

REPUBLIC OF BOTSWANA



UNITED NATIONS BOTSWANA



# GOVERNMENT OF BOTSWANA AND UNITED NATIONS SUSTAINABLE DEVELOPMENT FRAMEWORK (UNSDF) 2017- 2021

**GOVERNMENT OF BOTSWANA AND  
UNITED NATIONS SUSTAINABLE  
DEVELOPMENT FRAMEWORK  
(UNSDF) 2017 - 2021**





# Contents

<b>Acronyms</b>	iii
<b>Signatures Page</b>	v
<b>Executive Summary</b>	vii
<b>Introduction</b>	1
A New Partnership into the Future	1
Collaborative Formulation of the UNSDF 2017-2021	2
<b>Botswana's Development Context</b>	3
Development Trends and Issues	3
Country Risk Analysis	11
<b>Considerations Guiding the Partnership</b>	13
Agenda 2030 as a Guiding Framework	13
Values and Principles of the 2030 Agenda	13
National Priorities and Leadership	14
<b>Broad-based Partnerships</b>	17
A Facilitative Role for the United Nations Development System	18
Types of Support to be Provided by the United Nations	18
<b>UNSDF 2017-2021 Strategic Priority Areas and Results</b>	20
Strategic Priority Areas	20
Strategic Priority Area 1: Policy and Programme Design	23
Strategic Priority Area 2: Implementation of Policies and Programmes	24
Strategic Priority Area 3: Data for Planning, Monitoring, Evaluation and Decision-making	25
<b>Resources and Partnership Mobilization</b>	29
The Strategy	29
Estimated Resource Requirements	29
<b>Implementation and Management Modalities</b>	33
<b>Monitoring and Evaluation Mechanisms</b>	34
<b>Annexes</b>	37
Annex 1: UNSDF 2017-2021 Results and Resources Framework	37
Annex 2: Roles and Strengths of the United Nations System	45
Annex 3: Commitments of the United Nations System to Delivering as One in Botswana	46
<b>List of Tables</b>	
Table 1: Linking Vision 2036, NDP 11 and SDGs	15
Table 2: Estimate of Resources	30
Table 3: UN Coordination Groups	33
<b>List of Figures</b>	
Figure 1: Vision 2036 Priorities	vii
Figure 2: Components of the 2030 Agenda for Sustainable Development and its Integrated Vision	13
Figure 3: National Objectives of Vision 2036 and the SDGs	14
Figure 4: Goal 17 - Five Areas of Strengthening Sustainable Development Implementation	17
Figure 5: Vision Priorities	20
Figure 6: Possible Areas for UNDS to Support	20
Figure 7: The UN Strategic Priorities	21
Figure 8: Botswana Country Outcomes and UN System Support	21



# Acronyms

<b>AIDS</b>	Acquired Immunodeficiency Syndrome
<b>ART</b>	Anti-Retroviral Treatment
<b>AU</b>	African Union
<b>BPFA</b>	Beijing Declaration and its Platform of Action
<b>CA</b>	Country Analysis
<b>CEDAW</b>	Convention on the Elimination of All Forms of Discrimination Against Women
<b>CRC</b>	Convention on the Rights of the Child
<b>CRPD</b>	Convention on the Rights of Persons with Disabilities
<b>DaO</b>	Delivering As One
<b>DRR</b>	Disaster Risk Reduction
<b>ECOSCO</b>	Economic and Social Council
<b>FAO</b>	Food and Agriculture Organisation
<b>FDI</b>	Foreign Direct Investment
<b>GBV</b>	Gender Based Violence
<b>GDP</b>	Gross Domestic Product
<b>HDI</b>	Human Development Index
<b>HIV</b>	Human Immunodeficiency Virus
<b>HRBA</b>	Human Rights-Based Approach
<b>ICPD</b>	International Conference on Population and Development
<b>IFAD</b>	International Fund for Agricultural Development
<b>IIAG</b>	Ibrahim Index of African Governance
<b>ILO</b>	International Labour Organisation
<b>IMF</b>	International Monetary Fund
<b>IOM</b>	International Organisation for Migration
<b>LED</b>	Local Economic Development
<b>LTA</b>	Long-Term Agreement
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MAPS</b>	Mainstreaming, Acceleration, and Policy Support
<b>MDGs</b>	Millennium Development Goals
<b>MEAs</b>	Multilateral Environmental Agreements
<b>MIC</b>	Middle Income Country
<b>MMR</b>	Maternal Mortality Ratio



# Acronyms

<b>MTR</b>	Mid-Term Review
<b>NCD</b>	Non-Communicable Disease
<b>NER</b>	Net Enrolment Ratio
<b>NDP</b>	National Development Plan
<b>NGO</b>	Non-Governmental Organisation
<b>OaO</b>	Operating As One
<b>ODA</b>	Overseas Development Assistance
<b>PMT</b>	Programme Management Team
<b>QCPR</b>	Quadrennial Comprehensive Policy Review
<b>RBM</b>	Results-Based Management
<b>SADC</b>	Southern African Development Community
<b>SDGs</b>	Sustainable Development Goals
<b>SRH</b>	Sexual and Reproductive Health
<b>STEM</b>	Sciences, Technology and Mathematics
<b>UMIC</b>	Upper Middle Income Country
<b>UNCT</b>	United Nations Country Team
<b>UNDAF</b>	United Nations Development Assistance Framework
<b>UNDP</b>	United Nations Development Programme
<b>UNDS</b>	United Nations Development System
<b>UNEP</b>	United Nations Environment Programme
<b>UNESCO</b>	United Nations Education, Scientific and Cultural Organisation
<b>UNFPA</b>	United Nations Population Fund
<b>UNHCR</b>	United Nations High Commissioner for Refugees
<b>UNICEF</b>	United Nations Children's Fund
<b>UNIDO</b>	United Nations Industrial Development Organisation
<b>UNODC</b>	United Nations Office on Drugs and Crime
<b>UNOHCHR</b>	United Nations Office of the High Commissioner for Human Rights
<b>UNSDF</b>	United Nations Sustainable Development Framework
<b>UPR</b>	Universal Periodic Review
<b>WEE</b>	Women's Economic Empowerment
<b>WFP</b>	World Food Programme
<b>WHO</b>	World Health Organisation



## Signatures Page

In support of inclusive, equitable and sustainable development in Botswana, the Government and the United Nations Country Team pledge to work closely together to support fulfilment of Vision 2036 and the National Development Plan 11, as well as national implementation of the 2030 Agenda for Sustainable Development. In so doing, the Government and the United Nations Country Team will work in partnership with national counterparts, international development partners, civil society, the private sector, international finance institutions, and other stakeholders.

The collective aspiration under this United Nations Sustainable Development Framework 2017-2021 will be to move toward greater collaboration, focus and coherence in programming, and to improve the quality of life for all people in Botswana, particularly the most vulnerable groups.

The United Nations Sustainable Development Framework (UNSDF) for 2017-2021 has been prepared based on consultations with the Government, development partners and other members of the United Nations Development System in Botswana, including non-resident agencies.

**By signing hereunder, the participating parties endorse the UNSDF 2017 - 2021.**



REPUBLIC OF BOTSWANA



UNITED NATIONS BOTSWANA

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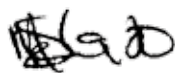
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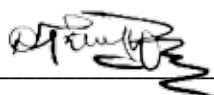
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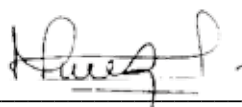
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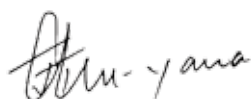
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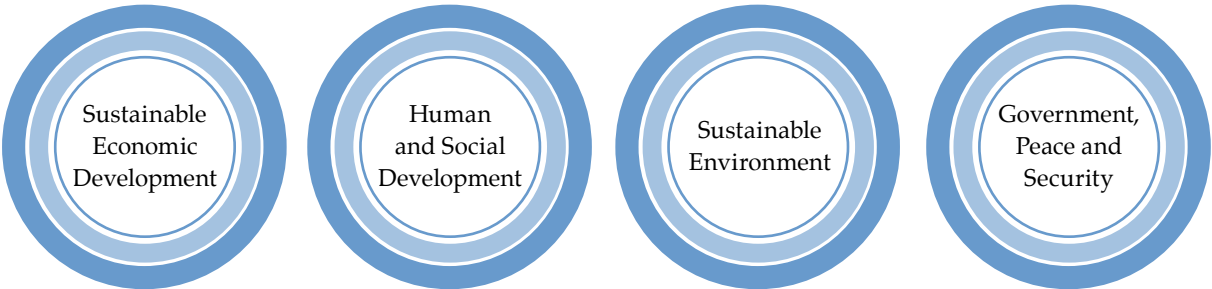




# Executive Summary

The United Nations Sustainable Development Framework (UNSDF) 2017-2021 presents the framework for the partnership between Botswana and the United Nations Development System (UNDS) over the period 2017-2021. It is developed through a consultative process between the Government, development sector stakeholders including academia, civil society, development partners and the UNDS. The UNSDF 2017-2021 outlines how the UNDS will provide support to broad-based partnerships towards the realization of the 2030 Agenda for Sustainable Development that encompasses the Sustainable Development Goals (SDGs) and the Africa Agenda 2063. The 2030 Agenda commits countries and stakeholders to work together to achieve sustained and inclusive economic growth, social development and environmental protection. The Agenda is to be implemented in a manner consistent with existing obligations of member States under international law, including international human rights law, and in particular the commitment to eradicate poverty, address inequalities, end discrimination, and leave no one behind. The 2030 Agenda and other post-2015 agreements make it clear that inclusive, strategic and mutually beneficial partnerships at global, regional, national and local levels are a prerequisite to achieving the SDGs.

The UNSDF draws from a synthesis of analyses and dialogues on the country’s strategic needs, and on the lessons learned from past cooperation as documented in the evaluation of the UNDAF 2010-2016. Botswana has aligned the SDGs into the national vision (Vision 2036) and the Eleventh National Development Plan (NDP11). Therefore, the UNDS will use its limited resources to fulfil the UN’s normative and advocacy role and provide high quality support that will assist Botswana to accelerate its implementation of SDGs. The UNSDF 2017-2021 thus focuses on strengthening coherence between Agencies, and promotes greater, accountability, efficiency, effectiveness and sustainability in Botswana’s pursuit of sustained and inclusive economic growth, social development and environmental protection. NDP11 sets out the actions for the period 2017– 2023 that will help in achieving the Vision 2036. The 2036 vision sets out four priorities as follows:



**Figure 1: Vision 2036 Priorities**

The UNSDF 2017-2021 is focused on three strategic priority areas that cut across the four National Priorities. These three strategic priority areas are as follows

- Strategic Priority 1 - Policy and Programme Design
- Strategic Priority 2 - Implementation of Policies and Programmes
- Strategic Priority 3 - Data for Planning, Monitoring, Evaluation and Decision Making

Embedded in each of the priority areas is innovation and partnerships.



The focus of **Strategic Priority Area 1** is on strengthening capacities for policy and programme development in social protection, economic development, environment protection and great democratic governance with a particular focus on access to essential services for population groups that are furthest behind. Increasing the resilience of societies, to withstand shocks and manage risks and uncertainties will also be a focus. Because Botswana has already strong policies in place, the bulk of the UN's focus will likely be in Strategic Priority areas 2 and 3.

The focus of **Strategic Priority Area 2** is on identifying bottlenecks for the effective implementation of existing policies, programmes, and legislation at the national and district level. While Botswana has created strong policies, programmes, and legislation, it is widely acknowledged that Botswana faces many challenges in implementation. Therefore UN support will focus on strengthening capacities of personnel, systems and procedures to address the implementation challenges to allow the priorities in NDP11 be achieved.

The focus of **Strategic Priority Area 3** is on the collection of comprehensive data to best identify, prioritize and track progress of the most vulnerable and disadvantaged groups. Support will be provided for the development of a national SDG indicator framework. In addition, government accountability requires robust data and information for policy formulation, programme design and implementation, therefore the UN will support the strengthening of existing demographic and other data sources (censuses, surveys, administrative data, civil registration systems); utilization of new sources of data; big data; and expanding "open data" (access to data). This Priority area will also focus on strengthening impact evaluations and research to help Government ensure that programmes meet their objectives and that policies are developed based on evidence based data .

In summary, the UN will strengthen national capacity at all levels; support the monitoring and implementation of international commitments, norms and standards, including the 2030 Agenda, the Paris Agreement on Climate Change, the Sendai Framework on Disaster Risk Reduction, Multilateral Environmental Agreements (MEAs), international/regional human rights treaties and agreed international norms and standards; act as a convener for a wide range of national and international partners; provide high-quality technical expertise; support objective monitoring and evaluation of the national development framework; provide impartial policy advice based on international experience, technical expertise and good practices; provide a neutral space within which sensitive political issues can be addressed and resolved; and facilitate knowledge access and exchange through South-South and Triangular Cooperation.

To ensure its continued fitness for purpose, the UNDS in Botswana will build on lessons learned and emerging best practice in the application of the Delivering as One approach to joint and complementary programming and implementation. The UNSDF 2017-2021 will be operationalise through Joint Work Plans that provide national partners, the United Nations, and donors with a holistic overview of planned actions and required/available resources.

Implementation of the UNSDF will require an estimated US\$49,675,102.00; including US\$20,206,122.00 for Strategic Priority Area 1: Policy and Programme Design; US\$16,011,764.00 for Strategic Priority Area 2: Implementation Capacity, Delivery and Accountability Systems; and US\$13,457,216.00 for Strategic Priority Area 3: Quality Data for Intervention Design, Management and Tracking of Effects.

The United Nations Country Team (UNCT) will strive for robust joint programming and inter-Agency cooperation, and explore opportunities for resource mobilization, applying the most appropriate and feasible elements of the Standard Operating Procedures for Delivering as One. This will include elements of One Leader (Empowered Resident Coordinator (RC) and Empowered UNCT), Operating as One, and Communicating as One.



# Introduction

## A New Partnership into the Future

Cooperation between the United Nations Development System (UNDS) and Botswana dates to 1966 when the country became a member of the United Nations. Today, Botswana faces the challenge of ensuring that all women and men, boys and girls, and future generations, fulfil their potential in dignity and equality in a healthy environment. In 2016, the year of Botswana's 50th anniversary, the United Nations and Botswana re-affirmed their joint commitment to improving the lives of all who live in Botswana, especially those who are most vulnerable.

On 25 September 2015, Member States of the United Nations adopted The 2030 Agenda for Sustainable Development with the SDGs at its core. The 2030 Agenda commits all countries and stakeholders to work together to achieve sustained and inclusive economic growth, as well as social development and environmental protection. The 2030 Agenda is to be implemented in a manner consistent with existing obligations of Member States under international law, including international human rights law, and in particular the commitment to eradicate poverty, address inequalities and discrimination, and leave no one behind. The 2030 Agenda demonstrates the commitment of the international community to complete the unfinished business of the Millennium Development Goals (MDGs) by expanding on previous efforts to address the multi-dimensional causes of poverty and reduce the vulnerabilities of the poorest. The 2030 Agenda and other post-2015 agreements make clear that inclusive, strategic and mutually beneficial partnerships at the global, regional, national and local levels that strengthen issue-based coalitions and platforms that integrate diverse stakeholders, including central and local governments, major groups, civil society and the private sector are a prerequisite to achieving the SDGs.

The partnerships required to deliver on the 2030 Agenda represent a paradigm shift away from relationships based on delivery of activities to the development of shared understanding of challenges, solutions and roles in achieving the SDGs; coordination of multi-stakeholder partners; promotion of broad ownership of progress by all relevant stakeholders; strengthening issue-based coalitions and platforms; and leveraging greater knowledge, capacities and resources.

This document, known as the United Nations Sustainable Development Framework (UNSDF) 2017-2021 defines and facilitates the delivery of a partnership between Botswana and the UNDS that reflects the requirements for achieving the 2030 Agenda as adapted to national and local contexts and reflected in the Botswana Vision 2036. The UNSDF 2017-2021 is aligned with the NDP11 and continues the reform of the relationship between the United Nations System and Botswana that dates back to 2008 when the Government of Botswana sought and received support for Botswana to adopt the Delivering as One (DaO) approach. Under the DaO approach, the United Nations System focused on greater coordination, harmonization and alignment of agency efforts with country priorities in order to establish a more effective and better performing UNCT in each country. In the UNSDF 2017-2021, the focus is on inclusive partnerships for the delivery of a broadly shared agenda to achieve sustained and inclusive economic growth, social development and environmental protection. This UNSDF reflects a stronger partnership between the Government of Botswana and the United Nations to achieve the SDGs.



## Collaborative Formulation of the UNSDF 2017-2021

In developing the UNSDF 2017-2021, the partners took advantage of the robust processes already in place for the development of Vision 2036 and the development of the NDP11. These were complemented by multi-stakeholder consultative processes aimed at developing shared lessons from past cooperation and agreement on the strategic priorities for the partnership between Botswana and the UNDS.

The Country Analysis (CA) drew on preceding work, including: national and sub-national level follow-up processes towards the main streaming and implementation of the SDGs; global and regional engagement on strategic approaches to working with Middle Income Countries (MICs); nationally commissioned studies reviewing performance in selected areas (governance, poverty eradication, education, social protection, and the World Bank's Systematic Country Diagnostics Study); development partner supported studies on malnutrition, HIV&AIDS, child deprivation, and gender-based violence among others; and a multi-stakeholder validation process. The CA was followed by an inclusive process of defining strategic priorities for the partnership and a validation process for the draft UNSDF 2017-2021.





# Botswana Development Context

## Development Trends and Issues

In less than five decades, Botswana has transformed itself from one of the world's poorest countries at its independence in 1966 into an Upper Middle Income Country (UMIC)<sup>1</sup>. Per capita Gross Domestic Product (GDP) stands at USD 7,721<sup>2</sup> and the population of about 2.1 million<sup>3,4</sup>. The country has a relatively young population (32.6 percent of the population is below 15, 30.3 percent is aged between 10-24 years, while those 65 years and older constitute 5.1 percent)<sup>5,6</sup>. This youth bulge presents an opportunity to harness the demographic dividend to accelerate socio-economic development<sup>7</sup>. Females represent 51 percent of the population with a sex ratio (males to 100 females) of 95.5<sup>8</sup>. The country is urbanizing rapidly with 64.1 percent of the nation classified as urban<sup>9</sup> owing to a mix of migration and reclassification of areas. HIV/AIDS prevalence is high; 25.2 percent among 15-49 year olds and 18.5 percent when computed as a percentage of the population aged 18 months to 49 years. HIV prevalence is higher among females (20.8 percent) than males (15.6 percent)<sup>10</sup>.

Massive improvements in the population's well-being have been achieved over the years through prudent management and investment of revenues from natural wealth into human development<sup>11,12</sup>. Botswana spends 4.4 percent of GDP on social protection, 4.5 percent on health, and 8.5 percent on education<sup>13</sup>. While the heavy investment in the social sectors has extended service reach and accessibility, the outcomes achieved in some areas including poverty reduction, education and health, have fallen below expectations<sup>14</sup>.

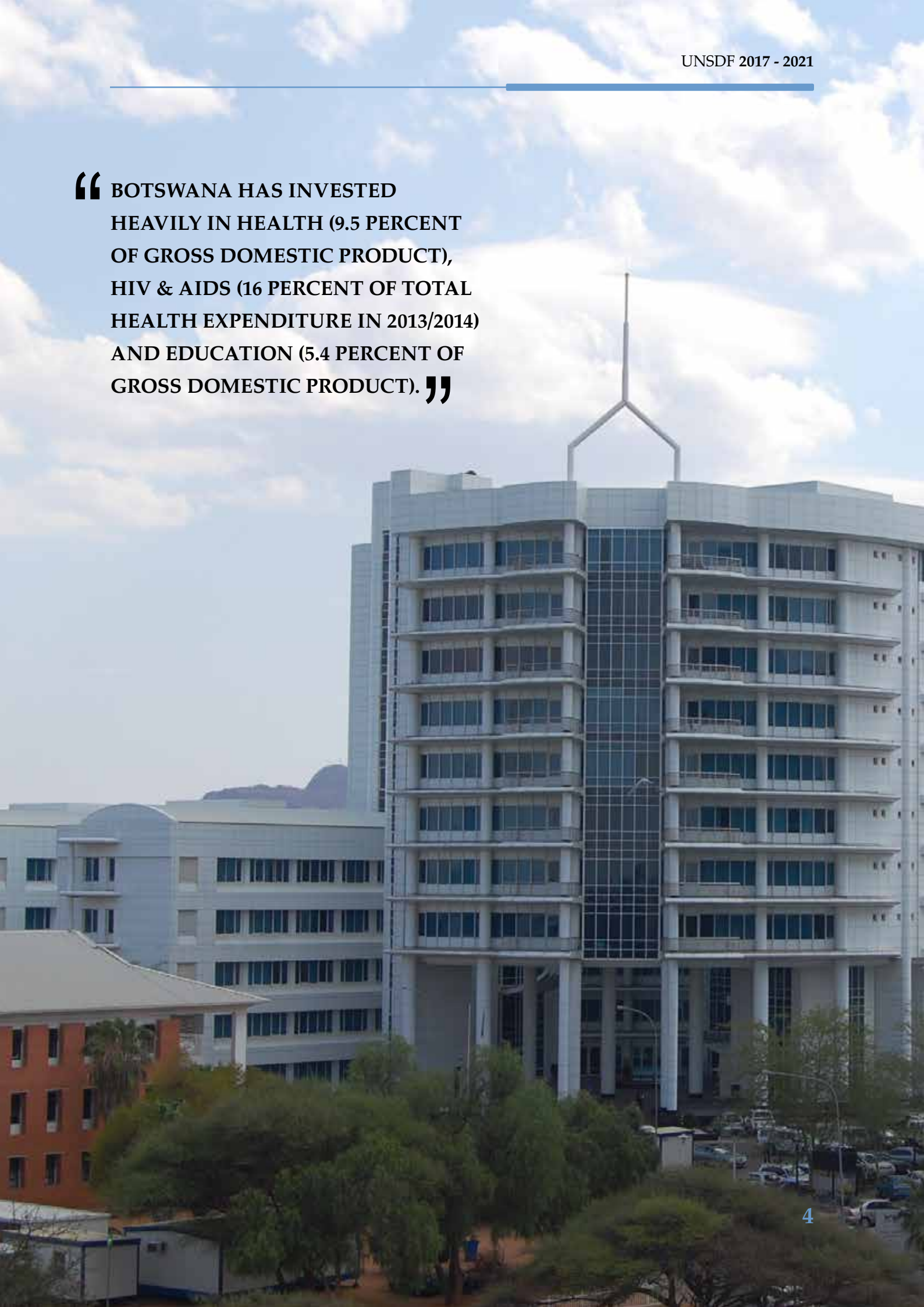
The country has a Human Development Index (HDI) of 0.703, ranking in the medium HDI category<sup>15</sup>. A major factor in the HDI ranking of the country has been life expectancy in Botswana which was affected by a high HIV&AIDS-related mortality rate<sup>16</sup>. The country's wealth is heavily concentrated making it one of the most unequal countries in the world and resulting in a Gini Coefficient of 0.605<sup>17</sup>. Reliance on mining revenues, particularly diamonds, has made the country vulnerable to fluctuations in mineral prices and carries future uncertainty<sup>18</sup>. The mining sector contributes substantially to revenues but not to job creation<sup>19</sup>. The country's economic diversification efforts are bearing fruit but the pace of growth in the other sectors is slow and employment creation has been inadequate, leading to an unemployment rate that is greater than prevailing rates among Botswana's UMIC peers<sup>20</sup>. Poverty rates are higher than among peers, owing to exclusion caused primarily by the reliance on mining and low incomes in the agricultural sector where the majority of the rural population is engaged<sup>21</sup>. Increasingly, unsustainable development is negatively impacting the natural environment, threatening the diversity of flora and fauna as well as human health.

**Extreme poverty and income inequality**<sup>22</sup>: Poverty rates (as measured against the national poverty line) have declined from 47 percent in 1993/94 to 30.6 percent in 2002/03 and 19.3 percent in 2009/10<sup>23,24</sup>. However, these national averages mask disparities as some locations lag behind with poverty levels in excess of 30 percent<sup>25</sup>, i.e. Kweneng West (48.6 percent), Ngamiland West (47.3 percent), Ghanzi (35.7 percent) and Kgalagadi North (31.2 percent). Furthermore, poverty is higher among children and youth (57 percent) as well as female-headed households (58 percent)<sup>26</sup>. Many of those living in poverty face multiple deprivations that must be addressed through a multi-dimensional approach to poverty.

1. World Bank, Botswana systematic country diagnostic, 2015 2. Botswana 'Vision 2036' 3. National development plan 11 (draft) 4. National population census, 2011 5. United Nations, Botswana common country assessment, 2016 6. National population census, 2011 7. National Development Plan 11 (Draft) 8. *ibid* 9. *ibid* 10. Botswana AIDS impact survey, 2013 11. World Bank, Botswana systematic country diagnostic, 2015 12. United Nations, Botswana common country assessment, 2016 13. *ibid* 14. World Bank, Botswana systematic country diagnostic, 2015 15. Global Human Development Report, 2015 16. United Nations, Botswana common country assessment, 2016 17. *ibid* 18. Botswana Vision 2036 19. United Nations, Botswana common country assessment, 2016 20. *ibid* 21. *ibid* 22. Vision 2036 Frame work Document, 2015 23. Botswana core welfare indicator survey, 2009-2010 24. World Bank, Botswana poverty assessment, 2015 25. United Nations, Botswana common country assessment, 2016 26. *ibid* 27. Botswana National Strategy for Poverty Reduction, 2003 28. United Nations, Botswana common country assessment, 2016 29. World Bank, Botswana poverty assessment, 2015 30. *ibid*



**“ BOTSWANA HAS INVESTED HEAVILY IN HEALTH (9.5 PERCENT OF GROSS DOMESTIC PRODUCT), HIV & AIDS (16 PERCENT OF TOTAL HEALTH EXPENDITURE IN 2013/2014) AND EDUCATION (5.4 PERCENT OF GROSS DOMESTIC PRODUCT). ”**



Botswana's response to poverty has focused on improving the welfare status of citizens' investments in social protection<sup>27</sup>. Consequently, significant resources (4.4 percent of gross domestic product) are invested in social protection programmes<sup>28</sup> and recent studies show that if redirected and better coordinated, these investments are adequate to eliminate extreme poverty in less than 10 years<sup>29</sup>. Going forward, keeping those that escape from poverty permanently out of it, needs to be part of a deliberate strategy that includes improving productivity in sectors such as agriculture where a considerable proportion of the working poor are found<sup>30</sup>.

**Human Development Outcomes**<sup>31</sup>: Botswana has invested heavily in health (9.5 percent of gross domestic product<sup>32</sup>), HIV&AIDS (16 percent of total health expenditure in 2013/2014)<sup>33</sup> and education (5.4 percent of gross domestic product<sup>34</sup>). In health, high coverage and utilization rates are not translating into expected outcomes, largely due to quality issues<sup>35</sup>. Non-communicable diseases are leading causes of morbidity and mortality in Botswana<sup>36</sup>. While access to clean water and safe sanitation has increased, safe sanitation lags behind<sup>37</sup>. Stunting is very high at 30 percent, even by the standards of poorer countries<sup>38,39</sup>. The causes of stunting relate to inadequate utilization of proven evidence-based interventions such as proper nutrition for both mother and child<sup>40</sup>. With respect to the 44 UMIC for which comparable maternal mortality estimates are available, Botswana ranks 40 out of 44<sup>41</sup>. The maternal mortality rate (MMR) was at 152 in 2014<sup>42</sup>. Major causes of maternal deaths include preventable causes such as haemorrhage, abortions and hypertensive diseases accounting for 74 percent of maternal deaths<sup>43</sup>. Contributing factors include: a) a lack of skilled personnel to manage obstetric complications; b) a lack of essential equipment and drugs due to weak logistical management; and c) weak referral systems especially in rural and geographically remote areas<sup>44</sup>. Neonatal mortality accounts for 54 percent of child deaths<sup>45</sup> but there are wide differences in neonatal mortality rates between locations ranging from a low of 6/1000 to a high of 28/1000<sup>46</sup>. While the country has contained HIV-related mortality by administering anti-retroviral therapy (ART) drugs, there are still more than 10,000 new infections each year<sup>47</sup>. The last two HIV&AIDS impact household surveys (2008 and 2013) suggest some negative trends in behaviour, particularly among young people<sup>48,49</sup>. There is a decline in condom use across all ages and sexes and among concurrent sexual partners<sup>50</sup> while Botswana is faced with the responsibility of providing high cost Anti-Retroviral Treatment (ART)<sup>51</sup>. Projections suggest that Botswana's hope of reducing the HIV&AIDS epidemic requires a combination of testing and treatment of everyone who is HIV positive and maximum investment in gender-sensitive prevention, particularly among young people<sup>52</sup>.

Regarding reproductive health, recent information has revealed that 56 percent of pregnancies among HIV positive women are unplanned suggesting high unmet needs for family planning among this group<sup>53</sup>. It has only been 3 years since an integrated sexual and reproductive health (SRH)/HIV service delivery was piloted<sup>54</sup>. Integrated services to include maternal, neonatal, and child and adolescent health will ensure Botswana maximizes on the limited resources (both human and financial) available.

In education, Botswana has almost achieved universal education and the estimated Net Enrolment Ratio (NER) for children aged 7-13 years nearly reached 100 percent in 2000<sup>55,56</sup>. Gender parity at enrolment has also been achieved at secondary and tertiary education levels<sup>57</sup>. However there are challenges in education such as; the quality of education provided, girls dropping out due to pregnancy and lower female enrolment in Science, Technology and Mathematics (STEM)<sup>58,59</sup>. There is also a low uptake of early childhood education<sup>60</sup>, and good enrolment and retention rates at primary and secondary level

31. Vision 2036 Frame work Document, 2015 32. United Nations, Botswana common country assessment, 2016 33. National Health Accounts report 2013/2014, 2016 34. *ibid* 35. *ibid* 36. World Bank, World Development Indicators, 30 June 2016 *ibid* 37. *ibid* 38. *ibid* 39. World Bank, Botswana systematic country diagnostic, 2015 40. United Nations, Botswana common country assessment, 2016 41. United Nations, Botswana common country assessment, 2016 42. *ibid* 43. *ibid* 43. *ibid* 44. *ibid* 45. *ibid* 46. *ibid* 47. *ibid* 48. Botswana AIDS impact survey, 2013 49. Botswana AIDS impact survey, 2008 50. Botswana AIDS impact survey, 2013 51. *ibid* 52. *ibid* 53. *ibid* 54. *ibid* 55. *ibid* 56. Botswana MDGs Status Report 2015 57. *ibid* 58. *ibid* 59. United Nations, Botswana common country assessment, 2016 60. *ibid* 61. Vision 2036 Frame work Document, 2015 62. Botswana Vision 2036, 2016 63. Botswana Education & Training Sector Strategic Plan (ETSSP 2015-2020), 2015 64. United Nations, Botswana common country assessment, 2016 65. Vision 2036 Frame work Document, 2015 66. *ibid* 67. *ibid* 68. *ibid* 69. World Bank, systematic country diagnostic, March 2015 70. *ibid* 71. ILO, Informal Economy <http://ilo.org/global/topics/employment-promotion/informal-economy/lang-en/index.htm> 72. Botswana core welfare indicators survey, 2009-2010 73. Vision 2036 Frame work Document, 2015 74. National development plan 11 (draft) 75. *ibid*







are masked by poor performance as reflected by low pass rates<sup>61</sup>. There are also concerns that the education and training system is not producing young people that are suitable for employment<sup>62</sup>. A new five-year education and training sector strategy has been developed with the purpose of reforming the education sector<sup>63</sup>. Minimizing the risk of failure and learning from parts of the system that currently work well present strategic opportunities to support the reform process<sup>64</sup>.

**Export-led diversified growth and employment<sup>65</sup>:** Botswana has over the years experienced high but declining growth rates<sup>66</sup>. Recognition of this trend, fueled by the low potential of mining to create employment and the realization that diamond revenues have a finite lifespan, has underpinned the drive for economic diversification<sup>67</sup>. Various analyses suggest that Botswana is not well positioned for export-led growth and would have to make domestic companies competitive and attract external investment<sup>68</sup>. Among the groups heavily represented among the unemployed are young people and many in the agricultural sector who constitute the 'working poor'<sup>69</sup>. With the economy creating employment at a small fraction of the rate of new labour market entrants, the informal economy has become increasingly important, particularly for women, migrants and other vulnerable groups of workers who are excluded from other opportunities and have little choice but to take informal, low-quality jobs<sup>70 71</sup>. The youth unemployment rate is about 41.4 percent for 15-19 year olds, 34 percent for 20-24 year olds and 22.4 percent for 25-29 year olds<sup>72</sup> indicating that Botswana is not benefiting from its youth bulge<sup>73 74</sup>. Against a backdrop of an oversupply of unskilled (and deskilled) labour, much of the labour currently unemployed will face difficulties even in a growing labour market<sup>75</sup>.

**Managing the trade-off between income generation and environmental sustainability<sup>76</sup>:** As Botswana's population has grown, the country has expanded irrigated land, and increased power generation and other amenities<sup>77</sup>. The trade-offs between development and environmental sustainability are becoming more evident in the form of threats to fauna and flora, air pollution and water pollution<sup>78</sup>. Ensuring that resource extraction levels are within the capacity of the environment to assimilate and regenerate is a key concern<sup>79</sup>. Human/animal conflicts are increasingly important, particularly where geographic proximity does not necessarily ensure formal access to benefits<sup>80</sup>. Efforts at environmental management are hampered by a multiplicity of actors including weak coordination capacity, inadequate data, inadequate follow-up on environmental assessments, weak cost-benefit analysis of investments, and limited active engagement of citizens in environmental protection and management<sup>81</sup>.

**Deepening democracy outcomes and governance institutions<sup>82</sup>:** Botswana has sound governance institutions in place and the country scores highly on many fronts<sup>83 84</sup>. However, there are areas where Botswana's ranking relative to other countries falls below expected levels. On the basis of the Ibrahim Index of African Governance (IIAG), Botswana achieves its lowest rankings in the areas of: international human rights conventions, statistical capacity, undernourishment; tertiary enrolment, air transport, electricity, and agricultural research and extension<sup>85</sup>. In relation to international human rights conventions, the challenges relate to reporting, follow-up, and absent or weak accountability mechanisms. A focus of national plans is to strengthen the performance of institutions<sup>86</sup> through increased citizen engagement and social accountability<sup>87</sup>. This calls for a greater role for representative bodies and civil society which current assessments suggest are useful but limited, particularly at the points of interaction between citizens and the State.

**Gender equality and women's empowerment:** Botswana outperforms many of her peers in terms of women's participation in the labour force, education, senior management positions and as voters in elections<sup>88</sup>. However, women's representation in cabinet (17 percent), parliament (8 percent) and local government (18percent) is low<sup>89</sup>. Concrete measures and mechanisms must be put in place to increase women's representation in political positions.

76. Vision 2036 Frame work Document, 2015 77. *ibid* 78. *ibid* 79. *ibid* 80. *ibid* 81. *ibid* 82. *ibid* 83. World Bank, systematic country diagnostic, March 2015 84. Vision 2036 Frame work Document, 2015 85. Ibrahim Index of African Governance, 2015 86. United Nations, Botswana common country assessment, 2016 87. *ibid* 88. *ibid* 89. The Gender Based Violence Indicators Study, 2012 90. *ibid* 91. *ibid* 92. *ibid* 93. *ibid* 94. *ibid* 95. *ibid* 96. Botswana AIDS impact survey, 2013 97. The Gender Based Violence Indicators Study 98. *ibid* 99. United Nations, Botswana common country assessment, 2016 100. Vision 2036 Framework Document, 2015 101. *ibid* 102. *ibid*









Gender based violence (GBV) is a key concern affecting girls and women with 67 percent of women in Botswana having reported experiencing some form of GBV in their lifetime<sup>90</sup>. Cases of defilement and rape are high with 27 percent of rape victims aged below 16 years according to 2012 GBV study<sup>91</sup>. Pockets of child marriage and high teenage pregnancy have also been identified. The engagement of men and boys in the prevention of GBV and the promotion of gender equality should be improved. Accepting attitudes towards GBV persist<sup>92</sup> and the culture of silence and treatment of GBV as a private or domestic matter continues<sup>93</sup>. Victims often choose to not report this abuse citing social pressures as well as the costs of accessing justice<sup>94</sup>. Reporting of cases is low (1.7 percent)<sup>95</sup> and services for victims are inadequate and not adequately coordinated. There is limited data on GBV and research in this area is weak. Gender based violence is also identified as one of the drivers of HIV in the country<sup>96</sup>.

In relation to Women's Economic Empowerment (WEE), women make up 41 percent of those in paid employment and operate an estimated 74 percent of informal businesses<sup>97</sup>. Initiatives that focus on women's economic empowerment are limited and poorly monitored<sup>98</sup>. Capacity to monitor and track the impact of the government's WEE policies and programmes must be strengthened. National and sector policies must be made more gender responsive allowing women to make meaningful contributions to the economy<sup>99</sup>. Policy measures and programmes must be put in place to ensure women's increased ownership, access to, and control over productive resources. Policies must also be developed to institutionalize Gender Responsive Budgeting (GRB) in all ministries. Well-coordinated national gender main-streaming programmes for effective gender outcomes in all sectors is paramount.

**Policy implementation and programme effectiveness:** Implementation and programme effectiveness are negatively impacted in Botswana by several gaps, particularly where implementation requires the coordination of inputs from various sectors/agencies<sup>100</sup>. Weakly defined relationships between institutions, budgets that are not linked to results, weak or absent implementation plans, weak technical capacities, and weak or absent monitoring and evaluation systems are key factors limiting policy implementation and programme effectiveness<sup>101</sup>. Across a number of areas, country plans and equity analyses are formulated on the basis of outdated data<sup>102</sup>.

Against a backdrop of the progress made, the solutions to Botswana's remaining challenges in reaching the most vulnerable and improving outcomes and inclusiveness are less likely to be found in blanket approaches and more likely to lie in specifically designed interventions as well as stronger citizen voices and accountability processes<sup>103</sup>. There is a wealth of experiences from other countries that Botswana can draw upon to craft locally suitable models. Botswana's civil society faces capacity constraints including limited access to funding that have accompanied the country's status as a MIC<sup>104</sup>. The decline in official development assistance flows into the country that has accompanied the country's status as a MIC is a major factor impacting civil society capacity.

Looking ahead, indications are that with adequate commitment and support, Botswana can address many of its challenges including eliminating extreme poverty in less than 10 years by reforming its social protection system<sup>105</sup>. The country has a new five-year education and training sector strategy aimed at reforming the education sector. There are also measures in place to strengthen access to the justice system, mainstream sustainable development, and improve capacities for locally led economic development. Strengthening policy implementation will be key to future success.

While there are multiple sector-specific challenges, some challenges cut across several areas such as, reaching excluded populations and maintaining social inclusion; improving effective coverage of services, scaling up services and utilization for issues that have not been adequately invested in, sustaining services coverage, quality and utilization in a context of budgetary constraints; improving citizen engagement and ownership of the sustainable development process, creating gender-responsive policies and programmes, and moving beyond planning to effective implementation.

103. United Nations, Botswana common country assessment, 2016 104. ibid 105. World Bank, Botswana poverty assessment, 2015





To respond to these challenges, strategic interventions are required to address the following, quality and frequency of data, quality of citizen engagement and social accountability processes, local (decentralized) capacities for delivery, capacity to work across sectors/departments, improved partnerships with civil society and the private sector, institutionalization of quality improvement and assurance processes; improved monitoring and evaluation; improved learning through research and documentation and improved linkages between results and budgetary allocations.

## Country Risk Analysis

In planning for the medium to long term, Botswana must factor in a number of risks, including:

**a) Climate and weather-related risks:** The country periodically faces episodes of drought and/or flooding. To date, the country has managed to cope with these while minimizing loss of human life, however these events do have major effects through the loss of livestock and crops that undermine household and community resilience to other shocks. Droughts also pose major challenges for urban settlements, often necessitating the imposition of water use restrictions. In recognition of the challenges to its water resources, the country intends to intensify efforts at water recycling and promoting the efficient use of water. Similarly, the country has in the past experienced energy shortages that affected economic performance, country's potential and presents an opportunity to improve access without affecting the supply of energy for the country's industrialization bid. The use of renewable energy remains well below the country's potential and presents an opportunity to improve access without affecting the supply of energy for the country's industrialization bid.

**b) Reliance on high-risk-low return agriculture:** Botswana's agricultural communities primarily include the working poor. Continued reliance on current methods means that these communities are perpetually trapped in a cycle of growth and decline with limited ability to build up assets. Failure to improve productivity and minimize declines occasioned by weather will keep households at the margins of poverty. Priority responses should include climate smart technologies (drought tolerant varieties, conservation agriculture, and water harvesting), and moving away from the current over-reliance on rain-fed agriculture through diversification of livelihood support systems in agricultural research and innovation, investments in agriculture support services, value chains and market infrastructure.

**c) The significant role of diamonds in the national economy:** The risk associated with heavy dependence on an exhaustible resource has long been realized and factored into Botswana's planning. Emphasis on economic diversification, using diamond revenues for capital investments and ensuring budgets can be financed from non-diamond revenues are often touted. Until such a time that the country achieves reduced reliance on diamond revenues, it remains vulnerable to fluctuations in prices and/or changes in production.

**d) Increasing inequality:** Botswana falls into the category of one of the 10 most unequal countries in the world raising the need for close monitoring and adjustment of strategies for inclusion. Without such a focus, some population groups may lag further behind which in turn may negatively impact social relations.

**e) Rapid urbanization:** Botswana's increasing urbanization offers the potential for improved services provision. However, rapid expansion also carries risks including land disputes, informal settlements, inadequate access to services and environmental degradation and pollution. Monitoring trends and adopting effective responses will remain important.









# Considerations Guiding the Partnership

## Agenda 2030 as a Guiding Framework

The UNSDF is built on the preamble of assisting Botswana implement the SDGs. The components of the 2030 agenda are captured in figure 2.

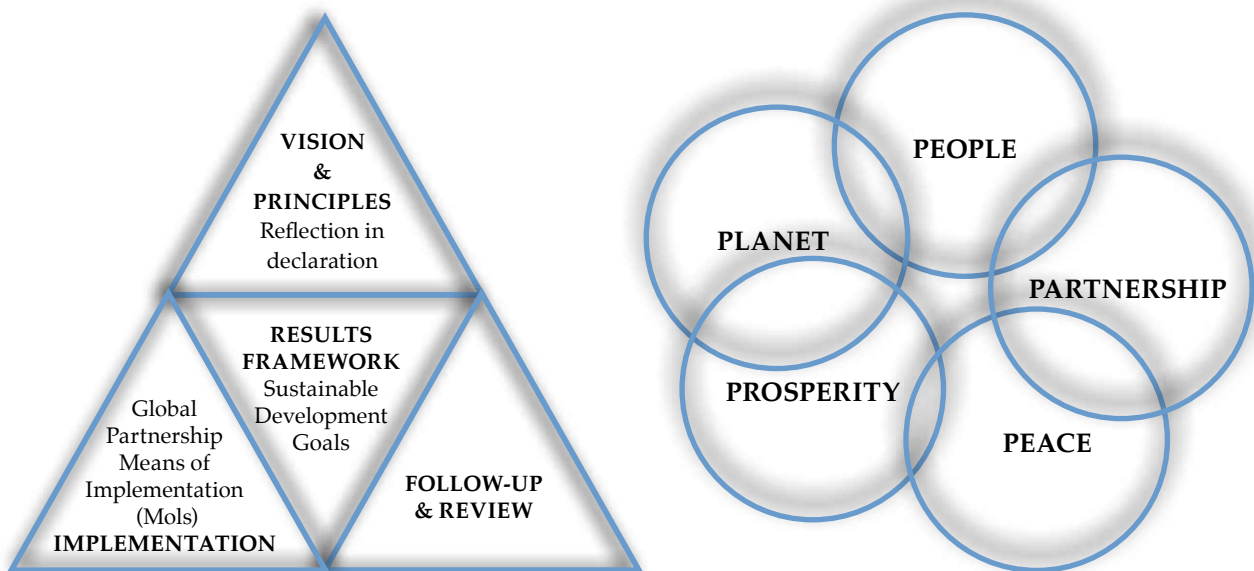


Figure 2: Components of the 2030 Agenda for Sustainable Development and its Integrated Vision

## Values and Principles of the 2030 Agenda

The partners will be guided by the principles arising from the values, norms and standards reflected in the 2030 Agenda. The key ones are:

- i. **Human rights, gender equality and women's empowerment:** This principle focuses on promoting international human rights principles and applying a human rights-based approach in the analysis, planning, implementation and monitoring of all SDGs and targets in order to effectively address the root causes of poverty, inequality and discrimination to ensure that development is more equitable, sustainable, participatory and accountable to people. This principle also mainstreams a gender perspective in order to transform discriminatory social institutions recognizing that discrimination can be embedded in laws, cultural norms and community practices.
- ii. **Sustainable development and resilience:** This principle adopts and promotes a balanced approach to development whereby interventions reflect the connections between the social, economic and environmental dimensions of development. It also seeks to increase the resilience of societies, economies and the natural environment to withstand shocks and manage risks and uncertainties.
- iii. **Leave no one behind:** The Leave no one behind principle adopts a strong people-centred focus based on a clear identification of population groups that have been left furthest behind and the



causes of inequality. It also reaffirms the responsibilities of all States to “respect, protect and promote human rights, without distinction of any kind as to race, colour, sex, language, religion, political or other opinions, national and social origin, property, birth, disability or other status.” This principle includes recognition of individual rights to enjoy social protection, economic opportunity, access to essential services, participation in decision-making processes and a response to sudden shocks and changes in the needs of vulnerable populations.

- iv. **Accountability:** This principle provides the link between right-holders and duty-bearers, requiring duty-bearers to deliver on their obligations and of right-holders to realize and utilize their rights. Higher standards of social accountability are enabled by open public engagement and transparency of information in the public domain combined with strengthening the voice and capacities of rights holders. This entails ensuring responsive, inclusive, participatory and representative decision-making at all levels.

### National Priorities and Leadership

Building on Botswana’s commitment and progress to date, the partnership will seek to strengthen effectiveness in furthering both the specific goals and targets and the norms, principles and spirit that underlie the 2030 Agenda. A key step is the main-streaming of the 2030 Agenda into national development plans as illustrated in Figure 3 below.

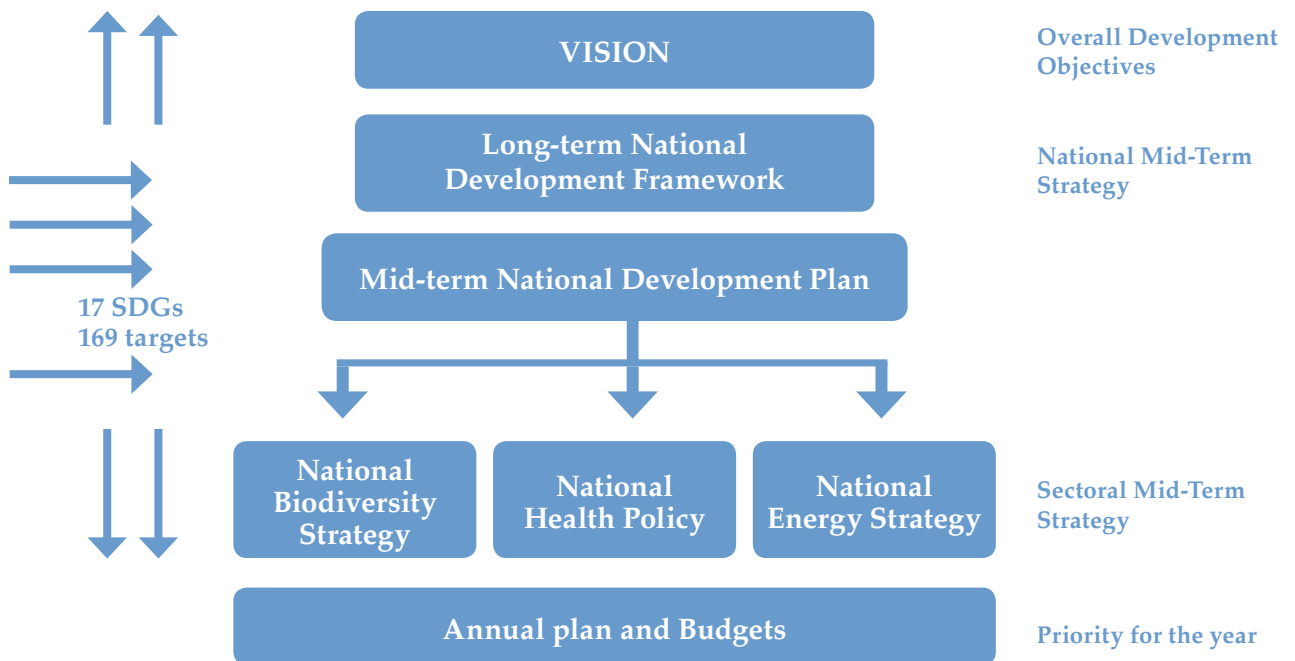


Figure 3: National Objectives of Vision 2036 and the SDGs

The country has aligned the SDGs to the national vision and the national development plan (see Table 1) thereby allowing for identification of specific interventions to further each goal. The timing of the development of Vision 2036 as well as NDP11 has provided Botswana with the opportunity to build on the process leading up to and including the adoption of the Africa Agenda 2063 and The 2030 Agenda for Sustainable Development.



# Linking Vision 2036, NDP11 and SDGs

Sustainable Development Goals	Vision 2036 pillars	NDP 11 Priorities
<b>Goal 1:</b> End of poverty in all its forms	Sustainable Economic Development Human Social Development	Developing Diversified Source of Economic Growth Social development
<b>Goal 7:</b> Ensure access to affordable, reliable, sustainable, and modern energy for all	Sustainable Economic Development	Developing Diversified Source of Economic Growth Human Capital Development
<b>Goal 8:</b> Ensure access to affordable, reliable, sustainable economic growth, full and productive employment and decent work for all	Sustainable Economic Development	Developing Diversified Source of Economic Growth Human Capital Development
<b>Goal 9:</b> Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	Sustainable Economic Development	Developing Diversified Source of Economic Growth Human Capital Development
<b>Goal 10:</b> Reduce inequality within and among countries	Sustainable Economic Development	Developing Diversified Source of Economic Growth Human Capital Development
<b>Goal 11:</b> Make cities and human settlements inclusive, safe, resilient and sustainable	Sustainable Economic Development	Developing Diversified Source of Economic Growth Human Capital Development
<b>Goal 2:</b> End hunger, achieve food security and improved nutrition and promote sustainable agriculture	Human Social Development	Social Development
<b>Goal 3:</b> Ensure healthy lives and promote well-being for all	Human Social Development	Social Development
<b>Goal 4:</b> Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Human Social Development	Social Development Human Capital Development
<b>Goal 5:</b> Achieve gender equality and empower all women and girls	Human Social Development	Social Development Human Capital Development
<b>Goal 6:</b> Ensure availability and sustainable management of water and sanitation for all	Human Social Development	Social Development
<b>Goal 12:</b> Ensure sustainable consumption and production patterns	Human Social Development	Social Development
<b>Goal 13:</b> Take urgent action to combat climate change and its impacts	Sustainable Environment	Sustainable Use of Natural Resources
<b>Goal 14:</b> Conserve and sustainably use the oceans, seas and marine resources for sustainable development	Sustainable Environment	Sustainable Use of Natural Resources
<b>Goal 15:</b> Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forest, combat desertification, and halt land degradation and halt bio-diversity loss	Sustainable Environment	Sustainable Use of Natural Resources
<b>Goal 16:</b> Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable and inclusive institutions at all levels	Governance, Peace and Security	Consolidation of Good Governance and Strengthening National Security
<b>Goal 17:</b> Strengthen the means of implementation and revitalize the global partnership for sustainable development		Implementation of an effective monitoring and evaluation system

Table 1: Linking Vision 2036, NDP11 and SDGs

Source: NDP 11, Pg 26-27



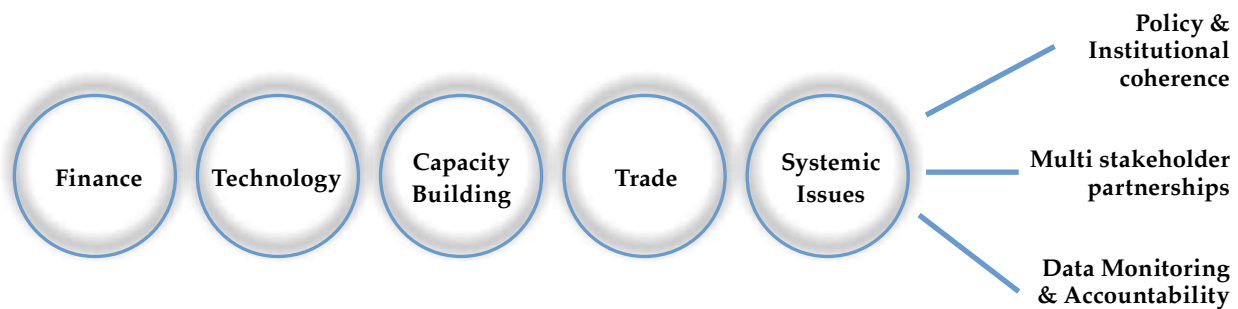




“ The UN will provide support to the development and operationalization of partnerships that cover the five implementation areas. ”

## Broad-Based Partnerships

The 2030 Agenda and other post-2015 agreements make clear that inclusive, strategic and mutually beneficial partnerships at global, regional, national and local levels are a prerequisite to achieving the SDGs. Goal 17 identifies five areas of strengthening SDG implementation:



**Figure 4: Goal 17 - Five Areas of Strengthening Sustainable Development Implementation**

The UN will provide support to the development and operationalization of partnerships that cover the five implementation areas. Within a context of decreasing amounts of Overseas Development Assistance (ODA), partnerships at the global levels are increasingly focused on other areas such as technology transfer, tax avoidance and climate finance. Botswana and other emerging economies have the opportunity to step up their involvement in global policy-making in line with their increasing power and in so doing influence the rules of engagement.

At the local level, Foreign Direct Investment (FDI), corporate social responsibility, domestic resource mobilization and regional cooperation through institutions such as the South African Development Community (SADC), based in Gaborone, carry great potential for strengthening delivery on the Agenda 2030. There is also scope for partnerships with neighbouring countries towards the minimization of social and environmental fallout from developments or practices across borders, for example, management of shared water courses, wildlife, animal and human diseases and economies. Partnerships with the private sector may include strengthening commitments to international standards, such as the UN Guiding Principles on Business and Human Rights, adopting Integrated Reporting, and also improved oversight and accountability of the financial sector.

Botswana and other emerging economies have experience with a range of policies to address poverty and sustainability that could be extremely valuable to other countries. Thus, there is scope for non-financial support or in-kind contribution to the alleviation of capacity constraints in other countries.

At the local level, the 2030 Agenda calls for partnerships that bring together government, private sector, civil society, academia, associations, individuals, and development partners to co-create outcomes through shared planning and mutual accountability. The UN is well positioned to support the development and operationalization of such partnerships and still remain responsive to country-specific needs.





## A Facilitative Role for the United Nations Development System

The United Nations Development System addresses the complex and interconnected nature of the SDGs by ensuring the following:

- **National Ownership:** supporting national development priorities and inclusive and participatory development processes that contribute to the achievement of sustainable development and human rights, guided by international norms and standards.
- **Impact-focused substantive engagement:** focusing UN engagement where it can have greatest impact.
- **Strategic focus:** focusing efforts and resources on interventions that are catalytic, accelerate progress across a broad range of areas, target and address the rights of the most vulnerable, and strengthen the capacity of duty bearers and right holders.
- **UN coherence:** demonstrating UN cohesion, and the coordination of UN country-level operations, including joint policy and programming approaches and opportunities for harmonized business practices.
- **Effective and efficient:** tackling complex, interconnected issues in a transformative way, upholding transparency, accountability and value for money, and making sure that systems, staffing and financial resources are appropriately aligned with results.
- **Technical excellence:** employing cutting edge expertise and knowledge, evidence-based programming approaches.
- **Partnership:** providing a platform to both leverage and facilitate dialogue, innovation and partnership; and
- **Inclusiveness:** explicitly reflecting the people-centred and universal nature of the 2030 Agenda, with an emphasis on leaving no one behind and focusing on the most disadvantaged.

## Types of Support to be provided by the United Nations

The UN will provide different types of support that build on its relative strengths. These will include:

- Strengthening national capacities at all levels underpinned by and leading to national ownership;
- Supporting monitoring and implementation of international commitments, norms and standards, including the 2030 Agenda, the Paris Agreement on Climate Change, the Sendai Framework on Disaster Risk Reduction, Multilateral Environmental Agreements (MEAs), the International Conference on Population and Development (ICPD), the Convention on the Elimination of All forms of Discrimination Against Women (CEDAW), the Beijing Declaration and its Platform of Action (BPFA), international/regional human rights treaties and agreed international norms and standards;
- Acting as a convener for a wide range of national and international partners;
- Providing high-quality technical expertise in specific areas;
- Objective monitoring and evaluation of the national development framework;



- Providing impartial policy advice based on international experience, technical expertise and good practices; and
- Facilitating knowledge access and exchange through South-South and Triangular Cooperation.

The UN Development System will provide support to the development and implementation of activities within the UNSDF 2017-2021, which may include technical support, funds for advocacy, research and studies, consultancies, programme development, monitoring and evaluation, training activities and in less prominent roles, cash assistance, supplies, commodities and equipment, procurement services, transport, and staff support. Part of the UN Agencies' support may be provided to non-governmental, private sector and civil society organizations as agreed within the framework of the individual work plans and project documents. Additional support may include access to UN organizations' global information systems as well as the network of the UN system agencies' country offices and specialized information systems, including rosters of consultants and providers of development services. The UN system agencies shall appoint staff and consultants for programme development, programme support, technical assistance, as well as monitoring and evaluation activities.

These key means of implementation will be further refined during UNSDF 2017-2021 implementation through coordination mechanisms that build on experiences with Delivering as One, including collaborative programming. The UNDS will strive for robust joint programming and inter-Agency cooperation, and explore opportunities for resource mobilization, applying the most appropriate and feasible elements of the Standard Operating Procedures for Delivering as One. This will include elements of One Leader (Empowered RC and Empowered UNDS), Operating as One, and Communicating as One giving rise to: better United Nations-wide coordinated efforts with national institutions; better balance between policy development and effective delivery of quality service; better balance between development of the centre and local communities; increasing empowerment of civil society to take active part in the development process; increasing commitment to social inclusion, particularly for women, youth, children and vulnerable groups (ethnic minorities, persons with disabilities, orphans and vulnerable children, among others); and stronger focus on results through effective monitoring and evaluation mechanisms.

In addition to joint partnerships and thematic collaboration, the UNSDF 2017-2021 recognizes the importance of the individual mandates and work of UN Agencies in the context of Botswana as a middle-income country. As part of the process of preparing the UNSDF 2017-2021, each Agency has reviewed its own strategy and work programme to ensure that it is responding adequately to national priorities, with a focus on better utilizing the strengths of the UNDS for effective delivery. The results and activities to be undertaken by the United Nations are briefly described in the Results Framework provided in Annex 1.

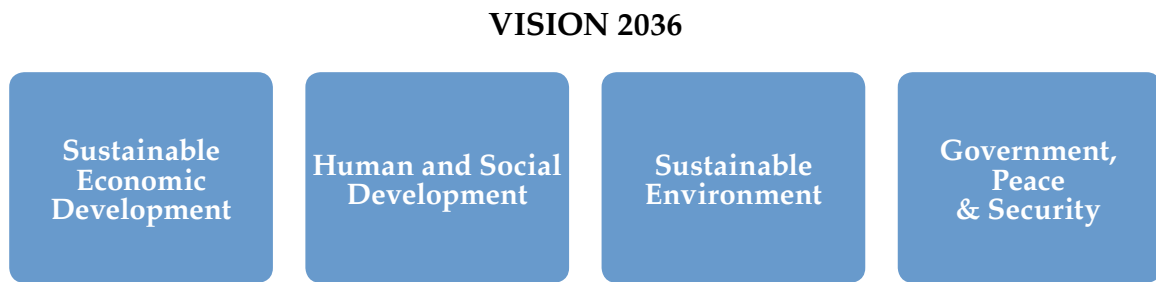




# UNSDF 2017-2021 Strategic Priority Areas and Results

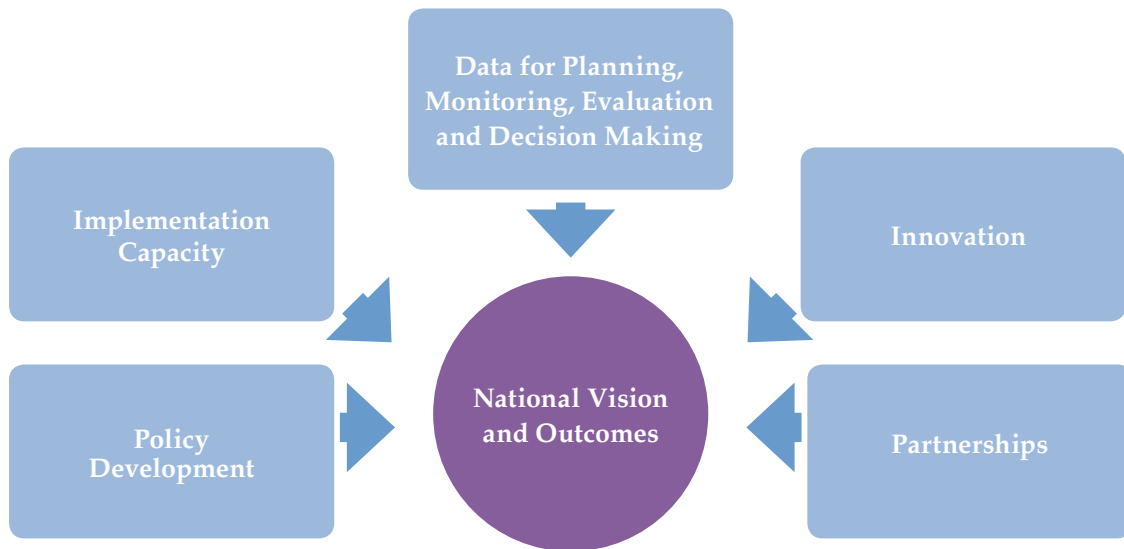
## Strategic Priority Areas

The UNSDF builds on Botswana’s aspirations and priorities as expressed by the country’s commitment to the 2030 Agenda for Sustainable Development, Vision 2036, and NDP11.



**Figure 5: Vision Priorities**

The national consultations identified areas for the UNDS to support Botswana in implementing NDP11 and Vision 2036, which are aligned to the SDGs. These are laid out in figure 5.



**Figure 6: Possible Areas for UNDS to Support**



The prioritized areas of support are consistent with core capabilities required for delivery of the 2030 Agenda. The areas of innovation and partnerships were considered as cross-cutting the first three areas.

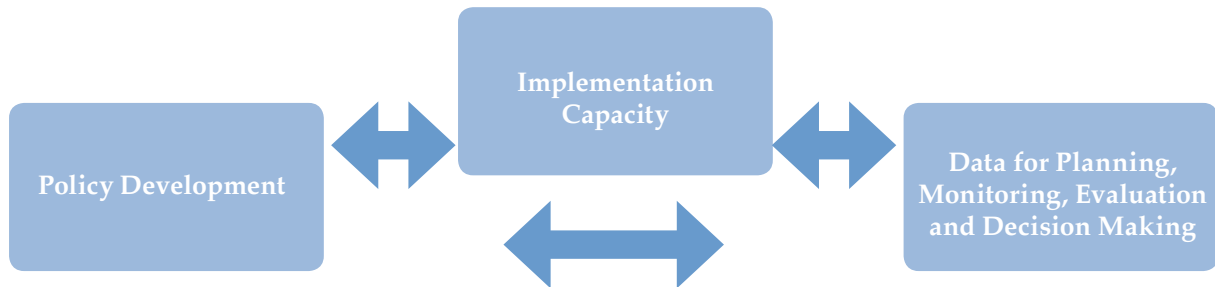


Figure 7: The UN Strategic Priorities

The UN contribution will strengthen the nationally driven pursuit of the 2030 Agenda through the provision of technical expertise and capacity building in: policy and programming; data collection, analysis, sharing and utilization; support learning through research and knowledge sharing; promoting innovation that improves delivery, efficiency, effectiveness and accountability; and undertaking advocacy that improves outcomes for the most vulnerable (see Figure 8 for a schematic representation of the contribution).

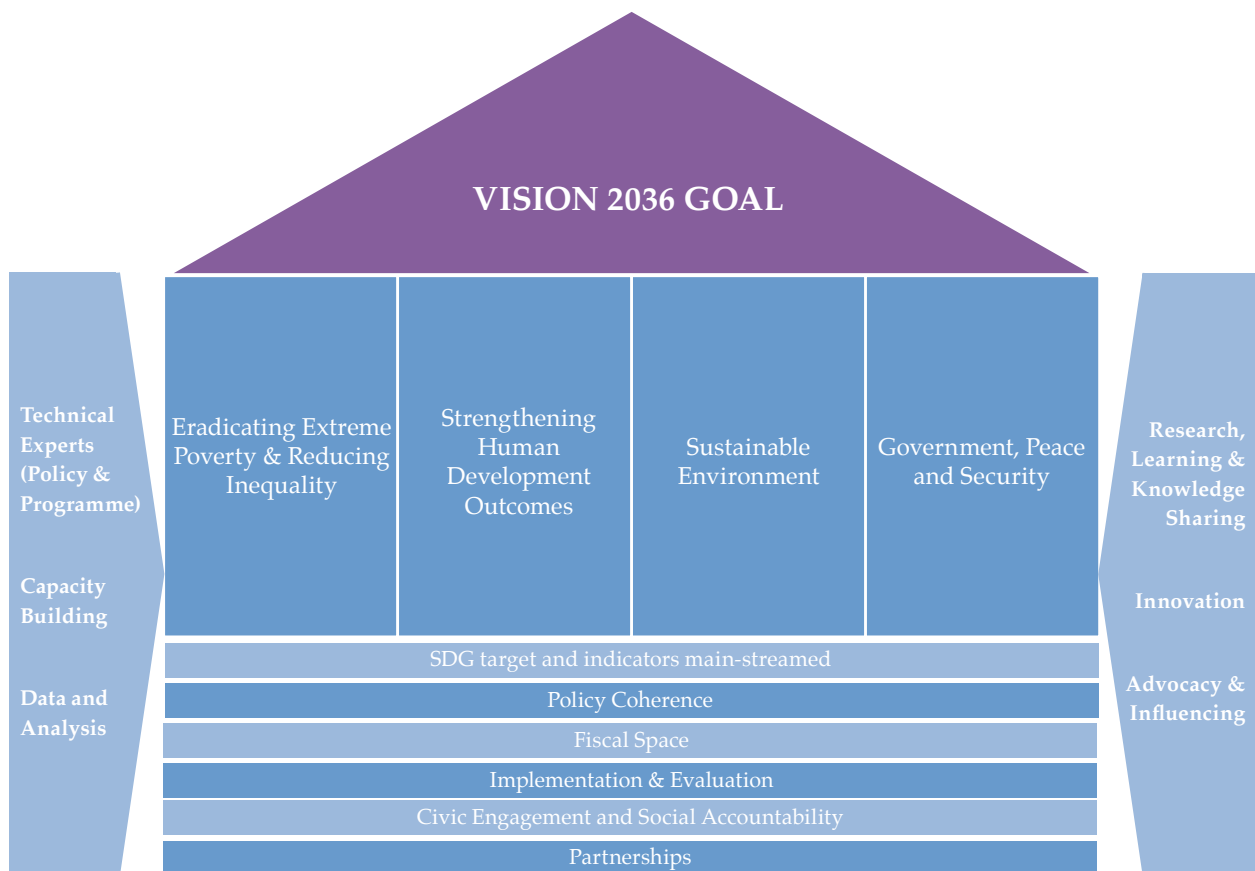


Figure 8: Botswana Country Outcomes and UN System Support







# The Outcomes and Outputs of the Three Strategic Priority Areas of UNSDF 2017- 2021

## Strategic Priority Area 1: Policy and Programme Design

### **Outcome 1: By 2021, Botswana has quality policies and programmes towards the achievement of Sustainable Development Goals targets and national aspirations**

In working to 'leave no one behind', there is need to promote social protection, economic opportunity and access to essential services for population groups that are furthest behind. The focus of Outcome 1 is on strengthening policy and programme development ensuring both technical soundness and coherence in relation to population groups that are furthest behind. Support will be provided for legislation or policies that address the needs of disadvantaged and excluded groups; programmes that focus on those most in need; analysis of and prevention of negative social and/or environmental spill-overs from developmental efforts. There is need for more targeted programmes in social protection to address women's social empowerment issues which limit the impact of economic empowerment. To help protect hard-won development gains, work under Outcome 1 will also seek to increase the resilience of societies, economies and the natural environment to withstand shocks and manage risks and uncertainties. Investment in resilience will entail strengthening capacities to build a commonly understood analysis of key vulnerabilities and recurring hazards (including climate extremes and environmental degradation); conducting thorough countrywide mapping of hazards and existing resilience building blocks, and identifying priority geographical or thematic areas for action; and formulating multi-sectoral context-specific and coordinated response that directly addresses the identified key vulnerabilities while, at the same time, strengthening preparedness and mitigating the impact of recurring hazards.

#### **Output 1.1: Enhanced national capacities to develop integrated policies, strategies and programmes for sustainable economic development**

Adopting a multi-dimensional approach to sustainable economic development, the UN will support Botswana to push for export-led economy underpinned by diversified, inclusive and sustainable growth driven by high levels of productivity through the enhancement of capacities to develop policies and programmes that support the identification and development of opportunities for diversified economic activity, improved market participation, competitiveness, productivity and product quality improvement. The capacity development initiatives will integrate the promotion and protection of labour standards. The UN will also support the strengthening of capacities for Local Economic Development (LED) and development of a comprehensive employment policy framework with an emphasis on cross-sector intervention, inclusiveness, targeting, coordination and convergence.

#### **Output 1.2: Enhanced national capacities to develop integrated policies, strategies and programmes to strengthen human and social development outcomes**

The UN will provide support to the development of policies, strategies and programmes to enhance human and social development outcomes paying particular attention to challenges in the supply of quality services, the demand for services, the enabling environment for quality services and strengthening accountability systems. Specific areas that will be addressed include support in the development of a comprehensive Poverty Eradication Policy and Strategy, Comprehensive Social Protection Policy and support to address challenges such as HIV&AIDS, education, health including sexual and reproductive



health, gender inequality including gender based violence (GBV), malnutrition, human trafficking, migration, climate change and disaster resilience.

**Output 1.3: Enhanced national capacities to develop integrated policies, strategies and programmes for the promotion of a sustainable environment**

The UN will support interventions aimed at strengthening the sustainable and optimal use of natural resources in Botswana which will be used to transform and uplift people's livelihoods especially, the vulnerable groups. Support on policy, strategy and programme development will focus on supporting the development and or strengthening of national policies to be compliant with ecosystem based adaptation for food security principles, support to the development of projects and programs that incorporate the climate change adaptation strategies or environmental sustainability as well as the development of an integrated energy plan for sustainability in energy planning and exploring new energy forms.

**Output 1.4: Enhanced national capacities to develop integrated policies, strategies and programmes to strengthen governance institutions, deepen peace and security**

The UN will support national efforts to strengthen governance institutions, deepen peace and security by supporting the strengthening of capacities to engage stakeholders in the identification of needs, strategies and interventions for an inclusive, peaceful, transparent and equal society in which rights are respected, protected and promoted and access to remedial measures is guaranteed. These efforts include the creation of a Paris Principles compliant national human rights institution through expanding the mandate of the Ombudsman's office to include a human rights portfolio. Investment will also be made in capacities to improve the accessibility of government at different administrative levels, citizen engagement and social accountability.

## Strategic Priority Area 2: Implementation of Policies and Programmes

**Outcome 2: By 2021 Botswana fully implements policies and programmes towards the achievement of the Sustainable Development Goals targets and national aspirations**

Strategic Priority Area 2 focuses on the identification and resolution of implementation gaps and constraints in the delivery of integrated policies, recognising the need for different implementation arrangements across policy areas and objectives. Policy integration and coherence calls for delivery through new ways of working and partnerships. Knowledge and experiences vary across sector, calling for the promotion of efficient and effective models that support rather than stall implementation. To ensure that delivery meets quality expectations there is a need for short loop feedback that facilitates continuous improvement. The UN will support Botswana to draw on and utilise emerging global knowledge in strengthening implementation capacity and delivery. Innovative approaches to the delivery of collective results will be promoted. Putting citizens at the heart of public service delivery and in control of decisions that affect them can bring many benefits including encouraging active participation in co-producing outcomes from services. Botswana, like many economies, cannot afford the waste created by fragmented services that do not deliver outcomes. Technology can help simplify citizens' interactions with public services. There is scope to use technology to integrate services, design services around people's needs, and enable citizens to access services online. There is also greater scope to enable citizens to greatly expand their real-time interactions with and inputs into public services online. Direct support at district, as well as national level, will contribute to this outcome.



**Output 2.1: Improved capacity to plan for delivery, identify and resolve implementation challenges, and account for the delivery of quality interventions that promote sustainable economic development**

The UN will support capacity development for the identification and resolution of implementation challenges and to promote the delivery of quality interventions that promote sustainable economic development. Support will also be given for multi-sector coordination, convergence on target groups and accountability mechanisms that keep the focus on results. Tracking the quality of delivery will be enhanced through a combination of citizens' voices and performance data.

**Output 2.2: Improved capacity to plan for delivery, identify and resolve implementation challenges and account for the delivery of quality interventions to strengthen human and social development outcomes**

To resolve challenges to strengthening human and social development outcomes, focus will be on strengthening capacity for multi-sector, multi-level, multi-stakeholder and inclusive gender mainstreamed intervention designs. Emphasis will be placed on synergies between sector-based interventions in addressing issues such as preventing HIV among adolescents and young people, reduction of stunting, healthy lifestyles, prevention of GBV, women's economic empowerment and other objectives requiring multi-sector action. Support to district government will be key to this output.

**Output 2.3: Improved capacity to plan for delivery, identify and resolve implementation challenges and account for the delivery of quality interventions for environmental sustainability**

The UN will support planning, identifying and resolving implementation challenges as well as accountability for the delivery of quality interventions for sustainable environment. Support will be provided to balance different operational imperatives from enforcement of regulations to promotional activities that strengthen citizens' participation in environmental management.

**Output 2.4: Improved capacity to plan for delivery, identify and resolve implementation challenges and account for the delivery of quality interventions to strengthen governance institutions and deepen peace and security**

Capacity strengthening to deepen democracy and strengthen governance institutions requires improving accessibility of such institutions to potential service users. Support will be provided to the exploration and utilization of innovative approaches to overcome traditional challenges to implementation and for adaptation and adoption at scale.

## Strategic Priority Area 3: Data for Planning, Monitoring, Evaluation and Decision making

**Outcome 3: By 2021 state and non-state actors at different levels use quality and timely data to inform planning, monitoring, evaluation, decision-making and participatory accountability processes**

Planning for and pursuit of the SDGs and related targets requires the collection of comprehensive data to best identify, prioritise and track progress of the most vulnerable and disadvantaged groups. Availability of disaggregated data is critical not only for the identification of those groups and patterns of exclusion, but also for monitoring the progress and for SDGs and other normative frameworks reporting. Work under this outcome will be guided by a human rights-based approach to data in order









to best support the formulation and implementation of coordinated responses to national statistical capacity development needs; explore new, innovative methods for data generation, in line with the UN's data revolution commitments; and strengthen capacities to adapt the SDG indicator framework to the national context and strengthen national data and statistical systems. The availability of relevant disaggregated data will be improved through strengthening existing demographic and other data sources (censuses, surveys, administrative data, civil registration systems); utilisation of new sources of data; big data; and expanding "open data" (access to data). Recognising citizen engagement and social accountability as areas that are critical to the achievement of the 2030 Agenda, the UN will support the development/adaptation and use of various social accountability mechanisms and tools to strengthen the use of data for decision-making and accountability. Evaluations and research will also be crucial contributions of the UN under this Outcome. UN recognises the need to bring data users and producers together at the earliest stages of policy/project development in order to design reliable monitoring and evaluation frameworks as well as cost benefit analysis.

**Output 3.1: Increased institutional capacities to collect, manage, analyse, package and utilise data to improve planning, monitoring, evaluation and decision-making towards the promotion of sustainable economic development**

To improve the design, management, monitoring and evaluation of interventions to promote sustainable economic development in Botswana, the UN will support capacity development for the collection, storage, analysis, presentation and utilisation of relevant data, disaggregated by sex, age, language, location and any other relevant category. Support will target different stakeholder needs and will include surveys, administrative data, and data generated through target group and public engagement. In addition to improved data, the UN will support the development of capacities to analyse and utilise data. Support will be provided to the exploration of different innovations that enable tracking of social protection beneficiaries' progress and the tailoring of support to match their changing needs, the tracking of Local Economic Development and the jobs created through this as well as the implementation of the employment policy. In the area of export-led diversified growth and employment substantial data exist from various indices on economic performance. The thrust will thus, be on strengthening capacities to access and utilise this data and the development of complementary indicators that will allow for the tracking and monitoring of policy responses. Support will also be provided for the exploration of innovative tools for the collection of labour data.

**Output 3.2: Increased institutional capacities to collect, manage, analyse, package and utilise data to improve planning, monitoring, evaluation and decision-making to strengthen human and social development outcomes**

Capacity development for the gathering, analysis and use of disaggregated data for intervention design, targeting, monitoring and evaluation will aim to strengthen access to data that facilitates vertical and horizontal coordination and accountability. Investments will be made to increase the frequency and timeliness of data collection and programme adaptation to evidence. Capacities to use administrative data complemented by data from citizens for the management of services will be strengthened. In critical services such as health care, real time monitoring systems will be promoted as possible interventions to improve the timeliness and completion of routine interventions such as nutrition.

**Output 3.3: Increased institutional capacities to collect, manage, analyse, package and utilise data to improve planning, monitoring, evaluation and decision-making for environmental sustainability**

To improve capacities for the planning, monitoring, evaluation and decision making for environmental sustainability, the UN will support the identification of data gaps, the building of capacities to address



“ To improve capacities for the planning, monitoring, evaluation and decision making for environmental sustainability, the UN will support the identification of data gaps, the building of capacities to address the gaps, and the establishment of institutional partnerships for the use of data in decision-making, innovative data collection, analysis and use will also be support to enhance the use of data to respond to environmental and climate changes. ”

the gaps, and the establishment of institutional partnerships for the use of data in decision-making, innovative data collection, analysis and use will also be support to enhance the use of data to respond to environmental and climate changes.

**Output 3.4: Increased institutional capacities to collect, manage, analyse, package and utilise data to improve planning, monitoring, evaluation and decision-making to strengthen governance institutions and deepen peace and security**

The capacities of governance institutions to gather, analyse and utilise disaggregated data to improve outcomes will be strengthened with a focus on a) improving citizens' access to data, and b) increasing the ability of institutions to receive, analyse, interpret and utilise citizens' feedback. In addition, support will be provided towards the exploration of tools for the aggregation and use of local level dialogues and processes in shaping district and national level policies and programme interventions.

## Resources and Partnership Mobilization

### The Strategy

Building on the UN approach of promoting broad-based partnerships addressing several areas that are key to the successful pursuit of Agenda 2030, the UN in Botswana, will refine the Joint Partnerships and Resources Mobilisation Strategy developed in 2012. The revision process will take on board new lessons and opportunities emerging from the changed country, regional and global context.

In revising and updating the Joint Partnerships and Resources Mobilisation Strategy, the UN and partners will reflect the paradigm shift with regard to partnerships as well as spell out principles that will guide the partnerships.

### Estimated Resource Requirements

The estimated financial resources for each UNSDF 2017-2021 Outcome are presented in Table 2. These contributions include "firm" resource commitments by each participating United Nations Agency as well as "soft" commitments and unknown other resources that organisations expect to mobilize during the UNSDF 2017-2021 cycle. The figures, while presented as estimates, are as accurate as possible at the time of the UNSDF2017-2021 drafting. Resource targets will continue to be updated and confirmed in Agency programme documents and work plans, according to the procedures and approval mechanisms of each Agency. Resource requirements also will be reviewed and updated annually to reflect the different cycles of specialised and non-resident Agencies.

In order to achieve the expected outcomes, the United Nations System will provide sound technical support and cutting-edge policy advisory services as well as limited financial resources to supplement those availed by the Government and other partners. The UNSDF 2017-2021 Resources Framework is developed with the realisation that the role of the UN in Botswana has evolved from one of providing development assistance to one of partnership. The United Nations will provide an estimated US\$ 49 675 102.00 to achieve the UNSDF 2017-2021 outcomes. It is hoped that other partners, especially the Government, will be forthcoming in providing financial (and other required) resources to support activities aimed at achieving the UNSDF 2017-2021 strategic results.





The total anticipated resources to be mobilized in support of UNSDF 2017-2021 Outcomes in Botswana during 2017-2021 amounts to an estimated US\$49 675 102.00 at the time of UNSDF 2017-2021 writing. About US\$20 206 122.00 will be spent under Strategic Priority Area 1; US\$16 011 764.00 - under Strategic Priority Area 2; and US\$13 457 216.00 - under Strategic Priority Area 3 (Table 2). The UNSDF 2017-2021 is expected to benefit from substantial technical support from various Regional Offices of the United Nations System. Furthermore, it is expected that the UNSDF 2017-2021 priorities and outcomes are areas in which other development partners active in Botswana including the World Bank, African Development Bank, the European Union, USAID and other bilateral development partners will have interest in, opening up avenues for broad partnerships and collaboration.

### Estimate of Resources for UNSDF 2017 - 2021

Strategic Priority Areas	Total Resources for UNSDF (US\$)
<b>Policy and Programme Design</b>	<b>20 206 122.00</b>
<b>Implementation of Policies and Programmes</b>	<b>16 011 764.00</b>
<b>Data for Planning, Monitoring, Evaluation and Decision Making</b>	<b>13 457 216.00</b>
<b>Totals</b>	<b>49 675 102.00</b>

Table 2: Estimate of Resources





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# Implementation and Management Modalities

In terms of governance structures, a high-level UNSDF 2017-2021 Programme Steering Committee (PSC) comprising senior Government officials, representatives of the United Nations System and key development partners, will provide strategic direction and oversight to implementation of the UNSDF 2017-2021. The Steering Committee will be co-chaired by the Permanent Secretary in the Ministry of Finance and Economic Development and the United Nations Resident Coordinator, and will bi-annually review Annual Work Plans, progress against the UNSDF '2017-2021 Results and Resources Framework and approve preparation of joint programmes. A secretariat will be provided for the PSC by the UN and MFED.

The United Nations Country Team (UNCT), under the leadership of the Resident Coordinator, will be responsible for the effectiveness of United Nations System development activities. Encompassing Representatives of the United Nations Funds and Programmes, and other United Nations entities accredited to Botswana, United Nations Country Team members will chair the three UN Coordination Groups based on the three Strategic Priority Areas, as outlined in the UNSDF: Policy and Programme Design, Implementation of Policies and Programmes and Data for Planning, Monitoring, Evaluation and Decision Making (Table 3).

<b>UN Coordination Groups</b>	1. Policy and Programme Design	2. Implementation of Policies and Programmes	3. Data for Planning, Monitoring, Evaluation and decision making.
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**Table 3: UN Coordination Groups**



# Monitoring and Evaluation Mechanisms

The United Nations System and the Government of Botswana are committed to rigorously apply an evidence-based approach to monitor the progress of the UNSDF 2017-2021 and will use key indicators that are gender responsive, accompanied by baselines, targets and means of verification, that have been formulated for each UNSDF 2017-2021 Outcome under the three Strategic Priority Areas. To the extent possible, monitoring of the UNSDF 2017-2021 will be done using existing national performance monitoring tools and evidence-based data available from national sources. In addition, the monitoring process will be linked to, and will contribute to, the strengthening of national data and monitoring capacity.

The Results and Resources Framework, encompassing a set of performance indicators with corresponding baselines, targets and means of verification, provides the basis for evidence-based assessment of progress toward results and final evaluation of the UNSDF 2017-2021.

A more elaborate UNSDF 2017-2021 Monitoring and Evaluation Calendar will be developed to provide a tentative schedule of major M&E activities, including other initiatives to ensure robust monitoring and evaluation. Proxy indicators will be also used for evaluating relevance and added value of collective efforts for sustainable development. During the UNSDF 2017-2021 implementation, the M&E Group will enhance inter-Agency and inter-Government coordination and collaboration in monitoring and evaluation; identify synergies in data collection activities; and harmonise project and programme evaluations by Agencies, where feasible. The M&E Group also will provide evidence-based guidance on processes, tools and timing in undertaking UNSDF 2017-2021 Annual Reviews, UNSDF 2017-2021 progress reporting, UNSDF mid-term review and the final UNSDF 2017-2021 Evaluation. More strengthened gender coordination and review within the UNSDF will be carried out through the use of the UN Gender Score Card.

A UNSDF 2017-2021 Report will be produced on progress toward UNSDF 2017-2021 Outcomes at least once during the cycle, drawing on available evidence of what the United Nations System has contributed toward these Outcomes. More than one Progress Report will be produced, if this adds value. Timing will be determined jointly by the United Nations System and the Government.

A detailed final evaluation of the UNSDF 2017-2021 will be undertaken in the penultimate year of the UNSDF 2017-2021 cycle. This evaluation will assess, in particular, the contribution made to national development priorities and goals; relevance of UNSDF 2017-2021 Outcomes; effectiveness and efficiency by which results have been achieved; and sustainability of results. A particular focus will be on the extent to which the United Nations System has been able to effectively contribute to substantive strengthening of national institutional and human capacities, as the heart of this UNSDF 2017-2021. As appropriate, the evaluation will inform the design of the next UNSDF and its ensuing Country Programmes and projects by individual Agencies.



“ During the UNSDF 2017-2021 implementation, the M&E Group will enhance inter-Agency and inter-Government coordination and collaboration in monitoring and evaluation; identify synergies in data collection activities; and harmonise project and programme evaluations by Agencies, where feasible. ”







# Annex 1: UNSDF 2017-2021 Results and Resources Framework

UN Sustainable Development Framework - Results Matrix		
Outcomes and Outputs	Indicators	Baselines (year)
<b>Outcome 1:</b> By 2021, Botswana will have developed quality policies and programmes towards the achievement of Sustainable Development Goals and national aspirations	1. Multi-dimensional poverty rates (by sex, location, age and by income, age, race, ethnicity, migratory status and geographic location and other relevant characteristics.	1. MTHS data in 2016 - Children: 63% of children (2009/10) - TBD
	2. 90-90-90 HIV/AIDS targets	2. 84-86-96 [2016]
	3. HDI score	3. 0.698 [2014]
	4. Global Gender Gap Index (0.00 = inequality, 1.00 = equality)	4. GGGI: 0.708
	5. Maternal mortality ratio	5. 152 per 100 000 live births
	6. Under- five mortality ratio	6. Under 5MR: 28/1000 live births
	7. Number of integrated gender sensitive new/updated policies, strategies, programs and frameworks developed and approved, incorporating SDG targets and key national aspirations.	7. 0
	8. TB Treatment success rate	8. 87%(2015)
	9. Malaria Incidence	9. 0.32 per 1000pop (2016)
<b>Output 1.1:</b> Enhanced national capacity to develop integrated policies, strategies and programmes for sustainable development of the economy	1. Policies/Strategies and plans developed/ revised integrating environment, social and economic dimensions	1. 3
	2. Policies/Strategies and plans developed/ revised on employment	2. 0
<b>Output 1.2:</b> Enhanced national capacity to develop integrated policies, strategies and programmes to strengthen human and social development outcomes	1. Policies/Strategies and plans developed/ revised in Poverty and Social Protection	1. 2
	2. Policies/ Strategies and plans developed/ revised in HIV/AIDS	2. 2
	3. Policies/ Strategies and plans developed/ revised in RMNCAH	3. 0
	4. Policies/ Strategies and plans developed/ revised in Communicable Diseases	4. 6
	5. Policies/ Strategies and plans developed/ revised in Non-Communicable Diseases	5. 0
	6. Policies/ Strategies and plans developed/ revised in Environment	6. 0
	7. Policies/ Strategies and plans developed/ revised in Education & Child Protection	7. 0
	8. Policies/Strategies and plans developed/ revised in Migration	8. 0
	9. Policies /strategies and plans developed/ revised in Gender Equality and Women's Empowerment	9. 1
	10. Policies/Strategies and plans developed/ revised in Mental Health	10. 0
	11. Policies/Strategies and plans developed in Rehabilitation	11. 0



## UN Sustainable Development Framework - Results Matrix

Targets (year)	MOV/ Data Source	UN Partners
1. TBC	1. MTHS, MODA	1. UNDP, UNICEF
2. 90-90-96 [2021]	2. MoH Reports	2. UNDP, WHO, UNAIDS, UNICEF, UNFPA
3. 0.75 [2021]	3. HDI annual report	3. UNDP, UNICEF, UNFPA
4. GGGI: 0.850	4. Human Development Report	4. UNICEF
5. 103 per 100 000 live births	5. Health Statistics Reports	5. WHO, UNFPA
6. Under 5MR: 25/1000 live births	6. MoH Annual Health Statistical Report and National Population Census	6. WHO, UNICEF
7. 5 (1 p.a.)	7. UN annual progress reports	7. ALL UN Agencies
8. 93% (2021)	8. MoH Reports	8. WHO, IOM, UNAIDS
9. Zero malaria cases	9. MoH Reports	9. WHO, IOM
1. T2: 4      T5: 6	1. MLGRD & Project Reports, National Strategy Office and Ministry of Investment, Trade and Industry project reports	1. UNDP, UNWOMEN
2. T2: 2      T5: 4	2. STATS Botswana Employment Statistical reports, Bilateral agreement between Botswana and other countries, Labour migration information system	2. ILO, UNFPA, IOM
1. T2: 2      T5: 4	1. Approved framework; MLGRD - Social Protection; World Bank Reports, Ministry of Health Reports	1. UNDP, UNICEF, UNAIDS
2. T2: 4      T5: 5	2. Approved NSF III, Community Commitment; Ministry of Health Reports, Approved National Framework; Ministry of Health/NACA Reports, Published Assessment, Ministry of Health Reports	2. UNICEF, UNAIDS, WHO, UNFPA, UNDP
3. T2: 8      T5: 10	3. Ministry of Health Reports	3. UNICEF, UNAIDS, UNFPA, WHO
4. T2: 6      T5: 10	4. Approved TB, Malaria, EPI, IDSR, IHR, strategic plans and Environmental Health policies and strategies	4. WHO, IOM, UNAIDS, UNICEF
5. T2: 4      T5: 6	5. Ministry of Health Reports	5. WHO, UNDP, UNICEF, UNDP
6. T2: 6      T5: 8	6. Ministry of Health Reports	6. WHO, UNDP, UNEP, IOM, UNICEF
7. T2: 1      T5: 2	7. Approved National Plan for prevention and response to VAC; Botswana Police Service Crime Reports & MLGRD Reports	7. UNICEF
8. T2: 1      T5: 2	8. National policy on Migration	8. IOM, ILO
9. T2: 1      T5: 2	9. Approved Gender Budgeting Framework	9. UNWOMEN, WHO, UNFPA, UNDP, UNICEF
10. T2: 2      T5: 3		10. WHO
11. T2: 2      T5: 3		11. WHO

Legend: T2 = Two year target; T5 = Five year target





<b>Output 1.3:</b> Enhanced national capacity to develop integrated policies, strategies and programmes for the management of the trade-off between economic growth and environmental sustainability	1. No. of measures - plans, strategies, policies designed to achieve low-emission and climate-resilient development and reduce environmental degradation.	1. 0
	2. No. of inclusive policies/strategies integrating environment, social and economic dimensions	2. 0
<b>Output 1.4:</b> Enhanced national capacity to develop integrated policies, strategies and programmes to deepen democracy outcomes and strengthen governance institutions.	1. Number of governance related Policies/Strategies and plans developed	1. 0
<b>Outcome 2:</b> By 2021 Botswana will have fully implemented policies and programmes towards the achievement of the Sustainable Development Goals and national aspirations	1. Multi-dimensional poverty rates, by sex, location, age and by income, age, race, ethnicity, migratory status and geographic location and other relevant characteristics.	1. MTHS data in 2016 - Children: 63% of children (2009/10)
	2. NCD incidence	2. a. High Blood Pressure: [TBD] b. Diabetes: [TBD]
	3. Under 5 mortality rate	3. Under 5MR: 28/1000 live births
	4. Proportion of women in leadership positions by political, public and private sector	4. TBD
	5. Global Gender Gap Score (0.00 = inequality, 1.00 = equality)	5. GGGI: 0.708 (2015)
	6. Maternal mortality	6. 152 per 100 000 live births
	7. Achievement of 90-90-90 (HIV/AIDS target)	7. 84-86-96 [2016]
	8. Percentage of young women and men aged 15-24 years who correctly identify ways of preventing the sexual transmission of HIV and who reject major conceptions about HIV transmission	8. 47.9%
	9. Percentage of women aged 15-24 years who know at least 3 contraceptive method	9. 45%
	10. Communicable diseases incidence	10. a. TB -87%(2015) b. Malaria-0.32/per 1000pop (2016)
<b>Output 2.1:</b> Improved capacity to plan for delivery, identify and resolve implementation challenges, and account for the delivery of quality interventions for sustainable development of the economy.	1. Number of new full-time equivalent jobs (from local economic development [LED] initiatives in target areas) disaggregated by sex, age and location	1. 0
	2. Increase in the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship	2. 0



1. T2: 2 T5: 3	1. MENT	1. UNDP, IOM, WHO, UNWOMEN
2. T2: 4 T5: 8	2. MENT, Office of the President Reports, Migration Crisis Operational Framework	2. UNDP, IOM
1. T5: 2	1. Office of the President Report	2. UNDP
1. TBC	1. MTHS survey report	1. UNICEF and UNDP
2. a. High Blood Pressure: [TBD] b. Diabetes: [TBD]	2. A,b,d- STEPS Survey Statistical Reports	2. WHO
3. Under 5MR: 25/1000 live births	3. MoH Annual Health Statistical Report	3. UNICEF, WHO
4. 30% Cabinet, 30% Parliament (2019), 50% Public Service (2021)	4. Gender Reports (2019 and ,2021)	4. UNWOMEN, UNDP
5. GGI: 0.850	5. Global Gender Gap Report	5. UNWOMEN, UNDP
6. 103 per 100 000 live births	6. Health Statistics Report	6. WHO, UNFPA
7. 90-90-96 [2021]	7. MoH Reports	7. WHO, UNICEF, UNFPA, UNAIDS, UNWOMEN, UNDP
8. 65%	8. MoH Reports	8. UNFPA
9. 75% a. 93% (2021) b. Zero cases(2021)	9. MoH Reports	9. UNFPA
	10. MOH Reports	10. WHO, UNICEF, IOM, UNDP
1. T5: 8000 (4000 males and 4000 females) in 16 districts	1. MLGRD & UNDP reports	1. UNDP
2. T2: TBD	2. Updated curriculum reports, Implementation reports	2. UNESCO



<p><b>Output 2.2:</b> Improved capacity to plan for delivery, identify and resolve implementation challenges and account for the delivery of quality interventions to strengthen human and social development outcomes</p>	<p>1. Number of demand creation initiatives for strengthening human and social development outcomes (IEC, community mobilisation, advocacy, behaviour change communication, awareness raising)</p>	1. 0
	<p>2. Number of initiatives to build the capacity of service providers for strengthening human and social development outcomes (training, peer learning, skills building, mentoring &amp; supervision)</p>	2. 4
	<p>3. Number of initiatives to strengthen institutional capacity for delivery of human and social development services (ICT innovations, guidelines, protocols/SOPs, minimum packages, supply chain)</p>	3. 0
	<p>4. Number of initiatives to improve coordination for delivery of human and social development outcomes (initiatives related to gender mainstreaming, leadership, harmonization, creating synergies &amp; cohesion, maximizing efficiencies, convening partners)</p>	4. 6
	<p>5. Gender Commission Functional</p>	5. 0
<p><b>Output 2.3:</b> Improved capacity to deliver quality intervention for the management of the trade-off between economic growth and environmental sustainability</p>	<p>1. Number of initiatives to strengthen institutional capacity for delivery of quality interventions for the management of the trade-off between economic growth and environmental stability.</p>	1. 0
	<p>2. Number of disaster and climate risk reduction framework/tools that are sector specific and gender responsive developed at national and subnational levels</p>	2. 2
	<p>3. Number of viable community/CSO-led natural resource-based enterprises in target areas, disaggregated by sex, age, location</p>	3. 0
	<p>4. Percentage of national policies compliant with Ecosystem based Adaptation for Food Security principles</p>	4. 0
	<p>5. Number of programmes developed that support Ozone compliance assistance (HPMP +Institutional strengthening)</p>	5. 3
	<p>6. Number of national actions taken on valuation of national capital</p>	6. 0
<p><b>Output 2.4:</b> Improved capacity to plan for delivery, identify and resolve implementation challenges and account for the delivery of quality interventions to deepen democracy outcomes and strengthen governance institutions.</p>	<p>1. % increase of women's representation in politics</p>	1. 9.5%, 23%
	<p>2. National human rights institution (NHRI) established and functioning</p>	2. 0 (no NHRI)
	<p>3. Percentage of legal aid target population that have access to the court system disaggregated by gender, age, region and level of income</p>	3. TBD
	<p>4. Increase in the percentage of beneficiaries satisfied with service delivery by public institutions</p>	4. 23% rating as good





1. T2: 8	1. Botswana Police Service Crime Reports & MLGRD Reports, SBCC materials, RMNCAH and GBV materials	1. UNDP, UNFPA, WHO
2. T2: 30	2. Partners report, MoH reports, training reports, MoE reports	2. UNICEF, UNFPA, UNAIDS, WHO, IOM, UNAIDS, UNWOMEN
3. T2: 9	3. Civil Registration & Vital Statistics country Reports, Programme Reports	3. UNICEF, WHO, UNFPA, IOM
4. T2: 17	4. Botswana Police Service Crime Reports & MLGRD Reports, MoH/NACA Reports	4. UNICEF, UNFPA, WHO, UNWOMEN, UNDP
5. T2: 8      T5: 16	5. Gender Affairs Reports	5. UNDP, UNWOMEN
1. T2: 1	1. Reports	1. UNDP, IOM
2. T2: 3	2. Reports	2. UNDP
3. T2: TBD	3. Reports	3. UNDP
4. T2: 1	4. Reports and publications	4. UNEP
5. T2: 3	5. Reports and publications	5. UNEP
6. T2: 1	6. Reports and publications	6. UNEP
1. T2: 12%, 25%    T5: 12%, 25%	1. Gender Affairs Reports, IEC reports	1. UNDP, UNWOMEN
2. 1 (NHRI established)	2. NHRI legislation	2. UNDP
3. T2: TBD	3. Legal aid reports, UNDP reports	3. UNDP
4. T2: 30% rating good	4. Reports	4. UNESCO, UNDP, UNWOMEN



<p><b>Outcome 3:</b> By 2021 State and non-State actors at different levels will use quality and timely data to inform planning, monitoring, evaluation, decision-making and participatory accountability processes.</p>	<p>1. High quality, timely and reliable sectoral data. (disaggregated by income, sex, age, race, ethnicity, migratory status and geographic location and other relevant characteristics available to decision makers and citizens</p>	1. 0
	<p>2. Data &amp; M&amp;E Policy &amp; institutional framework developed</p>	
	<p>3. Percentage of SDG indicators incorporated in national statistics</p>	
<p><b>Output 3.1:</b> Increased institutional capacity to collect, manage, analyze, package and utilize data to improve planning, monitoring, evaluation and decision-making towards sustainable development of the economy</p>	<p>1. Number of strategic initiatives evaluated to inform policy, programme design and implementation related to sustainable development of the economy.</p>	1. 0
		2. 0
<p><b>Output 3.2:</b> Increased institutional capacity to collect, manage, analyze, package and utilize data to improve planning, monitoring, evaluation and decision-making to strengthen human and social development outcomes.</p>	<p>1. Number of priority SDGs indicators included in national surveys and disaggregated by district, sex vulnerability and age.</p>	1. 5
	<p>2. Number of strategic initiatives evaluated to inform policy and programme design and implementation related to human and social development</p>	2. 2
	<p>3. Integrated M&amp;E Framework in place to monitor progress towards SDGs, NDP 11 and Vision 2036</p>	3. No
	<p>4. Functional ecosystems that generate disaggregated data to support SDG indicators</p>	4. 0
	<p>5. Number of strategic areas for which studies are conducted to close data gaps</p>	5. 4
<p><b>Output 3.3:</b> Increased institutional capacity to collect, manage, analyze, package and utilize data to improve planning, monitoring, evaluation and decision-making for the management of the trade-off between economic growth and environmental sustainability.</p>	<p>1. A system to measure UN environment related conventions and SDG indicators established</p>	1. 0
	<p>2. Number of evaluations conducted to inform policy and programme design and implementation related to environmental sustainability</p>	2. 9
<p><b>Output 3.4:</b> Increased institutional capacities to collect, manage, analyze, package and utilize data to improve planning, monitoring, evaluation and decision-making to deepen democracy outcomes and strengthen governance institutions.</p>	<p>1. Feasibility study to establish an M&amp;E system for governance related UN Conventions/ SDGs</p>	1. 0



1. T2: 1 T5: 2	1. MLGRD, UNDP & MITI Project Reports	1. UNDP
1. T5: 8000 (4000 males and 4000 females) in 16 districts	1. MLGRD & UNDP reports	1. UNDP
2. T2: TBD	2. Updated curriculum reports, Implementation reports	2. UNESCO
1. T: 11	1. Survey reports	1. UNFPA, IOM, UNICEF, WHO, UNWOMEN
2. T2:4 T5:4	2. Evaluation reports	2. UNDP, UNICEF, IOM, WHO, UNWOMEN
3. T2: Yes T5: Yes	3. Existence of framework	3. UNDP, IOM, UNFPA, WHO UNWOMEN
4. T2: 2	4. Existence of the system	4. UNICEF, WHO
5. T2: 20	5. Study reports by strategic areas	5. UNFPA, WHO, UNICEF
1. T5: 1	1. Stats Bots & MENT project reports	1. UNDP
2. T2:12 T5: 13	2. GEF Projects reports, Programme reports	2. UNDP, IOM
1. T5: 1	1. UNDP Reports	2. UNDP





## Annex 2: Roles and Strengths of the United Nations System

The UN System brings several strengths to the partnership with Botswana. The strengths include:

**UN as custodian of human rights instruments:** The UN upholds the norms, standards and principles of the UN Charter, the Universal Declaration of Human Rights and statutory and customary international law and international treaties as well as the development agenda as outlined in the Sustainable Development Goals (SDGs) Declaration. The UN as custodian of these instruments, advocates for their implementation, monitors adherence, and supports Governments in complying with their obligations.

**Neutrality, impartiality and goodwill:** The UN stands for a principled, norm-based, constructive engagement based on human rights principles acting as neutral and impartial broker. The UN is able to work with different stakeholders responding quickly, flexibly and effectively to both on-going and emerging needs, and operating in harmony with other stakeholders. Furthermore, the UN has the ability to work on critical/sensitive areas of concerns.

**Experience in policy and programming:** The UN has experience in supporting national partners to undertake important normative and analytical work on priority development issues, strengthening national capacities, informing public policies, providing evidence for programming, and guiding the design, implementation, and monitoring of programmes.

**Experience in fostering and facilitating multi-stakeholder engagements and action:** The UN is able to bring together diverse partners for more substantive partnerships and dialogues including a wide variety of relevant national development partners from the public and non-public sectors (Parliament, civil society organisations, youth-led groups and associations, the private sector, foundations, academia, and the media), and international development partners (bilateral, multilateral and foundations).

**Diversity of agency mandates and capabilities:** The diversity of agencies allows the UN to provide a wide breadth of technical expertise and to draw on a wide array of global knowledge networks.

**Mix of local and international knowledge and expertise:** The UN brings a healthy mix of international managers and highly-capable national professionals with local knowledge that is backed by regional and international expertise.

**Access to global best practice and lessons:** Facilitating access to the UN's worldwide experience and knowledge is an important asset the UN brings. In addition, the UN supports South-South Cooperation (SSC) – both in terms of brokering incoming SSC to address domestic needs and helping countries expand their role as a provider of development services to other countries.

**Balancing upstream and downstream work:** Drawing on global experience, expertise and proven working models, the UN is able to balance upstream advisory work with practical downstream work to translate policies into implementation plans supported by adequate capacity and evidence-informed working models.

**Corporate-level research and development, innovation and risk-taking:** The UN invests substantially in research and learning enabling the synthesis of working models and knowledge products to support emerging areas of need. Furthermore, the UN invests in innovation and takes risks of new ideas to be able to develop and promote new and better ways of doing development work.

**Ability to facilitate the participation of countries in inclusive international processes:** The UN facilitates countries' engagement in international processes that define and set universal standards. Through such processes, the UN provides platforms for countries to share their concerns and engage in dialogue to identify shared global solutions.



# Annex 3: Commitments of the United Nations System to Delivering as one in Botswana

## Background

The United Nations is engaged in a continuous process of change and reform to strengthen its ability to meet new demands and deliver its vital services in the most effective and efficient ways. This means (1) constant emphasis on transparency, accountability, integrity, efficiency and flexibility, and (2) creating an environment in which improvement is expected and innovation is welcomed. The Member States make efforts to enhance the relevance, coherence and credibility of the UN system as a shared goal and interest, in accordance with the purposes and principles of the Charter of the United Nations. Through the Quadrennial Comprehensive Programme Review (QCPR) process, recent resolutions of the UN Economic and Social Council (ECOSOC), and the global and national consultations on the post-2015 development agenda, Member States confirmed their desire to see a strong UN development system, one that is relevant and ready to assist countries to deliver on their sustainable development priorities.

As part of the reform of the United Nations system, a High-Level Panel on System-Wide Coherence recommended a “Delivering as One” model in 2006. When the Secretary-General launched the initiative, the Governments of eight countries — Albania, Cape Verde, Mozambique, Pakistan, Rwanda, Tanzania, Uruguay, and Vietnam — volunteered to become Delivering as One (DaO) pilots. The experience of the pilots has since inspired a number of countries to follow suit as self-starters.

A universal post-2015 sustainable development agenda also requires that the United Nations is more “fit for purpose” to support Member States at the country level to deliver the next generation of Sustainable Development Goals. Becoming “fit for purpose” requires the United Nations to accelerate efforts to work more coherently and cohesively so as to help Member States respond effectively to increasingly interlinked and complex development challenges.



## The United Nations Sustainable Development Framework 2017-2021

The United Nations Sustainable Development Framework provides an excellent opportunity for further achieving transformative development results through harmonisation and alignment, and, most importantly, enhanced effectiveness, efficiency and strengthened partnerships. The new framework will serve as a means to enhance UN coherence in the spirit of Delivering as One in Botswana to improve performance towards achieving measurable results and impact of the collective efforts and joint action. Building the credibility of the United Nations as a reliable partner and strengthening national mutual accountability mechanisms will remain imperative.

The United Nations System in Botswana will strategically position itself through coherent planning processes and strengthened interventions to deliver strategic results with a greater impact. National ownership and mutual accountability will be given a priority, with a focus on strengthening national monitoring and evaluation (M&E) capacity and deepening the integration of M&E into the national development planning and implementation process.

The United Nations Country Team will make efforts for a much stronger UN integrated approach and convergences of interventions that would better meld the capacities of the Funds and Programmes with the expertise of UN Agencies. The engagement of both resident and non-resident United Nations Agencies in the UNSDF 2017-2021 implementation will be guided by Botswana's needs, with a focus on United Nations core programming principles and quality. The UNSDF 2017-2021 will be fully results-focused and it will be the responsibility of each United Nations Agency that puts itself forward to contribute to the UNSDF 2017-2021 results to bring human, financial and organisational resources that are sufficient to play a meaningful role in supporting the achievement of these results.

To improve response to Botswana's priorities by making the most valuable contributions to policy advice, technical assistance and advocacy, the UN Country Team will apply some of the pillars of Delivering as One modality, such as One Leader (empowered Resident Coordinator and empowered UNCT), Operating as One, and Communicating as One.

### One Leader

As outlined in the Standard Operating Procedures for Delivering as One, under the One Leader concept, the empowered Resident Coordinator will provide strategic leadership throughout the UNSDF 2017-2021 process, bringing together relevant analytical capacities, both national and international, and developing synergies between various United Nations assets, as well as linkages between United Nations entities, with their respective mandates, and other partners. The Resident Coordinator will lead the process in a collegial and participatory way, and will ensure that the United Nations System in Botswana is responding to the most relevant and strategic national priorities in an effective and timely way.

The Resident Coordinator will hold UNCT members accountable for the results they committed to deliver with the UNSDF 2017-2021. Each Agency will retain authority and accountability over the use of Agency resources.

Joint UNCT leadership under an empowered Resident Coordinator will ensure the implementation of the UNSDF 2017-2021. The UNCT will be responsible for the oversight and effective functioning of the UNSDF 2017-2021 Results Groups and M&E Group, UN Gender Theme Group, UN Working Group on Human Rights, Joint UN Team on AIDS, Operations Management Team, and UN Communications Group. Regular UNCT meetings will establish an ongoing, high level of information exchange to strengthen inter-Agency collaboration and improve coordination of the United Nations System as a whole.





## Operating as One

The UNCT will support results-based planning to strengthen strategic thinking and prioritisation of harmonisation efforts, with a focus on the highest value added. Led by UNDP, the Operations Management Team intensively discussed the approaches to planning, management and implementation of harmonised business operations at country level, aligning activities as outlined within the UNSDF 2017-2021 document. It voiced a need for several operational activities and harmonisation efforts of the UNCT as part of Operating as One pillar.

## Communicating as One

The UNSDF 2017-2021 will enable the UNCT bring its comparative advantages under all three strategic areas to achieve tangible progress toward Vision 2036, NDP11, the post-2015 development agenda, and internationally agreed goals and commitments, shifting from the assistance paradigm to a greater focus on cooperation and partnership.

The United Nations Communications Group, under the guidance of the UN Country Team and with support from the RC's Office, will develop a UNCT Communications Strategy for 2017-2021, to be aligned with the UNSDF 2017-2021 priorities. Strategic internal and external communications efforts will target national counterparts, a wide range of partners and the general public to raise awareness of United Nations programmes and development results in Botswana.

The United Nations Communications Group will work under the guidance of the UN Country Team and closely with the UNSDF 2017-2021 Results Groups to support the UNCT's communications activities, as a joint communications support hub, to boost information sharing and strengthen linkages between UNSDF related communications and joint activities to observe UN Days.

The United Nations will "speak with one voice" to partners and media on key development and policy issues, with a strong common advocacy approach and a clear United Nations position on the issues of vital importance and relevance for Botswana, including cross-cutting issues. In turn, this will help to ensure a greater coherence of United Nations common advocacy for sustainable development and the post-2015 development agenda, gender equality and women's empowerment, youth issues, human rights and main-streaming disability, among other priorities.











