. In the same year, the Government of Botswana also undertook a mid-term review of NDP10. Together with the 2011 study on UN engagement in a middle income country, the NDP10 MTR and the GoB-UN POP MTR provided a sound basis for the revision of the GoB-UN POP 2010-2014.
7. The process of revising the GoB-UN POP began during the MTR and proceeded through the annual planning retreats for 2013 and subsequent processes managed by the respective Component Coordinating Groups (CCGs) constituted for each of the outcome areas.

### 1.2.1 GoB-UN POP 2010-2014 Mid-Term Review

8. The MTR of the GoB-UN POP, taking into account the developments in the country; the progress made; and challenges and opportunities, made several observations on programme focus, design, management, monitoring and evaluation. The MTR recommended improvement of the focus of

the programme; better articulation and monitoring of results; and a more strategic investment of UN resources in support of country priorities.

#### 1.2.1.1 Findings

9. The GoB-UN POP 2010-2014 MTR observed that:
  - a) Botswana has made significant progress on the Millennium Development Goals (MDGs) and is on course to achieve the majority of the goals. The goals on which the country lags behind have a close interaction with the HIV&AIDS epidemic which either worsened the indicators before it was brought under control through improved access to treatment or created a new urgency that underplayed the importance of pre-existing limitations on progress.
  - b) Botswana faces challenges of improving the social conditions of its population while limiting the role of the state which, on the basis of government spending as a share of GDP, is considered excessive;
  - c) The work of the UN in Botswana is aligned to national priorities but there is room to better focus the work and for the work to be more strategic to improve the achievement of results;
  - d) As an upper middle income country whose economy is highly dependent on government spending, Botswana has unique needs that call for the UN to provide more upstream expert support and advice towards the achievement of national goals;
  - e) A significant section of senior officials view Botswana's challenge as being less about policy development and more about overcoming implementation challenges. Thus, while there is need to ensure relevant updated policies are in place, such efforts need to be balanced with efforts to improve implementation capacity.
  - f) The GoB-UN POP, as results framework, has facilitated increased collaboration between





UN agencies. Joint planning has become the norm. Positive aspects of this collaboration have included improved information sharing; work towards joint programmes; and sharing of technical expertise, among others;

- g) While UN programming in Botswana has been inclusive of UN agencies, it has not been strategically coherent, nor has the potential of the UN system in the country been realised;
- h) The management processes for the implementation of the GoB-UN POP 2010-2014 have faced challenges arising from bringing together different programming traditions, agency mandates and requirements, and the absence of funding for joint programmes<sup>5</sup>. Consequently, the articulation of and management for results have been weak. Areas that have been affected by these weaknesses include: monitoring and evaluation, action on cross-cutting issues, application of the rights-based approach to programming, and strategic coherence;
- i) The management approach to the implementation of the GoB-UN POP 2010-2014 and that adopted by the Government of Botswana for the management of NDP10 implementation are similar. The similarities offer possibilities in the use of common approaches and systems to learning and management including monitoring and evaluation, and improvement of the effectiveness of management structures; and
- j) The Delivering as One approach was adopted without clear performance targets resulting in the absence of a sound basis for periodic assessment and action planning. At adoption, an expectation was created that there would be reduced transaction costs and demands on implementing partners. This expectation remains unmet due to continued duplication of processes.

## 1.2.1.2 Recommendations

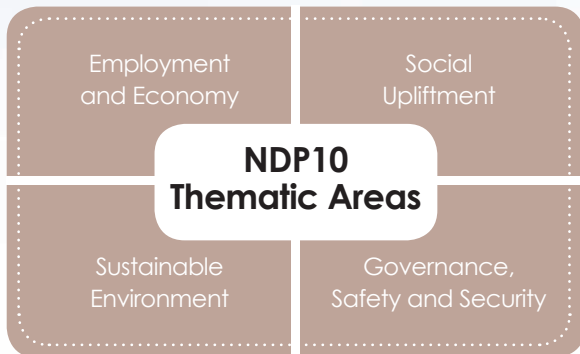
10. The GoB-UN POP 2010-2014 MTR made recommendations addressing four areas as follows:

- a) Review and Refocus the GoB-UN POP 2010-2014 paying particular attention to: the focus and articulation of results; cross-cutting issues; the Human Rights-Based Approach (HRBA), results-based management (RBM); and use of evidence to inform upstream work;
- b) Strengthen monitoring and evaluation focusing on the identification of indicators, collection and management of data and the effectiveness of structures charged with monitoring and evaluation responsibilities;
- c) Improve operationalization of the Delivering as One approach by: developing a shared vision of what is to be achieved; making specific commitments with clear targets; improving the functioning and accountability of DAO-related structures; improving the capacity of the GoB-UN POP Secretariat; managing the change process; exploiting the potential of the One Fund; and building on the outcomes of the Quadrennial Comprehensive Policy Review (QCPR) to further strengthen DAO; and
- d) Broaden UN engagement and support to the national development agenda by providing technical support towards the completion of the NDP10 MTR; aligning the GoB-UN POP Component Coordinating Groups with the NDP10 Thematic Working Groups and Technical Groups; and, providing support to strengthen the management, monitoring and evaluation of the NDP10 Thematic Working Groups. Implementation capacity should form a key area for analysis and support.

<sup>5</sup>The funding constraints extend to UN agencies working in Botswana. The constraints arise from Botswana's Middle Income Country status limiting access to traditional development funding sources and lower allocations from global UN agency budgets because of the formulae used for arriving at country allocations.

**1.2.2 NDP10 Mid-Term Review**

- 11. The MTR of the NDP10 made observations on the economic outturn and future prospects and their implications in relation to the attainment of NDP10 objectives and set a way forward in relation to priority interventions. The NDP10 MTR retained the thematic priorities and instead focused on the consolidation of themes, reprioritising projects and strengthening management and accountability for results.
- 12. The NDP10 MTR observed that during the first three years of NDP10 the economic growth rate was lower than the projected growth rate.
- 13. The Focus Areas were consolidated into four themes and consequently into four Thematic Working Groups (TWGs), namely: Employment and Economy; Social Upliftment; Sustainable Environment; and Governance, Safety and Security. In each of the thematic areas, challenges were identified and theme-specific priorities set for the remainder of the NDP10 term. Refer to figure below:



- 14. In each thematic area the NDP10 MTR provides a list of priority actions and projects for 2013 to 2016. These include: policy reforms; implementation of specific projects; strengthening of project management and accountability; and improved coordination, especially in relation to cross-cutting issues. The analysis and listing for each thematic area provides a basis against which support projects can be formulated.

- 15. A set of issues identified as critical for NDP10 going forward were identified and these are: Accelerating economic growth; Economic diversification; Employment creation and poverty eradication; Macro-economic stability and global competitiveness; Governance and factor productivity; Sustainable use of the environment; and Disaster management. Refer to figure below:

**NDP 10 MTR Critical Issues**

- Accelerating economic growth
- Economic diversification
- Employment creation and poverty eradication
- Macro-economic stability and global competitiveness
- Governance and factor productivity
- Sustainable use of environment
- Disaster management

**2 The Development Context and UN Strategic Value**

**2.1 Development Context and National Priorities**

- 16. **The Economy:** Botswana remains one of Africa's success stories, having transformed itself from a Least Developed Country Status (LDC) at the time of independence in 1966 to a Middle Income Status within three decades. This transformation was propelled mainly by effective use of revenues from mineral resources such as diamonds. Real per capita income rose from US\$250 in 1960 to US\$4,800 in 2008 (in constant 2000 US\$) and to \$7,168 in 2011<sup>6</sup>. Notwithstanding this impressive track record of robust economic growth and political stability, Botswana faces serious challenges related to chronic unemployment, high poverty levels in relation to its per capita income level and income inequality. The rate of unemployment is estimated at 17.8 percent and the proportion of people living below the poverty datum line declined from 30.6 percent

<sup>6</sup> 2013/14 Budget Statement



in 2003 to 20.7 percent in 2009 (Statistics Botswana, 2011). With a Gini coefficient of 52.2, income inequality is very high (IMF, 2012).

17. Available data show that poverty has a strong rural dimension, reflecting the attendant disparities in the quality of economic opportunities and services. Poverty also has a gender dimension, though not too pronounced at the aggregate level. The high prevalence of poverty is attributable in part to the country's narrow economic base and adverse climatic conditions. It is also attributable to constraints on access to employment, productive resources, including land and financial services, for the poor and vulnerable people.
18. The overarching challenge for Botswana is how to make growth inclusive. Inclusive growth is very relevant for Botswana in several respects, especially in light of increasing unemployment (in particular youth unemployment), pervasive poverty and high-income inequalities in the face of high growth. A more equal distribution of income allows for more economic stability, more sustained economic growth, and healthier societies with stronger bonds of cohesion and trust. Recent IMF research affirms this finding. Promoting inclusive growth involves adopting a holistic sustainable human development (SHD) policy framework that is pro-people, pro-jobs, and pro-nature.
19. One of the key determinants of sustainable human development lies in adopting a structured approach that ensures that all stakeholders - central government, local government, business, civil society and co-operating partners within the donor community - play their roles effectively to create conditions necessary for local economies to achieve rapid, inclusive and sustainable economic growth. The key driver of this process is Local Economic Development (LED). LED systems and processes are designed to effectively coordinate the interaction of local actors and the interface between national and local institutions, ensuring that nationally developed goals are localised and acted upon. It is difficult to envision

national development goals without success at the local level. Implicit to LED is the notion that national development is, in a pervasive way, an aggregation of local achievements.

20. **Millennium Development Goals:** Progress on the Millennium Development Goals (MDGs) has been impressive with 10 of 14 targets either achieved or likely to be achieved by 2015. Challenges remain in relation to: the prevalence of underweight children under 5 years of age; child mortality; maternal mortality; and tuberculosis incidence. The HIV and AIDS epidemic has been a major factor affecting progress in these areas. The country lost 20 years in which it sought to bring the epidemic under control. Thus, compared to a 1990 base, the country has regressed. However, when examined from the AIDS-related peak, there have been considerable reductions in maternal and child mortality.
21. **Economic Diversification:** Diamonds account for an estimated 60% of government tax revenue. It is expected that diamond revenues will stagnate in 2017 and a change to underground mining to extract diamonds may be needed. The effect of such a change will be to reduce government revenues thereby affecting the ability of the state to provide social services. Enhancing the participation of citizens in the economy of the country is a key priority for the Government of Botswana. The Government's strategy includes creating opportunities in the formal sector as well as opportunities for the expansion of informal activities. Central to the drive to create jobs is economic diversification. Recognising the risks of over-dependence on the mining sector, Botswana has as one of its key priorities the diversification of the economy. The NDP10 MTR found that some diversification has occurred but further measures are needed to reduce the dependence on government-related projects.
22. **Poverty Reduction:** Data from the Botswana Core Welfare Indicators Survey (BCWIS) for 2009/2010 suggests that Botswana has reduced

the proportion of people living on less than a dollar a day from 23.5% in 2002/03 to 6.5%. The country is thus well positioned to eradicate extreme poverty. The proportion of poor people, based on the national poverty line, stands at 20.7% (down from 30.6% in 2002/03). There have been geographic variations in progress with progress being fast in some areas while past gains have been lost in others.

- 23. Governance and Human Rights:** The country is ranked highly on governance and economic competitiveness indicators. Botswana, together with Mauritius, shares the distinction of having the longest working liberal democracy in Africa. The country has held free and fair elections regularly since 1965. Key areas in which challenges remain relate to the equal participation and protection of all citizens through legal and policy provisions, institutional reform and capacity development, enhanced monitoring by civil society, and increased accountability for results. While progress has been made in gender mainstreaming, the efforts have not been supported by a policy and clear accountability mechanisms.

While Botswana does well in terms of formal indicators of governance, there are some concerns that administration is over-centralised and that local government is unable to respond flexibly enough to local interests. While many functions are implemented by local authorities (e.g. large portions of the health, education and social security systems are run locally), most policies are determined centrally. Furthermore, local authorities have little independent funding, and are dependent upon central government subventions for almost all of their expenditure. The absence of a decentralisation policy has led to varied approaches across sectors and this has tended to undermine efforts to improve citizens' influence over decisions that affect them. Access to justice has also been uneven with cost being a major barrier for the relatively poor.

- 24. Health:** Botswana continues to demonstrate a high level of commitment to address health

issues. Non communicable diseases (NCDs) are increasing in numbers and contributing significantly to the socio-economic burden in the country. HIV and other communicable diseases continue to be of concern. With the support of development partners, including the UN, Botswana has developed a number of policies, guidelines and pilots to address challenges in child health, maternal health, HIV&AIDS, and Tuberculosis. Persistent procurement and supply chain management challenges have seen the country experience health commodity stock-outs. The roll-out of programmes to operationalize the policy provisions and scale-up pilot interventions are affected by resources constraints calling for more efficient utilisation of available resources. Both external and domestic funding for the health sector is on the decline. While a Health Partnership Forum has been established to facilitate the sharing of information and coordination of interventions, the opportunities for greater effectiveness and cost reduction offered by integration and collaborative provision of services remain under-exploited and personnel challenges remain.

- 25. HIV and AIDS:** The progress on HIV and AIDS has been encouraging. The incidence of HIV infections has gone down and prevalence among the 15 to 24 year olds has declined. The decline in prevalence among the 15-24 year olds has been greater among females leading to a decline in the ratio of infected females to males from 3.1 females for every infected male to 2.2 females for every infected male. With access to treatment, HIV-related mortality has declined from 6% in 2003 to 1 % in 2011. The combination of a low mortality rate with a relatively high rate of new infections has seen the proportion of the adult population that is HIV positive stabilise at a high rate of 24%. The country has further scope to adjust policies to improve service access among key affected populations and reducing new infections and prolonging lives. Financing of the HIV and AIDS response into the future poses a major challenge that should be addressed through a comprehensive health sector financing strategy.





**26. Environment:** Botswana has the largest fraction of land area under formal conservation of any country in the world. The country's stock of natural resources includes land, minerals, water, flora and fauna, and is the backbone of the economy and the livelihoods of its inhabitants. The management of Botswana's natural resources is guided by national environmental legislation and strategies, and multilateral environmental agreements (MEAs). Within the framework of the sustainable use of environmental resources, the most important environmental issues are: (a) land degradation and the related issues of desertification, soil erosion and biodiversity loss; (b) conflicting land uses; (c) climate change; (d) access to water for household, livestock, arable and industrial use; (e) water scarcities; (f) fuel wood depletion and lack of alternative forms of energy; and (g) the protection of cultural and natural heritages. Although water is a scarce resource in Botswana, the country is firmly on course to ensuring universal access to safe drinking water.

27. Pressure on land resources comes from a variety of sources, including economic expansion, population growth, migration, livestock populations, animal populations, mining and climate change. Economic activities, industry, mining and farming not only consume land resources but also pollute them, and contribute to the generation of higher volumes of waste. In an effort to remedy this, the Government has opted for integrated land use planning to manage land use conflicts that are fuelled by expansion of human settlements and economic activity into new territories.

28. Having ratified many MEAs and developed numerous policies relating to environmental management, Botswana faces challenges of coherence and implementation. Part of the challenge is recognised as being the absence of a constitutional basis for the integration of international environmental norms into local legislation and weak institutional leadership for the integration of environmental issues across sectors. Furthermore, limited public awareness

of environmental issues and judicial capacity has limited public engagement in the demand for sound environmental management and enforcement of existing legislation.

While the role of communities in the sound management of natural resources has been recognised and provisions made for their participation in natural resources management, the capacities of communities to take full advantage of the space available are limited. The country's commitment to the development of a strategy for sustainable development offers the scope to bring greater coherence to environmental management including strengthened legislation, institutions, public knowledge and legal enforcement.

**29. Children:** Preventing and responding to violence, exploitation and abuse is essential to ensuring children's rights to survival, development and well-being. Botswana has provided for the promotion and protection of the rights of the child through the Children's Act of 2009. Relevant structures for the implementation of the Act are in place but do not have adequate capacities to perform their functions. Strengthening such capacities is a priority. In 2004 the Convention on the Rights of the Child (CRC) Committee made several conclusions on Botswana.

The country has responded to some of the recommendations and is yet to respond to several others including: Recommendations 13 (coordination); 17 (independent monitoring); 19 (resources for children); 22 (data collection); 43 a-b (adoption); 45 a-f (child abuse and neglect); 59 b-c (sexual exploitation); 61a (juvenile justice); and 33 (respect for the view of the child).

30. The vulnerability of orphans and vulnerable children (OVC) exacerbates their lack of opportunity, space and voice of participation in society, and leaves OVC open to greater instances of abuse, neglect, violence and exploitation. Furthermore, poverty in the household also compounds the issues of vulnerabilities for

children. Evidence point to the fact that most vulnerable children are found in households with elderly, female-headed households, single parent households, large households, rural areas, household with an orphan child, and households with one deceased parent. 1.2% of households are child-headed, with most of them aged 15-17, and 62% are boys.

About 28% of births were not registered in Botswana in 2007 (BFHS, 2007). Most of those who have not been registered are double orphans; they come from very poor households, never attended school, from rural areas. The greatest challenged posed therefore is how to reach the remaining 28% of the under-5s in a sparsely populated country with a population density of 3.6/km<sup>2</sup>.

31. There is lack of data and information on the violation of children's rights and other issues related to child protection. The capability of systems and structures to prevent, respond to or mitigate the impact of these violations is extremely limited. Likewise, these forms of child abuse, neglect and exploitation need to be assessed to ensure evidence-based planning.
32. **Youth:** Youth are faced with many social and economic challenges including: high unemployment, poverty, high HIV prevalence and poor Sexual and Reproductive health indicators, notably high unplanned pregnancies with national teenage pregnancies rate of 9.7 %, high alcohol and substance abuse and high occurrences of Gender Based Violence, particularly sexual abuse. The importance of youth development is recognized by the Government of Botswana.

The first National Youth Policy was adopted in 1996 marking the elevation of development and empowerment of youth into the national public policy agenda. In 2001 the National Action Plan for Youth 2001 – 2010 was

developed. In 2010, the National Youth Policy was revised, expanding the key strategic areas from 6 to 12. The prioritized strategic areas are: Youth Employment; Youth Poverty and Hunger; Youth and Environment; Science and Information Technology; Youth and Leadership Development; Vulnerable Youth; Youth, Sports, Recreation, and Creative Arts; Youth Education, Skills Development and Training; Youth and Health; Youth Moral and Spiritual Development; and Youth and Culture. The Government has put in place a number of programmes for young people providing among others funding opportunities for small business, exchange programmes, youth rallies and forums. The translation of the various interventions into positive outcomes for young people, particularly those in rural areas remains a challenge.

33. **Women empowerment:** Botswana has made good progress towards gender equality. Policies and laws have evolved rapidly to ensure fair regulatory balance for men and women in respect of access to opportunities, positions and resources. Gender parity has virtually been achieved in primary and secondary education. Indications are that women have made steady gains into decision-making positions in the public, parastatal and private sectors. Women tend to still be concentrated in middle-management positions, and are confronted with the glass-ceiling that militates against their progression. Women are still under represented in Parliament and Cabinet.



34. The 2012 study on Gender Based Violence Indicators conducted by the Women's Affairs Department and Gender Links with support of the UN system in Botswana reported that over two thirds of women in Botswana (67%) have experienced some form of gender based violence (GBV) in their lifetime; 44% of men admitted perpetrating violence against women and about three in every five women (62%) experienced intimate partner violence (IPV) in their lifetime. The dual legal system operating in Botswana accommodates the use of customary law which perpetuates discrimination against women. Traditions of male dominance in many levels of society remain strong, making it difficult to achieve gender equality.
35. Participation of women and girls in science and technology based subjects and activities are still low. The technical professions, mining, engineering, medicine and architecture for instance, are generally dominated by men though the presence of women in these fields is increasing.
36. Civil Society Organisations and women's groups have been identified as the National Gender Programme implementing partners. Mobilization and coordination of civil society organisations continues to be a challenge.
37. **Emergencies:** Botswana suffers disasters in the form of drought, floods and Foot and Mouth Disease outbreaks. An official disaster management system has been established, co-ordinated by the Office of the President, and involving all levels of central and local government. In general there is an effective system for responding to "known" disasters such as drought and Foot and Mouth Disease, but there is inevitably uncertainty over how well the system would respond to low-frequency events.

## 2.2 UN Strategic Value in the Botswana Context

### 2.2.1 The UN Strategic Value

38. The 2009 Report of the Secretary-General on Cooperation with Middle-Income Countries states that middle-income countries require the UN to "function as a cohesive unit with a well-defined leadership and management structure and a joint pool of resources distributed according to clear objectives." The UN must be able to provide "the highest-quality policy advice on short notice" together with "greater selectivity of programme priorities that are relevant in middle-income countries... This will necessitate changes to organizational set-up, systems and staffing, in particular as greater emphasis on advocacy and coordination may require the availability of policy experts."
39. The following constitute the strategic value of the UN in Botswana:
- a) Botswana, like other middle-income countries, requires best practice, high quality policy advice on how best to respond to challenges associated with middle-income status, including widening inequalities and disparities, persistent poverty among specific regions and population groups, and climate change and natural disaster risks. **The UN is well placed to provide such evidence-based policy advice and access to international best practices, as well as to help Government to bridge the policy implementation gap**, for example by leveraging the technical expertise of participating UN system agencies, conducting targeted policy research and piloting innovative interventions and responses that can be scaled up, and by presenting costed policy options to decision-makers.

- b) **The UN has a specific role to play in supporting Botswana to achieve the MDGs for all Botswana's citizens.** Botswana stands among those middle income countries that are likely to achieve a majority of the Millennium Development Goals by 2015. However, ongoing support is needed to ensure the MDGs are achieved for all Botswana, including at the sub-national level and among vulnerable and disadvantaged groups, as well as to close the gap on those goals and indicators where Botswana is currently lagging behind.
- c) **The UN can support the country to access additional resources available through global and other funding facilities.** Botswana's middle-income country status has seen the level of development assistance to the country decline. In addition, the type of funding Botswana receives from International Funding Institutions has changed resulting in fewer grants and less concessional assistance. These developments take place against a situation where there are unmet needs and government spending as a proportion of GDP is considered too high.
- d) The UN views continued support to Botswana as a priority, as the country will require ongoing support from development partners if it is to continue to progress successfully and address the challenges associated with middle-income country status, and achieve the Millennium Development Goals (MDGs) for all its citizens. **The UN has a unique role to play in helping Government to leverage resources, and using its convening power and normative role to ensure resources are utilised effectively and in the interests of the ultimate beneficiaries – Botswana's citizens.**
- e) **The UN has a unique role in promoting accession to, and supporting implementation of, international agreements and standards.**

### 2.2.2 Maximising on the UN Strategic Value in Botswana

40. The UN will maximise on its strategic value in Botswana over the period of the GoB-UN POP 2010-2014 as follows:
- a) The UN will use its unique convening power to bring together various stakeholders and provide coordination, including on critical cross-cutting issues such as gender equality, HIV, climate change, and the rights-based approach to development.
  - b) The UN will focus on providing evidence-based policy advice in line with international norms and standards, including support to integrate these norms and standards into national legislative and policy frameworks and monitor their implementation and impact on beneficiaries. It will advocate for and help to ensure that the voices of the most vulnerable and disadvantaged are heard and issues of inequality are addressed in national policy processes.
  - c) The UN will draw on the collective global assets of the system and global expertise and best practice to provide technical expertise, exchange of knowledge and capacity development, based on international best practice, and will support innovative approaches to human and social development issues and implementation of global normative standards. It will facilitate a multi-sectoral approach and support Government to coordinate its response to complex issues such as climate change, social protection, sustainable development, a multi-dimensional approach to poverty reduction, HIV, governance and gender equality, all of which require a cross-agency approach.
  - d) The UN will maximise the comparative advantages and added value it offers as a multi-lateral organization 'delivering as one', capitalising on a multi-dimensional approach to support Government to address the cross-Government,





multi-sectoral issues and challenges. The UN will support improved policy coordination and coherence among Government and stakeholders in response to these challenges.

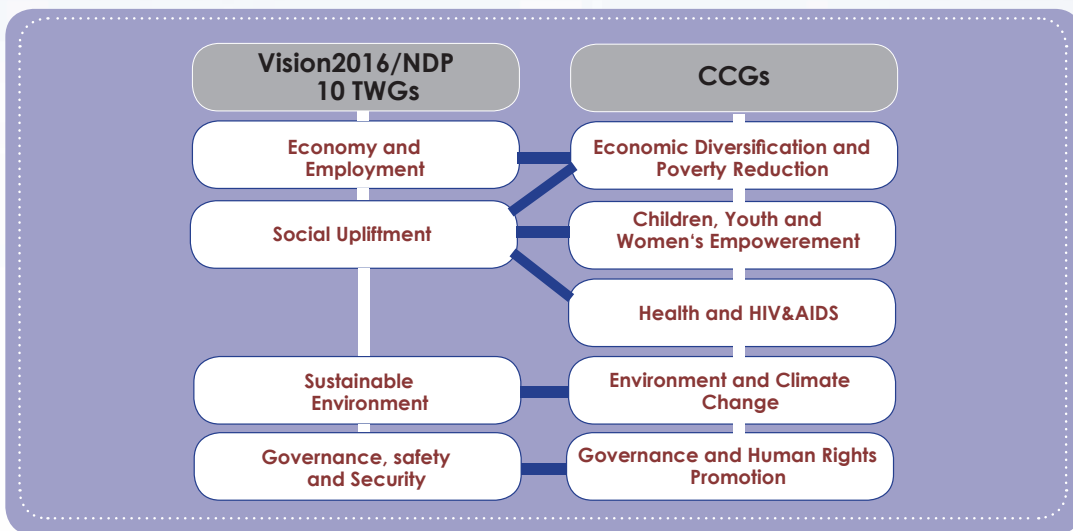
### 3 GoB-UN POP 2010-2014 Results

41. In the period of the GoB-UN POP 2010-2014, the UN will work with the Government and people of Botswana to ensure a balance between economic, human and sustainable development objectives, directing its efforts of support under five areas as follows:

- a) Governance and Human Rights Promotion;
- b) Economic Diversification and Poverty Reduction;
- c) Health and HIV&AIDS;
- d) Environment and Climate Change; and
- e) Children, Youth and Women Empowerment.

42. Each of the GoB-UN POP 2010-2014 areas of focus contributes to the attainment of Vision2016/NDP10 goals through alignment to and contribution to the realisation of thematic goals. The components of the GoB-UN POP are aligned to the Vision 2016/NDP10 Thematic Working Groups (Presented in the figure below). However there is no specific technical sub-committee under the Social Upliftment TWG on issues of Children, Youth and Women Empowerment.

43. The absence of a specific technical Sub-committee on Children, Youth and Women Empowerment has limited the extent to which the issues relevant for this component are dealt with. To address this situation, the GoB-UN POP Component Coordination Group will form the nucleus for a new technical Sub-committee that will undertake analyses across NDP10 Thematic Areas on coverage and strategies of issues of children, youth and women empowerment.



### 3.1 GoB-UN POP Outcomes

44. The UNDAF and the GoB-UN POP are intended to support the NDP 10, including sector-specific

plans. The higher level results of the GoB-UN POP have been aligned with those specified in the UNDAF and linked to the corresponding results of the NDP 10 to ensure clarity and coherence

of the GoB-UN POP, while maximizing the potential for synergy between the results of the Participating UN organisations.

45. The GoB-UN POP 2010-2014 Outcomes to be achieved in each focus (UNDAF) area are:

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

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

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

- 2.1 *Key national institutions develop and implement evidence-based gender sensitive pro-poor policies and strategies that contribute to the diversification of the economy.*
- 2.2 *National policies and institutions promote and support entrepreneurship and employment among the poor and vulnerable.*

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

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



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

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

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

- 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.*

46. The GoB-UN POP lays out the means by which the outcomes stated here will be achieved. Details of outputs towards the achievement of each outcome are presented in Annex II.

### 3.2 Integration of Cross-Cutting Issues

47. For the purposes of the GoB-UN POP 2010-2014, and in line with UNDG guidance on mandatory programming principles, the UN Country Team has adopted the following cross-cutting issues<sup>7</sup>: a rights-based approach, gender equality, environmental sustainability, HIV, and a culturally appropriate approach to programming. Cross-cutting issues are to be integrated across the GoB-UN POP 2010-2014 and in policy support and advocacy. In addition, the UNDG programming principles, a rights-based approach to development, results-based management (RBM) and capacity development, are considered key approaches to operationalizing and implementing the GoB-UN POP 2010-2014. In addition to the specific outcomes and outputs outlined above, the UN will provide non-project support to cross-

cutting issues and to strengthening RBM and communications, as well as policy advisory services and advocacy.

48. The UN in Botswana has adopted the following principles to address cross-cutting issues:

- a) In line with best practice approaches to addressing cross-cutting issues, the UN in Botswana will adopt a dual approach to programming for each of the cross-cutting issues in the GoB-UN POP: sSpecific programming as reflected in outcomes and/or output level; and Mainstreaming in other outcomes and outputs as relevant.
- b) In order to track mainstreaming of the cross-cutting issues for monitoring and reporting purposes, the UN will adopt a simple tracking mechanism as part of its approach to joint planning and programming.
- c) Component Coordination Groups (CCGs) will have responsibility for each of the cross-cutting issues. The CCGs will have, in addition to their responsibilities for specific programming under the outcomes and outputs specified

<sup>7</sup>Cross-cutting issues are those which are identified in international normative standards and agreements, impact in more than one sector or field, and require a multi-sectoral approach by different actors.

above, responsibility to support and monitor mainstreaming in the other outcomes/outputs, and will support other CCGs to ensure these issues are mainstreamed, monitored and reported on.

- d) Responsibility and accountability for mainstreaming of cross-cutting issues rests with the UN Country Team and all UN co-conveners of CCGs. All CCGs will include cross-cutting issues in their Annual Work Plans and will report on mainstreaming of cross-cutting issues in their Annual Review Meetings and Annual Reports.
  - e) Specific strategies and initiatives to support mainstreaming of cross-cutting issues will be developed to support implementation.
- a) Providing support in the form of projects and technical assistance only to those priority areas reflected in the UNDAF. The UN will not engage in any activities that are outside the signed UNDAF and POP <sup>8</sup>.
  - b) Developing individual CCG Results Frameworks and a comprehensive POP Results Matrix reflecting all the results to be achieved between 2013 and 2014.
  - c) Developing a web-based monitoring framework to track all resources as they are transformed into activities that lead to outputs and outcomes. This will allow each agency to track and enter information in real time as well as make this information available to all UN agencies and partners.
  - d) Make timely and informed decisions using monitoring reports produced by the M&E group.
  - e) Substitute individual agency delivery and visibility with a UN delivery and UN visibility. A lead agency for a particular component of the POP will be the face of the UN in dealing with government and other partners<sup>9</sup>. The lead agency will lead the process and be the face of the UN and all other agencies will work with the lead agency following internal arrangements assuming responsibilities as agreed. Delivery will be a collective responsibility of the UN and not of an individual agency.
  - f) Organize internally how and by whom delivery will be done. While agencies will carry out activities and produce outputs, measurement of progress will be at the outcome level and be reported on at the GoB UN POP level.

## 4 GoB-UN POP 2010-2014 Implementation

### 4.1 Strengthening Delivering As One

49. Observing that Delivering as One allows the UN to be strategic and inclusive, the UN is committed to responding to Botswana's national priorities through the GoB-UN POP 2010-2014 (One Programme). Individual agency mandates are subsumed in the ONE Programme strategic response to national priorities. The approach offers the most strategic response and removes biases of individual agencies and deals with the larger picture and ensures that resources are utilized effectively and efficiently in response to national priorities. The UN will strengthen the Delivering as One approach by:

<sup>8</sup> The One Programme is the aspiration of the DaO Initiative. Where agencies have activities outside of the UNDAF and POP they will seek to have amendment made to the POP to reflect those activities. The UN in Botswana Statement of Common Understanding on DaO outlines a process for the updating of the POP to reflect emerging priorities.

<sup>9</sup> The UN Theme Groups will be the vehicles through which lead agencies (UN co-chairs of CCGs) will exercise this responsibility. The purpose of this arrangement will be to ensure integration and coherence of the UN message within each thematic area.





### 4.2 Managing for Development Results in a Middle-Income Botswana

50. Results-based management (RBM) is a key programming principle established by UNDG guidance, and underpins the development and implementation of the GoB-UN POP 2010-2014. The UNDG defines 'results-based management' as "a management strategy by which an organization ensures that its processes, products and services, contribute to the achievement of desired results (Outputs, Outcomes, Impact). RBM rests on clearly defined accountability for results and requires monitoring and self-assessment of progress towards results, and reporting on performance".
51. In order to achieve the most effective and efficient implementation of GoB-UN POP 2010-2014 development results in support of national priorities, the United Nations and the Government of Botswana are fully committed to a comprehensive approach to results-based management that encompasses the following key and inter-related components:
- a) Vision: To be a strategic UN that provides high quality, coherent policy and technical advice addressing national development priorities based on international norms and standards.
  - b) Results Matrix and Performance Measurement: In support to the overall vision and the five components, the GoB-UN POP contains a comprehensive Results Matrix detailing a logical set of measurable results in the form of 15 outcomes (five-year development results the UN and partners intend to achieve) and outputs (specific results which clearly show the UN's contribution). The GoB-UN POP 2010-2014 Results Matrix also contains performance measurement information (indicators, baselines, targets, means of verification) in relation to each outcome and each output required to enable regular monitoring of progress and the degree of achievement of the GoB-UN POP results.
  - c) Results-based Governance and Accountability: In order to ensure that the implementation of GoB-UN POP 2010-2014 responds in an effective and efficient manner to national priorities, as per the planned Results Matrix, as well as in response to possible newly emerging needs, the overall governance of the GoB-UN POP 2010-2014 will entail a regular high level review under the joint leadership of the Government and the United Nations. The annual review will consist of a 'three-tier' stocktaking of the progress achieved, as well as challenges faced in the implementation of the GoB-UN POP 2010-2014 addressing the three dimensions of: policy, results, and financial resources (funding and expenditure). In addition, the supporting coordination architecture of CCGs was jointly defined by the Government and the UN on the basis of the GoB-UN POP Results Matrix. While each CCG is accountable for the coordination of a dedicated set of GoB-UN POP 2010-2014 Results, each participating UN system agency will remain accountable for the results of the specific programmes and projects it implements.
  - d) Partnership and inclusive approach: In the preparation and implementation of the GoB-UN POP 2010-2014 the Government and the UN have been fully committed to an inclusive partnership approach as a means to ensure active and meaningful involvement and participation of all key stakeholders.
  - e) Knowledge Management: An essential feature of the United Nations' comprehensive approach to managing for development results in a middle-income Botswana is the production, use, analysis and retention of data and information in support of the implementation of the GoB-UN POP. To this end, a dedicated Knowledge Management Strategy has been developed by the United Nations. The strategy is predicated on UNDG-related guidance placing prime emphasis on the use, reliance on and support to existing national information sources and systems.

### 4.3 Risk Management

52. The GoB-UN POP partners have identified the following risks that may impact the realisation of the results set forth in this document.

- a) A major policy lesson identified by the NPD10MTR is that Botswana is susceptible to economic shocks especially those that have global dimensions. As part of strengthening the economy's resilience to such shocks Botswana is adopting a strategy that focuses on building up financial reserves through the judicious management of national resources and the selection and implementation of only those projects that have the highest social returns. The occurrence of economic shocks will limit the ability of the Government to respond to the needs of vulnerable groups. The UN will continue to support and advocate with the Government of Botswana to maintain levels of social expenditure and scale-up efforts to reduce poverty, counter rising disparities, and ensure access to social services and social protection.
- b) Botswana's ability to further scale-up efforts towards the realisation and protection of the rights of Botswana is closely intertwined with the ability to grow a diversified inclusive economy. In pursuing this goal the country faces a number of infrastructure related vulnerabilities including issues of security of energy and cost competitiveness. The UN will support the Government's efforts towards economic diversification and seek to mitigate the effects of slow diversification and associated spending limitations by leveraging resources for social investments, supporting work that aims to improve efficiency, effectiveness and accountability for the public resources.
- c) The contribution of the UN towards the realisation of the results outlined in the GoB-UN POP 2010-2014 is premised on the UN being able to mobilise additional resources to meet the funding gap. Botswana being a middle income country may

not be considered a priority country by donors. The UN will adopt a multi-pronged strategy to reduce the resource challenge and mitigate its effects. The strategy will consist of: a resource mobilisation plan emphasising the need for and value of UN engagement in a middle income country; leveraging of resources towards GoB-UN POP priorities; and enhanced aid coordination towards the attainment of national goals. In addition, the UN will strengthen its technical support to the Government of Botswana by making sure that the NRAs participate more in providing such technical support by being available to support the resident agencies that may have more resources for activities at country level.

- d) Successful translation of the strategic intent of the UN system in providing support in a middle income country is dependent on the ability of the UN in Botswana to provide high quality expert advice and support, and the ability to deploy such capacity where it is needed on a timely basis. The UN in Botswana may not have all the required expertise nor be able to secure the expertise owing to funding constraints. To mitigate the effects of inadequate in-country expertise, the UN will utilise the services of consultants; facilitate the utilisation of expertise from other UN offices, especially NRAs; explore innovative arrangements for accessing relevant expertise; enter into cost-sharing arrangements; and draw upon the opportunities offered by South-South and triangular cooperation.
- e) Natural disasters and climate change impacts are likely to accelerate over the coming period. The economic and social impacts of natural disasters and climatic events are already very significant. The UN Country Team will continue to work closely with the Government to ensure effective responses to climate change and natural disaster management, including by supporting coordination across government institutions and sectors.



### 4.4 Knowledge Management and Utilization

53. A more systematic, coherent and explicit approach to knowledge management<sup>10</sup> and sharing<sup>11</sup> is needed to enable the UN to meet its objectives of becoming a learning organisation that is recognised as a leading knowledge broker. A knowledge management and sharing strategy that is responsive to several needs in knowledge management and sharing will be developed. The specific areas to be covered will include:

- a) Improved internal information sharing and dissemination with staff;
- b) Improved access to relevant information for external partners and stakeholders;
- c) Improved use of knowledge to achieve the broader objectives of the UN in Botswana, including for policy and advocacy purposes; and
- d) Improved capacity among partners to generate, manage and share knowledge.

54. Knowledge management in the UN in Botswana will be designed to build on existing knowledge management strategies and initiatives of the UN and individual participating UN system agencies.

### 4.5 Non-Resident Agencies

55. The coordinated engagement of Non-Resident Agencies is very important to enable the UN to provide support to Government in an efficient and effective manner. In response to key UN resolutions (62/208 TCPR 2007, 62/277 and 63/311 on System-Wide Coherence) and in line

with the emphasis given in UNDG guidance to the importance of inclusion of non-resident agencies in order to promote active partnerships to meet national priorities, the UN will continue to engage strategically with relevant non-resident agencies. The NRAs will commit to, on a timely basis, provide technical expertise to the Government of Botswana and to the efforts of resident agencies who undertake activities at the country level.

56. At the same time, non-resident agencies are encouraged to commit and take necessary measures to engage with the Resident Coordinator and the UN Country Team. This includes ensuring that they have the requisite level of technical staff available at headquarters/ regional/sub-regional-level as appropriate to support the work of the UN Country Team when called upon, and are in dialogue with the UN Country Team about country visits. Furthermore, the UN Country Team will ensure regular communications with all active non-resident agencies, through both electronic means and face to face, as appropriate.

57. For the GoB-UN POP 2010-2014, those non-resident agencies that have been actively involved in the preparation and implementation of the GoB-UN POP 2010-2014 and are making specific contributions to GoB-UN POP Outputs and Outcomes are signatories to the GoB-UN POP 2010-2014. In addition other UN agencies may provide development support to the Government of Botswana in specific areas of expertise under distinct bilateral country programme frameworks over the life of the GoB-UN POP 2010-2014. Such country cooperation frameworks or Country Programme Documents will be listed in the Appendix to the GoB-UN POP 2010-2014 when periodic updates are made.

<sup>10</sup> Knowledge includes both explicit (document, stored and formally articulated) and tacit (experiential, non-verbalised and internally held) knowledge and information. Knowledge management refers to "the systematic processes or range of practices used by organizations to identify, capture, store, create, update, represent and distribute knowledge for use, awareness and learning across the organization". UNDG Knowledge Management Mapping October 2010

<sup>11</sup> Knowledge sharing is an activity through which knowledge (information, skills or expertise) is exchanged among people, friends, and community members as well as within organizations and constitutes "a valuable intangible asset for creating and sustaining competitive advantages." UNDG Knowledge Management Mapping October 2010



## 4.6 Civil society

58. In accordance with UNDG guidance, which emphasises the important role of civil society organisations as key strategic development partners, the UN in Botswana will continue to explicitly seek strategic engagement with civil society organisations with the aim of broadening the current scope of interaction through the period of implementation of the GoB-UN POP 2010-2014.

59. Emphasis will be placed on strengthening civil society engagement in governance and accountability processes including policy-making, implementation and evaluation. The UN will also strengthen joint approaches to working with civil society organisations across different sectors based on lessons learned from the implementation of the current GoB-UN POP and experience engaging with civil society organisations in Botswana and globally.

## 5 Management of Programme Implementation

### 5.1 Principles

60. The management and implementation of the GoB-UN POP 2010-2014 will promote and support the following principles:

- a) Government ownership of development policies, strategies and programs;
- b) Alignment to the Tenth National Development Plan (NDP10) and related plans and programmes, and to national systems and procedures;
- c) Pursuit of joint efforts towards greater coherence, efficiency and effectiveness in the UN's support to national priorities in a fast-evolving, middle-income Botswana;
- d) Harmonization and simplification of planning and management arrangements for UN-supported programmes/projects;
- e) Management for results, through the use of the GoB-UN POP Results Matrix;

f) Mutual accountability through joint Government and UN annual reviews of implementation progress; and,

g) Inclusive partnerships with all development partners including International Funding Institutions and civil society organizations.

### 5.2 Implementation

61. Government Ministries, NGOs, INGOs and UN system agencies will implement programme activities.

62. The GoB-UN POP (UNDAF Action Plan) will be made operational through the development of Annual work plans (and/or Project Documents) which describe the specific results to be achieved and will form an agreement between the UN system agencies (Delivering As One) and each implementing partner on the use of resources.

63. To the extent possible the UN system agencies and partners will use the minimum documents necessary, namely the signed GoB-UN POP (UNDAF Action Plan) and signed AWP (project documents) to implement programmatic initiatives. However, as necessary and appropriate, project documents can be prepared using, inter alia, the relevant text from the UNDAF Action Plan and AWP/project documents. The UN and the implementing partners will undertake only those initiatives/activities in the areas that are reflected in the UNDAF and GoB-UN POP.

64. Where a joint programme is developed, all UN system agencies involved in the joint programme will be collectively accountable for results. Three modalities exist for channeling funds for joint programmes:

- a) pass-through; b) parallel; and c) pooled. The criteria for selecting an administrative agent for a joint programme hinges on the capacity to manage disburse and report on financial transactions. The lead Government body designated in the joint programme document will have overall responsibility to ensure the smooth implementation of the joint programme and will chair a steering committee comprising



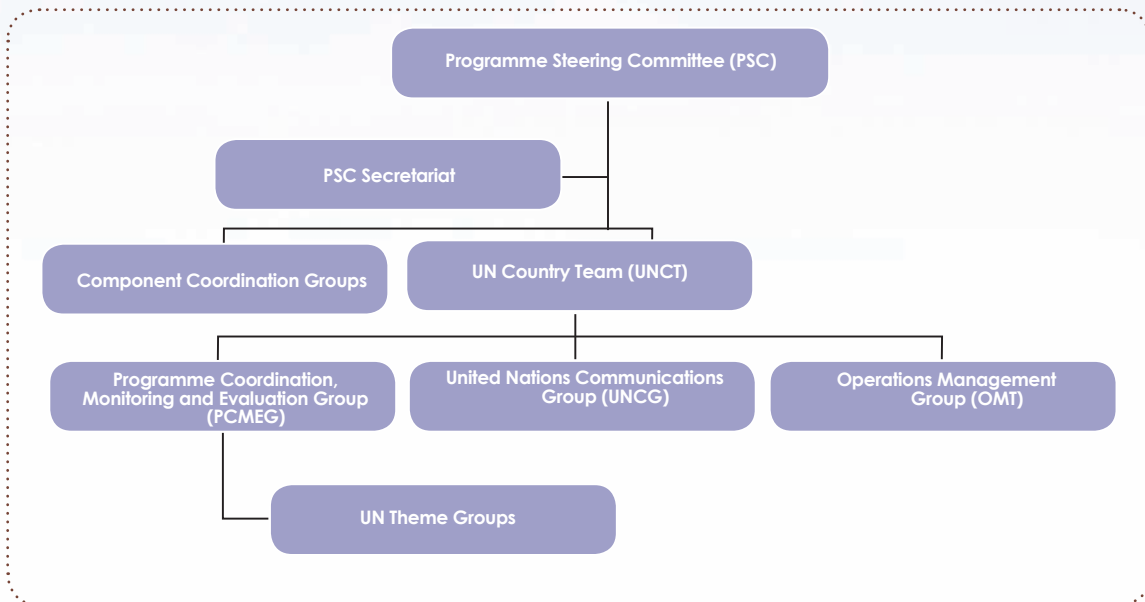


other implementing partners and participating UN agencies. The administrative agent for the joint programme will be responsible for the management of funds and consolidation of appropriate reports.

- 65. Joint programming will be utilized where the joint programme is not the optimal modality for achieving results. Each will be accountable for its own workplan contributing to the output. Joint programming will entail agencies working together with a clear definition of their respective contribution and actions without necessarily having a common workplan.
- 66. The use of the joint programme and joint programming modalities does not preclude the utilization of other opportunities to work together that may be presented by within and cross- component work.

### 5.3 Management

- 67. The implementation of the five programme components is overseen by a Programme Steering Committee (PSC) co-chaired by the Permanent Secretary (PS) in the Ministry of Finance and Development Planning (MFDP) and the UN Resident Coordinator (RC). Implementation of the component activities is based on strong partnerships between UN agencies, and notably the Government Implementing Partners. Strong links are furthermore required with the civil society and the private sector as implementing partners.
- 68. A number of coordination structures will be used to guide, deliver and monitor implementation of the GoB-UN POP. Coordination will be carried out at two levels: a) internal UN coordination and b) externally between the UN and implementing partner.
- 69. A brief summary of the programme management roles and responsibilities is presented below:-



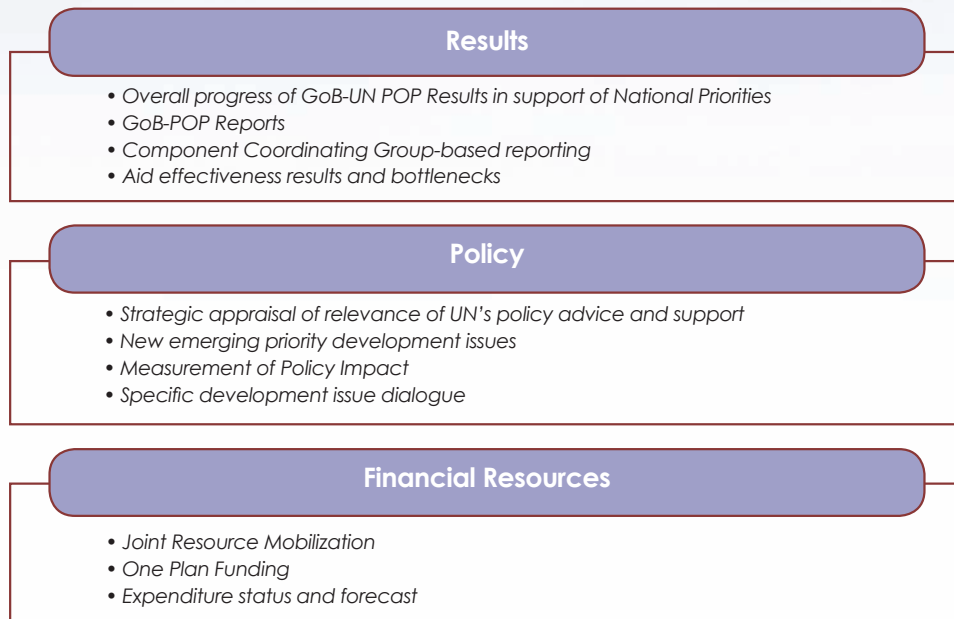
70. Programme Steering Committee: Chaired by the PS of the MFDP and the UN Resident Coordinator, and drawing its membership from the Deputy Permanent Secretary (DPS) cadre of the civil service and Senior Executives of stakeholder Public Enterprises, Civil Society Organizations and participating UN agencies, the PSC is an oversight body that is responsible for ensuring that the overall POP objectives are realized on time.

71. The Programme Steering Committee will conduct periodic reviews of the implementation of the GoB-UN POP 2010-2014. The reviews will consist of a 'three-tier' stocktaking of progress achieved, as well as challenges faced in implementation of the GoB-UN POP, addressing the three dimensions of results, policy and financial resources as follows:

72. The PSC shall meet quarterly to review progress reports from the co-chairs of each of the five programme components and make decisions regarding the direction of the programme. In order to have a full picture of progress being made on the implementation of the GoB-UN POP the PSC will also receive monitoring performance reports prepared by the Programme Coordination, Monitoring and Evaluation Group<sup>12</sup>.

73. Component Coordination Group (CCGs): Co-chaired by a DPS and a UN Head of Agency with rotation as provided for in agreed terms of reference), the CCGs are responsible to the PSC for the effective implementation of Component Chapters of the GoB-UN POP. To this end, the CCGs are responsible for:

- a) Coordinating timely, efficient and effective joint planning and delivery of a distinct set of One Plan Results;



<sup>12</sup> The reports shall be prepared in accordance with the guidance provided by the PSC.



## GoB-UN POP 2010-2014



- b) Ensuring policy coherence and providing a policy forum for a distinct programmatic area as defined by the set of GoB-UN POP 2010-2014 Results falling under the respective responsibility of each CCG; and
- c) Monitoring and reporting on achievements against planned results.
74. Informed by the experience gained in the first 3 years of implementing the GoB-UN POP 2010-2014, the Government and the UN will jointly redefine the structure as well as the operating modalities of the GoB-UN POP CCGs. In doing so, the Government and the UN will apply the following guiding principles:
- a) Promote greater 'aid effectiveness';
- b) Ensure maximum synergies and complementarity with existing thematic and partnership groups;
- c) Seek involvement of key stakeholders in the functioning of the Component Coordination Groups;
- d) Apply the principle of 'one size does not fit all' in the definition of the structure and operating modalities of the Component Coordination Groups through the endorsement of generic Terms of Reference as a basis for each CCG to develop its own set of TOR; and
- e) Ensure a clear, light coordination structure and process for the operation of the CCGs and retain a flexible approach to the overall functioning of the CCGs.
75. Heads of UN agencies will meet regularly to discuss various issues affecting (or that have the potential to affect) the effective operation of the UN system in the country. In these meetings, both programmatic and strategic decisions will be collectively made and acted upon by individual agencies.
76. Within the UN, the role of the Resident Coordinator is as defined in the 'UN Botswana Statement of Common Understanding on Delivering as One', which clearly specifies his/her role, functions, authority and responsibilities, in line with the UNDG Management and Accountability Framework for the Resident Coordinator System. The following principles are incorporated in the Statement of Common Understanding:
- a) The One Leader has the authority to give guidance on the GoB-UN POP;
- b) While consensus is sought in the allocation process, the One Leader is the ultimate decision maker on the allocation of funds from the One Fund in line with guidance and related decisions to be made by the Programme Steering Committee, with due process and a rationale for these decisions to be documented; and
- c) The One Leader acts as One Voice on behalf of the UN Country Team on issues that are common to the UN system, and with contributions from relevant Participating Organizations to present common positions.
77. The Heads of Agencies remain accountable for their own organization's results, funds received and disbursed, and comply with the UN Country Team Code of Conduct and Terms of Reference for the UN Country Team. Staff will report to their Head of Organization, but will also be accountable to the co-conveners of the Component Coordination Groups and other interagency teams where relevant.
78. In line with UNDG guidance, the Resident Coordinator's Office is responsible for supporting the role and demands of the Resident Coordinator System. In the context of the Delivering as One Initiative, the Resident Coordinator's Office in Botswana is responsible for, inter alia, support to the Resident Coordinator (RC) and the UN Country Team in the following areas: implementation of the global UN reform agenda; UN coordination for results including support to GoB-UN POP 2010-2014 development; resource mobilization via the One Fund; results-based management; enhanced UN policy capacity; and other support to the RC and UN Country Team as required.

79. Programme Coordination, Monitoring and Evaluation Group (PCMEG): The PCMEG is responsible: for providing overall programme coordination and technical support to the implementation of the GoB-UN POP; ensuring linkages among the components; coordinating annual reviews through the UN Theme Groups; monitoring implementation of the GoB-UN POP; and planning and overseeing the evaluation of the GoB-UN POP and/or its components. The PCMEG is responsible for informing the UNCT of any issues that require attention. Membership will be made up of UN Deputies and/or Programme Officers (including those with an M&E background) appointed by the UNCT.
80. Operations Management Team (OMT): The OMT is responsible for overseeing progress in the delivery of common services and systems, and facilitating operational support to areas in need of accelerated progress. OMT shall develop workplans with targets for the furtherance of DoA objectives. The OMT made up of Operations Managers, is responsible for informing the UNCT of any issues requiring attention.
81. UN Theme Groups (UNTGs): Comprising programme officers working under the guidance of the respective UN Co-chairs of CCGs are responsible for convening meetings of UN agencies with an interest in a particular theme with a view to ensure strategic direction, coordination of UN support, the provision of technical support, attention to cross-cutting issues, adherence to UN programming principles, and providing technical support to fundraising initiatives. The Theme Groups in consultation with the Resident Coordinator's Office may reshape their terms of reference. In addition, the UNCT may at its discretion establish additional UN theme groups to advise and coordinate action on selected priority issues, particularly those of a cross-cutting nature.
82. United Nations Communications Group (UNCG): UNCG is responsible for ensuring a cohesive and integrated approach to

communications in the context of UN reform. It aims to strengthen cooperation and coordination in the UN system to achieve message consistency and increase the media profile of the UN system.

### 5.4 Delivering As One Business Operations

83. As per UNDG guidance, Business Operations are broadly defined as “non-programmatic activities needed to deliver UN Programmes efficiently and effectively.” This in effect implies a wide range of operational processes, tasks and infrastructure development and maintenance, from policy to implementation, from personnel management to telecommunications infrastructure, from banking to security, from procurement to building maintenance.
84. The business operations functions of the UN in Botswana are comprised of four key elements: common/integrated services; simplified and harmonized business practices; co-location of participating UN system agencies; and change management.

#### 5.4.1 Common/Integrated Services

85. The overall principle for UN common/integrated services is to ensure that procedures and business practices in the areas of human resources, information and communication technology (ICT), procurement, finance, and general administration and building management are harmonized, where appropriate, to reduce transaction costs and improve effectiveness. The UN Country Team will facilitate and create wherever possible transaction efficiencies, in order to streamline business processes and ultimately save time and increase the quality and value of services and goods received in support of the implementation of the GoB-UN POP 2010-2014.
86. The UN will continue to actively seek and create opportunities for harmonization of suppliers of goods and services, with a view to leveraging the purchasing power





of the UN to achieve significant cost reductions from service providers, through negotiating together as one larger business entity. During the first 3 years of the GoB-UN POP 2010-2014 some gains were made in this regard. Notwithstanding the results achieved, additional work remains to be done to achieve further reduction of transaction costs and optimize the potential of common/integrated services. The main areas of potential benefits are envisaged to be the integration of support services to the extent agency-specific Enterprise Resource Planning and global regulations allow. This will include ICT support services, human resources management, administrative services, procurement and financial management.

### 5.4.2 Aligned, Simplified and Harmonized Business Processes

#### 5.4.2.1 Harmonized Programme and Project Management Guidelines (HPPMG)

87. With the aim of formalising and further simplifying programme and project management practices for UN-supported programmes and projects, the UN will, drawing on the experiences of other countries and experiences over the first two years of implementing the GoB-UN POP 2010-2014, develop Harmonized Programme and Project Management Guidelines (HPPMG). The HPPMG will guide the preparation, management and implementation of the UN-supported programmes and projects and is expected to be a useful tool for the management and implementation of the GoB-UN POP 2010-2014 and individual programmes and projects, and will increase transparency, efficiency and effectiveness.

88. The HPPMG will be reviewed and updated at the end of 2014 to take into account the outcomes of the UN harmonization efforts, as well as lessons to be learned for the implementation of the HPPMG.

#### 5.4.2.2. Harmonized Approach to Cash Transfers (HACT)

89. HACT is a harmonized process for managing cash transfers from UN System Agencies to national Implementing Partners. Based on the risk management approach, HACT is intended to reduce transaction costs for the UN and national Implementing Partners, enhance the use of national systems, and strengthen national capacity for programme management and accountability.

90. All cash transfers to an Implementing Partner are based on the work plans or project documents agreed between the Implementing Partner and the UN agency. Cash transfers for activities detailed in work plans or project documents can be made by United Nations agencies using the following modalities:

- a) Cash transferred directly to the Implementing Partner:
  - i) Prior to the start of activities (direct cash transfer), or
  - ii) After activities have been completed (reimbursement)
- b) Direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner;
- c) Direct agency implementation through which the UN agency makes obligations and incurs expenditure in support of activities agreed in Annual Work Plans.

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

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

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

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

95. In preparation for the GoB-UN POP 2010-2014 a joint UN review of the national public financial management system (macro-assessment) was conducted in 2009.

### 5.4.2.3. Monitoring and Evaluation in Relation to Cash Transfers

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

- a) Periodic on-site reviews and spot checks of their financial records by the Joint GoB/UN system or their representatives.
- b) Programmatic monitoring of activities following a joint GOB – UN system (PSC level) standards and guidance for site visits and field monitoring.
- c) Performance monitoring that demonstrates causality linkages between resource use and achievement of results or progress being made towards achievement of results.
- d) Special or scheduled audits conducted as agreed by the GOB – UN system (PSC level): will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided and those whose financial management capacity needs strengthening.
- e) A jointly agreed Authorized Audit Institution (AAI) may undertake the audits of Implementing Partners. If the AAI chooses not to undertake the audits of specific Implementing Partners to the frequency and scope required by the joint GoB – UN system (PSC level), the PSC will commission the audits to be undertaken by private sector audit services.



### 5.4.3 Co-location of Participating UN System Agencies

97. The UNCT recognizes the potential of the co-location of participating agencies to reinforce Delivering as One by:

- a) Overcoming the 'silo mentality' that comes with physical separation;
- b) Maximizing inter-agency teamwork and promoting programmatic synergies; and,
- c) Allowing the UN to integrate common services.

98. Recognizing that space limitations do not permit all participating resident agencies to be housed on the same premises, the UN Country Team will continue to seek innovative ways of realizing the same benefits despite use of separate buildings.

### 5.4.4 Change Management

99. The strategic leadership for the institutional change process is provided by the Resident Coordinator and the UN Country Team. The implementation of the Delivering as One Initiative in Botswana has required dedicated attention to change management since the inception of the reform initiative. It is also recognized that the entire content of the GoB-UN POP 2010-2014 represents in itself a UN collective 'change blueprint' with respect to the content of the UN development support to Botswana as well as in the modalities for the delivery of the support.

100. Aware that change has both a business dimension and a people dimension, the UN Country Team will take the steps necessary to improve awareness, desire, knowledge, and ability to implement planned changes and as well as reinforce the change process.

## 6 Resources and Resource Mobilization Strategy

### 6.1 The One Budget

101. The concept of One Budget is reflected in the One Programme (GoB-UN POP). At design it was stated that "all the programme resources of all the participating agencies are brought together into one budgetary framework". The GoB-UN POP is budgeted for under the One Budget concept. One Budget simply means that all the UN agencies and the partners have full knowledge and access to information on the resources that are meant to deliver the GoB-UN POP. The UN has acceded to this principle of each agency showing the resources that the agency is investing in Botswana towards the implementation of the POP and in response to national priorities. Each agency however will remain in charge of their budgets.

102. The one budget will show all the resources agency by agency which have already been secured and which resources are yet to be raised. This financial information allows for realistic planning as well as the development of a fund raising strategy. It also allows for the creation of synergies and avoids duplication in budgeting for the same interventions among agencies. It also provides the GoB with information on the available resources being committed to national priorities. Botswana as an upper middle income country could use this information to decide on resource allocation or even co-funding certain priorities if the UN is short in those areas.

103. The UN system agencies will provide support to the development and implementation of activities within the GoB-UN POP 2010-2014, which may include technical support, cash assistance, supplies, commodities and equipment, procurement services, transport, funds for advocacy, research and studies,

consultancies, programme development, monitoring and evaluation, training activities and staff support. Part of the UN system agencies' support may be provided to Non-Governmental Organizations as agreed within the framework of the individual work plans (WPs) and project documents.

104. Additional support may include access to UN System Agency-managed global information systems, the network of the UN System Agencies' country offices and specialized information systems, including rosters and consultants and providers of development services, and access to the support provided by the network of UN Specialized Agencies, Funds and Programmes.

105. The UN system agencies shall appoint staff and consultancies for programme development, programme support, technical assistance, as well as monitoring and evaluation activities.

106. Subject to annual reviews and progress in implementation of the programme, the UN system agencies' funds are distributed in accordance with the GoB-UN POP 2010-2014. These budgets will be reviewed and further detailed in the work plans and the project documents. By mutual consent between the Government and the UN system agencies, funds not earmarked by donors to the UN system agencies for special activities may be re-allocated to other programmatically equally worthwhile activities.

107. Each UN agency head is accountable to his/her Executive Head/Governing body for resources received by the UN agency from its own resources, and in line with the relevant financial regulations and rules of the concerned UN agency. These resources are subject to the external and internal audit procedures laid down in his/her own organization. Each UN agency is solely subject to the external and internal auditing procedures laid down in each organization's financial regulations and rules and procedures, and should Harmonized Approach to Cash Transfers (HACT) be used, it is subject to the 'standard' HACT procedures (e.g. macro/micro-assessments).

### 6.2 Resource Requirements

108. The overall budget for the GoB-UN POP 2010-2014 is USD55.45 million<sup>13</sup>. This includes the following: USD4.25 million in regular resources<sup>14</sup> - core or assessed resources, USD20.23 million in other resources - non-core or extra-budgetary/earmarked and un-earmarked funds from all sources; and USD27 million in other resources to be mobilized - the funding gap between existing resources and the total costs of the GoB-UN POP 2010-2014. It is expected that funds to be mobilized via the One Fund will amount to 20 percent of the total budget required to implement the GoB-UN POP 2010-2014.

<sup>13</sup> This total is a downward revision from the original estimate of US\$94 million. The downward revision was informed by planned annual expenditure which between 2010 and 2012 averaged US\$11.5 million.

<sup>14</sup> See text box below for a definition of these funding sources.





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### Common Budgetary Framework: Sources of Funding

**Regular Resources:** Funding stream that comes from a more predictable annual/biannual pledging or assessed contributions from member countries (especially in the case of Funds and Programmes, whose core budget envelopes are decided upon for the whole programming cycle by their governing bodies). Because of its established nature and predictable frequency (although amounts may vary from time to time), this can be indicated with greater degree of predictability over the whole programming cycle. Assessed funding from the different Specialized Agencies follows different budgetary cycles and their availability is dictated by the respective appropriation mechanisms as determined by governing bodies. Indications in these cases are tentative at best.

**Other resources:** Earmarked non-core/extra budgetary resources are less predictable and depend on resource mobilization efforts both at global and country levels. However, these types of earmarked resources (at global level, these are sometimes referred to as 'thematic' funds) do not offer any flexibility to UN system agencies or the UN Country Team to deploy the resources elsewhere. Resources from cost-sharing agreements with governments or donors for projects (not included in above categories) will also be included in the projection.

**Resources to be mobilised:** The Common Budgetary Framework (CBF) projection takes into account resources which are already secured, as well as resources that are firmly pledged and/or in the hard pipeline. The areas for which mobilization effort will be launched collectively will be included in the CBF/Annual CBF as the 'funding gap'. The development of the Annual CBF will capture the actual receipt of funds and any change of status in pledges of specific result areas. The Annual CBF will also capture the divergence between the timing of receipt of core/assessed and noncore/extra budgetary funds against what was articulated at the planning stage of the CBF. In case of situations where a funding gap arises due to non-receipt of the anticipated funds, the UN Country Team can establish a resource mobilization strategy to meet the gaps or use its own discretion to allocate resources from alternative sources like donor trust funds.

Source: UNDAF Action Plan Guidance Note, Annex 3: Common Budgetary Framework (CBF), October 2010

109. The resource requirements for 2013-2014 are summarized in Table 1 below. The table shows expected UN funding of US \$9.3 million over the

two years and a funding gap of US \$12.2 million to maintain the programme funding levels of the first three years of the GoB-UN POP.

**Table 1: GoB-UN POP 2013-2014 Resource Requirements<sup>15</sup>**

GoB-UN POP Components	Indicative Budget (\$US X 1000) <sup>16</sup>		
	Regular Resources & Other Resources	Resources to be mobilized	Total
Governance and Human Rights Promotion	1200	5120	6320
Economic Diversification and Poverty Reduction	1584	421	2005
Health and HIV/AIDS	1909	879	2778
Environment and Climate Change	3770	5480	9180
Children, Youth and Women Empowerment	800	320	1120
<b>GoB-UN POP 2013-2014 TOTAL</b>	<b>9263</b>	<b>12220</b>	<b>21483</b>

<sup>15</sup> The figures in this table are estimated amounts as at February 2013 and will depend on availability of UN system agencies' resources and contributions from funding partners.

<sup>16</sup> Figures include the estimated costs of technical assistance.

110. Budgets are indicative and represent the basis for resource mobilization. Furthermore, total budgets for regular resources are also indicative as they may be subject to UN organizations' governing body and internal management decisions.

111. In addition to funding requirements detailed in the GoB-UN POP Action Plan 2013-2014 Results Matrix and summarized above, there are other resource requirements associated with the GoB-UN POP Action Plan 2013-2014. These include activities and staff costs for the Resident Coordinator's Office and the Communications Group, among others. In the past these costs have been funded by resources mobilized separately from the GoB-POP and the One Fund. For the period 2013-2014, the UN Country Team will review funding arrangements for these additional resource requirements.

112. Participating UN system agencies and the Government of Botswana are responsible for resource mobilization. The UN Country Team has agreed that the RC will lead the resource mobilization effort at the country level with those donors who have expressed an interest in providing funds via the One Fund mechanism. Representatives of participating UN system agencies are encouraged to approach donors who are not providing funding via the One Fund mechanism, and are also able to access resources via available global and regional funding instruments.

113. For the remaining period of the GOB-UN POP 2010-2014, the UN Country Team will develop a resource mobilization strategy that will set out the context for resource mobilization, establish benchmarks and indicators for resource mobilization and individual agency contributions, and outline responsibilities and guiding principles, mechanisms for fundraising and accountability and reporting arrangements.

### 6.3 One Fund

114. The One Fund in Botswana was established to support the coherent mobilization, allocation and disbursement of resources to the GoB-UN POP under the direction of the Resident Coordinator. The One Plan Fund is the vehicle for donors to pool resources at the country level to support the realization of the GoB-UN POP 2010-2014 objectives, and new initiatives responding to emerging needs within the context of the GoB-UN POP 2010-2014.

115. The strategic importance of country-level funding for the Delivering as One Initiative through the One Fund modality was recognized at the Hanoi Conference in June 2010, which noted that the One Fund is the "bedrock for achieving relevance, coherence and a more strategic focus of the UN system at the country level."

116. The Hanoi Conference also recognized that where funds have been mobilized under the One Fund, the Fund has facilitated improved programming, better management for results, and effective prioritization of programming on the basis of national needs. Early, predictable, multi-year funding in support of the GoB-UN POP is critical for the sustainability of the One Fund and the Delivering as One Initiative at country level. A guiding principle for resource mobilization is that donors contribute multi-year, pooled and un-earmarked resources.

117. Over the period 2010 to 2012, the One Fund did not perform well owing to several factors. The difficult fundraising situation in a middle income country notwithstanding, limitations included limited understanding of the purpose and the strategic opportunity the One Fund presented and the absence of a fundraising strategy.

118. The UN Country Team will, in the remaining period of the GoB-UN POP 2010-2014, strengthen efforts to mobilize resources through the One Fund mechanism and clarifying the legal and



administrative arrangements governing the operation of the One Fund.

## 6.4 Human Resources

119. A key objective of the UN system in Botswana is to attract, develop and retain dedicated, highly competent and committed individuals whose profiles and skill sets enable optimal delivery of the planned development results, as set out in the GoB-UN POP 2010-2014.

120. The staff profile and skill sets required to support the role of the UN system in Botswana and to deliver the specific results set out in the GoB-UN POP Resources and Results Matrix will be continually adjusted, with reference to successive capacity reviews carried out by the UN Country Team and emerging guidance from UN Headquarters on harmonization of human resources.

121. Acknowledging that participating UN system agencies are governed by their respective Staff Rules and Regulations, the UN is committed to harmonize the human resources practices in the areas where this is possible; such as recruitment, staff learning and staff well-being. In line with UN guidance and principles, recruitment and management of staff will be competency-based and performance-oriented.

## 7 Communications

122. In the context of the GoB-UN POP 2010-2014, communication continues to play a central role in raising awareness of key development challenges; fostering partnerships and providing a strong and knowledgeable voice on priority policy issues; supporting the Government of Botswana in ensuring the voices of the most vulnerable are heard; and helping the UN Country Team in Botswana continue learning and enhancing their joint working mechanisms and strong collaboration.

123. The scope of communication work is as follows:

- a) Communications support to UN's public and policy advocacy;
- b) Communications support to UN's public relations and partnership building; and
- c) Communications support to UN's change management.

124. In all three areas, knowledge management and capacity building (in the areas of communication and media development) will form important components of communications support to the implementation of the GoB-UN POP 2010-2014. In the context of the Delivering as One Initiative in Botswana, joint and integrated communication has proven to be an effective instrument in developing a strong and united UN voice on priority development challenges and reaching out to a large audience. At the same time, agency- and mandate-specific messages and communication will continue to help in building the image of a diverse and united UN family, collectively providing relevant and valuable expertise and knowledge in support of the development of the country.

125. Based on the experiences of the first three years of the GoB-UN POP 2010-2014 and the evolving communication needs and opportunities of the UN in Botswana, the UN Country Team will review and update the UN Communications Strategy.

126. The UNCG has been the implementation arm for the One Voice in Botswana. The UN Country Team will together with UNCG identify and agree on ways in which the performance of UNCG will be strengthened and set clear performance expectations. Among the expectations will be the following:

- a) Shift from agency-based to issue-based communication where appropriate;
- b) Put key advocacy issues for the UN high on the public agenda;
- c) Create a clear and strong UN voice where needed; and
- d) Provide high quality support for the communications needs of the participating UN System Agencies organizations.

## 8 Monitoring and Evaluation

### 8.1 GoB-UN POP 2010-2014 Development Results

127. The GoB-UN POP MTR identified several weaknesses in monitoring and evaluation. Identified weaknesses related to the selection of indicators, the extent to which the indicators

could be used to track contribution, the systems for the collection and management of monitoring and evaluation data, and the use of collected data to inform programming. While processes for monitoring and evaluation were outlined, they were not fully operationalized. Emphasis will be placed on strengthening and monitoring the functioning of monitoring and evaluation structures and the users of monitoring and evaluation information.

128. Four levels of results indicators will be developed.

The first level will consist of population level data. The second level will relate to the reach and effects of public sector investments. The third level will measure the contribution of the United Nations to national capacity in support of national priorities. The fourth level will focus on outputs and their contribution to programme outcomes. The first two levels of indicators form part of the data that should constitute NDP10 monitoring emphasizing the need for strengthened Government monitoring and evaluation systems. Reporting at each level will demonstrate the changes that happen as a result of intervention.

129. The Government and the UN will be responsible for furthering joint monitoring and evaluation. In line with results-based management principles, an integrated approach will be applied to planning, monitoring, reporting, review and evaluation of the GoB-UN POP 2010-2014 to ensure evidence-based decision-making. Progress towards achieving the GoB-UN POP Outputs and Outcomes will be regularly monitored according to the indicators and targets identified in the GoB-UN POP Results & Resources Matrix. A web-based platform will facilitate the monitoring of progress through an easily accessible and user-friendly database.

130. Various strategies for the strengthening of monitoring and evaluation of NDP10 activities will be adopted. These will include building monitoring and evaluation capacity among

implementing partners and the availing of technical expertise in support of monitoring and evaluation work.

131. Component Coordination Groups (CCGs) will jointly monitor, report on and review implementation of the GoB-UN POP Outcomes and Outputs together with other key stakeholders. The CCGs will also act as a forum for policy dialogues, policy advocacy and joint research on specific thematic areas with Government, development partners and civil society. Common approaches to field monitoring and site visits will be implemented where possible, according to specific quality assurance criteria. Monitoring and evaluation of programmes and projects will be undertaken via joint monitoring visits, joint mid-term reviews and evaluations of clusters of UN projects, and individual UN-supported project evaluations and reviews as needed.

132. Budgetary provision will be made for monitoring and evaluation within each programme component. Additional resources for learning, monitoring and evaluation work will be mobilized by the UN Country Team.

133. During the CCG Mid-Year Reviews in June-July and CCG Annual Reviews in December, CCGs will assess the performance of UN-supported development interventions and lessons learned. In addition, the Annual Reviews will provide an opportunity to update - where necessary - the assumptions and risks identified in the programme design stage.

134. Based on the feedback from the Annual Reviews, all Component Coordination Groups (CCGs) will report on the key results achieved vis-à-vis GoB-UN POP Output targets as well as on progress towards GoB-UN POP Outcomes. The CCG Co-Conveners will provide quality assurance of the reports to ensure compliance with the respective guidelines, an evidence-based assessment of results performance and due application of programming principles





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and cross-cutting issues. Based on the Annual Reviews all CCGs will develop Annual Work Plans for the subsequent year, including strategic, programmatic and operational adjustments as required and a revision of assumptions and risks where necessary.

135. The UN Annual Report will be developed based on the Component Coordination Group annual reports and according to the UNDG and Multi-Partner Trust Fund reporting requirements. The Annual Report highlights progress towards achieving the GoB-UN POP Outcomes, as well as how the UN is working together to 'deliver as one' with other key stakeholders in Botswana. A GoB-UN POP Review will be conducted by the UN, Government and Donors on a regular basis. This review will assess overall progress towards the GoB-UN POP Outcomes and identify key results achieved, constraints and lessons learned. The purpose of this systematic review process is to ensure the continued relevance of the GoB-UN POP 2010-2014.

136. Particular attention will be given to measuring the results of UN policy research, advice and advocacy in selected thematic areas. Considering the multiple challenges in assessing the actual results of UN support, a range of different monitoring and evaluation methods and tools will be applied, including in-depth analysis, qualitative studies, and partner/stakeholder and/or perception surveys where feasible and relevant. Given the strong focus of the UN on vulnerable and disadvantaged groups, measuring changes in the opportunities and access to specific services of these groups will be addressed as much as possible and jointly with key national and international partners. National data and monitoring and evaluation systems will be used to the full extent possible. Overall, the GoB-UN POP 2010-2014 monitoring and reporting system itself will also be periodically reviewed and updated where necessary to ensure the needs of the intended users and partners continue to be served.

137. The Monitoring and Evaluation Working Group, consisting of staff with monitoring and evaluation responsibility and expertise from all participating UN system agencies, will provide technical advice, quality assurance and support to the UN Country Team, Component Coordination Groups and individual UN system agencies regarding the various aspects of results-based management (RBM), including planning, monitoring, reporting and evaluation. Harmonization and simplification of monitoring and evaluation tools and processes will be one of the focus areas. In addition, the team will support knowledge management and further capacity development in RBM, both for UN staff and where possible for national partners in collaboration with specific UN system agencies.

138. During the period 2013-2014, consideration will be given to the conduct of select evaluations at outcome level. Part of the focus will be on the results of policy advice and advocacy provided by the UN in selected areas.

139. An evaluation of the GoB-UN POP 2010-2014 will be conducted to assess the relevance, efficiency, effectiveness, impact and sustainability of the UN's contribution to the GoB-UN POP development outcomes. The evaluation will be independent and conducted according to the UN Evaluation Group's norms and standards. The evaluation findings will be available by the end of 2014 in order to inform the United Nations' analytical work and strategic planning for the subsequent plan. The evaluation's findings and recommendations will be validated with key national and international development partners. A joint evaluation management response will be agreed by the UN Country Team and the Government.

## 8.2 Delivering as One Results

140. In addition to the GoB-UN POP 2010-2014 development results, the key achievements in the main areas of the UN Delivering as One process will also be monitored on a regular basis through a Delivering as One Results and Monitoring and Evaluation Matrix<sup>17</sup> including specific indicators and targets. Progress on results will be monitored in areas such as aid effectiveness, GoB-UN POP implementation modalities and coordination mechanisms, One Fund, One Leader, management practices, common services, One UN House and One Voice.

## 8.3 Audits

141. The audits will be commissioned by the UN system agencies and undertaken by private audit services.

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

- a) Periodic on-site reviews and spot checks of their financial records by the UN system agencies or their representative;
- b) Programmatic monitoring of activities following the UN system agencies' standards and guidance for site visits and field monitoring; and
- c) Special or scheduled audits. Each UN system agency, in collaboration with other UN system agencies (where so desired and in consultation with the respective coordinating Ministry) will establish an annual audit plan, giving priority to audits of Implementing Partners with large amounts of cash assistance provided by the UN system agencies, and those whose financial management capacity needs strengthening.

## 9 Commitments by all Parties

### 9.1 Commitments of the Government of Botswana

143. The Government, in close collaboration with Participating UN System Agencies, will do everything in its power to ensure the effective implementation of the GoB-UN POP 2010-2014. It will furnish and compile findings, data, statistics and such other information as will enable the Participating UN System Agencies to analyze and evaluate the results and achievements of the GoB-UN POP 2010-2014. Successful achievement of the GoB-UN POP 2010-2014 will also depend on the relevant staff of the Implementing Partners. Government implementing agencies will make available competent staff with the necessary technical skills and the required allocation of time and resources to deliver results. Participating UN System Agencies will endeavor to build a wide range of Government staff capacities and facilitate implementation of the GoB-UN POP 2010-2014.

144. The Government through Implementing Partners will ensure that counterpart contributions necessary for the implementation of the GoB-UN POP 2010-2014 will be made available in a timely and adequate manner.

145. The Government will support the UN System Agencies' efforts to raise funds required to meet the needs of this GoB-UN POP 2010-2014, and will cooperate with the UN System Agencies including: encouraging potential donor Governments to make available to the UN System Agencies the funds needed to implement unfunded components of the programme; endorsing the UN System Agencies' efforts to raise funds for the programme from the private sector, both internationally and in Botswana; and by permitting contributions from individuals, corporations and foundations in Botswana to support this programme, which will be tax exempt for the Donor, to the maximum extent permissible under applicable law.

<sup>17</sup>To be developed by the RCO for UNCT approval.



### 9.2 Implementing Partners

146. Cash assistance for travel, stipends, honoraria and other costs shall be set at rates commensurate with those applied in the country, but not higher than those applicable to the United Nations (as stated in the International Civil Service Commission circulars).
147. A standard Fund Authorization and Certificate of Expenditures (FACE) report, reflecting the activity lines of the work plan or project documents, will be used by Implementing Partners to request the release of funds, or to secure the agreement that the relevant UN system agency will reimburse or directly pay for planned expenditure. The Implementing Partners will use the FACE to report on the utilization of cash received. The Implementing Partner shall identify the designated official(s) authorized to provide the account details, request and certify the use of cash. The FACE will be certified by the designated official(s) of the Implementing Partner.
148. Cash transferred to Implementing Partners should be spent for the purpose of activities and within the timeframe as agreed in the work plans or project documents only.
149. Cash received by the Government and national NGO Implementing Partners shall be used in accordance with established national regulations, policies and procedures consistent with international standards, in particular ensuring that cash is expended for activities as agreed in the work plans or project documents, and ensuring that reports on the utilization of all received cash are submitted to the relevant UN System Agency within six months after receipt of the funds. Where any of the national regulations, policies and procedures is not consistent with international standards, the UN System Agency's financial and other related rules and agency regulations, policies and procedures will apply.
150. In the case of International NGOs/Civil Society Organizations and Inter Governmental Organizations, Implementing Partners' cash received shall be used in accordance with international standards, in particular ensuring that cash is expended for activities as agreed in the work plans or project documents, and ensuring that reports on the full utilization of all received cash are submitted to the relevant UN System Agency within six months after receipt of the funds.
151. To facilitate scheduled and special audits, each Implementing Partner receiving cash from the relevant UN System Agency will provide the UN agency or its representative with timely access to:
- All financial records that establish the transactional record of the cash transfers provided by the relevant UN System Agency together with relevant documentation; and
  - All relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the cash transfers have passed.
152. The findings of each audit will be reported to the Implementing Partner and the relevant UN System Agency. Each Implementing Partner will furthermore:
- Receive and review the audit report issued by the auditors;
  - Provide a timely statement of the acceptance or rejection of any audit recommendation to the relevant UN System Agency that provided cash so that the auditors include these statements in their final audit report before submitting it to the relevant UN system agency;
  - Undertake timely actions to address the accepted audit recommendations; and
  - Report on the actions taken to implement accepted recommendations to the UN System Agencies on a quarterly basis (or as locally agreed).

153. In case of direct cash transfer or reimbursement, participating UN organizations shall notify the Implementing Partner of the amount approved by participating UN System Agencies and shall disburse funds to the Implementing Partner within 30 days.

154. In case of direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; or to vendors or third parties for obligations incurred by participating UN System Agencies in support of activities agreed with Implementing Partners, participating UN System Agencies shall proceed with the payment within 30 days.

155. Participating UN System Agencies shall not have any direct liability under the contractual arrangements concluded between the Implementing Partner and a third party vendor.

156. Where participating UN System Agencies and other UN organizations provide cash to the same Implementing Partner, programme monitoring, financial monitoring and auditing will be undertaken jointly or coordinated with those participating UN System Agencies.

### 9.3 Commitments by the UN

157. The GoB-UN POP 2010-2014 represents the full commitment of participating UN System Agencies to seek funding and support national priorities as expressed by the set of development results outlined in Section III in order to deliver support in the most effective way in line with aid effectiveness principles as set out in the Paris Declaration and the Hanoi Core Statement.

## 10 Other Provisions

158. The GoB-UN POP 2010-2014 covers programme activities to be implemented during the period from 1 January 2010 through 31 December 2014 and will become effective on the signature of the document by all relevant parties.

159. The Government will honour its commitments to each of the Participating UN System Agencies in accordance with the provisions of respective Basic Agreements set forth in Annex I

160. This GoB-UN POP 2010-2014 relates to and regulates any project document signed between the Government and a participating UN System Agency after the date hereof, and shall have no effect on any programme or project documents signed with the Government before such date.

161. The contents of the footnotes, the Appendices and the Annexes of this document are an integral part of this document and have the same legal validity as the main body of the text of the GoB-UN POP 2010-2014.

### 10.1 GoB-UN POP 2010-2014 Modifications

162. In the event of any significant change in the situation requiring a change in objectives or a need to extend the duration and scope of the planned programme components, the GoB-UN POP 2010-2014 may be modified by mutual consent of all parties, in writing, as follows:

- a) Where the change is initiated by the Government, the Government will make a formal request to the Resident Coordinator and the respective associated UN System Agencies and an appropriate amendment to this GoB-UN POP 2010-2014 will be concluded following appropriate procedures.





- b) Where the change is initiated by the UN System Agencies, the respective associated UN agencies will make a formal request through the Resident Coordinator to the Government of Botswana and an appropriate amendment to this GoB-UN POP 2010-2014 will be concluded following appropriate procedures.

### 10.2 GoB-UN POP 2010-2014 Termination

163. In the event of a failure by one party to fulfill any of its obligations under this GoB-UN POP 2010-2014:

- a) Where the defaulting party is one of the UN System Agencies, the Government may either (i) suspend the discharge of its own obligations vis-à-vis the defaulting party by giving written notice to that effect to the defaulting party or (ii) terminate the GoB-UN POP 2010-2014 vis-à-vis the defaulting party by giving written notice of sixty (60) days to the defaulting party; and
- b) Where the defaulting party is the Government, the UN agency as to which the Government has defaulted, either alone or together with all other UN System Agencies, may either (i) suspend the discharge of its own obligations by giving written notice to that effect to the defaulting party or (ii) terminate the GoB-UN POP 2010-2014 by giving written notice of sixty (60) days to the defaulting party.

### 10.3 Dispute Resolution

164. Any dispute between the Government and a UN agency shall be resolved in accordance with the provisions of that Organization's Basic Agreement with the Government as referred in this GoB-UN POP 2010-2014. Any dispute among the UN System Agencies shall be resolved exclusively among the UN System Agencies through approaches identified in the UNDG-endorsed dispute resolution mechanism.

### 10.4 UN Convention on Privileges and Immunities

165. The Government shall apply the provisions of the Convention on the Privileges and Immunities of the United Nations and the Convention on the Privileges and Immunities of the Specialized Agencies, as the case may be, to the Agencies' property, funds, and assets and to its officials and consultants. In addition the Government will accord to the Agencies and their officials, advisors agents and other persons performing services on their behalf, the privileges, immunities and facilities as set out in the cooperation and assistance agreements between the Agencies and the Government. The Government will be responsible for dealing with any claims, which may be brought by third parties against any of the Agencies and its officials, advisors, agents and other persons performing services on their behalf. None of the Agencies nor any of their respective officials, advisors, agents or other persons performing services on their behalf will be held responsible for any claims and liabilities resulting from operations under the cooperation and assistance agreements, except where it is mutually agreed by Government and a particular Agency that such claims and liabilities arise from the gross negligence or willful misconduct of that Agency, or its officials, advisors agents or persons performing services on its behalf.

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

- a) Nothing in this Agreement shall imply a waiver by the UN or any of its Agencies or Organizations of any privileges or immunities enjoyed by them or their acceptance of the jurisdiction of the courts of any country over disputes arising of this Agreement.

- b) Nothing in or relating to this document will be deemed a waiver, expressed or implied, of the privileges and immunities of the United Nations, its subsidiary organs and/or the Specialized Agencies of the United Nations, whether under the Convention on the Privileges and Immunities of the United Nations of 13th February 1946, the Convention on the Privileges and Immunities of the Specialized Agencies of 21st November 1947, as applicable, and no provisions of this GoB-UN POP 2010-2014 or any Institutional Contract or any Undertaking will be interpreted or applied in a manner, or to an extent, inconsistent with such privileges and immunities.



### Annex I. Cooperation and Assistance Agreements

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

- a) WHEREAS the Government and the United Nations Development Programme (hereinafter referred to as UNDP) have entered into a basic agreement to govern UNDP's assistance to the country (Standard Basic Assistance Agreement (SBAA) which was signed by both parties on the 14th May, 1975. Based on Article I, paragraph 2 of the SBAA, UNDP's assistance to the Government shall be made available to the Government and shall be furnished and received in accordance to with the relevant and applicable resolutions and decisions of the competent UNDP organs, and subject to the availability of the necessary funds to the UNDP. In particular, decision 2005/1 of 28 January 2005 of UNDP's Executive Board approved the new Financial Regulations and Rules and along with them the new definitions of "execution" and "implementation" enabling UNDP to fully implement the new Common Country Programme Procedures resulting from the undg simplification and harmonization initiative. In light of this decision this Programme Operational plan together with an AWP (which shall form part of this Programme Operational Plan, and is incorporated herein by reference) concluded hereunder constitute together the project document as referred to in the SBAA [or other appropriate governing agreement].
- b) With the United Nations Children's Fund (UNICEF) a Basic Cooperation Agreement (BCA) concluded between the Government and UNICEF in 1968 and revised in September, 1994.
- c) With the Office of the United Nations High Commissioner for Refugees (UNHCR): operations are undertaken through tripartite agreements between the Implementing partners and Ministry of Defence, Justice and Security as a third signatory.
- d) With the United Nations Population Fund (UNFPA) a letter from the Minister of Foreign Affairs and Development Cooperation dated 29 April, 1997 to the effect that the SBAA signed by UNDP and the Government on 14th May, 1975 be applied, mutatis mutandis, to UNFPA.
- e) With the Food and Agriculture Organization of the United Nations (FAO), a letter from Minister of Foreign Affairs dated 21 April, 1987 to the effect that FAO Representation in Zimbabwe, will also be accredited to the Republic of Botswana.
- f) With ILO the Government of Botswana signed the 1947 Convention of the Privileges and immunities of Specialized Agencies on 5 April 1983 with the ILO.
- g) With the United Nations Educational, Scientific and Cultural Organization (UNESCO), a Memorandum of Understanding (MoU) between the Government of Botswana and UNESCO which was signed in November 1988.
- h) IAEA, Revised Supplementary Agreement Concerning the Provision of Technical Assistance by the IAEA (RSA) signed between the Government of Botswana and the International Atomic Energy Agency on 12, September 2006 be applied.
- i) With the World Health Organisation (WHO), a Basic Cooperation Agreement was signed on 17 June 1975.
- j) UNEP signed a MoU on 15 October, 2008 with UNDP establishing UNEP in - country operations, through the UNDP basic agreement modalities.
- k) UN Women – UN Women's assistance in Botswana is governed under the UNDP SBAA.
- l) IFAD – IFAD's assistance in Botswana is governed under the UNDP SBAA
- m) UNOHCHR – UNOHCHR's assistance in Botswana is governed under the UNDP SBAA
- n) UNIDO – UNIDO's assistance in Botswana is governed under the UNDP SBAA
- o) UNAIDS – UNAIDS's operations governed under the UNDP SBAA.

# Annex II: GoB-UN POP Action Plan 2013-2014 Results and Resources Matrices <sup>18 19</sup>

## Annex II-a: Governance and Human Rights Promotion Results and Resources Matrix

RESULTS	INDICATOR, BASELINE & TARGETS	RISK & ASSUMPTIONS	IMPLEMENTING PARTNERS	UN AGENCY
UNDAF OUTCOME 1: Effective and efficient delivery of services for fulfillment of human rights	<ul style="list-style-type: none"> <li>% level of access to services in aggregate: terms (22% 2008/2008)</li> <li>Customers' satisfaction index (25%-2005)</li> <li>55% (2016)</li> <li>75% (2016)</li> </ul>	<p><b>R: Irregular Surveys</b>  <b>R: Resource constraints</b>  <b>A: Annual surveys undertaken A: level of access and satisfaction computed.</b></p>	ALL Governance Implementing partners	ALL
CP Outcome 1.1: National institutions strengthened and are accountable, responsive and contribute to the delivery of 2016 NDP 10 goals, MDGs, Millennium Declaration and other international agreements and obligations	<ul style="list-style-type: none"> <li>76 % of National institutions deliver effectively</li> <li>In 2008/2009 73.9% of national institutions were delivering effectively</li> <li>Raise delivery rate to 74% of National by (2016)</li> </ul>	<p>R: Resource constraints  A: Public and private sector governance structures remain accountable and transparent in the management of resources in both the public and private sectors.</p>	DPSM; BOCCIM BOCONGO; NSO & PSRU; OMBUDSMAN; NATIONAL ASSEMBLY; DCEC; BIDPA; BALA; AGC; Statistics Botswana	UNICEF UNDP UNFPA
CP Output 1.1.1: Policies, legislation, programmes and projects formulation is evidence and accelerates the achievement of Vision 2016 goals, NDP 10 goals, MDGs and Millennium Declaration	<ul style="list-style-type: none"> <li>No. of policies, programmes and projects that are evidence based (have empirical evidence of baseline studies, feasibility studies and research studies).</li> <li>No inventory of laws, policies or projects formulated that are evidence based.</li> <li>Inventory of responsive policies, legislation, programmes and projects formulated (2010)</li> <li>Gaps identified where responsive instruments should be institutionalized (2016)</li> </ul>	<p>A: Continued Political will</p>	DPSM; BOCCIM; BOCONGO; NSO & PSRU; MLG;	UNDP, UNICEF
CP Output 1.1.3: Effective coordination of ratification, domestication, monitoring and reporting of international treaties and conventions	<ul style="list-style-type: none"> <li>Ratification and domestication of treaties and conventions meet international standards.</li> <li>Monitoring and reporting is compliant with international requirements.</li> <li>No data base on ratified and domesticated treaties and conventions existed in 2008.</li> <li>No. treaties and conventions ratified and domesticated</li> <li>Monitoring &amp; reporting not meeting international requirements.</li> <li>Database on ratification and domestication established (2011)</li> <li>100% achievement of international monitoring and reporting requirements by (2016).</li> </ul>	<p>R: Not enough human resources are mobilized to fulfill reporting requirements</p>	AGC, MOFAIC OP MLHA	UNDP UNFPA ILO
CP Output 1.1.4: Effective coordination of collection, analysis and use of quality disaggregated data (statistics) in decision making	<ul style="list-style-type: none"> <li>Proportion of public sector institutions using quality disaggregated data in decision-making by 2014</li> <li>Proportion of public sector institutions sharing and coordinating analyses</li> <li>Number of public sector institutions using disaggregated data (2008)</li> <li>30% (2016) 750% (2016)</li> </ul>	<p>R: Strategic level coordination is insufficient  R: No culture of sharing information</p>	MFDP; Statistics Botswana	UNFPA; UNICEF UNDP IFAD
CP Outcome 1.2: Strengthened human rights institutions that respond to the rights of vulnerable groups, including children, women, PWA, refugees and disabled people	<ul style="list-style-type: none"> <li># of Human Rights institutions advocating for the rights of vulnerable groups including youth, children, women, PWA, refugees and disabled.</li> <li>In 2008 no institutions were advocating to the vulnerable groups</li> <li>6 institutions advocating for the vulnerable by (2011)</li> <li>A database of the institutions with their capacities (2011)</li> <li>Yearly updates of their achievements.</li> </ul>	<p>R: Inability of the institutions to report their achievement  Human rights institutions remain committed to the cause of the vulnerable groups</p>	MOPAPA BOCONGO MISA/MDJS Office of the Ombudsman MoESD; MLG & RD; CSOs	UNICEF UNESCO UNDP UNFPA UNHCR UNOHCHR



<p><b>CP Output 1.2.1: Human rights institutions strengthened and promote equality (by gender, minority and socioeconomic status) and specific vulnerable groups</b></p>	<ul style="list-style-type: none"> <li>No. of Human Rights institutions advocating for the rights of vulnerable groups including youth, children, women, PWA, refugees and disabled</li> <li>Number of people benefiting from equality initiatives</li> <li>No systematic records of the institutions providing/ promoting equality</li> <li>Poor skills level in 2008</li> <li>A database of the institutions with their capacities (2011)</li> <li>Yearly updates of their achievements</li> </ul>	<p>R: Lack of capacity by the institutions to report their achievement</p>	<p>MOPAPA BOCONGO MISA; MDJS Office of the Ombudsman MoESD MLG &amp; RD CSOs</p>	<p>UNICEF UNESCO UNDP UNFPA UNHCR UNOHCHR</p>
<p><b>CP Output 1.2.2: Strengthened justice and social systems has the capacity to deliver services to all</b></p>	<ul style="list-style-type: none"> <li>No. of districts and social justice systems incorporating e-governance structures</li> <li>Average turnaround time of cases (reduced from 14 months to 7months by 2014.</li> <li>% of backlog of cases cleared /resolved by 2014. In 2008/2009 Turnaround time for cases was 14 months</li> <li>Backlog of cases in 2008/2009 was (TBD)</li> <li>6 districts incorporating governance structures by (2016)</li> <li>have turnaround time of cases (2016)</li> <li>75% of backlog cleared (2016)</li> </ul>	<p>R: Resource constraints A: Resources are mobilized.</p>	<p>OP, MDJS, AGC Law Society of Botswana BOCONGO  MLG and RD University of Botswana Other Stakeholders MLHA MYSC</p>	<p>UNICEF UNDP UNFPA UNOHCHR</p>
<p><b>CP Outcome 1.3: Gender mainstreamed in national laws and policies, and in national, district and community plans and programmes.</b></p>	<ul style="list-style-type: none"> <li>Number of laws and policies that mainstream gender into national, district and community plans</li> <li>GDI Index (GDI Index- baseline)</li> <li>GDI – TBD</li> </ul>	<p>R: Resources constraint R: Lack of skilled personnel</p>	<p>MLHA (WAD); MFDP; MoESD; UB; CSOs</p>	<p>UNFPA; UNDP; UNESCO IFAD</p>
<p><b>CP Output 1.3.1: Government and civil society organizations have the capacity and undertake gender analysis and gender responsive programming</b></p>	<ul style="list-style-type: none"> <li>Proportion of government and civil society organizations who implemented sector specific gender sensitive research, planning, monitoring and evaluations (TBD).</li> <li>No. of programmes that incorporate criteria and indicators related to gender (0-2008)</li> <li>% integration of gender issues into national, district and community development plans (TBD – 2008)</li> <li>50% increment by (2016)</li> <li>All programmes by (2016) have 100% integration of gender issues into the national, district, and community development plans</li> </ul>	<p>To be determined</p>	<p>MLHA (WAD); MFDP; MoESD; UB; CSOs</p>	<p>IFAD</p>
<p><b>CP Outcome 1.4: National institutions have the capacity to manage disasters, risk reduction and preparedness at all levels.</b></p>	<ul style="list-style-type: none"> <li>Annual % increase in expenditures for the disaster preparedness policy development (2010 expenditures)</li> <li>Expenditures for the development and implementation of structures and policies for emergency management (2010 expenditures).</li> <li>Number of institutions with disaster management plans in place</li> <li>0% (2016)</li> <li>TBD</li> </ul>	<p>To be determined</p>	<p>OP (NDMO) in the coordination with all the Ministries and Departments; Red Cross; BOCCIM; BOCONGO</p>	<p>UNDP; UNISDR; UNICEF; WHO; UNHCR; UNFPA; UNAIDS; UN-OCHA, UNESCO UNIDO IFAD</p>
<p><b>CP Output 1.4.1: Disaster preparedness and response strategies, structures, systems and mechanisms developed at all levels</b></p>	<ul style="list-style-type: none"> <li>No. of timely Policy briefs on risk management (0-2008).</li> <li>Proportion of national, district and community levels volunteers trained (0-2008)</li> <li>No. of incidents that result in a significant recovery effort (0-2008).</li> <li>Proportion of planned and implemented public In 2008 there were no policy briefs</li> <li>In 2008 there were recovery efforts</li> <li>1 per season (2010)</li> <li>100% of volunteers at national, district, and community levels trained; (2014)</li> <li>50% (2014)</li> </ul>	<p>R: Resource Constraints</p>	<p>OP (NDMO) in the coordination with all the Ministries and Departments; Red Cross; BOCCIM; BOCONGO, DFRR &amp; MLG &amp; RD</p>	<p>UNDP, UNOCHA, UNISDR, UNHCR, UNICEF, WHO, UNFPA, UNAIDS, UN-OCHA, UNESCO UNIDO IFAD</p>
<p align="right"><b>Programme Component Resource Requirement Estimate: US\$ 6,320,000</b></p> <p align="right"><b>Estimated Contribution by United Nations Agencies: US\$ 1,200,000</b></p> <p align="right"><b>Funding Gap (Resources to be raised): US\$ 5,120,000</b></p>				

<sup>18</sup> The matrices are 'work in progress' to be refined with the support of the PCMEG paying particular attention to the indicators and targets.

<sup>19</sup> Please note that the budgets reflected in the matrices represents planned spending over the 2013-2014 period.

## Annex II-b: Economic Diversification and Poverty Reduction

RESULTS	INDICATOR, BASELINE & TARGETS	RISK & ASSUMPTIONS	IMPLEMENTING PARTNERS	UN AGENCY	INDICATIVE RESOURCES (USD million)		
					Funding target	Actual	Funding Gap
<p><b>UNDAF OUTCOME 2:</b> A diversified economy whose growth is rapid, inclusive, sustainable and generates decent employment opportunities by 2016</p>	<ul style="list-style-type: none"> <li>Non-mining private sector share of GDP (43.8%-2008/2007)</li> <li>Real GDP growth rate – Total, Non-mining private sector (NMPS), per capita (6.2 NMPS 6.8 per capita 5.3)</li> <li>Rate of unemployment – Total, Male and Female (total 17.4; Male 15.3; Female 19.7-2008)</li> <li>Gini Coefficient (0.63 in 2002/2003)</li> <li>Poverty Head Count Ratio (30.3%-2002/2003)</li> <li>50% by 2016</li> <li>7.3 per annum</li> <li>9.0 per annum</li> <li>7.3 Per annum</li> <li>5 by 2016</li> <li>0.6 by 2016</li> <li>15.7 by 2016</li> </ul>	<p>R: NDP 10 Base case scenario assumptions about the economic environment do not hold. R: Government is unable to follow through on key NDP 10 commitments A: Government continues to provide resources for the implementation of NDP 10 A: Positive economic environment holds</p>	<p>MLGRD ATMS/AMSCO OP MLHA MTI Competition Commission</p>	<p>UNDP, ILO, UNICEF, UNIFEM, UNFFA, UNESCO IFAD UNEP</p>	<p>2.005</p>	<p>1.584</p>	<p>0.421</p>
<p><b>CP Outcome 2.1: Key national institutions develop and implement evidence-based gender sensitive pro-poor policies and strategies that contribute to the diversification of the economy</b></p>	<ul style="list-style-type: none"> <li>Human Poverty Index 31.4% (2005)</li> <li>Reduction in Human Poverty Index 13% (2016)</li> </ul>	<p>A: Political Will CONTIUNES A: Key institutions have strong willingness to implement evidence-based gender sensitive pro-poor policies and strategies that contribute to the diversification of the economy</p>	<p>MLGRD OP</p>	<p>UNDP IFAD</p>	<p>1.768</p>	<p>1.528</p>	<p>0.240</p>
<p><b>CP Output 2.1.1: Local Economic Development (LED) is adopted and implemented</b></p>	<ul style="list-style-type: none"> <li>Poverty Eradication Policy adopted and implemented</li> <li>Number of sector programmes implemented to eradicate poverty</li> <li>Level of funding and other resources committed to poverty eradication</li> <li>Increase in the number of sector and districts plans mainstreaming poverty</li> <li>Increase in budget allocation to poverty eradication programmes</li> </ul>	<p>Resource Constraints Budget resources available</p>	<p>MLGRD ATMS/AMSCO</p>	<p>UNDP, ILO, UNDP UNICEF</p>	<p>0.880</p>	<p>0.850</p>	<p>0.0300</p>
<p><b>CP Output 2.1.3: Social protection system strengthened and support poverty eradication and reduce vulnerability</b></p>	<ul style="list-style-type: none"> <li>92% Coverage rate of vulnerable persons supported</li> <li>92% Enrolment rate on social safety nets</li> <li>2% annual graduation rate from social welfare programmes</li> <li>Data base for social protection beneficiaries established and running</li> <li>100% (2016)</li> <li>100% (2016)</li> <li>50% (2014)</li> </ul>	<p>R: Stakeholder coordination is weak R: Data base for social protection beneficiaries is not in place:</p>	<p>OP, MLHA MFDP</p>	<p>UNDP UNICEF ILO</p>	<p>0.215</p>	<p>0.010</p>	<p>0.205</p>

<p><b>CF Output 2.1.4: National institutions have the capacity for evidence-based integration of population concerns into national development plans</b></p>	<ul style="list-style-type: none"> <li>National institutions have the capacity and integrate population concerns into National Development plans</li> <li>Number of National Development Plans that integrate population concerns</li> <li>Extent to which population needs are met by sector actions</li> <li>% Increase in number of sectors/plans/programmes integrating population concerns</li> </ul>	<p>R: Population issues are not part of the development agenda</p>	<p>MFD MLHA HRDC Competition Commission MTI</p>	<p>UNFPA</p>	<p><b>0.153</b></p>	<p><b>0.153</b></p>	<p><b>0.00</b></p>
<p><b>Country Programme Outcome 2.2: National policies and institutions promote and support entrepreneurship and employment among the poor and vulnerable</b></p>	<p>To be determined</p>	<p>To be determined</p>	<p>MFD MLHA HRDC Competition Commission MTI</p>	<p>UNDP ILO UNESCO</p>	<p><b>0.056</b></p>	<p><b>0.237</b></p>	<p><b>0.181</b></p>
<p><b>CF Output 2.2.1: Policy environment that promotes entrepreneurship established</b></p>	<ul style="list-style-type: none"> <li>Botswana's World Competitive Ranking improved 1??</li> <li>Botswana Cost of Doing Business meets international standards</li> <li>Number of enterprises issued with Economic Diversification Drive Certificates 437 (June 2012)</li> <li>Improvement in Botswana's World Competitive Rankings and Cost of Doing Business</li> <li>Increase in the number of enterprises issued with Economic Diversification Drive Certificates</li> </ul>	<p>R: National suppliers directory not developed and updated annually A: Effective demand for entrepreneurship development continues to exist</p>	<p>Competition Commission MTI</p>	<p>UNDP ILO</p>	<p><b>0.00</b></p>	<p><b>0.105</b></p>	<p><b>0.105</b></p>
<p><b>CF Output 2.2.2: Decent employment created, especially including for young men and women</b></p>	<ul style="list-style-type: none"> <li>Youth employment/unemployment figures disaggregated by gender</li> <li>Number of available internship placements for the youth</li> <li>Number of youth gainfully employed</li> <li>Increase in youth employment</li> <li>Increase in internship placements</li> </ul>	<p>R: Skills do not match labour market requirements A: The market continues to produce qualified human resource</p>	<p>MFD MLHA HRDC</p>	<p>ILO UNESCO</p>	<p><b>0.056</b></p>	<p><b>0.132</b></p>	<p><b>0.076</b></p>
<p><b>CF Output 2.2.1: Policy environment that promotes entrepreneurship established</b></p>	<ul style="list-style-type: none"> <li>Botswana's World Competitive Ranking improved 1??</li> <li>Botswana Cost of Doing Business meets international standards</li> <li>Number of enterprises issued with Economic Diversification Drive Certificates 437 (June 2012)</li> <li>Improvement in Botswana's World Competitive Rankings and Cost of Doing Business</li> <li>Increase in the number of enterprises issued with Economic Diversification Drive Certificates</li> </ul>	<p>R: National suppliers directory not developed and updated annually A: Effective demand for entrepreneurship development continues to exist</p>	<p>Competition Commission MTI</p>	<p>UNDP ILO</p>	<p><b>0.00</b></p>	<p><b>0.105</b></p>	<p><b>0.105</b></p>

## Annex II-c: Health and HIV/AIDS Results and Resources Matrix

RESULTS	INDICATOR, BASELINE & TARGETS	RISK & ASSUMPTIONS	IMPLEMENTING PARTNERS	UN AGENCY	INDICATIVE RESOURCES (USD million)		
					Funding target	Actual	Funding Gap
<p><b>UNDAF OUTCOME 3:</b> Reduce Child Mortality (4), Reduce maternal mortality (5) and Combat HIV/AIDS, Malaria and other diseases (6).</p>	<ul style="list-style-type: none"> <li>HIV incidence (2.5%, 2008)</li> <li>HIV Prevalence (17.6%, 2008)</li> <li>Maternal Mortality Ratio (189/100,000 (2011))</li> <li>CPR (52.8 (2007))</li> <li>Unmet need for FP (TBD)</li> </ul> <p>TARGETS</p> <ul style="list-style-type: none"> <li>(NACA/NOP?, 2014)</li> <li>(NACA/NOP?, 2014)</li> <li>82/100,000 (2015)</li> </ul>	<p>R: Un-anticipated BAIS IV report delays R: Resource capacity limitations A: BAIS analyses completed on time A: BAIS IV Report available A: Family Health survey timely conducted</p>	ALL	ALL	2.788	1.909	0.879
<p><b>CF Outcome 3.1: By 2014 institutions at all levels have the capacity to effectively respond to HIV/AIDS and deliver preventative and curative health services</b></p>	<ul style="list-style-type: none"> <li>Number of health facilities/clinics providing quality Health and HIV/AIDS services (246 (ARV-Clinics - Oct 2012))</li> <li>% of partners aligned to national priorities and strategies according to NOP and national Health Strategic Plan (TBD)</li> <li>% of NOP estimated financing need met (TBD)</li> <li>Domestic and International spending by categories and financing sources (2,765,476,707)</li> </ul> <p>TARGETS</p> <ul style="list-style-type: none"> <li>(265 ARV Clinics)</li> <li>(TBD)</li> <li>(TBD)</li> <li>(2,428,400,701)</li> </ul>	<p>R: Global financial crisis affecting funding for Health and HIV R: Weak national coordination A: Availability of funds A: willingness of partners to align national priorities and strategies. A: Required funding mobilized A: Health and HIV/AIDS resource mobilization strategies finalized.</p>	MOH, NACA, BBICA, BONEPWA, BONASO, MLHA, BOCAIP, BNY, C, MYSC, BOFWA, DEA, MEDP, MOA, UB, SCM, S, PSI, CEHOYO, BOM ME, ISAGO	WHO, UNAIDS, UNESCO, UNFPA, UNICEF, UNDP, UNHCR	1.342	0.766	0.576
<p><b>CF Output 3.1.1: Strengthened structures, systems, staff, policies and plans for coordinated health, nutrition and HIV/AIDS services delivery</b></p>	<ul style="list-style-type: none"> <li>Index of functional partnership mechanism for Health and HIV response (TBD)</li> <li>Availability of plans and frameworks (N/a)</li> <li>Availability of revised sectoral policies and legislation (N/a)</li> <li>Updated Gender scorecard available (N/a)</li> <li>Number of programme interventions that have been assessed for efficiency and effectiveness (0)</li> </ul> <p>TARGETS</p> <ul style="list-style-type: none"> <li>TBD</li> <li>5</li> <li>3</li> <li>1</li> <li>3</li> </ul>	<p>R: Dialogue, information sharing and transparency among partners on programming and resources R: Competing resources. A: Willingness by partners to participate in partnership mechanisms A: Availability of resources/funds A: Political will to prioritise A: Health and HIV policies and legislation A: Gender scorecard prioritized</p>	MOH, NACA, MLHA, BONASO, BONEPWA, BOFWA, BNYC, MYSC, DEA, BOCAIP, BBICA,	WHO, UNAIDS, UNDP, UNFPA, UNESCO, UNICEF, UNHCR	0832	0.595	0.237
<p><b>CF Outcome 3.1.2: Strengthened Capacity for the implementation of International Health Regulations (IHR) including Epidemic preparedness and response</b></p>	<ul style="list-style-type: none"> <li>Core capacity report available (0,2012)</li> </ul> <p>TARGETS</p> <ul style="list-style-type: none"> <li>1</li> </ul>	<p>R: Competing priorities A: Availability of funds</p>	MOH, Immigration, MoA, DWA	WHO	0.040	0.040	0



<p><b>CP Outcome 3.1.3: Strengthened capacity for MOH, NACA and MLC &amp; RD and civil society to undertake routine data collection, research, studies and surveys.</b></p>	<ul style="list-style-type: none"> <li>Integrated District Health Information System functional (0)</li> <li>Market research on condom access and utilization (0)</li> </ul> <p>TARGETS</p> <ul style="list-style-type: none"> <li>1</li> <li>1</li> </ul>	<ul style="list-style-type: none"> <li>Average No. of stock out days per year for RHCS, HIV test kits, ARVs at central and district level (TBD)</li> </ul> <p>TARGETS</p> <ul style="list-style-type: none"> <li>TBD</li> </ul>	<ul style="list-style-type: none"> <li>% population in malaria endemic districts using LLINs (49% 2012)</li> <li>% children under five sleeping under LLINs (12%, 2007).</li> <li>% population protected by Indoor Residual Spraying (IRS) (46% 2012).</li> <li>STEPS III survey report available (0)</li> <li>Mental Health programme review report available (0)</li> </ul> <p>TARGETS</p> <ul style="list-style-type: none"> <li>90%</li> <li>90%</li> <li>90%</li> <li>1</li> <li>1</li> </ul>	<p>R: Capacity for management of Strategic information at district level. A: Availability of TA /funds A: Database developed in time. A: All partners willing to use single reporting system. A: Approval by HR Development committee.</p>	<p>BONEPWA NACA MOH BONELA BOFWA CEYOHO BOMMIEISAGO, MFDP-CSO UB</p>	<p>WHO, UNAIDS, UNICEF, UNDP, UNFPA</p>	<p><b>0. 247</b></p>	<p><b>0. 107</b></p>	<p><b>0. 140</b></p>
<p><b>CP Output 3.1.4: A responsive to demand supply chain for health, nutrition and HIV/AIDS commodities in place</b></p>	<ul style="list-style-type: none"> <li>Average No. of stock out days per year for RHCS, HIV test kits, ARVs at central and district level (TBD)</li> </ul> <p>TARGETS</p> <ul style="list-style-type: none"> <li>TBD</li> </ul>	<ul style="list-style-type: none"> <li>% population in malaria endemic districts using LLINs (49% 2012)</li> <li>% children under five sleeping under LLINs (12%, 2007).</li> <li>% population protected by Indoor Residual Spraying (IRS) (46% 2012).</li> <li>STEPS III survey report available (0)</li> <li>Mental Health programme review report available (0)</li> </ul> <p>TARGETS</p> <ul style="list-style-type: none"> <li>90%</li> <li>90%</li> <li>90%</li> <li>1</li> <li>1</li> </ul>	<ul style="list-style-type: none"> <li>% population in malaria endemic districts using LLINs (49% 2012)</li> <li>% children under five sleeping under LLINs (12%, 2007).</li> <li>% population protected by Indoor Residual Spraying (IRS) (46% 2012).</li> <li>STEPS III survey report available (0)</li> <li>Mental Health programme review report available (0)</li> </ul> <p>TARGETS</p> <ul style="list-style-type: none"> <li>90%</li> <li>90%</li> <li>90%</li> <li>1</li> <li>1</li> </ul>	<p>R: Budget constraints R: Declining external funding A: Reliable supply chain management system</p>	<p>MOH, PSI SCMS</p>	<p>UNFPA, WHO, UNAIDS</p>	<p><b>0. 223</b></p>	<p><b>0. 024</b></p>	<p><b>0. 199</b></p>
<p><b>CP OUTCOME 3.2: Increased availability and demand for quality services for communicable and non-communicable diseases by 2016</b></p>	<ul style="list-style-type: none"> <li>Proportion of confirmed malaria cases investigated (51%)</li> <li>% of districts reporting cases to national level within 24hrs (0)</li> <li>MTR report of the Malaria strategic (MSP) plan undertaken (0)</li> <li>Availability of a signed national joint plan of action to implement the Libreville declaration (0)</li> <li>Number of health facilities providing integrated SRH and HIV information and services (0, 2012)</li> <li>GBV and HIV/AIDS linkages study (0,2008).</li> </ul> <p>TARGETS</p> <ul style="list-style-type: none"> <li>100%</li> <li>1</li> <li>1</li> <li>9</li> <li>1</li> </ul>	<ul style="list-style-type: none"> <li>Proportion of confirmed malaria cases investigated (51%)</li> <li>% of districts reporting cases to national level within 24hrs (0)</li> <li>MTR report of the Malaria strategic (MSP) plan undertaken (0)</li> <li>Availability of a signed national joint plan of action to implement the Libreville declaration (0)</li> <li>Number of health facilities providing integrated SRH and HIV information and services (0, 2012)</li> <li>GBV and HIV/AIDS linkages study (0,2008).</li> </ul> <p>TARGETS</p> <ul style="list-style-type: none"> <li>100%</li> <li>1</li> <li>1</li> <li>9</li> <li>1</li> </ul>	<ul style="list-style-type: none"> <li>Proportion of confirmed malaria cases investigated (51%)</li> <li>% of districts reporting cases to national level within 24hrs (0)</li> <li>MTR report of the Malaria strategic (MSP) plan undertaken (0)</li> <li>Availability of a signed national joint plan of action to implement the Libreville declaration (0)</li> <li>Number of health facilities providing integrated SRH and HIV information and services (0, 2012)</li> <li>GBV and HIV/AIDS linkages study (0,2008).</li> </ul> <p>TARGETS</p> <ul style="list-style-type: none"> <li>100%</li> <li>1</li> <li>1</li> <li>9</li> <li>1</li> </ul>	<p>R: Non-acceptance by community of Indoor Residual Spraying (IRS). R: Availability of funds A: Adequate LUNS procured and distributed to target population.</p>	<p>MOH, NACA, BONELA, BOCAIP, BONEPWA, MoESD, MoLG &amp; RD, MEWT, BRCS, Skills Share.</p>	<p>WHO, UNDP, UNESC O, UNAIDS, UN HCR, UNICEF, U NFFA</p>	<p><b>4765</b></p>	<p><b>0. 249</b></p>	<p><b>2275</b></p>
<p><b>CP Output 3.2.1: Government institutions including formal and non-formal education institutions, civil society, private sector media and community based organisations have capacity to undertake public awareness, health promotion, management and monitoring and evaluation of communicable and non-communicable diseases</b></p>	<ul style="list-style-type: none"> <li>Proportion of confirmed malaria cases investigated (51%)</li> <li>% of districts reporting cases to national level within 24hrs (0)</li> <li>MTR report of the Malaria strategic (MSP) plan undertaken (0)</li> <li>Availability of a signed national joint plan of action to implement the Libreville declaration (0)</li> <li>Number of health facilities providing integrated SRH and HIV information and services (0, 2012)</li> <li>GBV and HIV/AIDS linkages study (0,2008).</li> </ul> <p>TARGETS</p> <ul style="list-style-type: none"> <li>100%</li> <li>1</li> <li>1</li> <li>9</li> <li>1</li> </ul>	<ul style="list-style-type: none"> <li>Proportion of confirmed malaria cases investigated (51%)</li> <li>% of districts reporting cases to national level within 24hrs (0)</li> <li>MTR report of the Malaria strategic (MSP) plan undertaken (0)</li> <li>Availability of a signed national joint plan of action to implement the Libreville declaration (0)</li> <li>Number of health facilities providing integrated SRH and HIV information and services (0, 2012)</li> <li>GBV and HIV/AIDS linkages study (0,2008).</li> </ul> <p>TARGETS</p> <ul style="list-style-type: none"> <li>100%</li> <li>1</li> <li>1</li> <li>9</li> <li>1</li> </ul>	<ul style="list-style-type: none"> <li>Proportion of confirmed malaria cases investigated (51%)</li> <li>% of districts reporting cases to national level within 24hrs (0)</li> <li>MTR report of the Malaria strategic (MSP) plan undertaken (0)</li> <li>Availability of a signed national joint plan of action to implement the Libreville declaration (0)</li> <li>Number of health facilities providing integrated SRH and HIV information and services (0, 2012)</li> <li>GBV and HIV/AIDS linkages study (0,2008).</li> </ul> <p>TARGETS</p> <ul style="list-style-type: none"> <li>100%</li> <li>1</li> <li>1</li> <li>9</li> <li>1</li> </ul>	<p>R: Political will to implement the Libreville declaration. R: Uncertainty of sectorial investments. R: Resource constraints. A: SRH/HIV integration strategy disseminated and implemented. A: Districts have capacity to implement national malaria elimination plan. A: Development of joint plan of action prioritized. A: Availability of funds and TA A: Availability of testing kits.</p>	<p>MOH, MoESD, MoLG&amp;RD, MEWT</p>	<p>WHO, UNESCO, UNDP, UNHCR</p>	<p><b>0. 070</b></p>	<p><b>0. 040</b></p>	<p><b>0. 030</b></p>
<p><b>CP Output 3.2.2: Strengthened capacity for Health sector to plan, implement and monitor Maternal and Child Health programs.</b></p>	<ul style="list-style-type: none"> <li>Non-polio AFP rate (0/100,000)</li> <li>Number of health personnel trained in EmOC per hospitals (1 health care worker per health facility, 2012).</li> <li>IMCI coverage (40% of trained personnel in health facilities)</li> </ul> <p>TARGETS</p> <ul style="list-style-type: none"> <li>2/100,000 yearly</li> <li>2 health providers per health facility</li> <li>60%</li> </ul>	<ul style="list-style-type: none"> <li>Non-polio AFP rate (0/100,000)</li> <li>Number of health personnel trained in EmOC per hospitals (1 health care worker per health facility, 2012).</li> <li>IMCI coverage (40% of trained personnel in health facilities)</li> </ul> <p>TARGETS</p> <ul style="list-style-type: none"> <li>2/100,000 yearly</li> <li>2 health providers per health facility</li> <li>60%</li> </ul>	<ul style="list-style-type: none"> <li>Non-polio AFP rate (0/100,000)</li> <li>Number of health personnel trained in EmOC per hospitals (1 health care worker per health facility, 2012).</li> <li>IMCI coverage (40% of trained personnel in health facilities)</li> </ul> <p>TARGETS</p> <ul style="list-style-type: none"> <li>2/100,000 yearly</li> <li>2 health providers per health facility</li> <li>60%</li> </ul>	<p>R: District capacity to implement the IMCI training. R: Inappropriate deployment of personnel release of health workers for training. A: Availability of funds. A: Capacity availability</p>	<p>MOH, MoESD, BRCS &amp; Skills share.</p>	<p>WHO, UNFPA, UNICEF,</p>	<p><b>0. 4065</b></p>	<p><b>0. 209</b></p>	<p><b>0. 1975</b></p>
<p><b>CP Output 3.2.3: Access to both curative and palliative care at cancer treatment center by Cancer patients</b></p>	<ul style="list-style-type: none"> <li>Number of new cases treated</li> <li>About 1000 patients of the annual 1400 new cancer cases treated with the potential of curing a significant proportion, especially cervical cancers</li> </ul> <p>TARGETS</p> <ul style="list-style-type: none"> <li>About 1000 patients of the annual 1400 new cancer cases treated with the potential of curing a significant proportion, especially cervical cancers</li> </ul>	<ul style="list-style-type: none"> <li>Number of new cases treated</li> <li>About 1000 patients of the annual 1400 new cancer cases treated with the potential of curing a significant proportion, especially cervical cancers</li> </ul> <p>TARGETS</p> <ul style="list-style-type: none"> <li>About 1000 patients of the annual 1400 new cancer cases treated with the potential of curing a significant proportion, especially cervical cancers</li> </ul>	<ul style="list-style-type: none"> <li>Number of new cases treated</li> <li>About 1000 patients of the annual 1400 new cancer cases treated with the potential of curing a significant proportion, especially cervical cancers</li> </ul> <p>TARGETS</p> <ul style="list-style-type: none"> <li>About 1000 patients of the annual 1400 new cancer cases treated with the potential of curing a significant proportion, especially cervical cancers</li> </ul>	<p>A: Availability of funds to complete construction and government commitment A: Availability of expert and equipment in the market</p>	<p>MOH - Public Health</p>	<p>IAEA</p>	<p><b>0.4690</b></p>	<p><b>0.4690</b></p>	<p><b>0</b></p>

RESULTS	INDICATOR, BASELINE & TARGETS	RISK & ASSUMPTIONS	IMPLEMENTING PARTNERS	UN AGENCY	INDICATIVE RESOURCES (USD 'million)		
					Funding target	Actual	Funding Gap
CP OUTCOME 3.3: By 2016 access to and utilization of quality services for SRH, HIV/AIDS and TB enhanced	<ul style="list-style-type: none"> <li>% tested for HIV in general population (61.7% in 2011).</li> <li>% Pregnant women tested for HIV (-98%)</li> <li>EMTCT Rate (2.7%, 2012)</li> <li>% of TB patients tested for HIV (78.9%, 2011)</li> <li>% of HIV clients screened for TB (82%)</li> <li>% of confirmed MDR/TB patients on RX (90% (2008)</li> <li>% of young people aged 15-24 years with multiple partners (24%, 2008).</li> </ul> <p>TARGETS</p> <ul style="list-style-type: none"> <li>TBD • 100% • TBD • 100% • 100%</li> <li>TBD • 100% • TBD</li> </ul>	<p>R: Reduced donor funding for HIV and SRH programmes.</p> <p>A: All pregnant mothers will come to facilities for ANC.</p> <p>A: Increased allocation of funding to prevention programmes</p> <p>A: Availability of skilled manpower.</p> <p>A: Enhanced TB/HIV collaboration between HIV and TB</p>	<p>MLG &amp; RD, MOESD, MOH, BN, YC, BOFWA, MYSC, BCC, BO NEPWA, NACA, BONASO, BAYLOR CLINIC, CEYOHO, BOCAIP, BRCS, BONELA, BRC.</p>	<p>UNAIDS, WHI, UNICEF, UNSCO, UNFPA, UNHCR,</p>	0.969	0.894	0.075
CP Output 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 and vulnerable children	<ul style="list-style-type: none"> <li>% of Registered OVC receiving basic services (48.7%, 2012)</li> </ul> <p>TARGETS</p> <ul style="list-style-type: none"> <li>90%</li> </ul>	To be determined	<p>MLG, MOESD, MOH, BNYC, BOFWA, MYSC, BCC, BONEPWA+, NACA, BONASO</p>	<p>UNAIDS, UNICEF, WHO, UNESCO</p>	0.018	0.018	0.00
CP Output 3.3.2: Strengthened evidence-informed prevention and treatment services for HIV/AIDS, TB and related opportunistic infections	<ul style="list-style-type: none"> <li>% of national indicators for HIV/AIDS, TB reported on by partners (TBD)</li> </ul> <p>TARGETS</p> <ul style="list-style-type: none"> <li>TBD</li> </ul>	<p>A: Harmonised reporting framework, with standardised on HIV/AIDS, TB indicators functional</p>	<p>MOH, BAYLOR CLINIC, BONEPWA, CEYOHO, NACA</p>	<p>UNAIDS, WHO, UNICEF</p>	0.027	0.002	0.025
CP Output 3.3.3: Strengthened evidence-informed behavioural and social change interventions, including reduction of multiple concurrent partners, Safe male circumcision	<ul style="list-style-type: none"> <li>No. of 13-49 years HIV negative males circumcised in health facilities (37,000)</li> <li>% of people aged 10-49 reached with MCP messages (TBD)</li> </ul> <p>TARGETS</p> <ul style="list-style-type: none"> <li>100,000</li> <li>TBD</li> </ul>	<p>R: Misconceptions and negative attitudes towards SMC</p> <p>A: Community support for SMC resulting in increase of SMC uptake</p>	<p>MOH, MLG, NACA, BOFWA, P SIBCC, BONASO, BONEPWA + BOCAIP</p>	<p>UNAIDS</p>	0.006	0.006	0.006
CP Output 3.3.4: Adolescents and young people have comprehensive knowledge and skills for SRH and HIV prevention	<ul style="list-style-type: none"> <li>No of young people 12-24 years accessing HIV/AIDS messages through Wise Up campaign (TBD)</li> <li>% of young people aged 15-24 years with correct knowledge on preventing sexual transmission of HIV (43%, 2008)</li> </ul> <p>TARGETS</p> <ul style="list-style-type: none"> <li>TBD</li> <li>TBD</li> </ul>	To be determined	<p>NACA, MOESD, BRCS, MOH</p>	<p>UNICEF, UNESCO, UNFPA, UNHCR</p>	0.260	0.220	0.040
CP Output 3.3.5: Service providers effectively plan, implement, monitor and evaluate harmonized and integrated, male and youth friendly SRH and HIV services	<ul style="list-style-type: none"> <li>No. of health facilities providing youth friendly information and services (16,2012)</li> <li>No of SPs trained on MIS (350,2012).</li> <li>No of DWAGs (15,2012)</li> <li>Availability of male friendly ??? in hospitals (TBD)</li> </ul> <p>TARGETS</p> <ul style="list-style-type: none"> <li>20</li> <li>29</li> <li>50% increase on the baseline</li> <li>TBD</li> </ul>	<p>R: Deployment of trained staff</p> <p>R: Availability of facility based data collection tools.</p> <p>A: Availability of funding</p> <p>A: Timely roll-out of SRH/HIV linkages programme at a national level</p>	<p>MOH</p>	<p>UNAIDS, UNFPA, UNESCO</p>	0.231	0.231	0.00
CP Output 3.3.6: Civil Society capacity to address stigma and discrimination, gender and other barriers to use of SRH and HIV related services	<ul style="list-style-type: none"> <li>No of CSOs capacitated in addressing stigma and discrimination (0)</li> <li>No of HIV infected clients reached by trained CSOs (TBD)</li> <li>% of clients reporting stigma and discrimination in accessing SRHR/HIV services (TBD)</li> </ul> <p>TARGETS:</p> <ul style="list-style-type: none"> <li>TBD</li> <li>TBD</li> </ul>	<p>A: Availability of funding for capacitating CSOs</p>	<p>NACA, BONEPWA, MOH, BONELA &amp; BRC</p>	<p>UNFPA, UNHCR</p>	0.427	0.417	0.01

## Annex II-d: Environment and Climate Change Results and Resources Matrix

RESULTS	INDICATOR, BASELINE & TARGETS	RISK & ASSUMPTIONS	IMPLEMENTING PARTNERS	UN AGENCY	INDICATIVE RESOURCES (USD million)		
					Funding target	Actual	Funding Gap
<p><b>UNDAF OUTCOME 4: By 2016, the poor, especially women, youth and disadvantaged communities will derive greater benefit from the environment and natural ecosystems</b></p>	<ul style="list-style-type: none"> <li>Usage of environmental information systems and standards used by entities in impact assessment and mitigation</li> <li>Environmental indicators for land and biodiversity used in decision-making</li> <li>Solid waste management guidelines used by two entities as a planning tool</li> <li>National Capacity Self-Assessment recommendations implemented within two government departments</li> <li>Sustainable development issues and environmental featured in depth twice in private and public media</li> <li>Sustainable development principles incorporated in two district development plans</li> <li>Average monthly in-kind income of rural households (P422 – 2008)</li> <li>Integrated environmental information system not in existence</li> <li>National Capacity Self Assessment Report and Recommendations in place</li> </ul> <p><b>TARGETS: (2014):</b></p> <ul style="list-style-type: none"> <li>20% increase in the average monthly in-kind income of households in communities directly depended on natural resources (2014)</li> <li>Four (4) entities use environmental information systems and standards in impact assessment and mitigation</li> <li>Two (2) local authorities utilise environmental indicators for land and biodiversity in decision-making</li> <li>Solid waste management guidelines used by two entities as a planning tool</li> <li>Sustainable development principles drafted for endorsement</li> </ul>	<p>R: Limited funding for implementation of activities                      A: Adequate funds available for all activities                      A: Core team of the programme will be available                      A: Political will exists</p>	ALL	ALL	9.180	3.70	5.480

RESULTS	INDICATOR, BASELINE & TARGETS	RISK & ASSUMPTIONS	IMPLEMENTING PARTNERS	UN AGENCY	INDICATIVE RESOURCES (USD'million)		
					Funding target	Actual	Funding Gap
<p><b>CP Outcome 4.1: Key national institutions, civil society, private sector, individuals and diverse actors have access to environmental information and the capacity for effective decision-making in ensuring sustainable development, environmental integrity and natural resources management</b></p>	<ul style="list-style-type: none"> <li>Environmental standards, tools and indicators officially endorsed and used in decision-making and management</li> <li>Environmental information integrated and accessible</li> <li>8 Environmental information system nodes established</li> <li>5 Stakeholders adhering to EIS data standards &amp; protocols</li> <li>1 Mass-Media house delivering Environmental Awareness messages</li> <li>2 departments of government and 4 CSOs trained in natural resource management</li> <li>0.5 % of stakeholders implementing Multi-lateral Environmental Agreements (MEAs)</li> <li>Environmental information management data is scattered and not integrated</li> </ul> <p><b>TARGETS: (2014):</b></p> <ul style="list-style-type: none"> <li>2 local authorities have full access to environmental information system</li> <li>3 local authorities produce and input environmental information into the EIS</li> <li>4 entities implementing MEA tools, guidelines or plans</li> </ul>	<p>R: Limited funding for implementation of activities</p> <p>R: Limited technical capacity of the primary and secondary implementing partners</p> <p>A: Adequate funds available for all activities</p> <p>A: Core team of the programme will be available</p> <p>A: Political will exists</p>	<p>MEWT-DEA, CSO DSM, DWMPC BOBSEA sector / client ministers, NGOs and private sector, DMM, DoT, DFRR, MIST, MISA, Parliamentary Committee on Agriculture and NR A: Core team of the programme will be available A: Political will exists</p>	<p>UNDP UNEP UNIDO IFAD IAEA</p>	<p><b>2.506</b></p>	<p><b>1.320</b></p>	<p><b>1.280</b></p>
<p><b>CP Output 4.1.1: National environmental systems developed and utilized.</b></p>	<ul style="list-style-type: none"> <li>Functional EIS web portal with improved functionality, the map section in the landing page upgraded and interactive tools added to the system</li> <li>Currently the system is running but data providers are unable to log and upload information into the system. The landing page does not link well with maps and not arranged properly.</li> </ul> <p><b>TARGETS</b></p> <ul style="list-style-type: none"> <li>To have the system running efficiently</li> <li>data providers/nodes being able to upload and update information remotely, the landing page and map section linked properly</li> </ul>	<p>R: Inability to find qualified consultants</p> <p>R: Delays due to the bureaucratic procurement procedure</p> <p>A: Adequate funds available for all activities</p> <p>A: Core team of the programme will be available</p> <p>A: Political will exists</p>	<p>MEWT-DEA, DSM, CSO, DWMPC</p>	<p>UNDP, UNEP</p>			
<p><b>CP Output 4.1.2: Increased capacity of government, civil society &amp; private sector in coordinating/reporting and implementation of environment and natural resources instruments, strategies and tools</b></p>	<ul style="list-style-type: none"> <li>Increase number of recyclers (by 5%)</li> <li>Reduced waste going to the landfills</li> <li>Increased percentage (to 25%) of waste being recycled</li> <li>Currently most of the waste is being deposited at landfills</li> <li>recycling is estimated at 20%</li> </ul> <p><b>TARGETS:</b></p> <ul style="list-style-type: none"> <li>By 2014 25% of waste should be recycled</li> </ul>	<p>R: Slowness in influencing attitude changes for the people to regards waste as a resource</p> <p>R: Limited funding</p> <p>A: Political will available</p> <p>A: Guidelines for recycling available</p> <p>A: A number of recyclers recycling selected waste streams at landfills</p>	<p>MEWT-DWMPC, MLG, Attorney General's Chambers, MEWR, MLH, BOCCIM, NGOs, Private Sector</p>	<p>UNDP, UNEP</p>			



<p><b>CP Output 4.1.3: Strengthened institutional capacity for implementation of Multilateral Environmental Agreements (MEAs)</b></p>	<ul style="list-style-type: none"> <li>• 3 MEAs having an endorsed implementation and monitoring plan/guidelines for implementation</li> <li>• 0 MEA with implementation plan/guidelines or tools (2008)</li> </ul> <p>TARGETS:</p> <ul style="list-style-type: none"> <li>• 3 MEAs have implementation plan guidelines of tools</li> </ul>	<p>R: Limited funding A: NCSA Report and Recommendations in place A: Internal capacity for MEA coordination at DEA is at reasonable levels for enhanced capacity A: Adequate staffing available in Gob, Civil Society Organisations (CSO), and Private Sector A: Political will A: MEA implementation strategy in place</p>	<p>MEWT-DEA, All relevant ministries and sectors, CSOs</p>	<p>UNDP</p>		
<p><b>CP Output 4.1.4: Institutional framework for coordination of environmental education initiatives supported to effectively undertake environmental education awareness</b></p>	<ul style="list-style-type: none"> <li>• Increase in media coverage in regard to environmental issues</li> <li>• National Environmental Education Strategy and Action Plan implemented in two key sectors</li> <li>• Two (2) strategic forums on capacity strengthening of reporters documented</li> <li>• Minimal coverage of environmental issues</li> <li>• National Environmental Education Committee non-functional</li> </ul> <p>TARGETS:</p> <ul style="list-style-type: none"> <li>• Media houses trained and delivering on key environmental issues</li> </ul>	<p>R: Low level interest by stakeholders in reporting on and engaging on environmental issues A: Political will A: Adequate capacity</p>	<p>MEWT-DEA, relevant sectors</p>	<p>UNDP UNEP</p>		
<p><b>CP Output 4.1.5: Sustainable development principles mainstreamed in the national planning processes</b></p>	<ul style="list-style-type: none"> <li>• Increase number of recyclers (by 5%)</li> <li>• Reduced waste going to the landfills</li> <li>• Increased percentage (to 25%) of waste being recycled</li> <li>• Currently most of the waste is being deposited at landfills</li> <li>• recycling is estimated at 20%</li> </ul> <p>TARGETS:</p> <ul style="list-style-type: none"> <li>• By 2014 25% of waste should be recycled</li> </ul>	<p>R: Slow off-take of sustainable development principles and delays in completing the National Strategy for Sustainable Development A: Political will A: Adequacy of funds A: Adequacy of technical expertise</p>	<p>MEWT-DEA, All sectors, CSOs and private sector</p>	<p>UNDP, UNEP, UNIDO, UNEP/PEI</p>		
<p><b>Output 4.1.6: Provision of environmental radiological measurements services</b></p>	<ul style="list-style-type: none"> <li>• Established environmental laboratory for radiological environmental monitoring (radio-analytical laboratory)</li> <li>• laboratory manuals and laboratory procedures developed</li> </ul> <p>TARGETS</p> <ul style="list-style-type: none"> <li>• Installation of gamma-spectrometry system</li> <li>• Training of two officers at experienced laboratories</li> <li>• Implementation of the environmental monitoring programme in the country</li> </ul>	<p>R: Lack of trained technicians A: Availability of Funds A: Counterpart institution is able to sustain the equipment that has been procured A: Qualified staff retained</p>	<p>MIST- RPI</p>	<p>IAEA</p>	<p><b>0.0912</b></p>	<p><b>0</b></p>
<p><b>CP OUTCOME 4.2: National policies and institutions promote and support the participation and beneficiation of communities in natural resources management</b></p>	<ul style="list-style-type: none"> <li>• more CBOs with capacity to develop and implements plans in natural resources and ecosystem management and benefit distribution (88-2008)</li> <li>• 88 CBOs (2008)</li> <li>• 20% increase in the number of CBOs and communities exposed to multiple training interventions in natural resource management and ecosystem management</li> </ul>	<p>R: Limited funding 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>MEWT, Birdlife, KCS, DWNP, Local communities</p>	<p>UNDP, UNEP</p>	<p><b>2.060</b></p>	<p><b>1.120</b></p>

RESULTS	INDICATOR, BASELINE & TARGETS	RISK & ASSUMPTIONS	IMPLEMENTING PARTNERS	UN AGENCY	INDICATIVE RESOURCES (USD 'million)		
					Funding target	Actual	Funding Gap
CP Output 4.1.1: National environmental systems developed and utilized.	<ul style="list-style-type: none"> <li>Functional EIS web portal with improved functionality, the map section in the landing page upgraded and interactive tools added to the system</li> <li>Currently the system is running but data providers are unable to log and upload information into the system. The landing page does not link well with maps and not arranged properly.</li> </ul> <p>TARGETS:</p> <ul style="list-style-type: none"> <li>To have the system running efficiently</li> <li>data providers/nodes being able to upload and update information remotely, the landing page and map section linked properly</li> </ul>	<p>R: Inability to find qualified consultants</p> <p>R: Delays due to the bureaucratic procurement procedure</p> <p>A: Adequate funds available for all activities</p> <p>A: Core team of the programme will be available</p> <p>A: Political will exists</p>	MEWT-DEA, DSM, CSO, DWIMPC	UNDP, UNEP			
CP Output 4.1.2: Increased capacity of government, civil society & private sector in coordinating/reporting and implementation of environment and natural resources instruments, strategies and tools	<ul style="list-style-type: none"> <li>Increase number of recyclers (by 5%)</li> <li>Reduced waste going to the landfills</li> <li>Increased percentage (to 25%) of waste being recycled</li> <li>Currently most of the waste is being deposited at landfills</li> <li>recycling is estimated at 20%</li> </ul> <p>TARGETS:</p> <ul style="list-style-type: none"> <li>By 2014 25% of waste should be recycled</li> </ul>	<p>R: Slowness in influencing attitude changes for the people regards waste as a resource</p> <p>R: limited funding</p> <p>A: Political will available</p> <p>A: Guidelines for recycling available</p> <p>A: A number of recyclers recycling selected waste streams at landfills</p>	MEWT-DWMPC, M/G, Attorney General's Chambers, MEWR, MIH/BOCCIM, NGOs, Private Sector	UNDP, UNEP			
CP Output 4.1.3: Strengthened institutional capacity for implementation of Multilateral Environmental Agreements (MEAs)	<ul style="list-style-type: none"> <li>3 MEAs having an endorsed implementation and monitoring plan/guidelines for implementation</li> <li>0 MEA with implementation plan/guidelines or tools (2008)</li> </ul> <p>TARGETS:</p> <ul style="list-style-type: none"> <li>3 MEAs have implementation plan/guidelines of tools</li> </ul>	<p>R: Limited funding</p> <p>A: NCSA Report and Recommendations in place</p> <p>A: Internal capacity for MEA coordination at DEA is at reasonable levels for enhanced capacity</p> <p>A: Adequate staffing available in GoB, Civil Society Organisations (CSO); and Private Sector</p> <p>A: Political will</p> <p>A: MEA implementation strategy in place</p>	MEWT-DEA, All relevant ministries and sectors, CSOs	UNDP			
CP Output 4.1.4: Institutional framework for coordination of environmental education initiatives supported to effectively undertake environmental education awareness	<ul style="list-style-type: none"> <li>Increase in media coverage in regard to environmental issues</li> <li>National Environmental Education Strategy and Action Plan implemented in two key sectors</li> <li>Two (2) strategic forums on capacity strengthening of reporters documented</li> <li>Minimal coverage of environmental issues</li> <li>National Environmental Education Committee non-functional</li> </ul> <p>TARGETS:</p> <ol style="list-style-type: none"> <li>Media houses trained and delivering on key environmental issues</li> </ol>	<p>R: Low level interest by stakeholders in reporting on and engaging on environmental issues</p> <p>A: Political will</p> <p>A: Adequate capacity</p>	MEWT-DEA, relevant sectors	UNDP, UNEP			
CP Output 4.1.5: Sustainable development principles mainstreamed in the national planning processes	<ul style="list-style-type: none"> <li>Sustainable development principles reflected in 3 district development plans</li> <li>0 targeted sustainable development principles in district development plans</li> </ul> <p>TARGETS:</p> <ul style="list-style-type: none"> <li>Sustainable development principles incorporated in planning processes</li> </ul>	<p>R: Slow off-take of sustainable development principles and delays in completing the National Strategy for Sustainable Development</p> <p>A: Political will</p> <p>A: Adequacy of funds</p> <p>A: Adequacy of technical expertise</p>	MEWT-DEA, All sectors, CSOs and private sector	UNDP, UNEP, UNIDO, UNEP/PEI, IFAD			

<p><b>Output 4.1.6: Provision of environmental radiological measurements services</b></p>	<ul style="list-style-type: none"> <li>Established environmental laboratory for radiological environmental monitoring (radio-analytical laboratory)</li> <li>laboratory manuals and laboratory procedures developed</li> </ul> <p>TARGETS</p> <ul style="list-style-type: none"> <li>Installation of gamma-spectrometry system</li> <li>Training of two officers at experienced laboratories</li> <li>Implementation of the environmental monitoring programme in the country</li> </ul>	<p>R: Lack of trained technicians A: Availability of funds A: Counterpart institution is able to sustain the equipment that has been procured A: Qualified staff retained</p>	<p>MIST -RPI</p>	<p>IAEA</p>	<p><b>0.0912</b></p>	<p><b>0.0912</b></p>	<p><b>0.00</b></p>
<p><b>CP OUTCOME 4.2: National policies and institutions promote and support the participation and beneficitation of communities in natural resources management</b></p>	<ul style="list-style-type: none"> <li>more CBOs with capacity to develop and implements plans in natural resources and ecosystem management and benefit distribution (88-2008)</li> </ul> <p>TARGETS:</p> <ul style="list-style-type: none"> <li>88 CBOs (2008)</li> <li>20% increase in the number of CBOs and communities exposed to multiple training interventions in natural resource management and ecosystem management</li> </ul>	<p>R: Limited funding 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>MEWT, Birdlife, KCS, DWNP, Local communities</p>	<p>UNDP, UNEP, IFAD, IAEA, FAO, UNIDO</p>	<p><b>2.060</b></p>	<p><b>0.890</b></p>	<p><b>1.170</b></p>
<p><b>CP Output 4.2.1: Improved national capacity and community participation (especially women and youth) in management of water resources, including trans-boundary, management, sanitation and hygiene.</b></p>	<ul style="list-style-type: none"> <li>2 CBOs having Local Capacity for Water Resources Management</li> <li>5 Village development committees with appropriate awareness, communication &amp; outreach on sanitation and hygiene</li> <li>2 of trans-boundary water resource initiatives undertaken</li> <li>5 No. of Water Education messages delivered from Mass-Media Houses</li> <li>0 CBOs trained on IWRM</li> </ul> <p>TARGETS:</p> <ul style="list-style-type: none"> <li>All targeted district level Water Partnerships developed; Women/ Youth participation in ecosystem management &amp; benefit acquisition increases over time</li> </ul>	<p>R: Communities may not yet value the need to economize water resources and to adhere to different sanitation and hygiene practices A: Adequate number of district officials and community individuals available for training A: Political will</p>	<p>MEWT, Birdlife, KCS, DWNP, DWA Local communities</p>	<p>UNDP, UNEP</p>			
<p><b>CP Output 4.2.2: The capacities of communities (especially women and youth) enhanced for ecosystem management and benefit acquisition</b></p>	<ul style="list-style-type: none"> <li>1 Community-level Protected Areas established</li> <li>2 organizations trained in National capacity Building programme on Sustainable Tourism</li> <li>Development in parks and protected areas</li> <li>Sustainable financing level of community-level protected areas for one community</li> <li>CBNRM Act</li> <li>CBNRM implementation body – CSABo</li> <li>CBNRM Policy Guidelines</li> <li>CBNRM Status report 2011/2012</li> <li>CBNRM Policy SWOT Analysis</li> <li>CBNRM Status Report 2010</li> <li>Draft CBNRM Guidelines report</li> <li>National CBNRM Forum</li> <li>Technical Advisory Committee</li> </ul> <p>TARGETS:</p> <ul style="list-style-type: none"> <li>Re-launched CBNRM in Botswana operating effectively with incubation process periodically releasing capable communities to operate independently and CSABo giving an oversight. This shall strengthen co-management and sustainability of natural resources in Botswana. It is expected that communities will generate income hence livelihoods improvements and ultimately poverty eradication</li> </ul>	<p>R: Limited funding A: Availability of funds for all our activities A: Existence of consultation bodies such as Community Based Organisations, National CBNRM Forum, Technical Advisory Committee A: Availability and access to CBNRM previous status reports A: Government approval commissioning CSABo</p>	<p>MEWT, Birdlife, KCS, DWNP, DWA Local communities</p>	<p>UNDP, UNEP</p>			
<p><b>CP Output 4.2.3: Improved health status and food security of end users through improved mutant varieties with enhanced nutritional quality</b></p>	<ul style="list-style-type: none"> <li>Higher production from nutritionally enhanced mutant varieties of maize and cowpea.</li> <li>Number of mutant lines produced and made available to end-users</li> </ul>	<p>R: Lack of rainfall A: Facilities and fields available for drought tolerance trials A: Trained staff, equipment and reagents availability.</p>	<p>University of Botswana, MoA (DAR) Botswana College of Agriculture</p>	<p>IAEA, FAO</p>	<p><b>0.0699</b></p>	<p><b>0.0699</b></p>	<p><b>0</b></p>

Annex II-d: Environment and Climate Change Results and Resources Matrix Continued...

RESULTS	INDICATOR, BASELINE & TARGETS	RISK & ASSUMPTIONS	IMPLEMENTING PARTNERS	UN AGENCY	INDICATIVE RESOURCES (USD'million)		
					Funding target	Actual	Funding Gap
<p>CP Output 4.2.4: Improved Diagnosis of Animal Diseases and Monitoring Residues of Veterinary Drugs in Food of Animal Origin to Protect Public Health through nuclear molecular techniques</p>	<ul style="list-style-type: none"> <li>Rapid molecular techniques for transboundary animal diseases in place at the laboratory</li> <li>Analytical Services complying with the requirements of the Botswana National Plan for control of chemical contaminants in food of animal origin</li> <li>Number of Analytical methods in routine use.</li> </ul>	<p>A: Trade is not impeded by reasons other than chemical residues                      A: Expert available                      A: Government commitment to avail human and infrastructural resources                      A: External laboratories accept to train staff</p>	<p>MoA - National Veterinary Laboratory</p>	IAEA, FAO	0.1911	0.1911	0.00
<p>CP OUTCOME 4.3: Enhanced National Policy Frameworks and Institutional Capacities for effective climate change adaptation and mitigation</p>	<ul style="list-style-type: none"> <li>National Climate change Policy in place with action plans</li> <li>No climate change policy</li> </ul> <p>TARGETS:</p> <ul style="list-style-type: none"> <li>National climate change policy, strategy and action plan</li> <li>Adaptation tools on d indicators</li> </ul>	<p>R: Limited funding                      R: Technical capacity constraints                      R: Bureaucratic delays                      A: Political will</p>	<p>MEWT-DMS, all sectors</p>	UNDP, UNEP, UNIDO, IFAD	4.609	1.490	3.120
<p>CP Output 4.3.1: National and sub-national integrated climate change adaptation and mitigation policy, strategy and action plan developed</p>	<ul style="list-style-type: none"> <li>No. of Guidance Tools for Climate Change Vulnerability Assessments developed and tested</li> <li>Climate Change impacts on children identified and integrated into a number of key development policies or adaptation programmes</li> <li>No. of Economic Valuation Tools and requisite capacity for assessing Climate Change impacts developed and tested</li> <li>No guidance tools and instruments in place</li> </ul> <p>TARGETS:                      6 assessments conducted</p>	<p>R: No. of district/sector officials to take advantage of and use training may not be available                      A: Information from assessments is used systematically</p>	<p>MEWT-DMS, all sectors</p>	UNDP, UNEP, COMESA			
<p>CP Output 4.3.2: Improved inter- and intra- sectoral climate change coordination</p>	<ul style="list-style-type: none"> <li>sectors incorporating climate change principles</li> <li>incorporation of principles</li> </ul> <p>TARGETS:</p>	<p>R: Low uptake                      R: Lack of funding                      R: Limited technical expertise                      R: Limited funding                      R: Technical capacity constraints                      R: Bureaucratic delays                      Political will</p>	<p>MEWT-DMS, all sectors</p>	UNDP, UNEP, COMESA			
<p>CP Output 4.3.3: Increased sectoral capacity to assess vulnerability and monitor impacts of climate change</p>	<p>INDICATORS:                      No. 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                      No. of Economic Valuation Tools and requisite capacity for assessing Climate Change impacts developed and tested                      0 assessment                      6 assessments conducted</p>	<p>R: No. of district/sector officials to take advantage of and use training may not be available                      A: Information from assessments is used systematically.</p>	<p>MEWT-DMS, all sectors</p>	UNDP, UNEP, COMESA			



<p><b>CP Output 4.3.4: Increased access to clean energy services and energy efficiency</b></p>	<ul style="list-style-type: none"> <li>No. of Policies developed to support sustainable financing for cleaner energy</li> <li>% of stakeholders with basic knowledge and using energy efficient systems across sectors (TBD)</li> <li>No. of Private Sector organizations with adequate capacity on Energy Efficiency (TBD)</li> </ul> <p>Minimal update of alternative energy sources in place</p> <p>TARGETS: Solar Energy use in households increased by 45% (2013) Min. of 3 Sector-specific Energy Efficiency Plans</p>	<p>To be determined</p>	<p>MMEWER – EAD, all sectors</p>	<p>UNDP UNEP/COMESA</p>			
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## Annex II-E: Children, Youth and Women Empowerment Results and Resources Matrix

RESULTS	INDICATOR, BASELINE & TARGETS	RISK & ASSUMPTIONS	IMPLEMENTING PARTNERS	UN Agency	INDICATIVE RESOURCES (USD'million)		
					Funding target	Actual	Funding Gap
<b>UNDAF OUTCOME 5:</b> Increased Child, Youth and Women empowerment and participation at all levels.	Youth unemployment rate (9% - 2008) Female unemployment rate (formal employment) % of women parliamentarians (41% - 2008) % of registered youth who vote (49.6% - 2008)	To be determined	ALL	ALL	<b>1.120</b>	<b>0.800</b>	<b>0.320</b>
<b>CP Outcome 5.1: Reduced Gender Based Violence (GBV).</b>	Prevalence rate of GBV (??% - 2008) No. of reported cases of rape against women and children (1168 - 2008)	To be determined	Lead ministry: MLHA (MOH, MLG& RD,MYSC, MCST, Nilo Ya Dikgosi, OP, Stats Botswana, MOESD, LEGAL FRATERNITY, Media	UNFPA UNDP	<b>0.407</b>	<b>0.407</b>	<b>0</b>
<b>CP Output 5.1.1: Institutional mechanisms to promote accelerated prevention and response to gender based violence (GBV) developed.</b>	Indicators and tools for monitoring and evaluating gender policies developed (0-2008) No. of victims reporting satisfactory service delivery from service providers Quality of service (0-2008) Indicators and tools on M&E gender policies adapted by 2015	R: Uneven response strategy for GBV prevention from service providers R: Irresponsible to open discussion about GBV A: Prevention leads to reduced violence A: Political will A: Police willing to document GBV	Lead ministry: MLHA (MOH, MLG& RD,MYSC, MCST, Nilo Ya Dikgosi, OP, Stats Botswana, MOESD, LEGAL FRATERNITY, Media	UNFPA UNDP	<b>0.407</b>	<b>0.407</b>	<b>0</b>
<b>CP Outcome 5.2: Youth and women have increased equitable access and control of resources</b>	No. of youth accessing Young Farmers Fund (YFF) Programme (TBD) No. of youth accessing out of school youth Grant Programme (TBD) No. of registered youth registered NGOs (TBD). No. of registered Women NGOs (TBD)	To be determined	CEDA, LEA, MFDP MLG&RD, MLHA, MoA, MYSC, MoESD, Parliament, Youth & Women NGOs.	UNDP, UNFPA, IFAD	<b>0.45</b>	<b>0.45</b>	<b>0</b>
<b>CP Output 5.2.1: Strengthening of Youth and Women's NGOs' capacities to implement coordinated and harmonized programmes</b>	A harmonized plan in place Rate of implementation of the plan (0-2008) 100% implemented	R: Financial resources constraints R: NGO financial performance may fall below expectations undermining programme success 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	CEDA, LEA, MFDP MLG&RD, MLHA, MoA, MYSC, Youth & Women NGOs.	UNDP, UNFPA	<b>0.39</b>	<b>0.07</b>	<b>0.32</b>

Annex II-E: Children, Youth and Women Empowerment Results and Resources Matrix Continued...

RESULTS	INDICATOR, BASELINE & TARGETS	RISK & ASSUMPTIONS	IMPLEMENTING PARTNERS	UN Agency	INDICATIVE RESOURCES (USD'million)		
					Funding target	Actual	Funding Gap
CF Output 5.2.2: Coordination, implementation and monitoring of life skills programmes for youth and adolescents	No. 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) Functional coordination. Implementation and monitoring mechanisms in place by 2014.	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 A:	CEDA, LEA, MFD, MLG&RD, MLHA, MoA, MYSC, Youth & Women NGOs.	UNFPA	0.02	0.02	0
CF Output 5.2.3: Youth and women entrepreneurs have increased access to information on government policies, programmes and sources of funding	No. 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)	A: Having information about Government-sponsored activities and entrepreneurial skills lead youth and women to gainful employment	CEDA, LEA, MFD, MLG&RD, MLHA, MoA, MYSC, MoESD, Parliament, Youth & Women NGOs. UNICEF UNFPA	UNFPA, UNDP, IFAD	0.04	0.04	0
CF Outcome 5.3: Protective and supportive environment for children in place, with reduced child labour, abuse, neglect, discrimination. CF Output 5.3.1: Increased and enhanced public awareness and response to protection of children	Child labour rate (TBD) Reported cases of child abuse, neglect and exploitation (TBD) 2% (2013) No. of media articles on child protection in a year (0-2008) % of referrals to Social and Community Development initiated by the public (0-2008) Children's Act passed 60 articles published 50% Children's Act passed (2010).	R: Inability of the institutions to report their achievement A: A systematic record of the institutions. R: People respond to media outlets discussing child protection issues A: Political will	CSOs, MLG&RD, MCST, MoESD, MJDS, MoH NGOs, Nito ya dikgosi and Parliament CSOs, MLG&RD, MCST, MoESD, MJDS, MoH NGOs.	UNICEF, UNFPA	0.26	0.26	0
CF Output 5.3.1: Increased and enhanced public awareness and response to protection of children	No. of media articles on child protection in a year (0-2008) % of referrals to Social and Community Development initiated by the public (0-2008) Children's Act passed 6 articles published 50% Children's Act passed (2010).	R: People respond to media outlets discussing child protection issues A: Political will	CSOs, MLG&RD, MCST, MoESD, MJDS, MoH NGOs.	UNICEF	0.052	0.052	0
CF Output 5.3.2: Service providers have skills and resources to implement child protection measures (preventative, responsive and monitoring)	Proportion of service providers with relevant skills and resources to implement child protection (TBD) > 80% by 2015	R: Service providers may deliver uneven social services A: Political will	CSOs, MLG&RD, MCST, MoESD, MJDS, MoH, NGOs, Nito ya dikgosi and Parliament	UNICEF	0.075	0.075	0
CF Output 5.3.3: Child and adolescent participation in planning, implementation and monitoring of programme that affect their rights improved	To be determined	To be determined	CSOs, MCST, MLHA, MLG&RD, MoESD, NGOs	UNICEF	0.025	0.025	0
CF Output 5.3.4 : Strengthened civil registration system	Birth registration rate (59%-2008) 100% by 2016	R: Resources constraints A: Birth registrations are accurate	MLHA, MLG&RD, MoH, MoESD	UNICEF UNFPA	0.11	0.11	0

### Annex III: Botswana UNCT Statement of Common Understanding on Delivering as One

The UN Country Team (UNCT) in Botswana is fully committed to the principles of Delivering as One in support of the Botswana's national development priorities as expressed in VISION 2016 and the Tenth National Development Plan (NDP10).

The UNCT agrees that the overall purpose of the UN reform is to simplify and align in order to achieve more results. If the UN is to demonstrate its relevance in support of national priorities, the system as a whole has to work more effectively at sector level and beyond, and in partnership with others (Government, civil society, donor community, IFIs, social partners and private sector), whilst relying as far as possible on national systems and processes already in place. With a strong commitment to move forward on the UN Reform agenda, the UNCT in Botswana views the Delivering as One (DaO) initiative as an opportunity to make further progress towards articulating and demonstrating a strategic role in support of development outcomes articulated in key national frameworks and reflected in the latest UNDAF, 2010-2016.

#### A. Principles of Interaction

In order to achieve its shared objectives, the UNCT members commit to the following principles of interaction:

1. The UNCT members will strictly adhere to the UN Standards of Conduct for the International Civil Service of UN Staff members.
2. The members of the UNCT will deliver as one to harness synergies and maximize collective results in support of national priorities as reflected in the UNDAF and GoB -UN POP. The UNCT will do this by mobilizing their comparative and collective strengths, their

wide range of skills, mandates, and assets. In so doing, individual UNCT members will strive for greater harmonization with other agencies in the spirit of Delivering as One.

3. The UNCT members will work to enhance transparency and accountability at all levels of decision-making, both within and among individual organizations and in relation to commitments to the UNCT and the cooperation agreements outlined with the Government of Botswana using the M&A framework and its associated tools as a basis.
4. UNCT members must exercise those skills and attributes which lead to good team-work: clear communication, good listening skills, flexibility, negotiation and mutual respect. The UNCT will continue to foster an environment where members are encouraged to work collaboratively to achieve results and learn from one another. The UNCT will provide an environment that is respectful and courteous of staff, and in which staff can express their opinion without fear of repercussion. The UNCT will place full confidence in its members and manage its relationships – within and outside the UN system – in a deliberate, predictable and purposeful way.
5. In the framework of the reform process, the UNCT members shall encourage new ideas and innovative approaches building on lessons and good practices from within and beyond the country.

Seeking improvements by taking calculated risks and thinking “outside the box” will be encouraged. In this sense, UNCT members will mutually support each other.

6. The UNCT will continue to strengthen its existing participatory and transparent approach to management. Decisions will be made collectively to enhance consensus-building and promote a participatory environment. Discussions or decisions should come openly, collegially and constructively within the team.





7. To the extent possible, any dispute among UNCT members shall be resolved locally and exclusively among the UN Agencies through good faith dialogue, and only in last instance escalating to the arbitration mechanism put in place by UNDG<sup>18</sup>.
8. UNCT members will pro-actively seek opportunities for enhancing the UN system coherence and to ensuring that the expertise and resources of their respective agencies contribute to address the development challenges which the UNCT have prioritized.
9. Within the context of agency mandates, UNCT members will, when specifically representing the UN, refer to the common positions agreed by the UNCT, maintaining as priority objective the common goals set in the UNDAF and GoB-UN Action Plan.
10. The UNCT will ensure that it maintains and fosters open communication and regular information sharing with all staff members. The UNCT will also maintain open and regular communication with all external stakeholders and partners. When representing the UN and in the framework of the proceeding of the Programme Steering Committee, UNCT members will consult prior to meetings in order to achieve a common position, and will provide immediate feedback.
11. UNCT members are accountable for their role in the team. Thus, the RC and UNCT members will be appraised, inter alia, on their performance in their contribution to the team and UNCT work plan. The RC is appraised in an inter-agency Regional Director's Team (RDT) Meeting. UNCT members will be appraised on role and results in the UNCT by their individual agency's processes as well as in RDT Appraisal Meetings. The UNCT agrees that the same principles of interaction will apply to all inter-agency groups.

## B. Understanding on the One Leader

### Background

The report of the High Level Panel on System-wide Coherence highlights the importance of an enhanced authority and accountability framework for the Resident Coordinator as the One Leader to strengthen the coherence, effectiveness and efficiency of the UN at the country level. The Participating Organisations in the One UN initiative in Botswana (henceforth referred to as "Participating Organisations") intend to progressively combine their programmes, budget, management practices and offices towards greater coherence and coordination in support of Botswana's development agenda. This Memorandum of Understanding between the Participating Organisations embodies the first statement of authorities, responsibilities and accountabilities that will enable the present systems and structures to progress towards Delivering as One. The Participating Organisations have decided to strengthen the authority, responsibility and accountability of the Resident Coordinator (RC) in Botswana as follows:

### Representation

1. The UN Resident Coordinator is the designated Representative of the Secretary General and the leader of the UN Country Team. He/she will lead the development and management of the One UN Initiative in Botswana in a fully participatory manner that includes all members of the UN Country Team (resident and non-resident agencies).
2. The RC will ensure effective leadership of the UN Country Team, promote inclusiveness and be the primary interlocutor for the UN with the President and Government of Botswana, representing the UN in support of the One UN Initiative. Such representation does not imply the mandate to make unilateral commitments on behalf of individual UN Organisations. The Government's prerogative

<sup>18</sup>. Note on Arbitration mechanism for RC System, Zero plus One draft, 25 October (UNDGO)

to relate directly with individual UN Agency Representatives is not affected. However, in such instances Agency Representatives will take necessary actions to further the spirit of Delivering as One. The RC will co-chair, together with Government, the GoB-UN Action Plan Programme Steering Committee, and will address its participants on behalf of the UN Country Team.

3. Heads of the Participating Organisations will continue to lead Organisation-specific representation in country and with line ministries and agencies on matters within their Agency mandates. Under the RC leadership, the Participating Organisations will strive to identify opportunities where clustering of representation or a common voice provided by the Resident Coordinator might increase efficiency and effectiveness in the achievement of results.
4. The RC will take the lead on issues that require the UN to speak with one voice, and present a common position and views. He/she will be accompanied by Heads of Agencies when agency specific matters (or mandates) are discussed. In the case of a humanitarian crisis, the Participating Organisations may also work directly with senior government leaders, as necessary.
5. As part of the institutional firewall, the RC will continue to separate functions and/or delegate UNDP operational responsibilities to the UNDP DRR.

### Programmatic Coherence: High Level Policy Dialogue, UNDAF, GoB-UN POP

6. The RC will lead the UNCT strategic planning process and high level policy dialogue and, jointly with the Government, also convene the process of developing the CCA and UNDAF.
7. The RC will, in full consultation with members of the UNCT, lead the operationalization of the UNDAF through the development of the GoB-UN POP (One Plan) for the Participating Organisations in line with the mandates

and the comparative advantages of the Participating Organisations individually and as a collective; and the contributions of other development partners such as bilateral donors, other multilateral institutions and civil society.

8. The RC will guide the planning process of the GoB-UN POP, focussing on achieving greater coherence, programmatic synergies and effectiveness, coordinating with agencies to ensure that their annual plans are aligned with and contribute to the GoB-UN POP Outcomes as reflected in the Results and Resources Framework.
9. The RC will provide strategic guidance to the Participating Organisations (when required), facilitate consensus-building, and ultimately decide on the final content of the GoB-UN POP with documented due process and rationale for these decisions.
10. To enable the implementation of additional activities not foreseen in the GoB-UN POP, the RC as Co-Chair of the Programme Steering Committee shall endeavour to ensure timely consideration thereof by the Government of Botswana and decision-making by the Programme Steering Committee.

### Budgetary Coherence: One Budget and Resource Mobilization

11. The RC will provide strategic guidance, facilitate consensus-building, and when consensus is unable to be reached has the deciding vote on the One Budget, taking into account historic disbursement levels of the GoB-UN POP signatories, their mandates and capacity for programmatic delivery.
12. The RC will with full support lead, at the country level, the mobilization of other (non-core) resources for the GoB-UN POP. To this end, the RC will secure agreement on common principles of resource mobilization. A One Fund will be established under the direction and management of the RC.



13. The RC and other UNCT members shall be informed by the Heads of the Participating Organisations of any resources mobilized outside of the One Fund for the implementation of the GoB-UN Action Plan. All such resources shall be managed by the respective UN Agency in accordance with their Agency procedures.
14. While the Programme Steering Committee guides the overall priority setting, the UNCT will allocate One Fund resources based on agreed allocation criteria. Consensus will be sought in the allocation process, but in the event this is not possible, the RC has the authority to make ultimate decisions on fund allocations (with documented due process and rationale for these decisions).

### Monitoring and Evaluation

15. The RC will lead the development and implementation of a comprehensive M&E Framework of the GoB-UN POP, and will provide guidance to ensure timely submission of contributions from Participating Organizations and the consolidation of such contributions into a comprehensive quality progress report.
16. The RC will report based on feedback from the Programme Coordination, Monitoring and Evaluation Group on the performance of the Participating Organizations in contributing to the GoB-UN POP Outcomes and delivering on the Results; this will be linked to the annual and other periodic reviews of GoB-UN POP implementation.
17. The RC will ensure that open consultations take place with all relevant stakeholders during the implementation of the One UN Initiative. A comprehensive consultative process with internal (UN staff) and external (Government, donors, civil society) stakeholders should provide regular feedback to the RC and the Participating Organisations on progress made and remaining challenges.

18. The RC will monitor and evaluate the progress in the implementation of the One UN Initiative through leading a regular joint review by the Participating Organisations of the process benchmarks for the One UN Initiative, and advise on directions towards deepening and broadening the UN reform agenda.

### One Voice

19. The RC will lead the development and management of a shared communication strategy and plan for the One UN Initiative.
20. The RC will take the lead on common issues that require the UN family to speak with one voice, and will, based on inputs from relevant Participating Organisations, present a common position and view.

### Support for the RC function

21. The Participating UN System Agencies will provide the RC with the technical expertise required to support his/her leadership role in the execution of the GoB-UN POP and the broader One UN initiative, based on their respective mandates and subject to availability of relevant capacity.

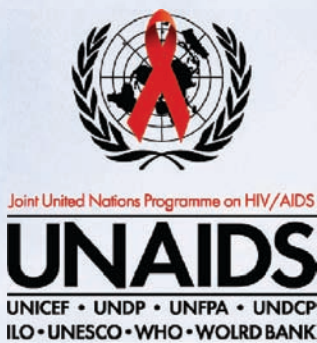
### Management

22. The RC will lead the development and management of the One UN Initiative, including bringing about agreement on the (path towards) harmonization of business practices and common services at the country level in line with global guidance and the policies of participating agencies.
23. The RC will liaise on a regular basis with the national staff associations, to keep a two-way traffic of information and ideas open and active on matters related to UN reform and to ensure full staff participation and engagement with the One UN initiative.

Performance Appraisal

24. The RC and the Participating Organisations will operate in the spirit of mutual accountability which is reflected in the one80 assessment tool. The one80 assessment tool does not replace the performance appraisal provisions in force in Participating Organisations, but provides an informal yet structured feedback system among the RC, the Heads of the Participating Organisations and their supervisors on results achieved, and contribution to the One UN Initiative by its members and on issues of collegiality and personal and professional integrity.
25. The appropriate functional authorities will continue to supervise the individual representatives/country directors of the Participating Organisations and prepare their performance evaluations. Through the annual one80 assessment process, the RC will contribute to the assessment of the UNCT.
26. The performance of the RC will be assessed on an annual basis with inputs from the one80 assessment of the RC by the UNCT.





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**Ministry of Finance and  
Development Planning**

**Government Enclave, Private Bag 008,  
Gaborone, Botswana**

**Tel: +267 3950100, Fax: +267 3956086**



**United Nations Botswana**

**Office of the Resident Coordinator  
UN Building, Government Enclave  
P O Box 54, Gaborone, Botswana**

**Tel: +267 3633700, Fax: +267 3901459**