Botswana

Executive Summary

The status of children’s well-being in Botswana is generally good at the aggregate level, in comparison with most sub-Saharan African countries, but is quite worrisome when compared with other upper-middle-income countries and when disaggregated by wealth quintile and geographic location (e.g., district), which shows significant inequalities.

New data and analysis conducted in 2016 showed that children continue to suffer from malnutrition; that adolescents continue to undertake risky sexual behaviours and lack access to adolescent-friendly services and support; and that children represent a disproportionately large share of the poor, in both monetary and non-monetary terms.

To address these concerns, UNICEF’s work in Botswana focused on providing high-quality technical assistance on upstream policy development, data analysis, and advocacy. In 2017, UNICEF Botswana will aim to supplement these approaches with additional work in rural and remote districts and communities where children suffer from malnutrition, sexual exploitation and poor quality education.

The year 2016 was a year of change and adaptation for UNICEF Botswana. Major issues during the year included: extensive discussions and strategic decisions on efficient and effective collaboration among the UNICEF country offices in Botswana, Namibia, Lesotho, South Africa and Swaziland (BNLSS); preparation of a new country programme document (CPD) and country programme management plan (CPMP); and development of principles and strategies for focusing UNICEF’s programming and resources, in an upper-middle-country context, on providing technical assistance that adds value, is catalytic and enhances rather than substitutes government funding.

Significant achievements in 2016 included: The Government of Botswana Government of Botswana signed the United Nations Sustainable Development Framework (UNSDF) and approved the country programme document. The Framework emphasizes the United Nation’s accountability in supporting achievement of the objectives of the National Development Plan, by committing to outcomes that focus support to policy and programme design, their effective and efficient implementation, and strong monitoring and evaluation.

The country programme document was also completed and submitted to the UNICEF Executive Board, and strongly reflects the innovative structure of the UN Sustainable Development Framework. UNICEF completed the multidimensional child poverty analysis and the Government of Botswana reflected it as an indicator in its National Development Plan 11. The final document and policy brief will be issued in 2017.

In response to the worst drought in the country in 34 years, UNICEF Botswana commissioned an analysis of nutrition data that resulted in the Ministry of Health and Wellness developing emergency response plans to identify and treat malnourished children and identifying strategies for improving nutrition data collection, reporting and analysis. UNICEF Botswana finalized a communications and advocacy strategy with two priorities: sexual exploitation and abuse and early childhood development (ECD). Numerous meetings
to establish relationships and meet with the private sector and civil society took place in 2016, and the strategy will be implemented in 2017. UNICEF Botswana initiated a highly successful ‘50 Minutes for Children’ campaign to commemorate the fiftieth anniversary of Botswana’s independence. Close to 60 institutions and leading figures organized events that reached 8,000 children, with the participation of about 2,000 adults. The campaign helped UNICEF Botswana increase Facebook followers from 2,510 in 2015 to 8,701 in 2016 and to reach 878 followers on its newly established Twitter account.

**Shortfalls in 2016** included the lack of progress in establishing multi-sectoral partnerships for nutrition and early childhood development. Regarding nutrition, Permanent Secretaries and technical staff in three ministries have expressed their strong commitment to multi-sectoral partnerships and requested support from UNICEF in the coming year to guide them in its development. The Ministry of Basic Education has pledged to take the ECD Policy Framework for endorsement to the Ministry of Health and Wellness and the Ministry of Local Government and Rural Development. In addition, while substantial progress was made in the drafting and use of analysis of the national budget and on child poverty, the final documents have not yet been completed and disseminated.

Similarly, UNICEF Botswana contributed to the finalization of the Government of Botswana’s reports to relevant Committees on the Rights of the Child; however, the documents are yet to be submitted. UNICEF Botswana laid the groundwork for the strategic expansion of partnerships in 2017, with outreach and engagement with traditional leaders, religious leaders and the private sector. The collaboration with the Ntlo ya Dikgosi (House of Chiefs) to provide adolescents with a forum to air their views on Vision 2036 was highly appreciated. Religious leaders are important potential partners to battle sexual exploitation and abuse and the private sector offers tremendous potential as powerful advocates and possible funders of civil-society initiatives.

**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, although it does experience recurrent droughts and flooding. In 2016, Botswana experienced its worst drought in 34 years, brought on by a strong El Niño. According to the 2016 Botswana Vulnerability Assessment Committee results, the country’s entire 1.1 million rural population was at risk of food insecurity. In response, the Government of Botswana augmented drought support programmes (as 2015 was also declared a drought year), by expanding the scale and reach of social protection programmes for vulnerable families, double rationing of supplementary feeding provision and increased provision of school feeding in hard-hit areas. Additionally, the Ministry of Health and Wellness is providing direct feeding through 93 health facilities in the worst-affected districts, reaching 1,380 malnourished children.

While the Government of Botswana requested funds through the South African Development Community humanitarian appeal, no funds materialized, and to date, the Government has been the principal funder of drought response activities. UNICEF has taken the lead across United Nations agencies and within the United Nations Country Team, to monitor and analyse the evolving situation. The United Nations convened development partners to discuss potential support through the Rural Development Council, which oversees drought assessment and response. UNICEF Botswana also hosted regional technical experts in water, sanitation and hygiene and nutrition, who have supported the South African Development Community to develop and monitor its humanitarian appeal.

UNICEF Botswana supported the Ministry of Health and Wellness to conduct a Rapid Field Nutrition Assessment in hard-hit districts, to assess the current nutrition situation and to
identify strategies for improving the utility, reliability and sensitivity of the current National Nutrition Monitoring System. Survey results demonstrated that routine data were significantly underestimating the prevalence of all forms of malnutrition, and that severe and moderate acute malnutrition in some districts was poor by World Health Organization (WHO) standards. The Government of Botswana utilized the assessment results to develop specific short-term interventions to address acute malnutrition and medium-term interventions to strengthen identification and support services for malnourished children.

In 2017, UNICEF Botswana will support the Ministry of Health and Wellness to analyse data from the National Nutrition Monitoring System and to develop strategies to improve the capacity of the system: to accurately measure, record and report malnutrition; to timely collect and analyse data; to develop plans to prevent and treat acute and chronic malnutrition; and to measure the effectiveness of nutrition interventions.

Strategic Plan 2018–2021

UNICEF Botswana held discussions with staff and gathered feedback on the draft of UNICEF’s Strategic Plan 2018–2021. These inputs have been shared with UNICEF’s East and Southern Africa Regional Office through formal reporting structures. Observations included: social inclusion and equity approaches should be over-arching concepts, not separate programmatic priorities; efforts to reduce child mortality must address ALL children; and children’s rights must remain a foundational principle of UNICEF’s work and should be explicitly mentioned in the Strategic Plan.

Emerging Areas of Importance

Early childhood development (ECD). UNICEF Botswana continued to support ECD in 2016, partnering with key ministries, including the Ministry of Health and Wellness, Ministry of Basic Education and Ministry of Local Government and Rural Development; and with UNICEF child protection, nutrition and communication staff actively contributing to multi-sectoral coordination mechanisms. UNICEF Botswana support to its partners focused on: establishing and strengthening structures for coordination and cooperation, and playing a key convening role; evidence generation and advocacy, sharing new evidence on the benefits of early childhood development with key stakeholders; and development of models to increase access to formal and non-formal ECD services, such as community-based playgroups.

Due in part to major reforms and restructuring within key ministries, the ECD Policy Framework has not yet been adopted and coordination structures have not yet been formalized. The Government did expand its reception programme from 120 schools in 2012 to 382 schools in 2016, demonstrating its commitment to early learning. Led by the Ministry of Local Government and Rural Development, progress has been achieved toward the finalization and application of guidelines for the establishment of informal playgroups, as a means for reaching children 0–4 years old and for expanding ECD access in remote areas. Two districts adapted and adopted the guidelines to guide certification of community-based child playgroups.


Adolescents and youth in HIV and AIDS programming. UNICEF Botswana has made adolescents and youth the focus of its HIV and AIDS programming, recognizing this group as the key to achieving epidemic control in a country with the second-highest HIV prevalence rate globally. Under the All In! initiative, targeting four districts, UNICEF and the National AIDS Coordination Agency intensified data gathering and analysis, identified key
bottlenecks to demand, supply, quality and the enabling environment, and supported the development of locally appropriate strategies for HIV treatment, care and prevention for adolescents. Through this in-depth analysis, adolescents and youth offered their perspectives and recommendations on how they can play a more active role in preventing new infections.

In 2016, UNICEF Botswana also supported the development of the National Programming Framework on HIV for Adolescents and Young Adults in Botswana 2016–2020, based on invaluable inputs from adolescents and youth. The framework informs strategic interventions and strategies necessary to stop and reverse the spread of the epidemic among adolescents. It also outlines multi-sectoral actions to drive better health outcomes for adolescents and young adults through critical changes in programmes, policy and investments.

UNICEF Botswana’s next challenge lies in finding substantive ways for adolescents to be more involved in designing and delivering information, support and services for young people, as opposed to mere participation and engagement in specific activities and forums. Adolescents and HIV will be one of two programme components in the new country programme document, with a focus on: developing strong partnerships for adolescent HIV programming; improving evidence generation and advocacy; and increasing adolescent and youth participation and contribution to prevention strategies and adolescent-friendly service provision.

‘50 Minutes for Children’. This past year saw Botswana celebrate 50 years of independence. To commemorate this milestone, UNICEF Botswana launched a national campaign, ‘50 Minutes for Children’. The campaign mobilized private sector, government, international and individual partners from across the country to promote and protect children’s rights. It also aimed to increase investment in child development and protection.

The current and former Presidents of Botswana, government ministers, United Nations agencies, development partners, civil society organizations and large corporations, among others, gave 50 minutes of their time for children across the country. The campaign reached more than 8,000 children, and more than 2,000 individuals spent 50 minutes with children promoting children’s rights and participation. Activities were reported and shared through social media, traditional print media, radio and television. The campaign provided tangible benefits to the children reached, and significantly increased dialogue and engagement around issues faced by children in Botswana. The campaign also strengthened social media engagement, which resulted in Facebook followers increasing from 2,510 in 2015 to 8,701 in 2016, and UNICEF Botswana’s new Twitter account gained 878 followers.

The lessons learned and partnerships built through the campaign will be carried forward into UNICEF Botswana’s advocacy and communication activities in the new country programme.

**Summary Notes and Acronyms**

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<tr>
<th>Acronym</th>
<th>Description</th>
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<tr>
<td>BNLSS</td>
<td>Botswana, Namibia, Lesotho, South Africa and Swaziland</td>
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<td>C4D</td>
<td>Communication for development</td>
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<td>CMT</td>
<td>Country Management Team</td>
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<td>CPD</td>
<td>Country Programme Document</td>
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<td>ECD</td>
<td>Early childhood development</td>
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<td>GSSC</td>
<td>Global Shared Service Centre</td>
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<td>HACT</td>
<td>Harmonized Approach to Cash Transfers</td>
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<td>ICT</td>
<td>Information and communication technology</td>
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In 2016, UNICEF Botswana built the capacity of strategic partners and stakeholders to address critical gaps in skills, knowledge and expertise, to address bottlenecks at national and local levels to improved quality, efficiency and effectiveness of policies and programmes. Together with the Office of the United Nations High Commissioner for Human Rights (OHCHR) Regional Office for Southern Africa, UNICEF Botswana worked with the Ministry of Local Government and Rural Development and the Ministry of International Affairs and Cooperation on the international reporting obligations. UNICEF supported these ministries, as well as the Inter-Ministerial Committee on Treaties, Conventions and Protocols, to finalize the outstanding Convention on the Rights of the Child reports, and to build their capacity for to meet international reporting commitments. With the reports completed in 2016, UNICEF will continue to encourage the Government of Botswana to submit the consolidated second, third and fourth reports and the report on implementation of the African Charter on the Rights and Welfare of the Child to the relevant committees in 2017.

To enhance the capacity of the Ministry of Health and Wellness in the collection, analysis and utilization of nutrition data, UNICEF Botswana provided technical assistance to conduct a Rapid Field Nutrition Assessment in districts hardest hit by El Niño. This assessment was the first phase of support to improving government capacity to better collect, analyse and use routinely collected nutrition data. The assessment identified geographic areas with poor nutrition and highlighted issues with routine growth monitoring measurement and reporting. This support has increased the Ministry of Health’s capacity to develop evidence-based strategies and interventions to reduce high rates of malnutrition, address weaknesses in growth monitoring measurement and reporting at facility level, and improve data analysis at the national level.

UNICEF Botswana will continue support into 2017, with in-depth analysis of routine nutrition data and development of strategies for improving the quality and utility of the National Nutrition Monitoring System.

In 2016, UNICEF Botswana continued engagement and policy dialogue with the Government of Botswana around child poverty, building on the findings from the Multidimensional Overlapping Deprivation Analysis (MODA) generated in 2015. Multidimensional child poverty, both as a concept and a measurement, was used in the formulation of key government policies, strategies and plans, including Vision 2036 and the National Development Plan 2017–2023. Through close collaboration with the Poverty Eradication Coordination Unit in the Office of the President, child multidimensional poverty was identified as a leading cause of intergenerational transmission of poverty, and reducing multidimensional poverty was selected as a performance target in Vision 2036 and National Development Plan 11.
Through partnership with Statistics Botswana, MODA was selected as a source of data for monitoring poverty reduction for Botswana’s domesticated Sustainable Development Goal (SDG) indicators framework. District planning teams were sensitized on the MODA findings to assist them in incorporating multidimensional child poverty into district development plans. Elements of child multidimensional poverty were included in World Bank-supported policy dialogues regarding social protection system strengthening. MODA findings provided a basis for improved targeting of beneficiaries with proposed proxy means testing criteria encompassing all dimensions of multidimensional child poverty, as measured by MODA.

UNICEF Botswana also assisted the Department of Social Protection to conduct an assessment of the Orphan Care Programme, the first since its establishment in 1996. The findings provided important evidence and information for the Government of Botswana to improve the relevancy and efficiency of the Orphan Care Programme in the country. In 2016, UNICEF also ensured that key child indicators were included in national surveys, such as the Multi-Topic Household Survey, the upcoming combined Botswana Aids Impact Survey, the tuberculosis survey and the Demographic and Health Survey, by participating in Statistics Botswana’s technical working groups.

**Partnerships**

Traditionally, UNICEF Botswana has partnered with government entities, while supporting civil society organizations through tripartite partnerships on strategic initiatives. In 2016, UNICEF Botswana began to lay the groundwork for increased corporate and civil society partnerships, to be further developed in 2017.

The 50 Minutes for Children campaign was developed by a team composed of UNICEF, government, private sector and civil society representatives. Ten businesses participated in the campaign, including major corporations such as Debswana (the largest private-sector employer and source of about 30–40 per cent of government revenue through diamond sales), Mascom (local MTN affiliate) and Standard Chartered Bank. Four media houses donated a total of US$20,000 worth of airtime to the initiative.

In anticipation of the campaign against sexual exploitation and abuse planned for 2017, the UNICEF representative met with four religious groups, the Women in Business Association, and the Lion’s Club. In addition, UNICEF and the Ntlo ya Dikgosi (House of Chiefs) partnered to support youth participation through a two-day forum to review and comment on the draft Vision 2036.

In 2016, the groundwork was laid for development of multi-sectoral partnerships around early childhood development and nutrition, although progress has been slower than had hoped. UNICEF Botswana’s role as a convener of partners from across a range of government ministries and departments, civil society organizations and private companies remains highly valued. UNICEF has been requested to continue to provide technical assistance and to act as a convener, drawing from international experience and best practices to further define and develop these multi-sectoral partnerships. UNICEF continued strong partnership within United Nations structures, actively participating and contributing to the Joint United Nations Task Force on AIDS and the Joint Gender Programme Technical Working Group. Additionally, UNICEF Botswana actively participated in four out of five United Nations Result Groups, consisting of United Nations, government and civil-society implementing partners, in development and execution of annual workplans.

**External Communication and Public Advocacy**
In March 2016, UNICEF Botswana launched Botswana Children’s Month of Broadcasting (BCMB), undertaken in partnership with local radio and television stations under the theme United and Proud for the Next Generation. Launched by UNICEF’s advocacy champion, Botswana Children’s Month of Broadcasting provided a platform for dialogue on progress made in the realization of children’s rights. Local radio stations broadcast programmes, driven by children, around health, education and child protection.

UNICEF Botswana also launched a national campaign, 50 Minutes for Children. The campaign encouraged all aspects of Botswana society to promote and protect children’s rights and mobilized individuals, private sector, government and international partners to increase investment in children. The campaign reached more than 8,000 children and more than 2,000 adults spent 50 minutes promoting children's rights and participation. A number of formal initiatives resulted from the campaign, such as a job shadowing programme by the Attorney General’s Chamber and efforts by alumni to support their former schools.

Traditional and social media significantly increased their coverage of children’s issues in 2016, in part due to the attention given to BCMB and 50 Minutes for Children. Coverage of children’s issues in local media increased from 45 reports in 2015 to 237 in 2016. Of these articles, 54 per cent mentioned UNICEF. UNICEF Botswana’s Facebook followers increased from 2,510 in 2015 to 8,701 in 2016. The office also introduced a twitter account in 2016 which currently has 878 followers.

Based on the Botswana Children’s Month of Broadcasting and 50 Minutes experiences, UNICEF Botswana developed a Communication and Advocacy Strategy aligned with the new country programme development. The strategy prioritizes sexual exploitation and abuse and early childhood development as key issues to take forward, through a range of platforms and campaigns, in 2017 and beyond.

South-South Cooperation and Triangular Cooperation

During 2016, South-South cooperation centred around capacity building of government counterparts in areas of UNICEF expertise and comparative advantage. This support included participation of the Expanded Programme on Immunization (EPI) logistician and a switch validation committee member in the trivalent oral polio vaccine to bivalent oral polio vaccine switch validation workshop, as well as participation of the EPI manager in the regional EPI managers’ meetings. Such participation enabled Botswana to successfully switch polio vaccines on schedule, in all districts.

UNICEF Botswana also continued to foster participation of Botswana government officials in the virtual Scale-Up Nutrition (SUN) network meetings for South-South learning. Two government officials were supported to participate in the regional SUN meeting on Public Financing for Nutrition. Botswana recently joined the SUN movement, and participation in these meetings continues to inform dialogue on multi-sectoral nutrition programming in the country.

Key government officials working on social protection participated in regular virtual meetings of the Africa Community of Practice on Cash and Conditional Cash Transfers, and UNICEF Botswana supported two officials from the Department of Social Protection to attend the community’s annual face-to-face meeting in the United Republic of Tanzania. The experience exchange within the region provided momentum to policy discussions and formulation in the area of social protection. Best practices and lessons learned from other countries were synthesized into the development of the Botswana Social Protection Strategy, specifically in improving the targeting of social protection programmes. The office also facilitated the participation of government officials in a regional exchange on developing child-focused budget briefs. As a result, common challenges were identified and a standard
structure was adopted to guide the development of the briefs – to be used as key advocacy materials for improved public expenditure for children.

**Identification Promotion of Innovation**

UNICEF Botswana continued to seek innovative solutions to overcome bottlenecks and barriers to effective children programming. In 2016, UNICEF Botswana worked with the Ministry of Nationality, Immigration and Gender Affairs to test new and cost-effective models for increasing birth registration. Following up on a large sweeping exercise in 2015, UNICEF Botswana supported the design and proof-of-concept for ‘mini-sweeps’, which targeted remote villages with difficult access to civil and national registration offices. The exercise utilized partners at the community level, who knew the populations well, to identify children whose births were not registered or who did not have birth certificates, and to mobilize communities. Local civil and national registration offices set up mobile registration kiosks in each village, registering and printing certificates on-site. Over a two-week period 2,737 clients were served, with 638 new children registered and provided birth certificates and 1,556 previously registered children receiving their certificates. The exercise was monitored and costed as an additional strategy for effective and efficient outreach to remote villages.

UNICEF Botswana also explored new and innovative partnerships with the private sector and with political leaders in 2016. Debswana, the diamond mining company, invited UNICEF to provide technical expertise to its efforts to improve senior managers’ understanding of the social challenges that employees face. These challenges include sexual exploitation, drug and alcohol abuse, domestic violence, and other social ills. UNICEF’s child protection specialist and communications specialist participated in internal Debswana consultations. UNICEF also reached out to the presidents of the Women’s Caucuses of the four main political parties in Botswana to discuss sexual exploitation and abuse. The representative hosted a luncheon at which all four presidents expressed their concern about the issue and pledged to pursue it within their party structures. In 2017, UNICEF Botswana will explore ways of taking both of these initiatives forward.

**Support to Integration and Cross-sectoral Linkages**

In Botswana, integrated programming is seen as a priority for UNICEF, the United Nations and the Government, as a critical strategy to improve the efficiency and effectiveness of limited development resources. Government thematic working groups and United Nations results groups stress improved coordination and cooperation in policy and programme development, social service delivery and monitoring and evaluation. In 2016, the United Nations prioritized integration by creating multi-sectoral outcomes that cover: inclusive policies and programmes; improved policy and programme implementation; and strengthened strategic information and monitoring and evaluation. United Nations Development Group (UNDG) agencies, including UNICEF, have adopted the same outcomes as the framework for their new country programme documents.

Within UNICEF programming in 2016, support was provided in a number of critical areas where integrated and complementary programming for children are essential. Support to the development of the National Programming Framework on HIV for Adolescents and Young Adults in Botswana 2016–2020 involved multiple ministries and departments, civil society organizations, youth groups and adolescents themselves. This ensured that the framework was truly multi-sectoral and that key issues, such as gender and communication for development (C4D), were appropriately integrated within the framework. Efforts to formalize multi-sectoral coordination mechanisms and integrated programming faced challenges in the areas of nutrition and early childhood development but dialogue and advocacy have laid the groundwork and created commitment for greater progress in 2017. Recruitment of a
dedicated C4D staff in 2017 will greatly increase the capacity of UNICEF Botswana to promote and implement more integrated programming, especially at the community level.

**Service Delivery**

UNICEF in Botswana does not support 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 benefiting fully from these services.

A key example in 2016 was the in-depth analysis carried out under the All In! initiative in four priority districts. The in-depth analysis assessed and analysed quantitative and qualitative data and information on HIV services for adolescents. Key bottlenecks in service delivery for adolescents and youth living with HIV and those uninfected were identified in the domains of supply, demand, quality and enabling environment. Key bottlenecks identified include: perceived stigma impacting testing, lack of flexible working hours of health facilities, age of consent, lack of youth-friendly services and issues with gender-based violence and substance abuse. District teams are using the results to adjust programming plans and service delivery strategies to better meet the needs and challenges of adolescents and youth in accessing and benefiting from services in their coverage areas.

**Human Rights-Based Approach to Cooperation**

In collaboration with the Office of the United Nations High Commissioner for Human Rights based in South Africa, UNICEF continued to strengthen the capacity of the Government of Botswana through the Inter-Ministerial Committee on Treaties, Conventions and Protocols to be able to effectively prepare and submit reports on human rights. This training addressed the backlog of treaty body reports, such as the Consolidated 2nd, 3rd and 4th State Party Report on the implementation of the Convention on the Rights of the Child and the Initial Report on the Africa Charter on the Rights and Welfare of the Child. UNICEF will continue to support the Government in 2017 to present these reports to their respective committees and to develop response plans to recommendations.

UNICEF Botswana has also continued to engage the Government to endorse the final draft of the child protection protocol on the implementation of the Children’s Act 2009. The protocol is a milestone in the Government’s ability to protect the rights of child victims of sexual exploitation and abuse, including children in conflict with the law. It articulates the roles and responsibilities of various service providers such as social workers, police, health professionals, teachers and staff from civil society organizations to ensure that all children are protected from any form of violence. Finally, members of the Children’s Consultative Forum – a statutory body established under the Children’s Act 2009 – were trained on meaningful child participation, and were better able to fully participate in government decisions that affect them, such as in the development of Botswana’s Vision 2036.

**Gender Equality**

During 2016, UNICEF Botswana took concrete steps to strengthen the gender responsiveness of its programming. Promoting gender-responsive adolescent health, one of four priorities in UNICEF’s global gender action plan, is integrated into the National Programming Framework on HIV for Adolescents and Young Adults in Botswana 2016–2020. With HIV and AIDS prevalence significantly higher among adolescent girls than boys, the country office highlighted issues affecting girls under the All In! initiative.
UNICEF continued support to the Out-of-School Education for Children programme to provide alternative education opportunities for teenage mothers who drop out of school. Additionally, support for early childhood development, especially in remote areas, aims to provide mothers with improved opportunities to earn income, by direct involvement with ECD or by allowing mothers the time to pursue other economic opportunities.

UNICEF Botswana is a key stakeholder in the United Nations Joint Gender Programme, consisting of two joint programmes on gender mainstreaming and gender-based violence and contributing US$43,218. The United Nations Joint Gender Programme has strengthened and harmonized United Nations support to gender work in Botswana and provided a valuable platform for increased engagement with the Government and civil society around gender issues. In 2016, UNICEF supported development of research methodologies and tools to facilitate focused research on priority areas in gender-based violence, including preventing it, protection, care and support for survivors of gender-based violence; and national capacity development for response to gender-based violence.

In order to improve the institutional capacity in gender mainstreaming, UNICEF Botswana also supported a programmatic gender review conducted in conjunction with a gender review of the UN Sustainable Development Framework, to which the new country programme is aligned starting in 2017. Staff capacity in gender mainstreaming was enhanced through training from UNICEF’s regional office, and recommendations on improving the gender responsiveness of the country programme were internalized and applied around accountability and partnership, capacity and knowledge, programming, and communication and advocacy.

**Environmental Sustainability**

Botswana, like other semi-arid countries in Southern Africa, is increasingly affected by climate change. Droughts or localized flooding frequently occur, with Botswana suffering its worst drought in 34 years in 2016 due to El Niño effects. These events are expected to increase in frequency in the future. The Government of Botswana is acutely aware of the climate change risks the country is exposed to, and is actively integrating disaster risk reduction and environmental sustainability in development plans at the national, district and local levels.

The United Nations Development Programme (UNDP) has taken the lead among United Nations agencies on environment and climate change, in particular in the national roll-out of the SDGs and their incorporation into the new government Vision 2036 and National Development Plan 2107–2023. UNICEF is working closely with UNDP and other United Nations agencies to identify complementarities and areas of convergence between their programming areas and environmental and climate change. At the country office level, UNICEF Botswana is actively reducing its environmental footprint, including: 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 2016, UNICEF Botswana reported on 2015 greenhouse gas emissions through completing an Environmental Footprint Assessment on its country operations. Overall, greenhouse gas emission or carbon footprint is about 500 tonnes CO2E, translating to about 28 tonnes CO2E per person, with nearly 50 per cent coming from air travel, and vehicle and electricity coming in at 27 per cent and 22 per cent, respectively. This will serve as a baseline for developing strategies for and monitoring reduction in greenhouse gas emissions.

**Effective Leadership**
UNICEF Botswana saw a change in leadership with the arrival of a new representative in January 2016. Office programmes and operations key performance indicators and identified risks were monitored and managed through regular analysis of commitments in UNICEF Botswana’s Compact with the Regional Office at each country management team meeting. Mid-year and annual reviews were conducted with all staff members. During 2016, six country management team meetings were held, as well as five general staff meetings and six joint consultative committee meetings. The representative consulted extensively with the Staff Association chair and with the Executive Committee regarding the new country programme management plan and the programme and budget review processes. The BNLSS review provided an opportunity to examine office processes and clarify the added value of cross-country collaboration, with staff costs remaining cost neutral over the new country programme cycle. On a weekly basis, the senior management team met to discuss emerging operational and programmatic issues, specific bottlenecks to management effectiveness or programme implementation and progress against planned actions.

A new programmatic task force on sexual exploitation and abuse, led by the UNICEF representative, was introduced at the mid-year review to enhance collaboration between and within the programme and communications teams. A similar task force on ECD will be established in 2017.

A business continuity plan is in place and was tested in 2016. Based on the test, required improvements were identified, such as increased bandwidth and activating the printer at the UNICEF Botswana location, to be introduced in 2017. Risk management was guided by the corporate enterprise risk management approach, which was updated in 2016 as part of developing the country programme management plan. Training was provided in procurement processes to all staff and one staff member undertook orientation in human resources tasks. The arrival of a BNLS human resources manager strengthened human resources processes and recruitment.

Financial Resources Management

UNICEF Botswana’s table of authority was reviewed in 2016, to include the representative and to designate financial authority to staff. To simplify procedures, the country management team reduced the mandatory statutory committees from seven to five, and the Convention on the Rights of the Child and Partnership Review Committee limits were set to US$50,000. Changes in work processes will be affected to reflect these limits. The office banking system is fully operational under a bank communication management platform, resulting in access to electronic banking, lower bank charges, reduced lead times and transaction costs.

The office successfully transitioned to the Global Shared Service Centre (GSSC) in July and to automated payroll transfers in August. September and October payrolls were delayed in crediting some staff’s local bank accounts, but the problem was resolved through an earlier release. The office identified local focal points to play key liaison roles with the centre. The office completed bank reconciliations on time, with no unreconciled items in the ledger. The bank optimization procedures were followed in the procurement of cash for office operations. Programme sections provided cash forecasts on a monthly basis to advice replenishment of the account, and this process will be improved in 2017.

UNICEF Botswana ensured timely liquidation of direct cash transfers (DCTs), with no outstanding cash advances in 2016 beyond nine months. The Harmonized Approach to Cash Transfers (HACT) assurance plan was regularly monitored and reported. Working with UNDG agencies, in preparation for the new UNSDF and agency country programme documents, a macro-assessment and micro-assessments are being completed. Regular resources and other resources were routinely monitored and reported to the country
management, with the implementation rates for the institutional budget, regular resources and other resources above 99 per cent.

**Fundraising and Donor Relations**

With Botswana’s middle-income country status, financial and human resources are limited, but sufficient for programming in a middle-income country context and for providing strategic support to Botswana’s development priorities. In 2016, regular resources ensured core human resource capacities and fund programmes that have limited available funding sources – such as nutrition, social inclusion and advocacy and communications.

UNICEF Botswana relied 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. Opportunities for obtaining other resources remained limited, as donors have drastically reduced funding for programmes in Botswana, with only the European Union and the United States maintaining significant presence. UNICEF Botswana continued to seek funding and partnership opportunities which will leverage funds for children’s development.

In 2016, the Global Fund committed US$27 million for malaria and HIV in Botswana, in part resulting from strong UNICEF engagement. In addition, the Government of Botswana has committed to fund the Treat All campaign, providing antiretroviral drugs for all citizens who test positive for HIV. Proposals were submitted to the Embassy of Japan for drought relief and to the Dutch Government for HIV and gender (along with Namibia, Lesotho and Swaziland country offices). Collaboration with the new partnership specialist in Johannesburg were initiated in the last quarter of 2016, which will explore opportunities for improved fund-raising.

**Evaluation and Research**

UNICEF’s work in Botswana focuses on providing high-quality technical assistance on upstream policy development and analysis and on identifying solutions to challenges in policy and programme implementation. The integrated monitoring and evaluation plan was prepared in conjunction with annual workplans, through identification of opportunities to improve knowledge and evidence-generation with partners. The plan was approved as part of the annual management plan and was reviewed by the expanded country management team through the mid-year and annual review process, with adjustments made as needed.

In 2016, 78 per cent of integrated monitoring and evaluation plan activities were completed, with two activities moved to 2017. In 2016, UNICEF Botswana supported an external evaluation of the United Nations Botswana joint gender programme, composed of two joint programmes on gender mainstreaming and gender-based violence. The final evaluation report will be completed in early 2017 and will guide the further development of joint United Nations activities and initiatives on gender. Management responses will be identified after its completion and monitored by management through the country management team.

Commitment to rigorous programme evaluation among decision makers and scarcity of local human and financial resources remain bottlenecks towards establishing evaluation as a critical means for ensuring programme performance, efficiency and sustainability. The Government of Botswana has made commitments to improve evaluation within its new National Development Plan, with development of national monitoring and evaluation plans, frameworks and tools, to measure and monitor results of the National Development Plan and programme implementation. UNICEF Botswana will provide assistance, as appropriate, in designing and conducting evaluations on children’s issues.
Efficiency Gains and Cost Savings

UNICEF Botswana remains steadfast in pursuing cost-saving measures, introducing initiatives, including: double-sided printing of materials and re-use of printed materials; use of e-mails instead of printing; and use of a shared drive as a reference point for historical data. The Office took steps to streamline practices in 2016, adopting seven of the eight opportunities for streamlining office management, creating possibilities for efficiency gains within programme and operation environments.

The Botswana, Namibia, Lesotho, South Africa and Swaziland (BNLSS) review, and establishment of the BNLSS operations hub, allowed UNICEF Botswana to structure its operation support more efficiently and effectively, sharing expertise with other BNLSS countries through the hub, while maintaining core operation support for the office in-country. The Office eliminated the use of bottled water by investing in a reverse osmosis 48 litre reticulation plant, equipped with cold- and room-temperature clean drinking water, saving the office from purchasing bottled water for meetings and reducing the impact on the environment.

UNICEF Botswana leveraged its resources through use of United Nations common services, such as cleaning, security, courier and medical services. The development of an operations management team business operating strategy in 2016 will result in additional efficiencies in the areas of information and communication technology (ICT) and common procurement.

In total, more than 90 per cent savings were gained in the regime of bank charges and ledger handling fees when the payroll moved to the Global Shared Services Centre electronic transfers through the Bank Communication Management platform. Notable savings of 35 per cent were realized from telephone communications, as the office installed Voice over Internet Protocol and controlled the use of mobile phones. Costs of vehicle repairs and maintenance was reduced by 18 per cent, courier services by 95 per cent and stationery costs by 77 per cent. Disposing of obsolete equipment netted more than US$13,000. Overall marginal efficiency gains of about 15 per cent were realized on recurring operational costs.

Supply Management

A 2016 consolidated supply plan for goods and services guided procurement obligations, ranging from contracts for individual and institutional services, sourced both locally and internationally, to procurement of programme and office supplies. Most of the procurement-related activities (in monetary terms) involved contracting for services, with more than 58 per cent of the total programme procurement services related to consultants who delivered on results for children. Other contracted services ranged from provision of conference and meeting facilities, printing, programme supplies, general office supplies and equipment.

<table>
<thead>
<tr>
<th>Sector for which procurement was done</th>
<th>Goods (US dollars)</th>
<th>Services (US dollars)</th>
<th>Total (US dollars)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programme</td>
<td>12,612.28</td>
<td>382,578.86</td>
<td>395,191.14</td>
</tr>
<tr>
<td>Operations</td>
<td>23,597.00</td>
<td>18,167.27</td>
<td>41,764.27</td>
</tr>
<tr>
<td>Total</td>
<td>36,209.28</td>
<td>400,746.13</td>
<td>436,955.41</td>
</tr>
</tbody>
</table>

Informed by the magnitude of procurement services requests from programmes, the office undertook a strategic review of procurement skills and proficiencies needed to address procurement demands. A general staff orientation on procurement was held in March 2016,
followed by a one-week visit in June by the BNLSS procurement hub to develop supplier profiles and build a database of suppliers in Gaborone. The importance of procurement services was further confirmed by the creation of a supply and administration assistant position in the new country programme management plan.

The Government of Botswana continued to utilize UNICEF procurement services for specialized supplies, such as cold chain equipment and nutrition supplies. UNICEF does not host a warehouse in Botswana, with all shipments from Copenhagen directly received by the Government and stored in their warehouses for distribution to districts and health facilities.

The Office provided support on cost estimates for procurement orders and custom clearance of government shipments through Botswana Unified Revenue Services. In 2016, the Office cleared three shipments on behalf of the Ministry of Health and Wellness: therapeutic foods (ready-to-eat therapeutic foods, F75 and F100), cold chain equipment (fridges and fridge tags) and insecticide-treated mosquito nets.

Security for Staff and Premises

In 2016, UNICEF Botswana continued its focus on security of staff, premises and property, with frequent sharing of security alerts received from the regional and the country security advisers to enhance staff security awareness and guide informed decisions.

To increase staff awareness of emergency evacuation services, Medical Rescue International made a presentation to UNICEF staff in June 2016, on the services available and means of access and support. The warden communication tree was updated, with staff zoned and chief and deputy warden selected, considering proximities to residence and logistics. The chief wardens are given BWP100 airtime per month to enable them to monitor staff under their jurisdiction. The staff list and the communication tree are regularly shared with the United Nations Division of Security Services (UNDSS) and Operations Centre. All mission travel was submitted by individual travellers and cleared by UNDSS. No UNICEF staff travelled without completing the online basic and advanced security e-learning certification.

UNICEF premises are guarded by four trained security guards, who work in shifts of twos. The day guards direct UNICEF guests, as well as control exit and entry of vehicle into the basement. The premises are controlled through remote access control, augmented by a personal identification pin code. In 2016, new residential security measures for international staff were agreed on by the United Nations Country Team. These measures will ensure security for staff and their families, while optimizing UNICEF’s financial resources for programme activities.

Human Resources

In 2016, the office finalized its country programme management plan for the 2017–2021 Country Programme, maintaining open consultations with staff, the programme and budget review committee, CMT and Staff Association. The CPMP was also appropriately adjusted to account for the establishment of a BLNSS operations hub. The recruitment processes for new and upgraded positions has started in earnest, with expectation to fill the vacant positions by 1 April 2017, in readiness for the new country programme.

In response to the 2014 Global Staff Survey, UNICEF Botswana developed a response plan, in consultation with all staff, which was approved by the CMT. The plan focused on critical areas where the office did not perform well, such as Staff Association, work-life balance, knowledge and information sharing and office effectiveness. A mini-survey was done in November 2016 to measure achievement. Among the six areas identified from the global
survey, five showed significant improvement – especially knowledge and information sharing, staff cooperation and staff association.

In 2016, the staff performance management system moved from a paper-based system to the electronic ‘ACHIEVE’ system. By the July 2016 deadline, 100 per cent of eligible staff members had completed their key assignments in ‘ACHIEVE’. UNICEF Botswana was actively involved in UN Cares activities coordinated by the Joint United Nations Programme on HIV and AIDS (UNAIDS) office, with refresher courses updating staff members on counselling services and HIV in the workplace. Staff were actively involved in UN Open Day, World AIDS Day and 50 Minutes for Children activities.

To develop strategic technical and professional skills and career growth opportunities, two staff undertook stretch assignments and two other staff members were accorded job shadowing opportunities. Programme staff participated in the results-based management workshop in Lesotho and two planned group trainings were conducted on job readiness and emotional intelligence. Additionally, the BNLSS human resources manager facilitated a competency-based interview training, where all staff were certified.

**Effective Use of Information and Communication Technology**

In 2016, the Office used Office 365 suite of applications for efficient operational functionalities such as Outlook, OneDrive file backup and audio conferencing. OneDrive and SharePoint platforms were used to report and streamline data with headquarters and the regional office. OneDrive was employed to digitize and share Official Status Files with the Division of Human Resources to achieve electronic archiving for the human resource transformation initiative.

The transitions to GSSC for finance in July and human resources in October 2016 were successful due to investments made in ICT infrastructure. Office Internet speed stabilized with the installation of high-speed radio Internet microwave links with the local Internet service provider. Because of continued frequent Internet outages, UNICEF Botswana continues to depend on a backup Emerging Markets Communications V-SAT for critical ICT business continuity. Efforts to get the office fitted with fibre optical links are under way, which will result in faster Internet and connectivity. Satellite phones were tested monthly to comply with emergency communications requirements. UNICEF business transactions were performed through VISION, SAP modules to achieve scope, schedule and budget goals.

To address system challenges, the server farm was reconfigured with help from the UNICEF regional office, the global help desk and an ICT staff member from UNICEF Ethiopia. Although there was no outage of ICT resources during systems upgrades and maintenance, the Internet resources were very slow. ICT system uptime was maintained at 100 per cent. The ICT equipment and management were carried out by after-sales-appointed services agents to assure quality uninterrupted service delivery at minimal costs.

UNICEF supported the Ministry of Health and Welfare and Nationality, Immigration and Gender Affairs, by providing laptops and tablets, installing applications and training partners on how to use them. This support enabled both ministries to capture data for UNICEF-supported initiatives in birth registration and nutrition.

**Programme Components from RAM**
ANALYSIS BY OUTCOME AND OUTPUT RESULTS

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

Analytical Statement of Progress:
This past year saw important advancements and achievements in maternal and child health, nutrition and HIV in Botswana. The Ministry of Health and Wellness began implementation of organizational reforms, with the National AIDS Coordinating Agency now under its purview. The other components of restructuring, particularly decentralization of planning and coordination to district level, have not yet been implemented. As the United Nations in general, and UNICEF in particular, move to provide downstream support to the Government of Botswana to improve implementation and generate learning, decentralization is expected to aid UNICEF’s support to capacity building of sub-national structures to deliver results for children.

Specific health areas supported by UNICEF at upstream level in 2016 include introduction of new vaccines (bivalent oral polio vaccine and measles-rubella vaccine) and strengthening of newborn care through development of clinical guidelines for primary health-care providers. Vaccine introduction was a success, with all 28 health districts successfully switching to bivalent oral polio vaccine by the set switch date and 97 per cent of eligible children reached with measles-rubella vaccine. It is expected that the new vaccines will contribute to the eradication of polio and the elimination of measles. Newborn mortality continues to be the leading contributor to under-five mortality, despite high rates of facility-based deliveries and high antenatal care access. The newly developed newborn clinical guidelines will guide national efforts to improve quality of care for mothers and their newborns, thus reducing mortality.

The European Union-supported Community Support Strategy has been adopted by the Government of Botswana, with more than 200 Health Education Assistants absorbed in government personnel structures to deliver high-impact public health interventions at the household level. This platform provides an opportunity for delivery of life-saving interventions for children in deprived communities. In 2016, UNICEF supported training of 49 Health Education Assistants and 15 training of trainers in two deprived health districts (Charleshill and Ghanzi), on ‘Caring for Child’s Healthy Growth and Development’, an integrated management of childhood diseases package that covers infant and young child feeding; early stimulation; water, sanitation and hygiene; illness prevention; and care during illness. UNICEF will continue to support improvement of this programme to strengthen delivery of infant and young child feeding and acute malnutrition interventions to facilitate a safe and supportive environment for children.

Botswana continues to show high levels of malnutrition, both stunting and wasting. While there are no recent national-level data, studies in select districts have indicated a decrease in stunting levels, though still above 20 per cent in almost all studied districts. There is a gap in reliable data on nutritional status of children, with administrative data evidently significantly under-estimating malnutrition prevalence. In response to the recent El Niño-induced drought, UNICEF supported the Government of Botswana in data collection and analysis in 4 of the 12 hardest-hit districts, a first step in a process of comprehensive data analysis for all 28 health districts. The data analysis will be used to inform specific actions to strengthen the nutrition information system, to improve the setting of thresholds and targeting of interventions during drought and non-drought years and to monitor performance of interventions. On the basis of a UNICEF-supported study conducted in 2015, Ghanzi District was supported in developing a nutrition intervention plan to form the basis for an agreement...
between the Ministry of Health and Wellness and the district throughout the next five years. Additionally, UNICEF facilitated a multi-partner breastfeeding solidarity campaign that brought together stakeholders from government, civil society, media, development partners and the private sector to promote breastfeeding and enable public discourse on how breastfeeding can be better promoted and supported.

In HIV and AIDS programming, Botswana has taken a significant stride in implementing Option B+ and introducing the Test and Treat policy. Effective June 2016, all people testing positive for HIV, regardless of CD4 count, are eligible for enrolment in lifelong treatment. Under the All In! Initiative, in-depth analysis on adolescent HIV programming and services was undertaken in four districts. Quantitative and qualitative data were collected and analysed to identify key bottlenecks in adolescent HIV services and support. The findings will be incorporated into district-level plans, with continued support in development of strategies to overcome bottlenecks and to improve programme monitoring in 2017. UNICEF advocacy and technical support has contributed to the development of a National Framework for Adolescent HIV Programming and the establishment of a technical working group on Adolescent HIV.

Several challenges remain 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. Community linkages to health facilities are expected to improve with the scaling up of the Community Support Strategy to strengthen community engagement in the promotion of evidence-based 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. National-level dialogue on multi-sectoral nutrition partnerships is ongoing, with a request for UNICEF assistance in developing an appropriate partnership model for Botswana in 2017. There are also insufficient data available, across health, nutrition and HIV programmes, to guide evidence-based decision-making. There are currently no regular nutrition surveys or updates to the nutrition situation and no evaluation of large-scale interventions within or across sectors. Health-sector monitoring systems are disjointed and non-complementary, while routine programme monitoring is hampered by poor data quality and reporting. At the facility level, there is evidence of lost opportunities, as most malnourished children are not identified for treatment quickly. These key gaps are at the centre of UNICEF’s proposed areas of focus for the new country programme cycle beginning in 2017.

**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 continued to support implementation of high-impact interventions to reduce child morbidity and mortality, under the Accelerated Child Survival and Development strategy that ended in 2016. EPI management was strengthened through support for the switch from trivalent Oral Polio Vaccine to bivalent Oral Polio Vaccine as part of the global polio eradication strategy, with all 28 health districts successfully switching in April 2016. In the second half of the year, the country introduced measles-rubella vaccine through a campaign, which reached 674,140 targeted children (95.4 per cent coverage), including deworming covering 94 per cent of under-fives. UNICEF provided technical and financial support to the post-campaign coverage survey, in partnership with WHO.

UNICEF also partnered with WHO to support strengthening of newborn care in Botswana. WHO supported bottleneck analysis for neonatal programming, to inform policy- and
programme-level planning, while UNICEF supported development of newborn-care clinical guidelines. The guidelines will aid implementation of life-saving measures for newborns in primary health-care settings, and are expected to contribute to a decrease to newborn mortality, which represents almost half of all under-five deaths in the country. There are still outstanding bottlenecks to implementation of effective newborn care, which cut across the health-care system and will continue to inform UNICEF’s strategic support, primarily through the nutrition entry point.

UNICEF is playing an active advocacy role for a multi-sectoral approach to address malnutrition, building on the outcomes of the UNICEF-supported Nutrition Advocacy Conference and Botswana’s joining the SUN movement in 2015. UNICEF also supported a multi-sectoral coalition for promotion and support of breastfeeding in the first half of the year. The coalition included partners from civil society, government, the private sector and the media, culminating in a solidarity march in which more than 300 people participated.

In 2016, Botswana faced El Niño-induced drought, the worst in more than three decades. The drought was projected to result in a 73 per cent drop in crop production compared with a five-year average, leading to increases in food insecurity, especially in the western part of the country. Administrative data indicated a significant increase in underweight in 12 of the 28 health districts, but the data were insufficient to aid decision-making for targeted interventions, as the routine monitoring system did not report on acute malnutrition and thresholds for different interventions were unclear. In response, UNICEF provided technical assistance to the Ministry of Health and Wellness for field assessment in four of the hardest-hit districts, and will continue to provide comprehensive data analysis of nutritional status in all districts in 2017.

Preliminary results of the field assessment indicate that malnutrition levels are up to three times higher than administratively reported, and that the majority of malnourished children who attend Child Welfare Clinics are not appropriately identified and initiated on treatment. UNICEF will continue to support the Ministry of Health and Wellness in strengthening the health system’s ability to timely identify and initiate eligible children on treatment, especially in deprived districts, including through the use of ICT innovation.

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

**Analytical Statement of Progress:**
UNICEF’s support to the Government of Botswana on HIV in 2016 focused on advocacy for adolescent HIV programming and identification of adolescent programme bottlenecks at the district level, culminating in completion of in-depth analysis in four districts under the All In! initiative, establishment of an Adolescent HIV Technical Working Group, and development of a National Framework for Adolescent HIV. UNICEF also supported the Ministry of Health and Wellness to revise the strategy for voluntary medical male circumcision, which includes early infant circumcision as part of a strategy for HIV prevention at population level – to continue into 2017.

UNICEF supported the National AIDS Coordinating Agency to undertake and complete in-depth analysis of adolescent HIV interventions, in four target districts. The in-depth analysis gathered quantitative and qualitative data on: HIV testing and counselling; anti-retroviral 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. Key bottlenecks identified include: perceived stigma impacting testing, lack of flexible working hours of health facilities,
age of consent, lack of youth-friendly services; and issues with gender-based violence and substance abuse. Analysis of the data identified key service and support bottlenecks in each district, with strategies to overcome these bottlenecks integrated into district planning processes.

UNICEF support to adolescent programming continued to work through a technical working group on adolescent HIV programming. With UNICEF technical assistance, the group guided the development of the National HIV Programming Framework for Adolescents and Young Adults in Botswana 2016–2020, involving multiple ministries and departments, civil society organizations, youth groups and adolescents themselves. The framework is a platform for multi-sectoral action to drive better health outcomes for adolescents and young adults through critical changes in programmes, policy and investments. It is also an opportunity to support Botswana to improve data collection, analysis, utilization for policy creation, decision-making and programme planning.

UNICEF will continue to advocate for increased focus on and investment in adolescent and youth HIV programming, with a particular emphasis on: working with a broad coalition of partners to improve coordination and planning; advancing evidence generation and advocacy – especially at the implementation level; addressing issues of gender and vulnerability of adolescent girls; and promoting greater involvement of adolescents and youth in programmes that affect them. UNICEF will also continue to support government efforts towards pre-validation of elimination of mother-to-child transmission of HIV. With the a P4 HIV specialist coming on board in 2017, the office’s capacity to move forward on strategic and ambitious support to adolescent and HIV programming will be greatly enhanced.

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 2016, 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 of evidence generation and policy advocacy around child poverty, social protection system strengthening, public finance for children, child-friendly legal procedures, violence against children, birth registration in hard-to-reach areas, provision of ECD services and quality primary education programming.

This past year was a crucial year in long- and medium-term national planning in Botswana. The Government finalized both Vision 2036, as its long-term development blueprint, and the National Development Plan 11 as its medium development plan for the next six years. UNICEF was actively engaged in upstream policy discussions and advocacy that helped shape these key documents. Child poverty, in its non-monetary multidimensional form, as measured by MODA, was adopted and highlighted as a strategy for addressing intergenerational poverty and as an important poverty measurement. This paved the way for comprehensively addressing child poverty during the implementation of National Development Plan 11.

This past year was also a year of transition from the MDGs to the SDGs. UNICEF was part of the United Nations team that supported Botswana’s domestication of the SDGs and development of the indicators framework, as well as the alignment of key national and local development plans and sector plans to the SDGs. As a result of these efforts, a solid foundation was laid for the SDG implementation and progress monitoring in the future.

Social protection system strengthening was significantly advanced under the rubric of the Social Protection Modernization Project, supported by the World Bank. The process of
developing a National Social Protection Strategy was initiated, with a clear goal to improve the efficiency of the social protection system, where the Government of Botswana spent 4.4 per cent of the gross domestic product in 2012/13. Parallel to the development of a national strategy, the Government also discussed creating a single social register and adopting alternative targeting methods, such as proxy means testing, to improve the efficiency of the social protection system. As a member of the Social Protection Steering Committee, UNICEF Botswana was actively engaged throughout these processes to ensure that reforms meet the interests of children.

In 2016, progress was made in producing timely and quality data on children. A Multi-Topic Household Survey was conducted and preparations are underway for a Demographic and Health Survey and combined HIV and tuberculosis survey, both to be conducted in 2017. UNICEF worked closely with Statistics Botswana as a member of the technical working group on these key national surveys to ensure that key child indicators are included and analysed. In addition, the capacity of the Department of Social Protection was strengthened in data collection and analysis for children through support to a Violence against Children Survey.

The year also marked important progress in child protection. Botswana’s capacity in implementing the Children’s Act was enhanced, particularly in the areas of juvenile justice, child-friendly processes and procedures for addressing matters pertaining to children in conflict with the law, through capacity building by activities. Supporting the Government of Botswana in birth registration was another highlight in UNICEF child protection work, and as a result 638 new children were registered and provided birth certificates and 1,556 previously registered children received their certificates. Participation of children was also promoted, through building the capacity of members of Children’s Consultative Forum to provide their opinions on the development of Vision 2036.

The office worked closely with the Government of Botswana to ensure that the country is on track with its treaty reporting obligations. The office advocated and dialogued with relevant government ministries, such as the Ministry of Local Government and Rural Development and Ministry of International Affairs and Cooperation, to submit the final consolidated second, third and fourth reports on the implementation of the Convention on the Rights of the Child, as well as the initial report on the implementation of the African Charter on the Rights and Welfare of the Child to the relevant committees.

In terms of education quality and ECD, efforts were geared towards advocating with government and other stakeholders for the development and design of ECD, out of school, and quality primary education programmes. The organizational restructuring of the Ministry of Education and Skills Development and the establishment of an Education and Training Sector Strategic Plan 2015–2020 has been the guide for aligning UNICEF support with government priorities. Moving into the new country programme, UNICEF will continue its support in ECD, out-of-school and quality primary education, ensuring alignment with the introduced sector reforms and the Education and Training Sector Strategic Plan.

**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 2016, progress continued in the strengthening of the child protection system in Botswana. UNICEF and the Botswana Police Service collaborated on capacity building of field police officers and station commanders, with the knowledge and skills of 120 field police officers and 48 station commanders strengthened on juvenile justice and child-friendly processes and procedures. This supported compliance with international norms and standards and
implementation of child-friendly procedures and approaches for dealing with justice for children – both in criminal and administrative justice activities – when investigating matters of children in conflict with the law. More importantly, this improved alignment between juvenile justice services and the Children’s Act 2009.

Through advocacy and policy dialogue with relevant government ministries, such as Ministry of Local Government and Rural Development and Ministry of International Affairs and Cooperation, UNICEF supported preparations for the submission of the final consolidated second, third and fourth reports on the implementation of the Convention on the Rights of the Child, as well as the initial report on the implementation of the African Charter on the Rights and Welfare of the Child to the relevant committees.

UNICEF also created a two-day platform at which members of the Children’s Consultative Forum could analyse and provide their viewpoints on the development of Vision 2036. Furthermore, UNICEF, with the Center for Disease Control, supported the Department of Social Protection to undertake a nationwide Violence against Children Survey, with results expected in 2017.

A significant accomplishment in fulfilling children’s rights was the scaling up of mobile birth registration in remote and difficult-to-reach areas of the country. As many children in remote areas remain unregistered, they lack access to government social protection programmes. In the quest to achieve universal birth registration in Botswana, national efforts continued to focus on outreach to disadvantaged populations, with a focus on orphans and vulnerable children living without caregivers. Specifically, UNICEF supported the Department of Civil and National Registration to test cost-effective mobile birth registration in select villages in three sub-regions. The exercise utilized partners at the community level to identify children whose births were not registered or who did not have birth certificates and to mobilize community-level registration activities. Local offices from civil and national registration set up mobile registration kiosks in each village, registering and printing certificates on-site. Over a two-week period, the community-level mobile registration activities assisted 2,737 clients, with 638 new children registered and provided birth certificates and 1,556 previously registered children receiving their certificates.

To address bottlenecks in coordination and implementation of child protection policies and programmes in 2017, UNICEF will expand engagement with civil society organizations, the private sector and religious organizations, especially in the area of child exploitation and sexual abuse. UNICEF will also work more closely with communities and families to create a safe and supportive environment for children, by identifying local solutions and mobilizing community-level action on child protection issues.

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

Analytical Statement of Progress:
This past year marked a period of focus on generating evidence and building capacity for sustainable policy change in Botswana. The MODA, conducted in 2015, laid the groundwork for a different approach to reducing poverty in general and child poverty in Botswana. The assessment of the Government of Botswana’s Orphan Care Programme provided vital insight into the quality and targeting of the social protection programmes and the development of an Adolescent and Youth Profile and mapping of related adolescent and youth policies and programmes built a better understanding of the situation of adolescents and the policies and programmes that impact them. The country office also supported the design of key national surveys to better collect and analyse up-to-date child-related data.
Broadening the evidence and knowledge base on child poverty, MODA revealed much higher levels of multiple deprivations among children than levels of monetary poverty and a weak correlation between multiple deprivations and monetary poverty. UNICEF support facilitated a shift in the Government’s approach to addressing poverty from a focus on monetary poverty to one on multidimensional poverty. The office actively engaged in dialogue and policy advocacy, providing substantive inputs to key government plans and policies, such as Vision 2036, National Development Plan 11 and the Botswana Poverty Eradication Strategy. Child poverty, as measured by MODA, was also referenced in Botswana’s domesticated SDG indicators framework as a source of data for monitoring poverty reduction.

The office drafted child-focused budget briefs to assess the quantity, quality and historical trends of public expenditure in sectors important to the survival and development of children, such as education, health and social protection. The initiative aims to improve the awareness of the key stakeholders in ensuring that the realization of the rights of children are reflected in the government expenditure decisions, where children do not have their voice heard, and to promote increased attention to children issues in government budgets and their execution.

Furthermore, in partnership with UNDP and the Ministry of Local Government and Rural Development, the office took part in government capacity building at the sub-national level, conducting training of local authorities in mainstreaming child poverty in district development and urban development plans.

Demonstrating the Government of Botswana’s efforts to improve the efficiency and effectiveness of its social programmes, the Department of Social Protection and UNICEF undertook an assessment of the Government’s Orphan Care Programme, the first time in the 17 years since the programme’s development. The findings informed improvements needed in operational efficiency and quality provision of support services within the programme.

Scarcity of data, including those concerning children, remains a challenge in Botswana. In 2016, UNICEF strengthened its partnership with Statistics Botswana through representation in the technical working groups of a number of key national surveys. These include the annual Multi-Topic Household Survey and the planned Demographic and Health Survey and combined HIV and tuberculosis surveys. UNICEF will continue to support efforts to ensure that key child-related data are collected and analysed and are utilized to guide and 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:**
In 2016, efforts in education focused on advocacy with government and other stakeholders to expand access and quality of services for ECD, out of school education for children, and quality primary education programmes. The advocacy has culminated in a number of requests for UNICEF technical assistance.

The Ministry of Basic Education committed to take the ECD policy for endorsement by other key partners and ministries, but progress was slowed by the organizational restructuring of the Ministry of Education and Skills Development to the current Ministry of Basic Education. Once the ECD policy is endorsed by the three Ministries of Education, Health and Local Government, a national coordinating structure can address the challenges of fragmented and parallel provision of ECD services.
Ministries have agreed to expand provision of ECD services within formal (schools and day-care centres) and informal settings, exploring options such as community-based playgroups, public-private partnerships and collaboration with civil society organizations. UNICEF has agreed to provide technical assistance to generate evidence on the extent that the government-led Reception Programme is promoting school readiness and reducing school drop-out at early primary levels. In collaboration with the Ministry of Local Government and Rural Development, a road map to explore and implement feasible community-based ECD service delivery models has been developed. Taking advantage of draft playgroup guidelines developed by government and other stakeholders, UNICEF will support a feasibility study to generate evidence and develop options to expand playgroup models in Botswana.

Following restructuring, and the introduction of various education-sector reforms through the development of the European Union-funded Education and Training Sector Strategic Plan 2015–2020, UNICEF has committed support to the review of existing drafts of the Out of School Education Policy, curriculum framework and instructional materials and teaching strategies, and to align them to the newly introduced sector reforms and plans. The technical assistance will re-conceptualize the policy as a form of inclusive education and as an effective response to increasing learner diversity, thereby improving equity in the delivery of educational services. In 2017, UNICEF will also assist the Botswana Examinations Council to develop and review assessment standards to ensure accreditation and certification for out-of-school education programmes.

In 2016, UNICEF supported the Ministry of Basic Education to conduct a scoping study to review existing remediation programmes for basic education learners already in practice in Botswana. The study noted the ad hoc nature of provision of remedial interventions and capacity gaps among teachers to provide remedial teaching. In 2017, UNICEF will work with the Department of Basic Education to conduct a more comprehensive study to inform development of a remediation programme that will be institutionalized in all Botswana public primary schools.

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

Analytical Statement of Progress:
The past year was a crucial year in long- and medium-term national planning. The Government of Botswana finalized both Vision 2036 as its long-term development blueprint and the National Development Plan 11 as its medium-term development plan for the next six years. Vision 2036 includes four pillars to guide long-term development in the country: sustainable economic development, human and social development, sustainable development and governance, peace and security. The National Development Plan 11 outlines specific policies and related projects and programmes for implementation, under the theme ‘Inclusive Growth for Realization of Employment Creation and Poverty Eradication’. UNICEF was actively engaged in upstream policy discussions and advocacy, and provided specific recommendations for inclusion of child-related issues, to help shape these key documents.

To support domestication of the SDGs in Botswana, the Ministry of Finance and Development Planning established a SDGs National Steering Committee in May 2016. Participation includes representatives of all ministries, the United Nations, the World Bank and bilateral development partners. The committee is chaired by the Resident Coordinator and the Deputy Permanent Secretary in the Ministry of Finance and Development Planning. The Steering Committee will track Botswana’s work towards achievement of the SDGs. The United Nations hosted orientation workshops on the SDGs for government officials and for civil society throughout Botswana and provided valuable technical assistance to the

In late 2016, the Government of Botswana signed the UNSDF, which draws on a synthesis of analyses and dialogues on the country’s strategic needs to achieve the goals of the 2030 Agenda (SDGs), based on lessons learned from past cooperation. The UNSDF is specifically focused on three priorities that government and development partners view as comparative advantages of the United Nations, resulting in three outcome areas: development of inclusive policies and programmes; improved implementation of policies and programmes; and strengthened monitoring and evaluation and management of strategic information. UNICEF, UNDP and the United Nations Population Fund have adopted these same outcomes within their CPDs. UNICEF Botswana finalized its CPD 2017–2021 and it was submitted to the Executive Board for review in February 2017. The three programme components of the 2017–2021 country programme will be: (a) child poverty; (b) adolescents and HIV; and (c) programme effectiveness.

In 2016, UNICEF Botswana looked to increase its capacities in critical cross-sectoral areas, such as C4D and gender. With regional office support, staff were trained in C4D concepts, key entry points for C4D within the new country programme were reviewed, and a set of action points were developed. Country office staff also received training on gender concepts and strategies, and a Gender Review was conducted for the new CPD, providing valuable insight and guidance on strategies for mainstreaming gender across programme areas and results. Additionally, UNICEF supported a Gender Review of the UNSDF, leading to strengthened strategies and better accounting for gender across expected results.

UNICEF continued to work with the Government of Botswana and development partners to improve communication and coordination of activities, with 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 2016 on integrating and sharing progress and lessons learned in the areas of education, nutrition, child protection, social protection and HIV and AIDS.

UNICEF 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 Group; the ICT Group; and the Communication Group. This engagement directly supported overall effective and efficient functioning of the United Nations Country Team and United Nations programming.

UNICEF Botswana ensured timely liquidation of direct cash transfers, with no outstanding cash advances in 2016 beyond nine months. The HACT assurance plan was regularly monitored and reported. Working with UNDG agencies, in preparation for the new UNSDF and agency CPDs, a macro-assessment and micro-assessments are being completed. Regular resources and other resources were routinely monitored and reported to the CMT, ensuring timely expenditure on expiring grants and full expenditure of funds.

External communications strengthened the role of UNICEF as a leader on children’s issues through national media, public events and initiatives, built around the country’s fiftieth anniversary celebrations. Botswana Children’s Month of Broadcasting provided a platform for children and various stakeholders to reflect on the progress made in the realization of children’s rights since independence. A national campaign, 50 Minutes for Children, mobilized individuals and private-sector, government and international partners to invest
resources towards children. A robust media engagement around both initiatives resulted in increased coverage on children’s issues. Coverage increased from 45 in 2015 to 237 in 2016. Of these articles, 54 per cent mentioned UNICEF. UNICEF Botswana also strengthened social media engagement, which resulted in Facebook followers increasing from 2,510 in 2015 to 8,701. The office also introduced a Twitter account in 2016 and currently has 878 followers.

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

**Analytical Statement of Progress:**
In 2016, external communications strengthened the role of UNICEF as a leader on children’s issues through national media, public events and initiatives. Advocacy initiatives in 2016 were built around the country’s fiftieth anniversary celebrations to promote a more reflective approach on progress made in advancing child rights agenda and the trajectory of a Motswana child 50 years later.

In March, UNICEF Botswana partnered with all local broadcasters to launch a month-long commemoration, Botswana Children’s Month of Broadcasting, under the theme United and Proud for the Next Generation. The initiative provided a platform for children and various stakeholders to reflect on the progress made in the realization of children’s rights. During the same month, various radio stations broadcasted programmes driven by children around health, education and HIV and AIDS, and this resulted in increased coverage of children’s issues by local media. During the same month, UNICEF facilitated the contribution of Children’s Consultative Forum (Children’s Parliament) to the formulation of the country’s vision 2036 through a consultative meeting with a presidential task team.

UNICEF Botswana also launched a national campaign, 50 Minutes for Children. The campaign encouraged a range of groups and individuals to take action in the promotion and protection of children’s rights and mobilised individuals, private sector, government and international partners to invest resources towards initiatives that benefit children. The campaign reached more than 8,000 children and more than 2,000 adults spent 50 minutes promoting children's rights. Some formal initiatives came as a result of the campaign, which include a formalized job shadowing programme, and coordinated efforts by alumni from various school across the country to improve educational outcomes. Corporate entities participated in the campaign and invested resources on projects geared towards the promotion of children's well-being. The projects included procurement of medical equipment for children's wards in public hospitals, buying equipment for ECD centres and funding non-governmental organizations that support orphaned and vulnerable children.

In 2016, UNICEF Botswana also strengthened its media engagement efforts, resulting in increased coverage on children’s issues from 45 in 2015 to 237 in 2016. Of these articles, 54 per cent mentioned UNICEF. An annual engagement with local editors was conducted to ensure continued visibility of children’s issues on local media. UNICEF Botswana also strengthened its presence on digital media platforms, resulting in Facebook followers increasing from 2,510 in 2015 to 8,701 in 2016. The office also introduced a Twitter account in 2016 that currently has 878 followers.

Public events such as the launch of *the State of the World’s Children* and the Day of the African Child commemoration provided a platform for UNICEF Botswana to advocate for action towards addressing gaps that exist in the realization of children’s rights, with a focus on child poverty, nutrition and violence against children. UNICEF Botswana also developed and finalized a communication and advocacy strategy to guide advocacy efforts for the new
OUTPUT 2: By 2016, country programme reviews, adjustments and enhancements result in improved programme relevance, effectiveness and efficiency.

Analytical Statement of Progress:
Programme support activities in 2016 focused on finalization of the new CPD and CPMP and on the UNSDF. These documents account for the upper-middle income context of Botswana and are strategically focused on the comparative advantages of the United Nations and UNICEF in assisting the Government of Botswana attain its development goals and objectives and the SDGs. These documents focus on areas where the United Nations can best add value to government plans and programmes (rather than a traditional sectoral focus), and the aligning of plans across United Nations agencies, and are viewed as strategic and essential steps towards being ‘fit for purpose’ in the middle-income country context, maximizing the impact of limited United Nations resources and demonstrating accountability to the Government and partners.

In 2016, UNICEF Botswana looked to increase its capacities in critical cross-sectoral areas, such as C4D and gender. With regional office support, staff were trained in C4D concepts, key entry points for C4D within the new country programme were reviewed, and a set of action points were developed. UNICEF Botswana staff also received training on gender concepts and strategies, and a Gender Review was conducted for the new CPD, providing valuable insight and guidance on strategies for mainstreaming gender across programme areas and results. Additionally, UNICEF supported a Gender Review of the UNSDF, leading to strengthened strategies and better accounting for gender across expected results.

UNICEF also continued to play an active role in the United Nations Joint Gender Programme, consisting of two joint programmes on gender mainstreaming and gender-based violence. UNICEF contributed to development of research methodologies and tools to facilitate focused research on priority gender-based violence areas, including: prevention of gender-based violence; protection, care and support for gender-based violence survivors; and national capacity development for gender-based violence response. Additionally, support was provided to conduct an evaluation of the United Nations Joint Gender Programme, with results expected in early 2017.

UNICEF 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 Group; the ICT Group; and the Communication Group. This engagement directly supported overall effective and efficient functioning of the United Nations Country Team and United Nations programming.

UNICEF Botswana ensured timely liquidation of direct cash transfers, with no outstanding cash advances in 2016 beyond nine months. The HACT assurance plan was regularly monitored and reported. Working with UNDG agencies, in preparation for the new UNSDF and agency CPDs, a macro-assessment and micro-assessments are being completed. Regular resources and other resources were routinely monitored and reported to the CMT, ensuring timely expenditure on expiring grants and full expenditure of funds.
OUTCOME 4: Effective and efficient programme management and operations support to Botswana Programme of Cooperation.

Analytical Statement of Progress:
Office programmes and operations were managed through regular analysis of commitments in UNICEF Botswana’s Compact with the Regional Office at each CMT meeting. Mid-year and annual reviews were conducted with all staff members. During 2016, six CMT meetings were held, as well as five General Staff meetings and six Joint Consultative Committee meetings. An oversight weekly senior management team met to discuss emerging operational and programmatic issues, specific bottlenecks to management effectiveness or programme implementation, and progress against planned actions.

The office finalized its CPMP for the 2017–2021 country programme, maintaining open consultations with staff, the Programme and Budget Review committee, CMT and Staff Association throughout, accounting for the establishment of a BLNSS operations hub. The schedule for the recruitment of new and upgraded positions is on course, targeting to fill the vacant positions by 1 April 2017 in readiness for the new country programme.

Stewardship of finance resources was sustained through strategic internal controls; the table of authority to simplify procedures, reduced mandatory statutory committees from seven to five, and the Convention on the Rights of the Child and Partnership Review Committee limits were set to US$50,000. The office made substantial cost savings, with more than 86 per cent savings gained in the regime of bank charges and ledger handling fees, savings of 35 per cent from telephone communications and cost of vehicle repairs reduced by 18 per cent, courier services by 95 per cent and stationery costs by 77 per cent. Overall marginal efficiency gains of about 16 per cent were realized on recurring operational costs.

The security of staff, premises and property was preserved, with frequent sharing of security alerts circulated by regional and country security advisers to enhance staff security awareness, inspire staff awareness of emergency evacuation services with an active warden communication tree, while the staff list is regularly shared with UNDSS and the UNICEF Operations Centre. A tested Business Continuity Plan is in place, and recommended improvements will be fully implemented by 31 January 2017.

To develop strategic technical and professional skills and foster career growth, the office funded in-house and external training opportunities for staff, including granting eligible staff permission to apply for stretch assignments and job shadowing opportunities. The staff performance management system moved from a paper-based system to the electronic system, with 100 per cent of eligible staff members completing their key assignments in ACHIEVE on time. UNICEF Botswana was involved in UN Cares activities coordinated by the UNAIDS office and staff were actively involved in UN Open Day, World AIDS Day and the 50 Minutes for Children campaign.

Strategic partnerships with the Government of Botswana were maintained, enabling the Government to utilize UNICEF procurement services for specialized supplies – i.e., cold chain equipment and nutrition supplies. The office provided support on cost estimates for procurement orders and custom clearance of government shipments through Botswana Unified Revenue Services.

The office used the Office365 suite of applications for operational efficacy, including Outlook, OneDrive file backup and audio conferencing. OneDrive and SharePoint platforms were used to streamline data with headquarters and the regional office, including deployment of digitized archiving of Official Status Files with the Division of Human Resources designed for the human resources transformation initiative.
In 2016, office programmes and operations were managed through regular analysis of commitments in UNICEF Botswana’s Compact with the Regional Office, mid-year and annual reviews and performance improved through strategic technical and professional skills and foster career growth, improved ICT capacities and strong internal controls.

OUTPUT 1: Effective and efficient governance and systems.

Analytical Statement of Progress:
Management of programmes and operations were routinely monitored and reviewed through analysis and reporting at CMT on AMP indicators and on commitments in UNICEF Botswana’s Compact with the Regional Office. Mid-year and annual reviews were conducted with all staff members. During 2016, six CMT meetings were held, as well as five General Staff meetings and six Joint Consultative Committee meetings. On a weekly basis, the senior management team met to discuss emerging operational and programmatic issues, specific bottlenecks to management effectiveness or programme implementation, and progress against planned actions.

The office remains steadfast in pursuing cost-saving measures, by introducing double-sided printing of materials; re-use of printed materials; use of e-mails instead of printing; and use of P-drive as reference point for historical data. Other measures included investing in a reverse osmosis reticulation plant for potable water, eliminating the purchase of bottled water and pooling resources through United Nations common services. The development of an Operations Management Team Business Operating Strategy in 2016 will yield additional efficiencies in ICT and common procurement moving forward.

A Business Continuity Plan is in place and was tested in 2016. Recommended actions should be fully implemented by 31 January 2017. The Business Continuity Plan has a full list of default officers in charge, with appropriate rights that are enacted when the primary staff member is unable to fulfil its role.

The office undertook a strategic review of procurement skills and proficiencies needed to address procurement demands and a general staff orientation on procurement was held in March. This was followed by a one-week visit in June by the BNLSS procurement hub to develop supplier profiles and build a database of suppliers in Gaborone. The database should be completed in 2017.

UNICEF used its comparative advantage in sourcing for high-quality and competitive procurement services for specialized supplies, cost estimates on procurement orders and customs clearance for health and nutrition programmes in support of children in Botswana.

Security of staff, premises and property were attended to through frequent releases of security communications from regional and country security advisers. The office maintains an active warden communication tree and a staff list is regularly shared with UNDSS and the UNICEF Operations Centre.

The office automation protocols utilized the Office365 suite of applications employed to resourceful operational functionalities, corporate ICT Microsoft products such as Outlook, OneDrive file backup and audio conferencing for streamline UNICEF communication in the office. OneDrive and SharePoint platforms were used to rationalize data exchange with headquarters and the regional office, including deployment of digitized archiving of Official Status Files with the Division of Human Resources for the human resources transformation initiative. The transitions to GSSC for finance in July and human resources in October 2016 were successfully completed.
Stable office Internet speed remains a concern, even after the installation of high-speed radio Internet microwave links with the Internet service provider (BTC). Frequent Internet outages from the provider makes the office depend on backup Emerging Markets Communications V-SAT for critical ICT business continuity. UNICEF continues to seek solutions for fast and reliable Internet service.

OUTPUT 2: Effective and efficient management and stewardship of financial resources

Analytical Statement of Progress:
The table of authority was reviewed once in 2016 to include the representative and designate financial authority to staff. To simplify procedures, the CMT reduced the mandatory statutory committees from seven to five, and the Convention on the Rights of the Child and Partnership Review committee limits were set to US$50,000. Changes in current work processes will be effected to reflect these limits. While it is difficult to dispose of second-hand equipment in Botswana, the office sold a 2003 Toyota Land Cruiser, among other items. The disposal of remaining obsolete equipment will be concluded by the first quarter of 2017.

The office banking system is fully operational under the Bank Communication Management platform, resulting in access to electronic banking, lower bank charges, reduced lead times and transaction costs. The office successfully transitioned to GSSC in July and to automated payroll transfers in August. Unfortunately, September and October payrolls were delayed in crediting some staff’s local bank accounts, but the problem was resolved through an earlier release. The office identified local focal points to play key liaison roles with the GSSC.

The office completed bank reconciliations on time, with no unreconciled items in the ledger. The bank optimization procedures were followed in the procurement of cash for office operations. Programme sections provided individual cash forecast requirements on a monthly basis to advise replenishment of the account, and this process will be improved in 2017.

UNICEF Botswana ensured timely liquidation of direct cash transfers, with no outstanding cash advances in 2016 beyond nine months. The HACT assurance plan was regularly monitored and reported. Working with UNDG agencies in preparation for the new UNSDF and agency CPDs, a macro-assessment and micro-assessments are being completed. Regular resources and other resources were routinely monitored and reported to the CMT, ensuring timely expenditure on expiring grants and full expenditure of funds.

The office used Office365 suite of applications for operational efficacy; outlook, OneDrive file backup and audio conferencing. OneDrive and SharePoint platforms were used to streamline data with headquarters and the regional office, including deployment of digitized archiving of Official Status Files with Division of Human Resources designed for the human resources transformation initiative.

OUTPUT 3: Effective and efficient human capacity.

Analytical Statement of Progress:
In 2016, the office finalized its CPMP for the 2017–2021 Country Programme, maintaining open consultations with staff, the Programme and Budget Review committee, CMT and Staff Association. The CPMP was also appropriately adjusted to account for the establishment of a BLNSS operations hub. The recruitment processes for new and upgraded positions have started in earnest, with expectation to fill the vacant positions by 1 April 2017, in readiness for the new country programme.
In 2016, the staff performance management system moved from a paper-based system to the electronic Achieve system. By the July 2016 deadline, 100 per cent of eligible staff members had completed their key assignments in Achieve.

The office reviewed residual human resource functions, such as time management, liaison services, on-boarding and off-boarding support, interpretation of rules and general human resources administration after the establishment of a human resources hub in South Africa. These residual functions led to the establishment of a Human Resource Assistant position in the new CPMP.

UNICEF Botswana was actively involved in UN Cares activities coordinated by the UNAIDS office, with refresher courses updating staff members on counselling services and HIV in the workplace. Staff were actively involved in UN Open Day, World AIDS Day and 50 Minutes for Children activities.

To develop strategic technical and professional skills and career growth opportunities, two staff undertook stretch assignments and two other staff members were accorded job shadowing opportunities. Programme staff participated in the results-based management workshop in Lesotho and two planned group trainings were conducted on job readiness and emotional intelligence. Additionally, the BNLSS human resources manager facilitated a training in competency based interviewing where all staff were certified.

### Document Centre

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