

Botswana

Executive Summary

In 2015, UNICEF transitioned further into its role as an advocate and enabler for children's rights in Botswana. This upper-middle-income country has, over the past few years, shifted its attention to supporting policy development at the national level. With the policy ecosystem very much advanced, 2015 marked increasing engagement in creating understanding of how these policies impact children and families on the ground – and support to practical improvements based on this knowledge. This brings the role of evidence to the forefront, as an essential driver for advocacy to make policies work for children.

This year, UNICEF successfully advocated for equity-focused policy implementation by the Government of Belarus and its partners in three key areas: poverty reduction, with a focus on children; reduction of new HIV infections, and improved care and treatment, among adolescents – a regional priority for UNICEF; and reduction of malnutrition and stunting – another regional priority.

Evidence generation was complemented by mobilizing traditional leaders for the first time around children's rights. Mobilizing media and civil society augments this new approach. A big step forward was made in 2015 in raising awareness of children's rights, and their meaningful application, through a partnership with a former minister to act as an Advocacy Champion.

The Multiple Overlapping Deprivation Analysis that was completed in 2015, in collaboration with the Government of Botswana and the Botswana Institute for Development Policy Analysis, marks a milestone in how child poverty is perceived. A key finding was that monetary poverty and deprivations do not significantly overlap. The analysis is already shaping government thinking about policy implementation. On child poverty, UNICEF also worked closely with the World Bank in assessing Botswana's social protection system. This study provided the Government with recommendations on how the social protection programmes could be revitalized and better targeted.

Other significant achievements in fulfilling children's rights include the scaling up of and transition to mobile birth registration in remote communities. Birth registration is a priority for UNICEF in the region, and important in Botswana, as many children remain unregistered and therefore ineligible for government-supported programmes. A landmark study in one of the most deprived areas of Botswana exposed poor feeding practices as a root cause of high levels of stunting. The Out of School Education programme in 2015 transitioned from policy and curriculum development to field testing and then to scaling up. The development of a child protection protocol that responds to provisions on child justice in the Children Act, and the development of a submission of the first state party report to the Committee on the Rights of the Child in 12 years were other key achievements.

Programmatic challenges experienced in 2015 were similar to those of previous years, and the Country Office (CO) is well positioned to mitigate them. A key challenge in Botswana has always been the scarcity of data, with the nutrition sector as a prime example, where data are

only collected at health facilities. Addressing this constraint, UNICEF in 2015 invested in key studies to augment existing data from government surveys and administrative records, and supported Statistics Botswana in expanding its number of surveys.

Another challenge is the capacity of partners in programme implementation, monitoring and evaluation. To overcome this, UNICEF Botswana has expanded the number of partners it works with, and used its convening role to bring a wide range of stakeholders together. For a programme relying strongly on public advocacy, engagement of the media in covering children's issues is a persistent challenge, but one that the CO has been addressing through greater outreach and engagement with media partners and building their capacity to cover children's issues.

Botswana in 2015 embarked on an inclusive process of formulating its long-term Vision 2036 and the next five-year National Development Plan (NDP11 2017–2021). The United Nations contributes to these processes, and has capitalized on the opportunity to localize the new Sustainable Development Goals. A strategic reflection of the United Nation's role and programme in the country has taken off, and is expected to be finalized into a United Nations Development Assistance Framework. The United Nation's priorities are clear in their equity focus, and will centre on poverty reduction.

Inside UNICEF, 2015 concludes with good expenditure rates, significant improvement and standardization of business processes, the revitalization of the staff association, and an overall greater focus on staff welfare and career development. Challenges remain in procurement services and the availability of human resources, including recruitment of new staff, where the CO depends on external hubs for support.

Humanitarian Assistance

Botswana is a low-level-risk country according to InfoRM, an open-source risk assessment for humanitarian crises and disasters, and does not usually experience significant humanitarian emergencies. This past year was no exception, with UNICEF not supporting any humanitarian action. This may change, however. Botswana is currently experiencing its worst drought in 34 years, with the Government launching a number of drought support programmes, and increasing the scale and reach of social protection programmes for vulnerable families. While the Government at the time of writing is confident in its ability to handle any required response within its means, UNICEF and the broader United Nations continue to monitor this situation, with the possibility of supporting ongoing government efforts if conditions deteriorate and the Government requests assistance.

Summary Notes and Acronyms

BCP - Business Continuity Plan
BNLSS – Botswana - Namibia - Lesotho - South Africa - Swaziland
C4D – Communication for Development
CRC – Convention on the Rights of the Child
ECD – early childhood development
EMTCT – elimination of mother-to-child transmission (of HIV)
EPI – Expanded Programme on Immunization
ERM – Enterprise Risk Management
HACT – (United Nations) Harmonized Approach to Cash Transfers
ICT – information and communication technology
IMCI – integrated management of childhood diseases

IMEP – Integrated Monitoring and Evaluation Plan
IPV – inactivated polio vaccine
MISA – Media Institute of Southern Africa
MoLGRD – Ministry of Local Government and Rural Development
MODA – Multiple Overlapping Deprivation Analysis
MoESD – Ministry of Education and Skills Development
MoH – Ministry of Health
NACA – National AIDS Coordinating Agency
NDP – National Development Plan (Botswana)
OESC – Out of School Education for Children
OPSCEN – UNICEF Operations Centre
OR – (UNICEF) Other Resources
PEP – post-exposure prophylaxis
PMTCT – prevention of mother-to-child transmission (of HIV)
ProPAN – Procédé pour la Promotion de l’Alimentation du Nourrisson – Process for the Promotion of Child Feeding
RBM – results-based management
RR – Regular Resources
SDG – Sustainable Development Goal
SUN – Scaling Up Nutrition
UNDAF – United Nations Development Assistance Framework
UNDSS – United Nations Department for Safety and Security
VMMC – voluntary medical male circumcision
WHO – World Health Organization

Capacity Development

The past year saw further emphasis on using evidence strategically for increased planning capacity in government departments. Standing out is the finalization and validation of the Multiple Overlapping Deprivation Analysis (MODA) that marks a milestone in the perception of child poverty in Botswana. The following section provides more detail on this milestone in assessing child poverty in Botswana. Along with the generation of this evidence went capacity support to Statistics Botswana to increasingly incorporate child indicators into national surveys.

In a related development, UNICEF and the World Bank provided capacity to the Government in identifying strategies for improving the targeting of its substantial social protection programmes. The first national report to the Committee on the Rights of the Child since 2004, finalized in 2015 with UNICEF support, marks the outcome of successful capacity support to the Government to honour its commitment to the rights of children in the country. Capacity for reporting had been weak for a number of reasons, with the involvement of different departments in gathering data for the report part of the problem. UNICEF convened the respective departments and supported their capacity to analyse and appropriately report the relevant data. UNICEF also supported vital capacity towards systems to protect children. Child-friendly procedures in the justice system in 2015 were significantly improved. UNICEF and the World Health Organization (WHO) provided technical support to introduce two new vaccines into Botswana’s immunization portfolio.

To aid UNICEF’s advocacy work, a training workshop on child-focused reporting was conducted for all major media outlets, in partnership with the Media Institute of Southern Africa (MISA). Also, UNICEF, in partnership with Save the Children, built the capacity of traditional leaders (Ntlo ya Dikgosi) in child participation and in promotion and protection of children’s rights at the

community level. This work strengthens the mechanisms available to UNICEF for Communication for Development (C4D).

Evidence Generation, Policy Dialogue and Advocacy

The MODA was finalized this year. It used national household survey data as its source, and focused on the child as the unit of analysis. Bringing out the severity of deprivation expressed in the number of multiple overlapping deprivations, and having the ability to incorporate geographical characteristics into its analysis, it is a highly effective tool to show inequities and hence guide policy focus. The MODA in Botswana brought out two key facts about child poverty in the country. Firstly, children living in monetary poverty are not necessarily more deprived than those who are identified as non-poor by conventional analysis. Secondly, the most severe deprivations are clustered in only three districts, pointing to an opportunity for equity programming through geographical targeting.

As a consequence, the draft Botswana poverty eradication strategy now explicitly addresses child poverty, and Botswana has chosen child poverty indicators as part of its Sustainable Development Goal (SDG) progress monitoring portfolio. The Government is also establishing a child support grant specifically targeted at the most deprived. The Determinants of Malnutrition Study, conducted by the Ministry of Health and Botswana Harvard Partnership in five districts, showed that the two factors most associated with malnutrition are low birthweight and hospitalization due to diarrhoea and pneumonia. The Child Feeding Practices study in one district (Ghanzi) used the Procédé pour la Promotion de l'Alimentation du Nourrisson (Process for the Promotion of Child Feeding, or ProPAN) method, and identified poor feeding practices and limited food variety as key factors in malnutrition. Together, these two studies clearly point to improvements in maternal health services, child health services, sanitation, and feeding practices as key elements of reducing stunting in Botswana. In 2015, UNICEF achieved the inclusion of child indicators in national surveys by providing technical assistance to the national agency, Statistics Botswana. This is major progress for the availability of more regular and disaggregated data on children in Botswana.

Partnerships

Nutrition was at the centre of this year's strengthening of partnerships. In April 2015, Botswana officially joined the global Scaling Up Nutrition (SUN) movement. SUN membership creates a national multi-stakeholder platform where all national nutrition partners come together around key topics on a regular basis. SUN membership also opens up regional and global partnerships for Botswana through country network meetings, and makes support from global SUN Networks available to the country. In 2015, UNICEF supported a conference around partnerships and advocacy in nutrition: 'Nutrition Partnerships and Investments: An imperative towards sustainable development'. The conference brought together local, national and global partners to discuss multi-sectoral approaches to nutrition. It specifically included other middle-income countries, and countries with similar nutrition challenges, namely Namibia, South Africa, Swaziland and Zimbabwe. An advocacy partnership was forged with Ntlo ya Dikgosi, an advisory body to the country's Parliament comprising traditional local leaders. They are the custodians of Setswana culture, and hence a key interface for the translation of international concepts of children's rights into local culture. The partnership started off with a training on child participation, conducted jointly with Save the Children South Africa. This opens a new avenue for child rights advocacy, contributing to addressing social norms and practices that are not beneficial for children.

External Communication and Public Advocacy

UNICEF throughout the year led on a number of children's issues in the electronic and print media in Botswana. Public events and social media platforms complement traditional communication channels. Every year, the CO supports the International Children's Day of Broadcasting on 1 March. This year it took place under the motto 'My voice counts too', and offered Botswana children an opportunity to speak up and be heard. In partnership with Botswana Television, UNICEF launched a children's story programme that promotes child rights and welfare. It runs for 54 episodes and is an important element in UNICEF's role as a voice for the children of Botswana. In 2015, the CO also invested more in the use of electronic communication channels, with both the traditional and the social media presence being reviewed. A digital media strategy is under development and will help the external communications function to remain relevant, especially with adolescents and youth, who increasingly rely on mobile devices and various social media for their information needs.

South-South Cooperation and Triangular Cooperation

Following the operationalization of linkages between UNICEF COs in Botswana, Namibia, Lesotho, South Africa and Swaziland (the BNLSS countries) in 2014, this past year has seen the formalization of four joint programmes that establish clear structures for South-South cooperation beyond UNICEF offices. Botswana leads on the joint programme on HIV/AIDS. The programme has three priorities: accelerating elimination of mother-to-child transmission; reducing new infections among adolescents; and strengthening South-South cooperation among partners. The programme also formalizes learning and sharing of knowledge across the five COs and among the respective partners. The other joint programmes target stunting, violence against children and social protection. Implementation of the joint programmes will accelerate in 2016.

When Botswana joined the global SUN movement in April 2015, it opened up numerous opportunities for better South-South cooperation and knowledge exchange around nutrition. Government staff have already participated in regional and global conferences, and communicate with their peers through the SUN network, facilitated by UNICEF.

Beyond nutrition and the joint BNLSS programmes, UNICEF has in 2015 continued to support the participation of government partners in a wide range of regional and global conferences. Participants had opportunities to strengthen linkages to peers in countries with similar situations, and to tap into collective experiences. Specifically, regional workshops for the Expanded Programme on Immunization (EPI) supported inactivated polio vaccine (IPV) introduction and switch preparations, with introduction of IPV in November 2015 and the switch to Bivalent oral polio vaccine planned for April 2016. Attendance of the regional workshop SUN meeting contributed to national dialogue on multi-sectoral partnerships, including closer liaising with the SUN Secretariat for in-country support during National Nutrition Conference.

Identification and Promotion of Innovation

In 2015, three innovative solutions to existing problems were achieved. First, the engagement with traditional leaders (Kgosi) on children's issues marks a milestone in breaking through traditional beliefs and practices in Botswana that are not beneficial for children. The Ntlo ya Dikgosi is a traditional and well-functioning local decision-making structure that in Botswana is also systematically involved when new legislation or other key issues are considered by the Government. It brings a unique and powerful local element into national debates. Ntlo Ya Dikgosi has committed to more actively promote the Children's Act and to work to make the

current Kgotla system (community consultation) more child friendly to increase child participation in community decision-making and to more effectively address child issues.

The second achievement is the application of the MODA at the child level. While the methodology is not new, this application was highly novel for Botswana and marks a shift in how the country will look at child poverty and its eradication.

Third, the scaling up of birth registration has been a priority for UNICEF in Botswana for a number of years. In 2015, UNICEF's advocacy and technical assistance got the first mobile birth registration units working in the most remote district of the country. Mobile birth registration is an effective and innovative combination of community mobilization and mobile technology, where births are registered and certificates issued on site, without individuals having to travel to central offices, as in the past. This success of long-standing technical assistance and advocacy by UNICEF to strengthen birth registration in Botswana for the most vulnerable has already allowed an additional 2,301 children in remote areas to receive a birth certificate in 2015.

Support to Integration and Cross-Sectoral Linkages

UNICEF in 2015 made notable progress in supporting a National Policy Framework for early childhood development (ECD). In a country that has placed prime value on formal education, and measures its success almost exclusively in student's performance at the primary and secondary level, this is a major step forward to a more holistic vision of children's development. In the debate and discussions around ECD this past year, substantial learning has taken place in a number of involved sectors in the Government and other partners. The realization that ECD brings together all factors of young children's development in their health, nutrition, safety, mental well-being and early education marks significant progress in the Government's perspective. With the development of an ECD Policy Framework, the country sets a milestone for looking at its children differently – complementing the new insight gained into the determinants and distribution of child poverty. Interested stakeholders partook in the design, implementation and validation of the MODA, and thus created a broad foundation for taking the new perspective it provides into the wider policy debate in Botswana. The nutrition conference in November, an effective first outcome of Botswana joining the global SUN alliance, offers yet another example of good integration between partners around a topic, not only from Botswana but also from neighbouring countries.

Service Delivery

UNICEF in Botswana does not employ the strategy of supporting direct service delivery. The Government owns all national development programmes and generally provides sufficient funding for them. All service delivery is therefore funded and operated by the Government and contracted service providers. UNICEF is engaged in the analysis of the quality of service delivery and access to services, including in identifying bottlenecks to people benefitting fully from these services. A key example in 2015 of establishing a better understanding of these gaps is the Child Feeding Practices study, supported by UNICEF. It points to improvements in maternal health services (including significant progress in eliminating the transmission of HIV from mothers to children – EMTCT), child health services, sanitation, and feeding practices as key elements in reducing stunting in Botswana, and will ultimately help to improve service delivery by the Government.

Human Rights-Based Approach to Cooperation

In the past year, UNICEF has continued to support the capacity of the Government as a duty bearer in the three dimensions of respecting, protecting and fulfilling children's rights. The most notable progress was made in supporting capacity to respect the rights of children. Botswana acceded to the Convention on the Rights of the Child (CRC) in 1995, agreeing to the obligation to submit regular reports on the status of its implementation. These reports also provide general information on the realization of the rights of children in a country, and reflections on areas which require improvement. The Government, after its only submission in 2004, has not submitted any further reports. UNICEF engaged with the Government on CRC reporting, and in 2015 Botswana finalized a comprehensive CRC report, with plans to submit in 2016, a major achievement after a reporting gap of more than 10 years.

The finalization of the Child Protection Protocols, also through UNICEF partnership support, marks significant progress in the Government's ability to protect the rights of children, including children in the justice system. The Protocols clearly articulate the accountabilities of the stakeholders in child protection. Numerous instances throughout this report point to successfully building the capacity to fulfil children's and women's rights, such as the improved ability of the Government to provide birth registration to remote communities, or the added capacities in child vaccination and the reduction of malnutrition. Achieving equity in development is a major priority for the UNICEF programme in Botswana.

Finally, the participation of rights holders and duty bearers in programming that affects them has been maintained throughout 2015. UNICEF this past year shifted its attention significantly to the family and community level, a direction that will also be prominently reflected in the new UNICEF country programme from 2017. Key evidence and actions have supported a stronger focus on rights holders, including the MODA and the research in nutrition. The direct engagement with Ntlo ya DiKgosi exemplifies a more direct engagement with duty bearers at the community level, adding to the continued work to strengthen the capacity of the Government as a duty bearer.

Gender Mainstreaming and Equality

Promoting gender-responsive adolescent health is one of four priorities in UNICEF's global gender action plan, a topic of particular interest in Botswana. When Botswana girls reach adolescence, they face specific and particular challenges that leads to disadvantages in their development in comparison to boys of a similar age. Girls face a higher risk of HIV infection, with teenage pregnancy a related significant concern. In 2015, under the All In initiative, aimed at reducing HIV infection and improving treatment and care for adolescents, issues affecting girls were highlighted. The Rapid Assessment brought out their increased risk for infection, but also for other risk behaviours. In selecting key interventions for Botswana, the issues of teen pregnancy and gender-based violence were chosen as part of eight priority interventions for preventing and improving treatment and care for adolescents. While the UNICEF Botswana team is too small to warrant a full-time gender specialist, a dedicated gender focal point ensures that data used for advocacy are sufficiently disaggregated and gender inequalities highlighted.

One programme priority is to address specific gender imbalances in Botswana where possible. The United Nations in Botswana also completed the first year of its Joint Gender Programme, comprised of two joint programmes on gender mainstreaming and gender-based violence. The Joint Gender Programme has strengthened and harmonized United Nations support to gender work in Botswana and provided an opportunity for coordinated support to the Government and civil society partners. It also facilitated joint identification of the priorities for United Nations

support, working together with the Gender Affairs Department. An important result of the Joint Gender Programme is heightened action to promote men and boys as partners in achieving gender equality, addressing social factors leading to gender-based violence, and encouraging positive sexual and reproductive health outcomes.

Environmental Sustainability

Botswana, like other semi-arid countries in Southern Africa, is increasingly affected by climate change. Droughts or localized flooding occur, and are expected to occur with increasing frequency in the future. The Government of Botswana is acutely aware of the climate change risks it is exposed to, and is actively integrating disaster risk reduction and environmental sustainability in development plans at the national, district and local levels. UNICEF, as part of the broader coordination of the United Nations on the environment, is an observer member of the United Nations component coordination group on the environment and climate change. At the office level, UNICEF is actively reducing its environmental footprint, including by utilization of efficient vehicles for local transport and where viable for field visits, improved management of utilities, and greater reliance on electronic communication to reduce paper use. In 2015, UNICEF Botswana reported on 2014 greenhouse gas emissions through completing an Environmental Footprint Assessment on its country operations. Per staff, in 2014 the CO had generated 13 tons of CO₂, mostly from line power in the office. This will serve as a baseline for developing strategies for and monitoring reduction in greenhouse gas emissions.

Effective Leadership

On a weekly basis, the senior management team meets to discuss operational and programmatic issues and bottlenecks to management effectiveness or programme implementation, and to track progress against planned actions. Through statutory committees, decisions and plans from these weekly meetings are actioned. These committees performed fully to expectations in 2015. A joint consultative committee brought together management and staff association, discussing and acting on issues coming out of the staff association or general staff meeting.

In addition, a Business Continuity Plan is in place and effective. In 2015, it was reviewed to remain relevant, and it is part of the online Early Warning Early Action module that UNICEF monitors globally. Wider risk management is guided by the corporate enterprise risk management approach, the localization of which was reviewed this year to ensure that the most relevant risks are substantively monitored. Key risks identified were in the areas of: aid environment and predictability of funding; programme, results-based management (RBM); and strategy and technical quality – with specific measures for risk management identified and enacted.

An important part of the continuity plan, especially for a small office, is a full list of alternates, or default officers in charge, who have full rights that are only enacted when the primary staff member is unable to fulfil his or her role. The office uses tools such as the table of authority and a roles mapping table. Staff were briefed on these during the year, to ensure segregation of duties and a coherent table of authority. A new internal controls policy was introduced globally, and staff during the year were guided on how it applied in day-to-day business and within existing systems. A delegation of authority memo has been signed and documented in 2015, and staff were trained on new standard operating procedures.

Financial Resources Management

In 2015, the Botswana CO moved its local accounts to an alternative provider. The main reason for this transition was access to electronic banking, reducing transaction costs by allowing a direct interface to the internal financial management system. The chosen bank offered the lowest comparative charges. This streamlining of banking, with direct data interfaces, adds to the preparedness for the use of UNICEF's global shared services centre from July 2016. Reduced transaction time will furthermore free office staff to perform crucial quality assurance in all financial transactions.

To maintain changes after 2013 audit recommendations, the table of authority for the office was reviewed twice in 2015. The table designates financial authority to staff. Each designated staff member in writing confirmed awareness of the related responsibilities and the individual accountabilities associated with exercising this authority. Additional training for staff on the internal management system, VISION, complemented this drive for clear structures and accountabilities in the office.

The CO continued to routinely monitor outstanding cash advances to government partners, to ensure they remain at a minimum. As a consequence, the office was fully compliant with the strict requirements of the United Nation's Harmonized Approach to Cash Transfers (HACT), and no outstanding cash advances in 2015 aged beyond nine months. The HACT assurance plan was regularly monitored and reported, with 5 micro-assessments, 2 spot checks and 14 field visits conducted. No audits were planned or conducted in 2015. General funds utilization and expenditure levels were tracked throughout the year at management level and reported at country management team level. Regular Resources (RR) and Other Resources (OR) expenditure was similarly routinely monitored and reported throughout the year, ensuring timely expenditure on expiring grants and an overall expenditure level on RR and OR near 100 per cent.

Fund-Raising and Donor Relations

With Botswana's middle-income country status, financial and human resources are limited but sufficient for providing strategic support to the country's development priorities. RR ensure core human resources capacities and fund programmes that have limited available funding sources – such as nutrition, social inclusion, and advocacy and communications. Opportunities for obtaining OR have steadily diminished, as donors have drastically reduced funding support for programmes in Botswana, with only the European Union and the Government of the United States maintaining significant presence.

The loss of traditional donor funding has resulted in the CO running at approximately 50 per cent of the revised 2015–2016 OR ceiling of US\$1.175 million. The CO relies heavily on thematic funds for implementing its core programmes and for supplementing human resource capacity in key technical areas, allowing critical but unfunded activities to be expedited. All thematic funds expiring in 2015 were fully utilized. Required donor reports were submitted on time in 2015, and reviewed and approved by management.

The CO continues to seek funding and partnership opportunities that will leverage funds for children's development. Strong partnerships with the European Union on education and the World Bank on social protection and poverty are examples of UNICEF leveraging other resources for children. Opportunities for subregional fund-raising are being explored within BNLSS countries, as are opportunities to work more closely with the private sector in Botswana.

Evaluation

UNICEF's work in Botswana focuses on providing high-quality technical assistance on upstream policy development and analysis and identifying solutions to challenges in policy and programme implementation. The Integrated Monitoring and Evaluation Plan (IMEP) is prepared in conjunction with the annual work plans, through identification of opportunities to improve knowledge and evidence-generation with partners. The IMEP is approved as part of the Annual Management Plan and reviewed by the expanded country management team through the mid-year and annual review process, with adjustments made as needed.

The lack of commitment to rigorous programme evaluation among decision makers and the scarcity of local human and financial resources remain bottlenecks towards establishing evaluation as a critical means for ensuring programme performance, efficiency and sustainability. Many government programmes focused on children have never been evaluated or systematically reviewed as to efficiency, sustainability or impact.

In 2015, UNICEF Botswana supported several key studies: the assessment of child feeding practices in Ghanzi, a district with the highest malnutrition rates, through the ProPAN process; a review of the early infant male circumcision pilot to inform the broader review of a national voluntary medical male circumcision (VMMC) strategy; the review of reproductive, maternal, newborn, child and adolescent health programmes; the assessment of the Government's orphans and vulnerable children programme; the finalization of the MODA analysis; and the completion of the Adolescents in Botswana Profile. While all of these reviews were finalized in 2015, some are awaiting formal approval, with final documents finalized and disseminated in 2016. No new evaluations were conducted in 2015; however, management responses to previous evaluations were all addressed and closed.

Efficiency Gains and Cost Savings

To further establish efficiency gains, the CO extensively documented all work processes, resulting in a set of standard operating procedures. Developed in a participatory process, and approved by the Representative, they effectively ensure that each process is carried out in a consistent and efficient manner, irrespective of the staff members involved. This has substantially bolstered efficiency in the office.

The CO worked through the United Nations common services to pool resources in cleaning, security, courier and medical services. The Operations Management Team of the United Nations worked on establishing common rates for workshop and conference packages to further coherence on common operational procedures and policies. Through 2015, joint travel by United Nations agencies, common staff retreats and team-building workshops capitalized on this progress in the use of common systems. The Operations Management Team also developed a joint document, the business operating strategy, which further defines operationalization of the Delivering as One approach in the country. In addition to these dedicated projects, UNICEF participated in a joint medical services review, joint staff briefings, joint salary surveys, and the UN Cares initiative on HIV/AIDS in the workplace.

In 2015, the office, thanks to cost reduction by the Internet service provider, saved 75 per cent of its previous cost for data, while increasing the bandwidth fourfold at the same terms and conditions. A marginal cost reduction of 10 per cent was achieved on communication, vehicle repairs and maintenance, courier services and stationery costs.

Supply Management

Throughout 2015, the CO worked from a consolidated supply plan for both goods and services. More than half (54.3 per cent; see *Table*) of procurement across the office was for services, in line with the marginal role of programme implementation in the operations of the CO.

For goods, the Government of Botswana utilized UNICEF procurement services for immunization cold chain equipment through an established Memorandum of Understanding. These supplies were fully paid for by the Government, and delivered directly through the UNICEF Supply Division, while UNICEF Botswana facilitated customs clearance. As all procurement is handled and financed directly through the Government, UNICEF itself does not maintain a warehouse in Botswana. The supplies procured by the Government in 2015 were for the health sector and directly distributed to health centres by the Ministry of Health (MoH).

Procurement for goods and services in 2015 contributed a substantial portion to the office workload, and drew on a significant part of the total budget. Efficiency gains are therefore effective financial gains, and staff training and updating of supplier profiles will continue into 2016 to further reduce transaction cost in connection with procurement.

UNICEF Botswana 2015	Value in US\$
Operational supplies	73,470
Procurement services	53,750
Services	151,423
Total	278,643

Security for Staff and Premises

The CO made significant investment in 2015 in the physical security of the premises. As it remained outside of the joint United Nations offices, it continued to maintain its separate security arrangements. An upgrade to the office access system now allows for defined access for each staff member and service provider. The access management system is connected to daylight and infrared cameras strategically positioned to monitor the premises at all times. Security guards are posted at the office building, also taking on duties of directing visitors and ensuring the safe entry and exit of vehicles in the underground garage.

The office regularly shares security updates received from the regional and the country security advisers with all staff. This enhances their security awareness and allows them to take informed action. A warden system is active, with designated wardens and deputy wardens in assigned zones. Wardens are managed through an updated staff list and communication tree, and the United Nations Department for Safety and Security (UNDSS) as well as the UNICEF Operations Centre (OPSCEN) have the most current staff list and communication tree for emergencies.

Botswana is a very safe country for UNICEF staff to work in. There are, therefore, no particular security considerations with regard to programme delivery. For due diligence, all mission travel is cleared by UNDSS. UNICEF staff complete basic and advanced security e-learning and obtain certification to be allowed to travel. In 2015, the country experienced frequent electricity and water outages. Load shedding of electricity from the national grid constrained businesses and households. The office depended on a standby generator to cover the gaps, while water

rationing worsened. The office mitigated the water shortages with the installation of a 10,000 litres storage tank at the premises.

Human Resources

The staff roles of UNICEF's global shared services centre were re-profiled in 2014, and changes carried through into 2015. This was based on a special programme and budget review in November 2014, which had the sole purpose of improving operational efficiency in human resources and finance with regard to the upcoming centralization of support services. Consequently, human resources support is now located in the Pretoria, South Africa, office as part of the hub for the BNLSS+A (Botswana - Namibia - Lesotho - South Africa - Swaziland - Angola) countries, the Southern African group of middle-income countries. Two general service positions in the operations section were filled in 2015. All staff in 2015 completed their personal work plans on time, and a mid-year performance review was held with all employees as part of a continuous approach to feedback and coaching. Personal results were linked to clear programme results.

Throughout the year UNICEF was actively involved in UN Cares, the HIV/AIDS awareness and support initiative of the United Nations (coordinated by the Joint United Nations Programme on HIV/AIDS). Staff learning on other topics took place throughout the year; the Human Resources Development Committee reviewed and approved nine instances of individual learning for staff members. A staff survey was conducted in February, indicating a positive climate and good inter-staff relations in the office. The office developed an action plan to respond to identified issues. Planned activities were implemented, with impressive staff participation, and regularly monitored and reported. Management worked closely with the staff association on this, while the association itself returned to full functionality in 2015. For the recruitment of professional categories of staff, the CO has through the year re-profiled key posts to reflect the different requirements in a middle-income country.

Effective Use of Information and Communication Technology

The transition in 2014 to cloud-integrated corporate office and communication software substantially boosted productivity and data integrity in the office in 2015. Cloud storage is now available to all staff, and is increasingly being used for backups and the sharing of documents. Ultimately, this will support the CO's efforts reduce paper-based interactions. The regular systems for business transactions performed without interruptions during the year, with the exception of planned interruptions for on-site service. System upgrades and maintenance to ensure business continuity and data security were carried out by after-sales appointed service agents to assure effective service delivery at minimal cost. Assets were managed across the life cycle to maximize efficiency.

Internet speed within the CO improved this past year, with stability improving as well. While efforts were made to reduce costs of international calls by switching directly to Voice over IP, failure to perform because of a major data link between the systems has delayed the realization of these plans, and hopes are to have this resolved in 2016.

Externally, UNICEF has supported the M-Health project, where short messages are automatically sent to mobile phones of registered pregnant women, reminding them of scheduled antenatal visits. UNICEF supplied information and communication technology (ICT) equipment to Botho University, consisting of a server, four tablets, and the required operating systems and licenses. The equipment is intended for students to develop mobile applications for

knowledge sharing on teenage pregnancy and HIV/AIDS and adolescents. Finally, UNICEF provided technical assistance for establishing a website for a health partner.

Programme Components from Results Assessment Module

ANALYSIS BY OUTCOME AND OUTPUT RESULTS

OUTCOME 1: By 2016, government capacity to deliver equitable and quality child survival and development services reduces child mortality and morbidity.

Analytical statement of progress:

Three key achievements demarcate results at the Outcome level in 2015. Firstly, the MoH, with support from UNICEF as well as other partners, has effected a major health sector shift through significant organizational reform. A new road map for the sector has a strong focus on a preventive health-care approach, quality health-care services, economic diversification, and a matching organizational transformation. The shift from a curative to a preventive approach focuses on, among other things, revitalization of primary health care and strengthening community participation. New vaccines have been introduced in 2015, with roll-out of HPV first dose covering 98 per cent of identified targeted girls. IPV for polio eradication was also rolled out in November 2015. The EU-supported community engagement strategy in health complements this national progress with better local capacity.

Secondly, Botswana, with UNICEF support, joined the global SUN initiative, opening itself to a wide and global network of peers and experts in the field. Together with a new National Nutrition Strategy that runs from 2015 to 2020, and supported by key studies (including an assessment of child-feeding practices in Ghanzi, a district with the highest malnutrition rates, through the ProPAN process, supported by UNICEF), this has already led to remarkable progress in more effective planning and implementation in the sector. An integrated protocol for management of malnutrition was developed, with expectations for improved quality of care and the enabling environment for service delivery at a national scale.

Thirdly, in HIV/AIDS programming, UNICEF support to the prevention of mother-to-child transmission (PMTCT) component of the health service has further reduced the transmission rate at birth to 2.1 per cent. As of 2015, 95 per cent of eligible women receive antiretroviral treatment. The country undertook revision of PMTCT guidelines and began training for introduction of Option B+.

Several challenges limit success in improving child health and nutrition outcomes. Health-sector programming has traditionally been too facility-focused such that programmes are almost exclusively delivered at health facilities, with very little community engagement and participation. Community linkages to health facilities is expected to improve with the scaling up of the Community Support Strategy and in light of the renewed focus on preventive services, but more work remains to be done in strengthening community engagement in promotion of preventive child health and nutrition practices.

Nutrition interventions have also been exclusively left to the health sector, with no platform for multi-sectoral convergence, despite the role of other sectors in improving nutrition. However, national-level dialogue on multi-sectoral nutrition partnerships is ongoing. There is also a significant data insufficiency for decision-making. There are no regular nutrition surveys or updates to the nutrition situation and no evaluation of large-scale interventions across sectors; health-sector monitoring systems are disjointed and non-complimentary, while routine

programme monitoring is hampered by poor data quality and reporting.

Skills development in the sector is not most effective at assigning the right capacity; pre-service training of health workers in Botswana is predominantly devoid of nutrition components. Critical life-saving skills such as management of severe acute malnutrition, and an integrated management of childhood diseases (IMCI) protocol for management of diarrhoea and pneumonia are not incorporated in examinable pre-service training of health workers at government institutions, and are also not adequately resourced to reach effective coverage of in-service training in the short to medium term. This compromises the quality of care for sick children, as shown by the latest IMCI Health Facility Survey results. The survey showed that protocols for classification and management of diarrhoea, pneumonia and malnutrition were followed in less than half of the cases. Other challenges include a health worker transfer policy that doesn't take into account technical competencies gained in-service. There is also a critical shortage of transport at district level, significantly limiting the District Health Management Team's ability to provide sustained monitoring, supervision and mentoring.

The health sector reforms will begin to take effect in 2016, resulting in stronger district-level planning and management of health-care services. Option B+ for PMTCT will be rolled out nationally, while the measles and rubella vaccine will be introduced. In addition, the National Nutrition Strategy will be expanded to incorporate other critical sectors, resulting in a multi-sectoral nutrition programming approach.

OUTPUT 1: By 2016, more effective and equitable health polices and service provision systems deliver quality, high-impact interventions for reducing preventable child deaths and stunting.

Analytical statement of progress:

UNICEF continues to support implementation of high-impact interventions for reduction of child morbidity and mortality. Support was provided to strengthen the Community Support Strategy, particularly monitoring tools. The strategy is re-introducing Community Health Workers to promote key high-impact interventions, including diarrhoea prevention, early care seeking, infant and young child feeding, and screening for acute malnutrition. The initiative was piloted in six districts with high burden of childhood morbidity and mortality, to be scaled up to a total of 16 districts in 2016.

EPI management has been strengthened through UNICEF and WHO training support for the new manager and two programme staff on EPI management, IPV and other new EPI developments, including technical support to introduction of both HPV and IPV. Support was also provided through UNICEF Procurement Services for procurement of cold chain equipment for EPI. In 2016, UNICEF will support the shift to bivalent polio vaccine and introduction of the measles and rubella vaccine.

Malnutrition remains a major contributor to child mortality, with more than 60 per cent of children who died in five hospitals in 2013 found to have had some form of underlying malnutrition. UNICEF supported revision of monitoring tools for the harmonized Integrated Management of Acute Malnutrition and Underweight approach, and scaling up started in 2015.

UNICEF also provided technical leadership to assessment of child-feeding practices in the district with the highest malnutrition rates, Ghanzi, through the ProPAN process. The assessment revealed very high levels of malnutrition in rural areas compared with the urban centre; inadequate nutrition information dissemination and screening for malnutrition services in health facilities despite high facility access; food security challenges resulting in low

micronutrient intake; and inadequate access to sanitation. Results of the assessment are informing the MoH-led dialogue with other sectors regarding child health and nutrition in Ghanzi, as well as development of an intervention plan.

Botswana joined the SUN Movement in 2015, and UNICEF used its convening power to co-host a National Nutrition Advocacy Conference. The Conference laid the ground for development of a multi-sectoral approach and platform to improve nutrition outcomes in the country. In 2016, UNICEF will support the development of a national multi-sectoral common results framework for nutrition, the development of a community infant and young child feeding strategy and package, and a nutrition intervention plan for Ghanzi District.

Through support from UNICEF, the MoH, La Leche League and the British High Commission, advocacy for introduction of Kangaroo Mother Care practices and standard of care began in 2015, with sensitization workshop for Managers and Programme Officers completed and capacity building earmarked for 2016. Newborn complications continue to be the leading cause of death among young children, yet there are no national clinical guidelines for care of newborns. UNICEF supported the drafting of newborn care guidelines. The planned Newborn Action Plan was incorporated in the revision of the Roadmap for Reduction of Maternal and Newborn Deaths. While Child Health Days continue each May and November, currently, it appears that strengthening of this approach is not an urgent priority for the MoH.

OUTPUT 2: By 2016, effective health policies and programmes reduce mother-to-child transmission of HIV and youth HIV infection, and increase testing and treatment.

Analytical statement of progress:

UNICEF continues to back implementation of the national HIV response. At the beginning of 2015, UNICEF supported the PMTCT component of a review of reproductive, maternal, newborn, child and adolescent health programmes. The review confirmed progress made in reducing PMTCT to approximately 2 per cent, but also identified remaining challenges, such as in turn-around time for diagnostic testing of children exposed to HIV, resulting in delayed treatment initiation.

UNICEF and WHO supported the MoH in developing an action plan for adoption of Option B+, while continuing dialogue on initiating validation of EMTCT. With a potential move towards test and treat, support will be provided in 2016 to focus more on EMTCT validation and adoption of relevant Option B+ protocols. UNICEF also supported the MoH to review the early infant male circumcision pilot phase to inform review of the broader VMMC strategy, including the early infant male circumcision roll-out plan.

UNICEF used its convening power to coordinate the All In rapid assessment for adolescent HIV prevention and care. In partnership with the National AIDS Coordinating Agency (NACA) and the MoH, a wide range of government, development partners and civil society, and importantly groups of adolescents both affected and infected with HIV, were actively involved in finalizing the assessment and in selecting key interventions for phase two. Through the process, stakeholders identified eight interventions for in-depth analysis, to take place in four priority districts. The priority interventions to be examined include: HIV testing and counselling; antiretroviral treatment; condom use among sexually active adolescents; comprehensive sexual education; prevention of teenage pregnancy; prevention of gender-based violence; male circumcision; and substance abuse prevention and response.

An important outcome of the All In assessment process was the identified need for a National

Framework for Adolescent HIV Prevention, which would guide policymakers and service providers in providing more comprehensive and youth-friendly health and HIV care and services. UNICEF is supporting NACA to develop this framework, with finalization expected in early 2016.

UNICEF Botswana led in the development of a joint programme on HIV/AIDS for BNLSS countries, outlining specific joint activities and establishing clear structures for South-South cooperation beyond UNICEF offices. The programme has three priorities: accelerating EMTCT; reducing new infections among adolescents; and strengthening South-South cooperation among partners. The programme also formalizes learning and sharing of knowledge across the five COs and among the respective partners. Significant joint activities and South-South sharing in 2016 will cover sharing of findings from country assessments and planning and executing phases two and three of All In, and support to the Government in initiating EMTCT validation processes.

OUTCOME 2: By 2016, strengthened social policy and protection systems and services reduce vulnerability, improve equity and ensure protection for all children.

Analytical statement of progress:

In 2015, Botswana continued to strengthen social policy and protection systems and services to reduce vulnerability, improve equity and ensure protection for all children. Significant progress was made in areas including evidence generation and policy advocacy around child poverty, social protection system strengthening, child friendly legal procedures, evidence generation and policy advocacy around violence against children, birth registration in hard-to-reach areas, development of out-of-school education for children policy, and revision of the ECD policy.

The development of the National Development Plan (NDP) 11 coincided with the new SDGs opened windows of opportunity for incorporating issues concerning the rights of children to government policies and programmes. The finalization of the MODA provided another opportunity in terms of evidence and advocacy for the rights of children under the context of NDP 11 formulation and development of SDG indicators.

The Botswana MODA marks a breakthrough in prioritizing children's and adolescent's rights in evidence-based policy and programme design. The analysis indicated that 73 per cent of children under 18 are deprived in at least two dimensions considered essential for their survival – development and protection – compared with the monetary poverty rate of 26 per cent among children. Worse, monetary poverty and the most severe deprivations hardly overlap. Clearly, poverty reduction in Botswana has to go beyond monetary poverty.

The MODA also indicated clear geographical inequities, with deprivations most concentrated in three districts, and in and certain vulnerable groups such as rural dwellers and female-headed households. This suggests a need for geographic focus, and concentration on the most vulnerable. Coinciding with the MODA, the 2015 national poverty assessment highlighted child and multidimensional poverty. Such overwhelming evidence has led the Government to adopting a multidimensional approach to measure and monitor child poverty, beyond the current monetary approach. The MODA findings provided timely inputs to key national policies, strategies and plans, such as the Botswana Poverty Eradication Strategy and the NDP 11, the former now including a child support grant to address child poverty in its multidimensional form.

In a parallel achievement, the Government of Botswana, with the support of UNICEF and others, adopted a Public Finance for Children approach in 2015, realizing the value it adds to

conventional analysis.

In child protection, while an increased capacity for appropriate treatment of children in the justice system was important progress, the overarching achievements in 2015 were to get the Government back on track in its reporting obligations against the CRC, and to enable it to provide a new form of mobile birth registration that can reach previously unreached parts of the population. Both were the results of dedicated UNICEF support to government capacity.

Under the leadership of the Ministry of Education and Skills Development (MoESD), and in close collaboration with the MoH, the Ministry of Local Government and Rural Development (MoLGRD) and UNICEF, the current ECD policy was reviewed and a policy framework developed. The policy framework is at the stage of ministerial approval, with plans for more formalized partnership and coordination defined and enacted in 2016. In addition, the first phase of the Out of School Education for Children (OSEC) programme was completed, with capacities greatly enhanced at both the national and subnational levels to design and deliver non-formal education opportunities for out-of-school children.

Building on the achievements in 2015, UNICEF plans to focus on the following key areas where profound impact in terms of realization of the rights of children is likely to be achieved:

1. Continued policy advocacy around child poverty to translate MODA findings to results for children through their adoption and implementation in government policies and programmes.
2. Continued engagement in the dialogues around social protection system strengthening, with a focus on costing and impact simulation of alternative child support grant options to push for the Government's implementation of a child support grant.
3. Evidence generation and policy advocacy for more child-friendly public expenditure, with a focus on child-friendly budget briefs, fiscal space analysis and public expenditure efficiency. Another priority is exploring possible disparities between multiple deprivations and child-related public expenditure, building on MODA to inform the public resource allocation across regions.
4. Completion of the violence against children survey and development of an action plan based on the findings.
5. Continued efforts on juvenile justice and child-friendly procedures and support to the Government in rectifying the Hague Convention on Inter-Country Adoption of Children.
6. Continued partnership with the Ministry of Labour and Home Affairs to improve birth registration, particularly among orphans and vulnerable children in hard-to-reach areas.
7. Continued partnership with the MoESD to assist in the implementation of the Out-of-School Education for Children policy and the revised ECD policy.

OUTPUT 1: By 2016, strengthened institutional capacity of child protection and community support systems improve social protection, care and support for all children.

Analytical statement of progress:

In 2015, significant progress was made in improving the functioning of the child protection system in Botswana. UNICEF and the MoLGRD drafted and validated the Child Protection Protocol, which defines respective roles and responsibilities of child protection service providers in Botswana, to both prevent abuse and neglect of children and to ensure essential services and care are provided and well-coordinated. Training of Trainers for 15 police officers on juvenile justice and child-friendly processes and procedures was completed, with a view to training 78 station commanders, frontline police officers and prosecutors for improvement in the capacity of

police officers on juvenile justice and child-friendly processes.

The CO provided technical assistance to the MoLGRD to fast-track preparations for the violence against children survey, which made progress through approval of the Core Violence against Children Survey Protocol by Human Resource Development Council in the MoH. The Protocol has been submitted to Centre for Disease Control Board in Atlanta for approval. The implementation of the survey will commence in March 2016. The draft report on the implementation of the CRC has been finalized with UNICEF support, which will help get Botswana back on track with its CRC reporting obligations. It is expected that the report will be submitted to the Committee on the Rights of the Child in 2016.

National efforts continued to focus on the removal of bottlenecks to the birth registration of children in remote areas, focusing on orphans and vulnerable children living without caregivers. Specifically, UNICEF and the Department of Civil and National Registration in the Ministry of Labour and Home Affairs conducted the mobile birth registration campaign in the Okavango region through the use of seven laptops and seven printers, which were purchased with support from UNICEF. During the exercise, 2,301 clients were assisted with birth registration, with a total of 1,089 birth certificates issued on the spot. The Department is currently working with UNICEF on finalization of a Handbook for Service Providers and Caregivers on Birth Registration of orphans and vulnerable children in Botswana. This will help guide service providers during the registration of orphans and vulnerable children living without caregivers, such as migrant children, abandoned children, refugee children and others who face challenges in receiving birth certificates.

OUTPUT 2: By 2016, children's and adolescent's rights are prioritized in evidence-based budgeting and policy and programme, design, implementation and monitoring.

Analytical statement of progress:

In 2015, significant progress was made in improving the policy environment and capacity of government partners to ensure the realization of the rights and interests of children. The knowledge and evidence base on the situation of Botswana was significantly improved, with the production of the MODA, the undertaking of an assessment of the Government's Orphan Care Programme and the development of Adolescent and Youth Profiles and mapping of related adolescent and youth policies and programmes. The CO also participated in the design and implementation of key national surveys, such as the Botswana Core Welfare Indicator Survey, to ensure up-to-date child-related data were collected and analysed.

With a wider evidence base, the office was actively involved in evidence-based policy advocacy, and provided meaningful inputs to the formulation of key plans and policies such as Vision 2036, the NDP 11 and the Botswana Poverty Eradication Strategy to ensure that the interests of children are sufficiently considered. As a result, the awareness of the concept of child poverty in its multidimensional form among key stakeholders was significantly enhanced, leading to its adoption in government policies and strategies, where child poverty is prioritized and progress in child poverty reduction is monitored. This paved the way for discussions around child poverty as a key issue in the dialogues around SDGs and the development of SDG indicators for Botswana.

In addition, the office supported government capacity building at the sub-national level, and conducted training of local authorities in mainstreaming child poverty in district and urban development plans in partnership with the MLGRD other United Nations agencies.

Demonstrating the Government's efforts to efficiency and effectiveness in its social programmes, the Department of Social Protection, with UNICEF support, undertook an assessment of the Government's Orphan Care Programme, for the first time in the 17 years since its development. The findings will inform the improvement in operational efficiency of the Orphan Care Programme and provide inputs to the wider dialogues on social protection system strengthening, broadly supported by the World Bank through its Social Protection Modernization Project, where UNICEF is represented in the technical working group to ensure a child focus. The assessment also increased the Government's interest in and commitment to regularly evaluating its social protection programmes to achieve better outcomes.

Scarcity of data, including those concerning children, is another challenge in Botswana. In 2015, UNICEF strengthened its partnership with Statistics Botswana. The office is represented in the technical working groups of a number of key national surveys, including the annual Multi-Topic Household Survey, to ensure that key child-related data are collected and analysed to provide timely inputs to policies and programmes.

OUTPUT 3: By 2016, access to quality education and ECD provide a strong foundation for national development.

Analytical statement of progress:

This past year saw the culmination of three years of UNICEF support to the MoESD on the development of an OSEC programme. UNICEF support capacitated the MoESD to build an innovative national programme that ensures all out-of-school children can receive a high-quality basic education by providing alternative, supplementary and remedial education and supporting children's return to school and school retention. By mid-2015, four OSEC centres and 20 OSEC sites were functioning, following the completion of the field-testing phase. A National Stakeholder Seminar was held with stakeholders from across the country to share experiences, present the OSEC policy, and share results from the evaluation of the test phase.

To ensure sustainability, an OSEC policy was finalized and OSEC centre and site monitoring tools were developed as part of the implementation guidelines. A curriculum framework, modules and educator guidance were developed to secure the effective teaching of out-of-school learners. Regular trainings, monitoring visits and reviews were conducted to ensure OSEC sites were capable to support out-of-school children and to establish strong monitoring and feedback systems. A comprehensive package of monitoring and evaluation processes and tools was developed and tested. Additionally, a package was developed to support the Training and Development Department (in the MoESD) and the College of Education to design a certification-level pre-service module for OSEC professionals.

Support to strengthening ECD also progressed in 2015. The MoESD completed its second year of rolling out one-year reception classes in select schools nationwide. UNICEF supported the review of the existing early childcare and education policy (2001). Also, in partnership with the MoESD, MoH, MoLGRD, development partners and civil society, UNICEF supported the development of an ECD policy framework. The framework recognizes the consensus among partners that a new policy must take a broader approach to ECD, rather than a narrow focus on early child education. In partnership with WHO, UNICEF supported the Government's participation in a regional Care for Child Development workshop. The current year will see continued support to ECD, convening a wide range of partners in developing both a supportive policy environment and quality and equitable service delivery mechanisms.

UNICEF continued to work closely with the European Union, United Nations Educational,

Scientific and Cultural Organization, British High Commission, World Bank and GIZ on coordination of support to the MoESD. This partnership provided opportunities for information sharing and improved cooperation. With Parliament's approval of the Education Sector Plan, development partners have worked closely with the MoESD in identifying required assistance towards full implementation of the Plan, with UNICEF support concentrated on equitable and inclusive education and ECD. In 2016, UNICEF will further engage in implementation of the Plan in the areas of quality education, access and retention, and assessment. This will also include greater engagement in regional initiatives that add value to implementing efforts.

OUTCOME 3: By 2016, cross-sectoral support results in quality programme design, promotion, implementation, and monitoring and evaluation.

Analytical statement of progress:

In 2015, cross-sectoral assistance to programmes continued to support the planning, monitoring, review and reporting on the implementation of the Country Programme and the CO's engagement with external partners and stakeholders.

In Delivering as One, efforts across agencies and with implementing partners have resulted in more focused plans and alignment with government priorities. The year demonstrated closer collaboration among United Nations agencies in implementation, resulting in noticeable improvements in programme implementation rates. This was especially evident in the areas of adolescents, HIV, poverty and gender. Specifically, the Joint Gender Programme significantly strengthened and harmonized United Nations support to gender work in Botswana. Throughout the year it provided an opportunity for coordinated support to government and civil society partners, while facilitating joint identification of the priorities for United Nations support. The Joint Programme works closely with the department of gender affairs of the Government and civil society.

In preparation for a new UNDAF from 2017 to 2021, the United Nations undertook an evaluation of the 2010–2016 UNDAF and Government of Botswana–United Nations Programme Operation Plan, as well as a Common Country Assessment. Both underpinned a Strategic Programme Review with the Government, development partners and civil society to outline key roles for the United Nations in Botswana. The outcomes of the strategic review will guide the development of the new UNDAF through 2016. The larger United Nations process was matched by a UNICEF internal strategic moment of reflection, where the CO, together with regional colleagues, reviewed progress and challenges in implementing the current Country Programme Document, while mapping out core strategies for the 2017–2021 programme. The process reflected government priorities, the middle-income context, the emerging United Nations strategy, as well as UNICEF's relevant programming principles and its comparative advantages in Botswana.

The global launch of the SDGs presented additional opportunities for the United Nations and UNICEF to engage with the Government, development partners and civil society in a visionary dialogue on sustainable development. At a time when the Government is also in the process of revising its long-term development strategy, the process defines what localizing the SDGs will mean in the Botswana context, how concrete action can address them and how progress can be measured. In this regard, United Nations agencies conducted a variety of advocacy-related activities, with UNICEF focusing on the SDGs and children. Under the lead of Statistics Botswana, goals, targets and indicators were reviewed and adopted for SDG monitoring.

The cross-sectoral support continued to provide support to other programming areas, specifically in the areas of monitoring and evaluation, communication and external engagement,

and cross-programme activities. This support was most evident in the areas of advancing understanding and stakeholder commitment to children's rights, addressing HIV prevention among adolescents, and advancing multi-sectoral approaches to ECD.

Cooperation among BLNSS countries in 2015 resulted in the formalization of four joint programmes – adolescents and HIV/AIDS, stunting, social protection and violence against children – that establish clear structures for South-South cooperation across UNICEF offices. These joint programmes also formalize learning and sharing of knowledge across the five COs and between the respective partners. Implementation of joint programmes will further accelerate in 2016.

UNICEF led on a wide range of external communication activities in 2015, including on the International Children's Day of Broadcasting, the Day of the African Child and World AIDS Day. Events to commemorate the anniversary of the establishment of the CRC focused in 2015 on how the SDGs can help children escape poverty and accelerate efforts to end poverty. Partnerships were strengthened with the media on its role in advancing children's rights. In the process, a new partnership was developed with Ntlo ya Dikgosi, a group that guards and maintains Setswana culture, and which plays a critical role in shaping national thinking and in leading communities. The group advises Parliament on critical social and political issues that have a bearing on Setswana culture, making it a new and interesting entry point for UNICEF advocacy.

OUTPUT 1: By 2016, increased external engagement, partnerships and child participation strengthen UNICEF's profile and programming.

Analytical statement of progress:

In 2015, external communications activities advanced the role of UNICEF as leader on children's issues through national media, public events and initiatives. Regular and consistent engagement between UNICEF and key line ministries ensured that children's issues remained visible throughout 2015. Additionally, the CO relied on strong partnerships with both electronic and print media and used social media platforms such as Facebook to convey advocacy messages to the public.

UNICEF partnered with local radio stations to commemorate the International Day of Broadcasting under the theme 'My voice counts too'. The event offered children an opportunity to highlight the importance of their involvement on decisions that affect them. The office formalized a partnership with MISA to strengthen the capacity of local media on child reporting. Additionally, UNICEF partnered with Botswana Television, launching a 54-episode children's story programme to promote child rights and welfare.

In 2015, the Botswana CO made a deliberate move to focus on engaging traditional leadership to ensure the promotion and protection of children's rights at the community level. Among those engaged were members of Ntlo ya Dikgosi, who underwent a two-day training on child participation, conducted in collaboration with Save the Children South Africa. Additionally, the CO appointed an Advocacy Champion to create linkages between the Government, traditional leadership and communities on child rights issues, with a focus on advocating for child rights and bringing attention to sensitive cultural/social practices that harm children.

The CO supported the MoLGRD in commemorating the Day of the African Child under the theme of '25 Years after the Adoption of the African Children's Charter: Accelerating our collective efforts to end child marriage in Africa'. The event was preceded by a media briefing,

drawing attention to harmful cultural practices and norms that drive child marriage and teenage pregnancy.

As part of commemorating the anniversary of establishing the CRC, UNICEF held a stakeholders' breakfast on opportunities presented by the adoption of the SDGs. The event received extensive media coverage, followed by a series of call-in programmes on radio stations to promote dialogue on the new global goals and how they can promote the rights of children. In 2016, UNICEF will continue a broad range of activities to promote the SDGs and the opportunity they provide for more equitable child development.

Although the CO does not have a sound digital media strategy, it maintains an active Facebook page that primarily targets adolescents and young people. The office has engaged a consultant to develop a strategy that includes guidance on the use of digital space. This is expected to be completed in the first quarter of 2016. The office has also re-designed the UNICEF Botswana website, making it more accessible and interactive.

OUTPUT 2: By 2016, country programme reviews, adjustments and enhancements result in improved programme relevance, effectiveness and efficiency.

Analytical statement of progress:

Cross-sectoral programme activities in 2015 continued to support a strong and strategic transition towards programming in an upper-middle-income country. This transition was most pronounced in programme planning, monitoring and evaluation, including the preparations for a new UNICEF country programme for 2017–2021. Internal strategizing and external engagement provided opportunities to reflect on accomplishments throughout the current country programme, and on the strategic shifts needed to remain most relevant in a middle-income country context. The reflection drew substantially on the mid-term review of the programme that was undertaken in 2012, but remained highly valid in its findings. The CO made further progress throughout 2015 in implementing what had been decided at the review, with new strategies and programming activities strengthening evidence and advocacy, local level engagement and development of diverse partnerships. Internal mid-year and annual reviews monitored progress in strengthening partnerships in areas where limited resources provided the highest returns and the best opportunities for more sustainable and strategic engagement with the Government, civil society and development partners.

UNICEF continues to work with the Government and development partners to improve communication and coordination of activities, with UNICEF's active participation in a wide range of government-led thematic working groups and other coordination bodies. UNICEF worked closely with the World Bank, the USG and the European Union in 2015 in integrating and sharing progress and lessons learned in the areas of education, maternal and child health, OVC, social protection and HIV/AIDS. Additionally, UN agencies and other stakeholders developed two joint programme documents, on gender mainstreaming and gender-based violence, which will provide opportunities for fundraising and joint programming in 2015–2016.

UNICEF has continued its active participation and contribution to Delivering as One processes and initiatives, providing leadership and active participation in the Economic Diversification and Poverty Reduction, Children, Youth and Women Empowerment, and Health and HIV results groups. UNICEF staff throughout the year were also key contributors in the Operations Management Team, the Programme Coordination, Monitoring and Evaluation, and Communication Group. This engagement directly supported overall effective and efficient function of the United Nations Country Team and United Nations programming.

OUTCOME 4: Effective and efficient programme management and operations support to the Botswana Programme of Cooperation.

Analytical statement of progress:

Key results for the CO management in 2015 were achieved in efficiency gains across the whole management spectrum. A strategic move to a more appropriate banking partner allowed the office to link its banking electronically with the in-house financial system. This move was very much in line with the full operationalization of the UNICEF Global Service Support Centre in July 2016. Other efficiency gains and cost savings were achieved in information technology, and in the utilization of joint services with other United Nations agencies. The definition of Standard Operating Procedures supported and further established these gains.

On the human resources side, the CO has made major progress in establishing a constructive, participatory and motivating staff environment, with 2015 seeing the full functionality reinstated to the staff association.

Internal efficiency was further boosted by the establishment of comprehensive Standard Operating Procedures. The CO integrated further with other United Nations agencies in terms of common services.

As a part of enterprise risk management (ERM), Business Continuity Plan (BCP) was in place, effective, reviewed to remain relevant, updated online Early Warning Early Action module that UNICEF monitors globally. ERM was reviewed during a strategic moment of reflection in November 2015 to ensure that relevant risks are monitored. The BCP comprises of full list of alternates, or default officers in charge, who have full rights that are only enacted when the primary staff member is unable to fulfil its role.

OUTPUT 1: Effective and efficient governance and systems are in place.

Analytical statement of progress:

To further establish efficiency gains, the CO extensively documented all work processes, resulting in a set of standard operating procedures. The office worked through the United Nations common services to pool resources together in cleaning, security, courier and medical services. The Operations Management Team worked on establishing common rates for workshop and conference packages to bring coherence on common operational procedures and policies as a business operating strategy, which defines further operationalization of the Delivering as One approach in the country. Other United Nations convergent initiatives – i.e., joint travel by United Nations agencies, common staff retreats, team-building workshops, joint medical services review, joint staff briefings, joint salary surveys and the UN Cares initiative on HIV/AIDS in the workplace capitalized on the use of common systems.

In the beginning of 2015, the CO consolidated its supply plan for both goods and services and shared it with staff and the Supply hub in Pretoria. The majority of procurement across the office was for services, with the bulk of service procurement for programmes. These services ranged from contracting for individual and institutional services through consultancies for strategic programme inputs. Services were sourced both locally and internationally, and contracts were of a wide range of values.

The CO invested in the physical security of staff, plant, property and equipment due to emerging global security threats directed at the United Nations. An upgrade of the office access system allows for defined access for each staff member only. The access management system is

connected to daylight and infrared cameras strategically positioned to monitor the premises at all times. Security guards are posted at the office building, also taking on duties of directing visitors and ensuring the safe entry and exit of vehicles in the underground garage. Fire extinguishers are strategically placed to ease application. Every room is equipped with a smoke detector to trigger an alarm in the event of fire. The building is equipped with two emergency exits, linked to an automatic triggering of the alarm. The office has round-the-clock power backup for vital functions. While an elevator is available, the main staircase offers a safe evacuation route in case of power failure or fire. First aid and post-exposure prophylaxis kits are kept for emergencies.

UNICEF operates on cloud-integrated corporate office and communication software to boost productivity and data integrity. Cloud storage was available to all staff, and is increasingly being used for backups and the sharing of documents. Ultimately, this will support the CO's efforts to reduce paper-based interactions. In addition, system upgrades and maintenance were carried out to ensure business continuity and data security.

Internet speed and stability increased this past year, and latency of the links was reduced and value for money attained. While efforts were made to reduce costs of international calls by switching directly to Voice over IP, failure to perform because of a major data link between the systems has delayed the realization of these plans, and hopes are to have this resolved in 2016.

OUTPUT 2: Effective and efficient management and stewardship of financial resources in the CO.

Analytical statement of progress:

The CO routinely monitors outstanding cash advances to government partners, to ensure they remain at a minimum. The office was fully compliant with the strict requirements of the United Nation's HACT, and no outstanding cash advances in 2015 aged beyond nine months. The HACT assurance plan was regularly monitored and reported in all quarters, with 5 micro-assessments, 2 spot checks and 14 field visits conducted.

Funds utilization and expenditure levels were tracked at management level and reported at Country Management Team. RR and OR expenditures were monitored and reported, ensuring timely expenditure on expiring grants and an overall expenditure level on RR and OR near 100 per cent.

OUTPUT 3: Effective and efficient human capacity.

Analytical statement of progress:

With the advent of the UNICEF's global shared services centre and the ongoing Botswana - Namibia - Lesotho - South Africa - Swaziland - Angola (BNLSS+A) programme and operations review, staff roles continue to be profiled to make them fit for purpose within the MIC context. To improve on operational efficiency, human resources and procurement service have been centralized and located in the Pretoria, South Africa, office as part of the hub for the BNLSS+A countries.

All staff in 2015 completed their key assignments, and mid-year performance reviews were finalized as part of a continuous approach to feedback and coaching. The office was actively involved in UN Cares, the HIV/AIDS awareness and support initiative of the United Nations (coordinated by the United Nations Joint Programme on HIV/AIDS). Staff were specifically made

aware of the counselling services available to them and their dependants, and of the 10 minimum standards on HIV/AIDS in the workplace.

The Human Resource Development Council reviewed and approved individual learning for staff members. A staff survey conducted in February 2015 indicated a positive climate and good inter-staff relations in the office, and an action plan to respond to identified issues was developed. Planned activities were implemented, with impressive staff participation, and regularly monitored and reported.

In terms of the recruitment for the professional categories of staff, the CO has re-profiled key posts to reflect the different requirements in a middle-income country.

UNICEF supported the external M-Health project, where short messages are automatically sent to mobile phones of registered pregnant women, reminding them of scheduled antenatal visits. The CO also supplied ICT equipment to Botho University, consisting of a server, four tablets, and the required operating systems and licenses. The equipment is intended for students to develop mobile applications for knowledge sharing on teenage pregnancy and HIV/AIDS and adolescents. Finally, UNICEF provided technical assistance for establishing a website for a health partner, NACA.

Document Centre

Evaluation and Research

Title	Sequence number	Type of report
Review of PMTCT, Reproductive, Maternal, Newborn, Child and Adolescent Health programmes	2015/002	Review
Early Infant Male Circumcision Pilot Review	2015/001	Review
Child Feeding Practices Study: Ghanzi, Botswana	2015/003	Study

Lessons Learned

Document Type/Category	Title
Lesson Learned	Changing Botswana's Perspective on Child Poverty: Applying MODA in a middle-income country