Executive summary

A Multiple Overlapping Deprivation Analysis (MODA), estimating child poverty using monetary and non-monetary multidimensional measures, conducted by UNICEF Botswana in 2016, revealed that while 19 per cent of the population is poor in monetary terms, 63 per cent of children live in multidimensional poverty – which comprises health, nutrition, education, housing, water and sanitation. Almost 43 per cent of children are deprived in two or more dimensions, although they live in households that are above the monetary poverty line. Deprived children tend to live in large, rural households headed by a female with low educational attainment, and with at least one member who is HIV-positive, disabled, or both.

New 2017 household data are expected to be released in early 2018. Children’s well-being in Botswana can still be considered comparatively good in sub-Saharan Africa terms, but far from comparable to other upper-middle-income countries. The Gini coefficient is 0.61 and disparities are also clear in geographic terms.

The year 2017 marked the first year of the new UNICEF Botswana Country Programme (2017–2021), during which UNICEF Botswana transitioned to new programming methods aimed at adding value to government programmes, creating multiplier effects, working at scale, and ensuring that interventions are sustainable. These methods were outlined in United Nations Programming Guidelines, which were approved by the United Nations Country Team. UNICEF also moved from a focus on upstream policy and advocacy work to a balanced approach that also includes developing models or ‘proving concepts’ at district level.

UNICEF Botswana implemented a new advocacy strategy in 2017, which emphasizes sexual exploitation and abuse and early childhood development (ECD). Public advocacy focused mostly on sexual exploitation and abuse with the view to increasing public advocacy around ECD in 2018. The work around prevention of sexual exploitation and abuse saw great success when Parliament unanimously adopted a motion to create a sexual offenders’ registry and to prevent registered offenders from working in institutions that serve children. In addition, the Ministry of Justice, Defence and Security drafted a revised penal code that is aligned with the Children’s Act, thereby raising the age of consent to sex to 18.

Formal partnerships with non-governmental organizations (NGOs) went from zero in 2016 to four in 2017. While the first partnership had a more immediate purpose of providing water, sanitation and hygiene (WASH) facilities for asylum seekers based in a refugee camp, the other partners will support the Government of Botswana and UNICEF to implement small-scale Proofs of Concept. These concepts will demonstrate new delivery models for the Government to take to scale in the area of adolescents at risk of or living with HIV, as well as in the area of quality education through remediation. A fifth partnership currently in development will focus on infant and young child feeding. Additional partnerships will be formalized in 2018.

A new and innovative type of partnership saw its birth in 2017 with the establishment of the Chief Executive Officer Council on Children’s Rights. The Council’s 10 members have
committed to promoting children’s rights within their companies and through their corporate social responsibility efforts.

Overall, UNICEF has seen a keen interest by the Government to work with UNICEF to protect and promote child rights. The year 2017 also saw the submission of the second, third and fourth state party report to the Committee on the Rights of the Child.

From a more operational perspective, the subregional hub for Botswana, Lesotho, Namibia, and Swaziland went live in July. The hub has enhanced operational efficiency, especially given the size of the Botswana Country Programme and consequent lean structure of the team. Following the 2016 submission and approval of the new Country Programme and Country Programme Management Plan, UNICEF Botswana experienced significant changes in its staffing with resignations, upgrades and several positions being abolished. Out of 14 subsequent vacant positions, 8 were filled in 2017 and the remainder are on track to be filled in early 2018.

UNICEF Botswana’s 2017 staffing gaps caused delays in several interventions. Due to the absence of an education specialist for many months, the anticipated momentum in remedial education and ECD activities was not achieved. Furthermore, a delay in the Government’s endorsement of the ECD Policy Framework meant that some of the planned ECD activities had to be postponed to 2018.

**Humanitarian assistance**

Botswana remains a low-level-risk country when it comes to humanitarian crises and disasters. Nonetheless, recurrent droughts and flooding are a significant risk factor and, as recently as 2016, Botswana was hit with the worst drought in decades.

In 2017, the National Disaster Management Office, under the auspices of the Office of the President, mobilized government partners, development partners and civil society organizations to prepare for emergencies. To this end, the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) facilitated a workshop during which risks were prioritized and the key minimum and advance preparedness actions were identified. UNICEF participated in the workshop and made inputs to the action plans.

UNICEF Botswana provided WASH facilities for rejected asylum seekers who were moved from the detention centre in Francistown to the Dukwi Refugee Camp. This was done through partnership with the Botswana Red Cross Society, and in coordination with the Office of the United Nations High Commissioner for Refugees (UNHCR). The intervention aimed to meet the needs of 144 children that had moved from the detention centre to the refugee camp.

UNICEF participated in preparation of a response plan for a possible influx of Zimbabwean refugees, following the actions by the military in Zimbabwe to remove the President from office. UNICEF focused, among other things, on child-friendly spaces, education, risk of separation, etc. While the situation remained calm in Zimbabwe and there was no influx of refugees, preparedness planning included designation of roles and responsibilities, availability of shelter, and identified reception and screening points.

**Equity in practice**

Case study: Use of data to improve equitable nutrition programming.
Problem statement:
The El Niño-induced drought of 2015/2016 brought to light limitations in the current Botswana National Nutrition Surveillance System which hinder targeted and effective delivery of services to protect nutritionally at-risk children and to manage malnutrition. The Botswana National Nutrition Surveillance System final routine reporting output only reports on underweight, a composite indicator which makes it difficult to inform planning for interventions that address acute and chronic malnutrition respectively. The responsiveness of the system is also sub-optimal.

Strategy and implementation:
To understand the impact of the drought on children, and to build institutional capacity for timely responsiveness to nutrition shocks in the future, UNICEF Botswana supported the Government of Botswana in a three-stage process:

1. In-depth analysis using primary data in four of the most drought-affected districts. The districts are among the poorest in the country and predominantly rural.

2. Comprehensive secondary analysis of routine administrative data from all the 26 health districts for which data are collected through the Botswana National Nutrition Surveillance System.

3. Review and re-design of the Botswana National Nutrition Surveillance System to create an enhanced Nutrition Information System that facilitates
   a. Better targeting of children at most risk;
   b. Setting of thresholds to trigger timely response to changes in nutritional status of children; and
   c. Monitoring of results from specific interventions to improve nutrition outcomes.

Progress and results:
The first two stages have been completed, while the third stage is ongoing. Notable findings informing equity in programming were as follows:

1. Stunting increases rapidly between the first and second birthday, emphasising the need to focus on prevention during the first 24 months.

2. In the four most-affected districts, wasting was the highest among children aged 48–59 months, indicating the need for both preventive and curative services for acute malnutrition to cover all children under 5.

3. The current system significantly under-reports underweight (the only indicator being monitored). Underweight was found to be two to three times higher than reported in the Botswana National Nutrition Surveillance System. Moreover, the under-reporting may not be evenly spread, as two districts not traditionally known to be among those with high prevalence of underweight were found to be in the top four.

The analysis informed the final selection of districts (Ghanzi and Kgalagadi North) and age categories in which UNICEF will concentrate its efforts to improve implementation of preventive and curative nutrition services to address malnutrition both at national and subnational levels.

Next steps:
Results from the first two stages of analysis are currently being used to inform the third stage: development of the Nutrition Information System, which is scheduled for completion in 2018 and to be at scale in all districts by 2021. The system is expected to improve reliability of national reports and strategic targeting of districts and communities most in need of preventive and curative nutrition interventions.

Strategic Plan 2018–2021

UNICEF Botswana’s Country Programme began in 2017, one year ahead of the new Strategic Plan. The first year has ensured that the foundation was laid for the successful achievement of Country Programme results aligned to the Strategic Plan priorities for the next four years.

Being an upper-middle-income country, Botswana does not lack financial resources. As such, UNICEF’s emphasis in 2017 and years to come will be on non-financial or low-cost approaches to supporting the Government in achieving results for children. To do so, UNICEF Botswana will implement strategies also incorporated in the Strategic Plan, including but not limited to:

- Leverage resources for children by influencing domestic planning, financing and delivery for services for children: UNICEF Botswana’s social policy efforts around public financial management for children, including social service sector and fiscal space analysis, will be used to advocate for review of allocation and expenditure trends for children where necessary.

- Promote behaviours, demand for services and social norms that contribute to the realization of child rights, directly and through policy and system strengthening: Behaviour change and demand creation are critical methods of addressing UNICEF Botswana programme priorities such as sexual exploitation and abuse of children, birth registration, adolescent utilization of HIV services and prevention of HIV, and infant and young child feeding. A new communication for development position was established to guide the behaviour change aspects of these interventions.

- Build support for our cause – the rights of children – through becoming an even stronger advocacy, campaigning and communications force for children, strengthening the UNICEF brand, and working with others to build alliances and movements to change: UNICEF Botswana will continue to strengthen its role as a communication and advocacy champion for children. Momentum was gained in 2017 on mainstream and social media platforms and the number of events at which senior UNICEF staff spoke doubled between 2016 and 2017.

- Leverage the power of business to improve the lives of children around the world, especially the most marginalized, by increasing their commitments for financial and non-financial support for UNICEF programmes, incorporation of policies in favour of child rights, and advocacy on fulfilment of child rights: In 2017, UNICEF Botswana established the Chief Executive Officer Council for Child Rights. Comprising chief executive officers and directors of major corporations, the Council members will advocate for child rights, establish corporate policies that protect children and revamp their corporate social responsibility interventions to deliver impact instead of mere philanthropy. This initiative has led to opportunities for the Representative to speak at the Annual General Meeting of the Botswana Chamber of Mines, and for UNICEF Botswana to design a survey on the cost of sexual exploitation and abuse on business ahead of a sexual exploitation and abuse campaign that will be launched in 2018.

- Improve delivery of essential services to the most disadvantaged children through policy and system strengthening: UNICEF Botswana will expand efforts from a focus on upstream analysis
and advocacy to a broader effort that also includes proving new concepts for service delivery. Three components of these proofs of concept have been identified: Government involvement in testing the new model, a rigorous evaluation plan to provide evidence of success (or areas for improvement), and a costed plan so that the Government knows how much to budget to scale up successful models.

- Foster cross-sectoral and multisectoral programming that responds to children as a whole and to the environment in which they grow up: In 2017, UNICEF implemented cross-sectoral initiatives in ECD and in child protection. In ECD, the nutrition and education teams collaborated to design new delivery models at community level. With respect to child protection, the external communication and the child protection teams have worked together to combat sexual exploitation and abuse.

- Strengthen system coherence; operational efficiencies and effectiveness: UNICEF Botswana is part of the United Nations Business Operating Strategy. In 2017, one long-term agreement for a joint Internet service provider was established as a result. UNICEF Botswana will realize cost savings in 2018 through reduced costs, economies of scale, and enhanced operational efficiencies because of increased bandwidth.

UNICEF Botswana’s work is captured in annual plans that are aligned with the UNICEF Eastern and Southern Africa Regional Office–Country Office Compact, in turn aligned to the Strategic Plan. The Compact is one of mutual accountability for results between the UNICEF Eastern and Southern Africa Regional Office and, in this case, the Botswana Country Office. Progress against planned results is comprehensively monitored through mid- and end-year reviews, but also more regularly in Country Management Team meetings.

**Emerging areas of importance**

**Early childhood development (ECD).** In 2017, UNICEF Botswana shifted the focus of its ECD work from upstream advocacy and policy infrastructure to advocacy for and implementation of ECD at the subnational level. This downstream focus will provide a learning ground for how best to expand ECD access to children who have previously been excluded, especially children in rural communities. The emphasis is on demonstrating scalable, affordable and effective models for improved ECD access, that will also inform improvements to the policy and programming environment. To that end, UNICEF Botswana invested in building strong partnerships in two districts in 2017.

Through UNICEF’s technical leadership and support, local political leaders and senior government officials in North-West District were sensitized on the importance of ECD and how their offices can facilitate expansion of ECD services in the district. The sensitization and consultations with senior government officials resulted in the establishment of a technical working group with a clear action plan. UNICEF Botswana further supported participation of a senior government official from the district in a national South-South learning opportunity on community ECD models in South Africa. The learning experience was used to inform development of guidelines for community playgroups as a way to expand ECD access in rural areas. This important breakthrough removes barriers associated with high infrastructural standards designed for the private sector which have been a hindrance to community participation in making ECD accessible to children from families with constrained financial resources. Playgroups were launched in the district in December 2017.

In Ghanzi District, UNICEF Botswana built on existing nutrition activities to create partnerships
to improve ECD access. UNICEF Botswana supported collaborative, multi-sectoral efforts to develop an alternative, sustainable community-based ECD model that covers nutrition, stimulation and early learning. Sectoral contributions to the concept came from health and nutrition, education, food resources, youth empowerment, and social and community development. Community leaders also contributed to development of the concept note. The concept note is awaiting finalization and approval by relevant authorities, for implementation in 2018. In addition, UNICEF Botswana is currently in dialogue with private-sector partners to expand ECD access in Ghanzi District, particularly to remote communities and residents living on commercial farms.

UNICEF also supported a national ECD conference organized by Ba Isago University, bringing technical experts and policymakers from other countries to share experiences on expansion of ECD access.

### Summary notes and acronyms

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<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tr>
<td>ECD</td>
<td>early childhood development</td>
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<tr>
<td>HACT</td>
<td>harmonized approach to cash transfers</td>
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<tr>
<td>MODA</td>
<td>Multiple Overlapping Deprivation Analysis</td>
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<tr>
<td>NGO</td>
<td>non-governmental organization</td>
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<tr>
<td>OCHA</td>
<td>United Nations Office for the Coordination of Humanitarian Affairs</td>
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<td>UNAIDS</td>
<td>Joint United Nations Programme on HIV/AIDS</td>
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<td>UNFPA</td>
<td>United Nations Population Fund</td>
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<td>UNHCR</td>
<td>Office of the United Nations High Commissioner for Refugees</td>
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<td>WASH</td>
<td>water, sanitation and hygiene</td>
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<td>WHO</td>
<td>World Health Organization</td>
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### Capacity development

UNICEF Botswana strengthened the capacity of Government partners to provide quality services for children in several sectors. In HIV, UNICEF Botswana worked with programme teams in four districts (Boteti, Ghanzi, Good Hope and Selebi Phikwe) to conduct a bottleneck analysis of barriers for adolescent HIV interventions. The exercise helped to build the skills of district teams to collect, analyse and utilize data to design programmes. Key bottlenecks identified include lack of information and knowledge among adolescents on how and where to access services; limited access to, and use of, key HIV services (testing, condoms, treatment); stock-out of test kits and other essential commodities; limited availability of trained health-care workers in the provision of adolescent-friendly health services; identification of adolescents and young people living with HIV; treatment retention and adherence; low utilization of safe medical circumcision due to individual and community attitudes and beliefs; and increased psychosocial issues including gender-based violence.

In nutrition, UNICEF Botswana’s technical expert seconded to the Ministry of Health and Wellness provided on-the-job training to the senior nutritionist overseeing the nutrition information system. As a result, the senior nutritionist has acquired new skills in three specific areas: (1) nutrition research design using essential actions in nutrition software; (2) comprehensive data analysis using essential actions in nutrition; and (3) cleaning and managing large data sets in Excel. It is expected that this skills acquisition will strengthen the Ministry’s capacity to plan, research, design and analyse similar data and information in the future. The Chief of Nutrition and Food Control from the Ministry of Health and Wellness learned to manage nutrition in emergency settings through participating in a regional training opportunity. UNICEF Botswana’s ongoing support for the Nutrition Information System will further develop institutional
capacity for continuous generation of timely, quality data to inform policy decisions and programming.

**Evidence generation, policy dialogue and advocacy**

UNICEF Botswana used data to raise awareness about the extent of sexual abuse and exploitation in Botswana. Advocacy by UNICEF Botswana and others, inter alia, resulted in Parliament adopting a motion to create a Sex Offenders Registry which will also prevent prior sex offenders from working in institutions that provide services to children. In addition, the ruling party passed resolutions on sexual abuse and gender-based violence at its party congress in July 2017.

UNICEF Botswana utilized data from the PEPFAR-funded second Botswana Youth Risk Behavioural and Biological Surveillance Survey. UNICEF Botswana participated in the technical working group. The survey was conducted in 2015 among secondary school students aged 13–19 years in 137 schools across 10 regions. Results indicated that 22 per cent of children had had sexual intercourse. Of those, 13 per cent of girls had been impregnated and 13 per cent had had sex for money, drugs or gifts. Some 22 per cent had been forced to have intercourse.

UNICEF Botswana designed a ‘Cost of Sexual Exploitation and Abuse on Business’ survey. Findings will feed into the sexual exploitation and abuse campaign in 2018. Moreover, the findings will be used to advocate with businesses to pay more attention to the impact of sexual exploitation and abuse on their staff and, ultimately, productivity in the workplace. At least two high-profile corporate entities have committed to undertaking the survey.

Data from the MODA led to subnational-level programming. The MODA revealed large inequalities across districts, pointing towards more geographic targeting and downstream programming. A recent Beneficiary Profiling Assessment will be used to identify how social protection services align with household poverty and inform improved targeting.

In 2017, child-focused budget briefs were drafted and are being used for advocacy purposes. Fiscal space and political economy analyses are underway.

**Partnerships**

In 2017, UNICEF Botswana expanded its partnerships from the existing solid relations with the Government of Botswana to a wider focus that includes partnerships with the private sector and with NGOs. The partnerships with NGOs will test proofs of concept that can ultimately be taken to scale by the Government itself.

UNICEF Botswana established partnerships with five civil society partners to implement proofs of concept. Coming from no formal civil society partnerships in 2016, UNICEF Botswana rounded off 2017 with two small-scale funding agreements (one implementing WASH activities in a refugee camp and the other embarking on an education remediation intervention) and two programme cooperation agreements (one for HIV and the other for both HIV and Education, with implementation scheduled for January 2018). In addition, another small-scale funding agreement (for infant and young child feeding) will be finalized in early 2018.

Partnership with the private sector gained momentum with the establishment of the Chief Executive Officer Council for Children’s Rights. This partnership aims to strengthen the role of the private sector in advocating for children’s rights, particularly reducing sexual exploitation and
abuse and improving ECD services. The 10 members of the Council have committed to supporting UNICEF Botswana advocacy priorities of prevention of sexual exploitation and abuse and ECD through their corporate social responsibility initiatives and further advocacy within their companies. UNICEF Botswana has started to provide guidance on the formulation of child-sensitive corporate social responsibility initiatives.

UNICEF Botswana partners with other United Nations agencies under the One UN umbrella. United Nations agency activities are captured in a United Nations Sustainable Development Framework in support of the Government of Botswana’s National Development Plan. Monitoring of progress against the collective Framework is done through pillar working groups and a Steering Committee that is co-chaired by the United Nations Resident Coordinator and the Permanent Secretary of the Ministry of Finance.

**External communication and public advocacy**

In promotion of UNICEF’s #ENDviolence campaign, UNICEF Botswana undertook numerous initiatives to promote dialogue and raise awareness on sexual exploitation and abuse. UNICEF Botswana partnered with four out of five local broadcasters (with a combined reach of more than 1 million people) to launch the Children’s Month of Broadcasting with the theme ‘Adopting Zero Tolerance towards Sexual Exploitation: Your voice counts’. Children and the public dialogued around factors increasing a child’s vulnerability to sexual exploitation and abuse, with many citing poverty as the main driver of children’s vulnerability. This dialogue will be instrumental in designing the 2018 national sexual exploitation and abuse campaign.

To commemorate the Day of the African Child and the Convention on the Rights of the Child, UNICEF Botswana organized two major Facebook takeovers providing a forum for children and youth to dialogue around sexual exploitation and abuse, as well as drug abuse. UNICEF’s active social media presence in general resulted in the number of Twitter followers almost doubling from 878 in 2016 to 1,946 in 2017 and an increase in Facebook likes from 8,701 in 2016 to 10,276 in 2017.

In 2017, the ruling party passed a resolution at their annual party congress to prioritize gender-based violence and sexual abuse. This resulted from UNICEF Botswana’s targeted collaboration with leaders of women’s wings for local political parties to raise awareness of sexual abuse among politicians. Furthermore, UNICEF facilitated a dialogue session between members of the Children’s Consultative Forum and leaders of local political parties about including children’s issues in party manifestos for the 2019 general elections. All parties pledged to do so.

**South-South cooperation and triangular cooperation**

In 2017, UNICEF Botswana created an opportunity for government partners from the Ministry of Basic Education, the Ministry of Health and Wellness and the Ministry of Local Government and Rural Development to learn about informal early learning models (including playgroups) used in South Africa. This study tour resulted in the development of playgroup guidelines, led by Project Concern International, and the creation of a multisectoral technical team in North-West District with terms of reference and an action plan, as well as identified sites for implementation of playgroup models.

UNICEF Botswana invited the UNICEF Representative of Lesotho to share experiences and lessons learned on developing and implementing proofs of concept, which are a key mechanism of support to Botswana as an upper-middle-income country. Recognizing the resource and
The meeting with the UNICEF Lesotho Representative, which lasted 1.5 days, covered a systematic approach to developing a new proof of concept, and facilitated a review of draft concepts for UNICEF Botswana. As a result of guidance from the Lesotho Representative, two concept notes for innovative ideas were developed: one around psychosocial support for adolescents living with HIV, and another around community ECD interventions. Implementation of these proofs of concept will be done in partnership with the Government, and will include an assessment of effectiveness, as well as a cost analysis, to inform Government decisions for scale-up.

Identification and promotion of innovation

In 2017, UNICEF Botswana created innovative approaches in two areas: private-sector collaboration and general programming approaches.

With respect to the private sector, UNICEF Botswana launched the Chief Executive Officer Council for Children’s Rights to strengthen the role of the private sector in promoting and protecting children’s rights. The Council is chaired by the UNICEF Botswana Representative and by the chief executive officer of Debswana, the largest mining company in the country. The Council consists of 10 members and will meet twice annually. In 2017, the Council members committed to prioritizing sexual exploitation and abuse of children, as well as ECD, in their corporate social responsibility. This partnership has also led to opportunities for the Botswana Representative to speak at the Annual General Meeting of the Botswana Chamber of Mines. The value of this partnership is significant given the reach of the 10 members. It is estimated that these companies employ more than 20,000 individuals, in turn reaching an estimated minimum of 40,000 children. This does not include the large number of clients and clients’ children who are also expected to be reached through the Council.

UNICEF Botswana also developed new methods of programming that are more relevant to the upper-middle-income context of Botswana. Recognizing the capacity of the Government and the areas in which the United Nations holds a comparative advantage, UNICEF Botswana and the United Nations Country Team as a whole developed a Guidance for Programming that aims to move away from business as usual to more effective and efficient support to the Government. UNICEF refrained as much as possible from paying for activities that are best implemented by the Government and focused on helping the Government to improve existing interventions, leverage resources, or prove innovative concepts that the Government can take to scale. More on the guidelines can be found in the ‘Lessons learned’ chapter.

Support to integration and cross-sectoral linkages

At the national level, collaboration between UNICEF programme sectors – in particular, education and nutrition – furthered cooperation between the ministries of health and wellness, basic education, and local government and rural development for ECD programming. The collaboration entailed South-South learning in South Africa around community ECD models and contributed to development of National Playgroup Guidelines to remove restrictive standards and improve access of children in rural areas. At the subnational level, inter-ministerial partners...
established a technical working group on ECD with clear terms of reference and a workplan to expand services in rural areas, culminating in the launch of playgroups in North-West sub-district. In Ghanzi sub-district, collaboration resulted in development of a concept note on an alternative, sustainable community ECD model that incorporates stimulation, early learning, early childcare and feeding practices. The concept is at finalization and approval stages and will inform implementation of community ECD development that the Government can take to scale. It is expected that initial testing of the model will reach approximately 300 children.

Internally, the HIV and child protection staff collaborated with the communications and advocacy unit to address sexual abuse and exploitation. These issues have now been integrated into national HIV plans, guidelines and programmes. In 2018, U-Report, as well as the design of evidence-based combination prevention interventions and models of care for adolescents living with HIV, will support the improvement of outcomes for children and adolescents across health, education, HIV and child protection. These interventions will not only contribute to improving internal synergies but will also demonstrate how to work successfully beyond traditional siloes.

Service delivery

UNICEF Botswana laid the foundation for implementation and evaluation of high-impact interventions for children and adolescents in 2017. Key stakeholders at national and subnational levels contributed to developing proofs of concept to be implemented in 2018.

UNICEF Botswana and Ghanzi District authorities designed a new delivery model to provide early learning, nutrition and stimulation programmes through community structures. Once approved, this multi-year proof of concept will test alternative sustainable models for community ECD that the Government can take to scale.

UNICEF Botswana also created a strategic partnership between the Ministry of Health and Wellness, District Health Management Teams and Baylor Botswana for the design, implementation, evaluation and costing of differentiated models of care for adolescents living with HIV. The partnership will provide rigorous evidence on the impact of the intervention on adolescent well-being and their transition to adulthood. Improving the survival and well-being of adolescents living with HIV through sustainable and cost-effective programmes that effectively respond to the needs of this cohort and are implemented at scale is a key priority of the Government of Botswana.

Building on 2016 proof of concept efforts by UNICEF Botswana, in 2017 the Department of Civil and Nationality Registration on its own accord conducted mobile birth registration campaigns in remote areas which involved registering and issuing birth certificates on the spot using modems, laptops and printers with Internet connections to the Birth and Death Registration System server at Ministry headquarters. This led to an additional 1,301 children from remote areas being registered and provided with birth certificates.

Human rights-based approach to cooperation

In 2017, the Government of Botswana submitted the second, third and fourth State Party Report on the implementation of the Convention on the Rights of the Child. This follows UNICEF’s efforts in 2016 to strengthen the capacity of the Government’s Inter-Ministerial Committee on Treaties, Conventions and Protocols to prepare and submit reports on human rights.

UNICEF Botswana has been advocating for the rights of the child, and in particular the
protection of children in Botswana from sexual exploitation and abuse. These efforts have contributed to a Government decision to align the penal code with the Children’s Act of 2009, including raising the age of sexual consent from 16 to 18 years. Furthermore, a motion in Parliament to introduce a sex offenders registry was adopted and is a positive step towards protecting children, not least by ensuring that prior sex offenders are unable to work in institutions that provide services to children.

UNICEF Botswana brought the Children’s Consultative Forum together with political party representatives, during which time the children themselves advocated for the inclusion of children’s issues in the 2019 general election manifestos. Political parties have committed to doing so in an effort to assure the children that they are not left behind in the development agenda.

All UNICEF Botswana staff participated in a United Nations Joint Human Rights training in 2017 that was focused on lesbian, gay, bisexual, transgender and intersex rights.

The Botswana Country Programme emphasises an increased focus on downstream interventions. Targeted locations, such as Ghanzi and Kgalagadi, are selected with equity in mind.

**Gender equality**

UNICEF Botswana continued to strengthen gender-responsive programming through dedicated gender programmes and mainstreaming gender into existing interventions. UNICEF Botswana is a key partner in the United Nations Joint Gender Programme, which focuses on addressing gender-based violence. The joint programme will harmonize United Nations support to gender work in Botswana and provides a valuable platform for increased engagement with the Government, civil society and the private sector around gender-based violence.

In Botswana, HIV prevalence is highest among girls (6.2 per cent) compared with boys (3.6 per cent) aged 15–19. Among young adults (20–24 years old), prevalence is three times higher among females (15 per cent) compared with males (5 per cent). In 2015, 3,835 youth (15–24 years old) were newly infected with HIV, with 70 per cent of new infections among girls. As such, UNICEF Botswana continues to prioritize the implementation of high-impact combination prevention interventions that focus on adolescent girls and young women. These include testing, treatment, counselling and prevention. Behaviour change communication is also an integral part to the intervention.

While sexual exploitation and abuse against children impacts both girls and boys, prevalence is highest among girls. According to the second Botswana Youth Risk Behavioural and Biological Surveillance Survey (2015), among sexually experienced students, 18.8 per cent reported being forced to have sex in the past 12 months. A higher proportion of female students (23.7 per cent) reported being forced to have sex in the past 12 months as compared with male students (15 per cent). Hence, efforts to protect children against sexual exploitation and abuse are implemented using a gender lens, thus focusing predominantly on young women and girls.

**Environmental sustainability**

The Government of Botswana has actively integrated disaster risk reduction and environmental sustainability in development plans at the national and district levels. The United Nations Development Programme is the lead agency on the environment and climate change and supported the Government, specifically the National Disaster Management Office, with an inter-
agency workshop on preparedness planning. OCHA facilitated the workshop that resulted in the
prioritization of risks in Botswana – including drought and flooding – and identification of
minimum and advance preparedness actions required.

UNICEF Botswana continues to increase efforts to reduce its carbon footprint, prioritizing the
use of a water purifying tank to minimize costs of bottled water; use of direct and most economic
flights for travel, as well as efficient use of vehicles. UNICEF will further explore carpooling
options with other United Nations agencies as part of the business operating strategy
implementation in 2018.

In the 2016 Environmental Footprint Assessment report, UNICEF Botswana reported 286 tons
of carbon emissions, reflecting a 43 per cent decrease from 2016. This translates to 18 tons of
carbon emissions per person, with 48 per cent coming from vehicles. The decrease in carbon
emissions can particularly be seen in air travel, where carbon emissions reduced from 50 per
cent in 2015 to 10 per cent in 2016. Carbon emissions from electricity and air travel came in at
39 per cent and 10 per cent, respectively. The significant increase in vehicle carbon emissions,
from 27 per cent in 2015 to 48 per cent in 2016, is due to the changes in programming that have
resulted in increased use of vehicles for field visits. Environmental awareness learning clinics
are planned for staff in 2018 to promote further attention to environmental impacts.

Given recurrent drought in Botswana, in 2018 UNICEF Botswana will explore how best to
incorporate climate change and its impact on children into future programming.

Effective leadership

A new Deputy Representative and operations manager joined UNICEF Botswana in 2017,
completing the senior management team, which is led by the Representative and includes the
communications officer. Weekly senior management team meetings enable the forum to discuss
emerging programmatic and operational matters. Weekly operations team meetings and
biweekly programme coordination meetings were also institutionalized in 2017.

Mid-year and annual reviews took place with all staff. The team analysed progress against the
Regional Office Compact and Annual Management Plan in programme and operations. A total
of six country management team meetings, six general staff meetings and four joint consultative
committee meetings were held.

The Botswana, Lesotho, Namibia and Swaziland operations hub, which provides operational
support and oversight to the Botswana Country Office, was launched in July 2017 and is
currently fully staffed. Support from the hub has been particularly key in review of internal
control processes and improved quality of submissions to the General Shared Service Centre,
ultimately reducing the number of returned/rejected cases for UNICEF Botswana.

To improve the business continuity plan, UNICEF Botswana addressed findings of a 2016
simulation test. Subsequently bandwidth was increased, and a printer and teleconferencing
equipment were installed at the business continuity plan site. In 2018, another simulation
exercise will be led by the regional security adviser.

Programme and operational risks, as well as mitigation strategies, are regularly reviewed as
part of enterprise risk management updates. These reviews facilitate accelerated and/or
adjusted responses to managing risks as appropriate.
The 2017 audit recommendations included six medium recommendations which are being addressed as per the agreed schedule. Furthermore, a peer review exercise was conducted by the UNICEF Regional Office in February 2017 as part of their ongoing oversight and capacity strengthening role to the UNICEF Botswana Country Office.

**Financial resources management**

UNICEF Botswana continues to review financial management processes to increase efficiency.

The table of authority was reviewed twice in 2017 to include changes necessitated by the introduction of the Botswana, Lesotho, Namibia and Swaziland hub and changes resulting from the most recent programme budget review. Terms of reference for statutory committees were also revised. New standard operating procedures were introduced to facilitate procurement of low value goods/services and the use of telephones.

UNICEF Botswana completed timely bank reconciliations and followed bank optimization procedures in the procurement of cash for office operations. Programme sections provided cash forecasts to facilitate account replenishments, though these forecasts need to be made on a more regular basis in 2018.

UNICEF Botswana did not have any outstanding direct cash transfers over six months. The harmonized approach to cash transfers (HACT) assurance plan was regularly monitored and reported in programme coordination meetings and country management team meetings. Regular resources, other resources and the institutional budget were routinely managed and implementation rates are above 98 per cent.

**Fundraising and donor relations**

Bilateral and multilateral donor resources are very limited due to Botswana being an upper-middle-income country with a small population. The Country Office therefore relies on core UNICEF resources and thematic funding.

Nonetheless, UNICEF Botswana takes advantage of all possibilities to raise additional resources for UNICEF programmes. UNICEF recently mobilized US$45,000 to support implementation and evaluation of differentiated models of care for adolescents living with HIV. This funding will come from US$300,000 allocated for Botswana from the Joint United Nations Programme on HIV/AIDS (UNAIDS) unified budget results and accountability framework for 2018.

In 2017, UNICEF Botswana supported the Government in its application for the next Global Fund grant. The Global Fund grant offers opportunities for implementation and scale-up of effective interventions for adolescent girls and young women through catalytic funds.

As elaborated in other parts of this report, UNICEF worked closely with the private sector in 2017 to develop a partnership around children’s issues with a view to influencing contributions made through corporate social responsibility, whether monetary or in-kind.

**Evaluation and research**

In 2017, UNICEF Botswana placed emphasis on laying the foundation to support the Government in the areas of evidence generation, data usage for decision-making and implementation science for programmes intended for scale-up. This year no management
responses to evaluation recommendations were submitted, as no evaluations were finalized in 2017.

UNICEF Botswana has designed several proofs of concept aimed at determining feasibility and cost-effectiveness of key interventions. These concepts include delivery of differentiated care models for adolescents living with HIV, quality education through remediation, community early childhood development models and the use of public works programmes to improve infant and young child feeding practices. Evaluations will play an integral part of these interventions to generate evidence for scale-up by the Government nationwide. Planned 2018 evaluations include evaluation of the vulnerable group feeding programme and pre-primary reception classes.

### Efficiency gains and cost savings

UNICEF Botswana began implementation of the United Nations Country Team’s Business Operating Strategy in 2017 and expects to see cost savings in 2018. In 2017, UNICEF entered into a joint long-term agreement for Internet service provision and is also negotiating a joint long-term agreement for travel services. The cost savings from these will be derived from 2018, when the implementation of these agreements commences. On Internet services alone, UNICEF Botswana expects to save close to US$40,000 in the first year, and an estimated US$200,000 over a five-year period. The two long-term agreements are in addition to the existing common services such as cleaning, security and medical services.

### Supply management

The table below reflects the total value of procurement for UNICEF Botswana in 2017.

<table>
<thead>
<tr>
<th>Supply and logistics key figures (Botswana), 2017</th>
<th>US$</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Total value of procurement performed by the office</td>
<td></td>
</tr>
<tr>
<td>Procurement for own office</td>
<td>281,035.36</td>
</tr>
<tr>
<td>Operational supplies</td>
<td>37,403.42</td>
</tr>
<tr>
<td>Services</td>
<td>243,631.94</td>
</tr>
<tr>
<td>Total procurement performed by the office</td>
<td>281,035.36</td>
</tr>
<tr>
<td>(2) Total value of supplies and services received</td>
<td></td>
</tr>
<tr>
<td>Programmatic supplies</td>
<td>98,784.00</td>
</tr>
<tr>
<td>Channelled via regular procurement services</td>
<td>98,784.00</td>
</tr>
<tr>
<td>Operational supplies</td>
<td>45,683.42</td>
</tr>
<tr>
<td>Services</td>
<td>452,614.04</td>
</tr>
<tr>
<td>International freight</td>
<td></td>
</tr>
<tr>
<td>Total supplies and services received</td>
<td>597,081.46</td>
</tr>
</tbody>
</table>
Expenditures show that 89 per cent of spending on goods and services was used on services (consultants) that augmented available capacity to deliver results for children: 67 per cent being locally recruited consultants/contractors and 22 per cent being internationally recruited consultants/contractors. Other contractual services included provision of conference facilities, printing, general office supplies and equipment.

The Government continued to utilize UNICEF procurement services for specialized supplies, such as cold-chain equipment, bed nets, and health and nutrition supplies. UNICEF Botswana provided support on cost estimates for procurement orders as part of government planning for 2018.

Security for staff and premises

UNICEF premises are guarded by four trained security guards, who work in shifts of two. The premises are controlled through remote access control for visitors, augmented by a personal identification pin code for staff members.

In 2017,

- Three UNICEF wardens were trained on their roles and responsibilities;
- Two UNICEF fire marshalls were trained by UNDSS on basic fire awareness;
- Fourteen staff members were provided first-aid training by Medical Rescue (Botswana) to equip staff with life skills for emergencies; and
- All Country Office staff (16 at end of December 2017) have completed their basic and advanced security training and are aware of the requirements for trip clearance for all travel outside of duty stations, whether domestic or international.

Furthermore, the Wardens Communication Tree and the Security Communication Tree were updated. Monthly submission of staff list and their dependents to OSPCEN has been instituted. The UNICEF regional security advisor visited UNICEF Botswana and provided a detailed security briefing, in cooperation with UNDSS, on residential security measures to staff. Local staff are encouraged to request a security assessment of their residential premises to facilitate loans and/or salary advances to adequately secure their homes. At a general level, the Residential Security Measures are under review by the UNDSS Regional Security Advisor and will be submitted for approval to the security management team at the beginning of 2018.

During his visit, the UNICEF Regional Security Advisor assessed the UNICEF Botswana Business Continuity site. A post-visit report presents recommendations to improve the business continuity plan and upgrade the business continuity site.

Human resources

Following the 2016 Programme Budget Review for the new Country Programme and Management Plan 2017–2021, the Botswana Country Office experienced significant turnover in 2017, with 8 out of the 21 approved positions affected. All positions were under recruitment, and six of eight were filled by year-end, some being repeatedly advertised. Furthermore, six positions fell vacant during 2017 due to re-appointment or separation. Recruitment for three of them was completed by year-end.
In response to the 2017 Global Staff Survey results, an office improvement plan was developed in consultation with all staff and with support from an external facilitator. The plan focuses on job satisfaction and motivation; management response to the Global Staff Survey; personal empowerment; learning; and development. The plan is monitored quarterly.

Performance management is undertaken through statutory review processes as well as more regular touch-base sessions between managers and staff. Formal appraisals for 2017 are currently being undertaken and ratings will be reviewed and moderated by the country management team before they are finalized. In 2018, the entire office will participate in a performance management workshop facilitated by the Division of Human Resources.

To continue to develop and facilitate technical and professional skills and career growth opportunities, several learning and training opportunities were offered in 2017, including but not limited to: job shadowing; public finance for children; child rights and mining; nutrition in emergencies; introduction to procurement; and contracting individual consultants.

Furthermore, UNICEF Botswana was involved in UN Cares activities, which focused on HIV in the workplace and understanding bias. Staff also participated in the UN Open Day and Convention on the Rights of the Child Commemoration.

The year ended with a peer review by the Botswana, Lesotho, Namibia and Swaziland human resources manager, with recommendations for implementation in 2018. Recommendations included, inter alia, strengthened administration of human resources, including individual consultants and introduction of standard operating procedures for specific processes.

**Effective use of information and communication technology**

As part of the business operations strategy implementation with other United Nations agencies, UNICEF Botswana jointly procured Internet service provision and upgraded the bandwidth to 15Mbps. Through a local service provider, the fibre-optic network was installed in the office. In addition, the emerging markets communications V-SAT link was reduced to 256Mbps to serve as back-up only. These changes enabled UNICEF Botswana to transition to the LIGHT project, a regional project intended to save costs through centralized management of servers, thereby providing access to UNICEF services remotely. LIGHT in the Botswana Country Office has not yet fully stabilized and the few remaining challenges will be resolved by the Botswana, Lesotho, Namibia and Swaziland LIGHT Hub.

UNICEF Botswana used digital content and engagement in 2017 to reinforce UNICEF’s credible voice for, and with, children. UNICEF Botswana used social media platforms to foster connections with different audiences and to also draw attention to children’s issues that would not otherwise receive the same platform, such as sexual exploitation and abuse of children.

The social media platforms have also been used to reach both urban and remote communities and giving young people a greater voice in improving their own lives. With 10,276 followers on Facebook and 1,946 Twitter followers, the office regularly engaged with young people and decision makers on topical issues around promotion and protection of children’s rights. Two major Facebook takeovers were organized as part of the commemoration of the Day of the African Child and World Children’s Day. In both instances, children across the country shared ideas and experiences on how they can be protected from sexual exploitation and abuse. They
also dialogued on the effects of alcohol and drugs on their well-being. Issues raised in both takeovers will be incorporated in the national sexual exploitation campaign planned for 2018.

Programme components from RAM

ANALYSIS BY OUTCOME AND OUTPUT RESULTS

OUTCOME 1 By 2021, Botswana has quality policies and programmes towards the achievement of the Sustainable Development Goals and targets and national aspirations.

Analytical statement of progress

UNICEF provided significant inputs into the Government- and World Bank-led development of the National Social Protection Strategic Framework which is in final draft and due to be endorsed in the coming weeks. The Framework is the first of its kind and provides an overarching policy document to help Botswana move from a fragmented approach to a more coherent approach to social protection. The Framework will be a key pillar of UNICEF’s support to, and advocacy with, the Government, to enhance the effectiveness and efficiency of social protection interventions, especially regarding children in Botswana. The strengthened partnership with the Department of Social Protection in the Ministry of Local Governance and Rural Development provided the space for UNICEF to provide inputs and recommendations on the draft national social protection framework. UNICEF will continue to support government efforts in this area, and will specifically support more systematic, coherent and comprehensive approaches to programme planning that benefits children in Botswana.

A decision was taken to establish ECD oversight committees demonstrating the Government’s recognition and continued support to ECD. Different ECD models have been conceptualized and testing of these in 2018 will generate evidence for the most cost-effective, feasible and resource-sensitive delivery of early childhood programmes for government scale-up. Through partnership with district councils and community-based actors, a cross-sectoral committee developed an innovative approach to community engagement aimed at using existing community platforms for social protection services as entry points and vehicles for peer-to-peer promotion of childcare and feeding practices.

A key challenge in 2017 was the pending endorsement of the ECD policy framework and the establishment of agreed-upon technical and high-level inter-ministerial coordination groups. Once the framework is endorsed and the coordination structures established, a costed implementation plan will be developed. Nonetheless, access to early childhood education is improving, with one third of eligible children attending such education. The main constraint to scale-up is availability of space in primary schools, which is being addressed with the building of classroom blocks by the Government to increase space.

An Out-of-School Education for Children Policy has been drafted, as has a curriculum and assessment framework. Both products will be field-tested in 2018 while teaching and learning material to support out-of-school education continue to be developed.

OUTPUT 1 National policies and programmes on early childhood development and education positively address equity and quality in access.

Analytical statement of progress
In 2017, UNICEF continued to support efforts to increase access to early childhood development through both upstream and downstream technical support. In the upstream area, UNICEF continued advocacy for inter-ministerial endorsement of the ECD draft policy framework. To facilitate this, UNICEF developed briefing notes for ministers and permanent secretaries to highlight the core components of the policy and key recommendations for immediate action. As a result of extensive engagement at permanent secretary level, decisions were taken to establish technical and higher-level oversight committees. However, there have been delays in implementing the decisions, which are linked to delays in endorsing the policy framework. The overarching recognition of the importance of early childhood development has provided the springboard for UNICEF efforts with the Ministries of Education and Health to implement pilot ECD interventions in some of the most vulnerable areas of the country, as can be seen under the implementation outcome reporting.

In 2017, UNICEF supported the Ministry of Basic Education with technical expertise to further the agenda of ensuring education for out-of-school children. Thus far, an Out-of-School Education for Children Policy has been developed, as has a curriculum and assessment framework. Both are pending final approval while the latter may yet need to be adjusted to align with adjustments currently being made in the national curriculum framework. Both products will be field-tested in 2018, while teaching and learning materials to support Out-of-School Education for Children continue to be developed.

OUTPUT 2 The National social protection system effectively targets the most vulnerable and excluded children.

Analytical statement of progress:
The year 2017 marked the start of the new UNICEF country programme, which spans 2017 to 2021, a new joint United Nations Strategic Development Framework, the national Vision 2036 and National Development Plan 11. Consequently, efforts in 2017 were successful in laying a solid foundation for results to be achieved over the coming four-year period.

Improved nutritional practices and care-seeking behaviour among caretakers: A strategy for integrating reproductive, maternal, newborn, child and adolescent health programmes was developed with collective support from UNICEF, the United Nations Population Fund (UNFPA), UNAIDS and the World Health Organization (WHO). The strategy also incorporates nutrition at each stage of the life cycle, including promotion and support of nutrition and care practices for children. Implementation of a UNICEF-supported nutrition intervention plan for Ghanzi District took off in 2017, forging multi-sectoral partnerships. With further UNICEF support, a comprehensive analysis of nutritional status of children under 5 was undertaken using routine data from children attending child welfare clinics, who represent 85 per cent of children under 5. Results showed an estimated stunting prevalence of 22.6 per cent and wasting prevalence at 3.6 per cent (severe wasting at 0.7 per cent). Prevalence estimates from a nationally representative survey are expected in 2018.

Nationally, the Ministry of Health and Wellness strengthened the capacity of 96 health workers to provide treatment for children with severe acute malnutrition. The ability to deliver on nutrition programmes at national and subnational levels is hampered by capacity limitations, both in personnel numbers and technical capacity, resource limitations for capacity strengthening and inadequate data to inform programme improvement. UNICEF is currently supporting the Ministry of Health and Wellness to develop a Nutrition Information System that will provide the
necessary programming data. Targets for priority interventions in the nutrition strategy are currently under review for alignment with SDG aspirations.

Improved capacity of institutions, communities and families to support and protect children: Continued advocacy for greater protection of children’s rights, in particular protection from sexual exploitation and abuse, has been successful. UNICEF’s advocacy with traditional leaders, religious leaders, women’s wings of political parties and members of parliament took centre stage in 2017. The dedicated advocacy by UNICEF and other partners resulted in the adoption of a motion to create a sexual offenders registry, also banning child sexual abuse offenders from working in schools. The enactment of the law will provide the legal framework for the establishment of a Sex Offender Registration and Notification System in Botswana. Furthermore, in 2017 the Government initiated efforts to align the Penal Code with the Children’s Act to ensure, among other aspects, consistency in the age of a child across laws.

Building on proof of concept efforts in 2016, in 2017 the Department of Civil and Nationality Registration on its own accord conducted mobile birth registration campaigns which involved registering and issuing birth certificates on the spot using modems, laptops and printers with Internet connection to the Birth and Death Registration System server at the Ministry headquarters. This led to an additional 1,301 children from remote regions being registered and provided with birth certificates.

OUTCOME 2 By 2021, Botswana fully implements policies and programmes towards the achievement of the Sustainable Development Goals and targets and national aspirations.

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**OUTPUT 1** Improved nutritional practices and care-seeking behaviour among caretakers, especially in the most deprived areas.

**Analytical statement of progress**

UNICEF efforts in 2017 focused on strengthening partnerships, capacities and systems for improved nutrition and care practices in selected deprived districts laying the foundation for implementation of innovative and evidence-based interventions in 2018. The year 2017 marked the first year of implementation of the Ghanzi District nutrition intervention plan, focusing on establishing partnerships to enable community-based promotion of feeding and childcare practices. A cross-sectoral committee developed an innovative approach to community engagement aimed at using existing community platforms for social protection services as entry points and vehicles for peer-to-peer promotion of childcare and feeding practices.

Implementation was constrained by staffing shortages within UNICEF as well as capacity limitations at the district level. Internal staffing constraints were resolved and implementation will be carried over to 2018. To this end, UNICEF engaged a community-based organization to strengthen the capacity of district partners to achieve results in feeding practices, stimulation and early learning at the community level. Implementation of activities, including empowerment and capacity strengthening of caregivers and health education assistants to ensure appropriate infant and child feeding practices, will begin in 2018.

The capacity of 94 health workers was strengthened to implement UNICEF-supported guidelines on integrated management of acute malnutrition at the national level, including 24 in one of two UNICEF-supported districts. Reporting by all 12 targeted facilities in Ghanzi District indicated that all facilities are providing services. However, quality of services for identification and treatment of children with severe and moderate acute malnutrition remained low, and UNICEF will support the Government to address the constraints by updating guidelines, training manuals and provision of tools to facilitate quality service delivery in 2018. Implementation was furthermore particularly hampered by inadequate supply chain management of nutritional
commodities for treatment of severe acute malnutrition. All health facilities in the focus districts experienced stock-out of ready-to-use therapeutic food for a period exceeding three months. The Nutrition Information System currently being developed with UNICEF support will provide data needed to inform forecasting and projections, leading to timely procurement and distribution of commodities to facilitate continuous provision of treatment services in outpatient facilities.

In the area of maternal and newborn health, UNICEF supported development of the newborn component of the integrated strategy for reproductive, maternal, newborn, child and adolescent health. Together with clinical guidelines for newborn care developed with UNICEF support in 2016, the strategy will provide guidance for improving quality of care for newborns in health facilities. In partnership with WHO, UNICEF will support establishment of a mentorship system for skills transfer to improve care of newborns in health facilities in 2018. In addition to technical capacity limitations for quality care, another challenge that remains is the unavailability of reliable data on neonatal mortality rate. UNICEF will advocate for inclusion of neonatal mortality rate as a standard indicator in relevant national surveys.

**OUTPUT 2** Improved capacity of schools, particularly in the most deprived areas, to provide good-quality education and integrate more out-of-school children.

**Analytical statement of progress**

In 2017, UNICEF supported a study tour for three ministerial partners in South Africa. Through this South-South learning, several models for increasing ECD access in rural communities were explored and national guidelines for playgroups developed. The foundation was laid for implementation of community-level models for ECD in two districts (initially expected to reach at least 150 children): North-West and Ghanzi. In North-West, a multi-sectoral technical committee was officially established with terms of references that expanded the mandate of the community beyond early learning to include other aspects of ECD, different government service providers were sensitized on the new ECD Policy Framework, and advocacy was done with community and political leaders on the role of ECD in development. As a result, the first playgroup was launched in the rural village of Gudigwa in December 2017 with a plan to scale-up to other communities in 2018. In Ghanzi District, the alternative community infant and young child feeding intervention concept was expanded to include stimulation and early learning, and is at an advanced design stage for implementation in 2018.

Remediation initiatives at primary school level were being developed with UNICEF in 2017, entering into two partnerships with NGOs that will implement test models for remediation in 2018. The interventions are jointly designed with, and endorsed by, the Ministry of Basic Education, and will attempt to address remediation needs through targeted, learner-focused remedial pedagogies. The methodologies, although different, are complementary and present the Government with options to tackle remediation needs at scale. The intervention will ultimately contribute to structural change within primary education, leading to teachers becoming more responsive to student learning across a range of abilities and learning styles. In the implementation of the test models, it is expected that 10,000 students will be reached. In 2018, UNICEF Botswana will be exploring the possibility of developing a cross-sectoral parenting skills initiative that, inter alia, will enhance the demand side for early childhood development and education.

Achievement of all planned results was primarily constrained by human resource capacity limitations with the education specialist position remaining vacant for most of 2017. The post is
currently under recruitment and the Botswana Country Office has initiated a two- to three-month stretch assignment cover to fill any gaps in the event of further delays.

**OUTPUT 3** Improved capacity of institutions, communities and families to support and protect children.

**Analytical statement of progress**

The year 2017 marked the start of the new UNICEF country programme, which spans 2017 to 2021, a new joint United Nations Strategic Development Framework, the national Vision 2036 and National Development Plan 11. Consequently, efforts in 2017 were successful in laying a solid foundation for results to be achieved over the coming four-year period.

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

**Analytical statement of progress**
The year 2017 was the first year of implementation of the new country programme and joint United Nations Strategic Development Framework, which have both elevated availability, analysis and utilization of data for policymaking to outcome status. UNICEF contributed to several initiatives geared towards gathering data and information to inform government decision-making. These include a birth registration bottleneck analysis and a violence against children survey, both of which will form the basis for response plans to be implemented in 2018.

To strengthen evidence generation in nutrition, UNICEF supported the process of developing a National Nutrition Information System which will incorporate monitoring of acute malnutrition, improve targeting of interventions, inform setting of thresholds to trigger specific intervention responses and monitor performance of interventions. The system development is earmarked for completion in 2018 and scale-up from 2019. Key challenges with the current data environment include lengthy periods between national surveys (the latest available survey data on stunting are from 2007) and data-quality limitations with administrative data resulting in significant under-reporting of malnutrition. To address the latter, data ecosystem support for nutrition focuses also on improving the system's functionality to include data interpretation, which will reduce human error, improve data quality and improve timeliness. The Government of Botswana did conduct a Demographic Health Survey in 2017, which is expected to provide baseline data for key sustainable development indicators, including stunting, wasting and underweight prevalence data, in 2018.

Several activities that were scheduled to take place in 2017 have been re-phased to 2018 as a result of staffing shortages in the education and social policy programme. These include a simulation study on the cost of different types of child support grants and a programme evaluation of reception-pre-primary classes. The 2015 Multi-Deprivation Poverty Analysis was due to be updated in 2017; however, this will now be a priority in 2018 when the household data are available.

**OUTPUT 1** Increased evidence-generation and data gathering and analysis informs nutrition programming.

**Analytical statement of progress**
Following an El Niño-induced drought demonstrating the need to strengthen the responsiveness of the national nutrition surveillance system, a UNICEF-supported comprehensive analysis of routine data on nutritional status of children under 5 was completed and an outline for a new Nutrition Information System developed. The analysis revealed consistent and significant under-reporting of underweight through the current information system, highlighting constraints in necessary technical skills for interpretation of nutritional status at the facility level. Development of the information system will be completed in 2018 and scaled up from 2019. The system will capture acute malnutrition in addition to underweight, provide real-time interpretation of nutritional status to inform child-level intervention and improve data quality, responsiveness,
targeting of interventions, setting of thresholds to trigger responses, and monitoring of
intervention performance in addressing malnutrition. The data will also inform improved supply
chain management of therapeutic feeding for management of acute malnutrition.

Botswana has been implementing a national vulnerable group feeding programme anchored on
the provision of a fortified supplementary food to all children aged 6–59 months for prevention of
malnutrition, which has not been evaluated. The planned evaluation in 2017 was constrained
primarily by personnel resource limitations and challenges in reaching consensus among
partners on the focus of the evaluation.

In 2018, UNICEF will shift from efficacy evaluation to evaluation of utilization of the product(s),
testing strategies to improve utilization by those most needing it and value-for-money analysis.
At the subnational level, UNICEF is supporting design and implementation of a proof of concept
on alternative sustainable platforms for community engagement in promotion of child feeding
and care practices. The concept design is at an advanced stage and consultations for
finalization and approval is ongoing.

OUTPUT 2 Increased evidence generation and data gathering and analysis informs education
programming.

Analytical statement of progress
One of several civil society partners engaged by UNICEF in 2017 is preparing to develop a pilot
study and intervention project for improving primary school teachers’ understanding of and
responsiveness to learning outcomes, in line with the Ministry of Basic Education’s commitment
to outcomes-based education. The intention is that the study will inform the design of a
responsiveness to student learning intervention that will be presented to the Government as an
option for scale-up.

The Government implements one-year reception classes in public schools across Botswana,
with all regions covered but not all schools. Plans are in place to scale up to all schools. An
evaluation to inform scale-up and quality improvement was planned for 2017, but postponed to
2018 due to staffing gaps. Draft terms of reference for the evaluation have been developed.

OUTPUT 3 National/subnational planning, budgeting and programming is based on better and
more current evidence and analysis on the most deprived children.

Analytical statement of progress
The Country Office succeeded in the development of three budget briefs, for the education,
health and social protection sectors. The briefs are designed to support dialogue with, and
within, the Government around efficient budget allocation. On UNICEF’s part, the briefs provide
a good platform to analyse budget allocations that benefit children and to continue advocating
for an increase in allocations for social services and, by extension, for children.
The development of the budget briefs, which will continue to be iterative, will also form the basis
for advocacy with the Ministry of Finance ahead of 2018 budget preparation.

In 2017, the UNICEF Regional Office, commissioned a fiscal space analysis in several countries
in Eastern and Southern Africa, including Botswana. UNICEF expects that the fiscal space
analysis will complement the sector budget analyses and, in tandem, provide the Government of
Botswana and, in particular, the Ministry of Finance with relevant insight to inform future budget
allocations. Finally, a preliminary analysis of the opportunities and challenges for domestic investment leveraging in Botswana was undertaken in 2017 and is expected to be built upon in 2018 to further the understanding of Public Financial Management for Children.

**OUTCOME 4** By 2021, Botswana has quality policies and programmes towards the achievement of the Sustainable Development Goals.

**Analytical statement of progress**
There has been significant progress towards ending AIDS by 2030 but gaps remain. However, while the number of new HIV infections have declined over the past decade, Botswana still registers 10,000 new HIV infections annually. Analysis of new infections for 2016 by age and sex revealed that 44 per cent of all new HIV infections among women aged 15+ years occur in the age group 15–24. While paediatric HIV prevention is a real success story, paediatric HIV testing and treatment is lagging behind. Less than 50 per cent of children are tested early and only 67 per cent of children living with HIV are currently on treatment.

UNICEF supported the development of key national strategic documents, as further referenced below, to guide high-quality, integrated and comprehensive reproductive, maternal, newborn, child and adolescent health services. The strategies were developed in alignment with national and global plans and commitments, including the 11th National Development Plan, National Vision 2036, National Health Policy, the SDGs, the 2015 Global Strategy for Women, Children and Adolescents, Health, the 2016 Political Declaration on HIV and AIDS and the 2016–2021 Fast Track Strategy to End AIDS. Together, the strategies and plans will contribute to the reduction of new HIV infections, morbidity and mortality and the attainment of Botswana’s vision for an AIDS-free generation, as well as a future where every newborn, mother and child not only survives but thrives.

The third National HIV and AIDS Response Strategic Framework was developed with the technical support and guidance of partners, including UNICEF, to the Ministry of Health and Wellness and the National AIDS Coordination Agency. This Framework will set Botswana on a fast-track path to meet the targets for 2020 and 2030 in the 2016 Political Declaration to ending AIDS. The five-year plan provides direction for an accelerated, evidence-based and scaled-up national multisectoral HIV and AIDS response, ensuring no one is being left behind. The strategy focuses on unfinished business, on drastically reducing new infections, particularly among girls and young women, on achieving and surpassing the 90-90-90 treatment targets, and on shifting strategies to focus on priority populations and locations. A final draft is available and is currently undergoing peer review.

The United Nations and partners also supported the Ministry of Health and Wellness in the development of Botswana’s integrated reproductive, maternal, newborn, child and adolescent health strategic plan. The goal of the plan is to accelerate efforts towards attainment of SDG 3 while ensuring the highest standard of health and well-being for all women, children and adolescents in Botswana. A final validated draft is in place.

The National HIV and AIDS Programming Framework for Adolescents and Young People is now finalized. UNICEF provided both technical and financial support for the development of the framework. The overall purpose of the Framework is to influence policies and programmes, prioritization and implementation of high-impact HIV and AIDS interventions, resource allocation and service delivery for the framework. The framework has become a key reference document...
for the Government and is currently being used to inform the Global Fund grant application.

As a result of continuous advocacy, a proposed multisectoral coordination mechanism to oversee programming for the National HIV and AIDS Programming Framework for Adolescents and Young People was endorsed. The new structure merged existing technical working groups into one coordination framework. The committee will fill an important gap in partner coordination, and will have the oversight responsibility for policy, planning and multi-sectoral coordination of the HIV and AIDS response for the framework, including much-needed oversight of key global, regional and national initiatives. The committee will also ensure networking, sharing of best practices and alignment with policies, legislation and interventions. It will be housed within the Ministry of Health and Wellness.

OUTPUT 1 National policy supports a balanced approach of prevention, treatment and care for adolescents and young adults.

Analytical statement of progress
The third National HIV and AIDS Response Strategic Framework was developed with the technical support and guidance of partners, including UNICEF, to the Ministry of Health and Wellness and the National AIDS Coordination Agency. The five-year plan (2018/19–2022/23) provides direction for an accelerated, evidence-based and scaled-up national multi-sectoral HIV and AIDS response, ensuring no one is being left behind. The strategy focuses on unfinished business, drastically reducing new infections – particularly among girls and young women, on achieving and surpassing the 90-90-90 treatment targets and on shifting strategies to focus on priority populations and locations. The Framework has prioritized HIV testing services, linkages to treatment, care and support, primary prevention, and reduction of stigma and discrimination for Botswana to achieve its goal of ending AIDS.

The third National HIV and AIDS Response Strategic Framework was developed through a multi-level participatory and all-inclusive process involving stakeholders at national and subnational levels. The United Nations and partners provided strategic support, guidance and technical oversight through the Joint Oversight Committee and Technical Planning teams, contributing to the structure, focus and strategic direction. A final draft is available, which is currently undergoing peer review.

With support from partners, the Ministry of Health and Wellness and National AIDS Coordination Agency finalized the five year (2018–2022) National HIV and AIDS Programming Framework for Adolescents and Young People. UNICEF provided both technical and financial support for the development of the Framework. Its overall purpose is to guide and inform an accelerated response to prevent new HIV infections and to reduce AIDS-related deaths, and to influence policies and programmes, prioritization and implementation of high impact-HIV and AIDS interventions, resource allocation and service delivery for the Framework. The Framework will promote meaningful National HIV and AIDS Programming Framework for Adolescents and Young People participation and community engagement, and galvanize strong political will and commitment necessary to ensure sustained and equitable services coverage, uptake and utilization. The Framework has adopted human rights and evidence-based approaches to planning and programming, integrating gender dimensions and taking into consideration the principles of the investment framework. The implementation of the Framework will be multisectoral, involving many diverse stakeholders, and decentralized to all levels (national, district and community). The Framework has been finalized and has become a key reference
document for the Government, and is currently being utilized to inform the Global Fund grant application.

OUTCOME 5 By 2021, Botswana fully implements policies and programmes towards the achievement of the Sustainable Development Goals and targets and national aspirations.

Analytical statement of progress
In 2017, the United Nations continued to play an important advocacy, leadership and technical role in generating, analysing and using disaggregated data to understand bottlenecks and guide HIV programmes and interventions, with the country, continuing to record major achievements in the prevention of mother-to-child transmission of HIV, with a 1.4 per cent rate achieved by 2017. Efforts in 2017 contributed to the design of evidence-based, high-impact combination prevention interventions and development of sustainable models of care for adolescents living with HIV, laying the foundation for implementation and impact evaluation in 2018.

Through the ALL In initiative and platform for partnership, district-level in-depth analysis for HIV and adolescents was carried out in four districts to systematically examine key barriers to adolescents’ access, demand for and use of HIV services. As a result of a bottleneck and causality analysis, capacity of the four districts was strengthened on data collection, analysis and action planning. District-specific solutions and actions were identified to address the gap in programming, with implementation of these plans expected to accelerate efforts to reducing new HIV infections and AIDS-related mortality.

Of note in 2017 was the development of strategic partnerships with the Ministry of Health and Wellness, Botswana Baylor Children’s Clinical Centre of Excellence, UNICEF and four district authorities for the implementation, evaluation and costing of differentiated and sustainable models of comprehensive care for adolescents living with HIV. The aim is to improve the health, well-being and safety of these adolescents and to provide rigorous evidence on the impact of the intervention. A costing exercise will be undertaken to inform at-scale implementation.

In 2017, the United Nations and partners put plans in place to support the Ministry of Health and Wellness with the development of a national social and behaviour change communication strategy for prevention of HIV among adolescents and young people. With support from UNICEF, a consultant was recruited to develop the strategy at the beginning of 2018. Having a strategy in place will shape the quality, content and direction of interventions for prevention of HIV among adolescents and young people in Botswana for years ahead. Special attention will be given during analysis and development of the strategy to innovations and gender-related issues.

Botswana’s renewed emphasis on HIV prevention calls for more effective social and behavioural change programmes in order to reduce the number of new HIV infections, particularly among adolescent girls and young women. The social and behaviour change communication strategy can make important contributions to such efforts and has been prioritized within the Third National HIV and AIDS Response Strategic Framework as one of the key programmatic interventions that will contribute to the reduction of new HIV infections, AIDS-related deaths and stigma and discrimination. The priority in 2018 will be on capacity strengthening of key stakeholders, and design and finalization of the national Strategy.

The United Nations and PEPFAR supported the development of a national standard package of HIV prevention, treatment, care and support services. Standardized HIV programming plays an
important role in providing national direction, focusing the HIV response on high-impact interventions, prioritizing populations and promoting a unified and quality driven approach to programming. Once finalized, the standard package of HIV services will ensure that programmes are effectively responding to the needs of adolescents and young people, and that interventions are evidence-based and of the required quality and well-targeted to ensure impact. It will offer programme managers and service providers concrete implementation guidance and support as they seek to address adolescents' needs more effectively. Strategic information and multisectoral coordination are challenges that the national response continues to face, and are priority areas that the United Nations will be supporting the Government to strengthen in 2018. Prevailing constraints included availability of age- and sex-disaggregated data, unharmonized monitoring and evaluation systems and outdated information used for planning. No baselines are available for strategies developed in 2017.

**OUTPUT 1** By 2021, Botswana fully implements policies and programmes towards the achievement of the Sustainable Development Goals and targets and national aspirations.

**Analytical statement of progress**

Of note in 2017 was the development of strategic partnerships between the Ministry of Health and Wellness, Botswana Baylor Children’s Clinical Centre of Excellence, UNICEF and four district authorities to support the design, implementation, evaluation and costing of differentiated and sustainable models of comprehensive care for adolescents living with HIV. Botswana Baylor provides and supervises state-of-the-art care and treatment for more than 4,000 HIV-infected children and families from around Botswana, both at the centre and through its decentralized clinical mentoring programme. The aim of the proposed intervention is to improve the health, well-being and safety of adolescents living with HIV, to provide rigorous evidence on the impact of the intervention and to carry out a costing exercise to inform implementation at scale. Focus in 2017 was on planning, consultations with key stakeholders for buy-in and support, as well as on development of proposals.

A new partnership was entered into in 2017 with Young 1ove, one of the largest youth-serving organizations in Botswana, with the aim of leveraging their expertise in youth programming and understanding of the local context. This partnership will focus on innovation and evidence generation. Schools have been identified as an important setting to reach adolescents, particularly girls and young women, with information, skills and HIV and sexual and reproductive health services.

The national social and behaviour change communication strategy has been prioritized within the third National HIV and AIDS Response Strategic Framework as one of the key programmatic interventions that will contribute to the reduction of new HIV infections, AIDS-related deaths, stigma and discrimination. A consultant was identified to support the development of a strategy for prevention of HIV among adolescents and young people. Botswana’s renewed emphasis on HIV prevention calls for more effective strategy programmes in order to reduce the number of new HIV infections, particularly among adolescent girls and young women.

In 2017, four districts, Boteti and Ghanzi, Goodhope and Selibe Phikwe, were supported to complete the ALL In in-depth analysis. The exercise brought together stakeholders working with, and for, adolescents, as well as adolescents themselves, to identify and analyse service delivery and uptake gaps limiting HIV prevention and treatment outcomes for adolescents and young people and to systematically examine key barriers to access, demand for and use of
services, as well as the quality of services. Additional support was provided to the Ministry of Health and Wellness by the United Nations and PEPFAR to develop a national standard package of HIV prevention, treatment, care and support services. Once finalized, the standard package of HIV services will ensure that programmes are effectively responding to the needs of adolescents and young people, that interventions are evidence-based and of the required quality and well-targeted to ensure impact. It will offer programme managers and service providers concrete implementation guidance and support as they seek to address adolescents’ needs more effectively. With support from UNICEF, plans are in place to support the Ministry of Health and Wellness with the development of a national social and behaviour change communication strategy for the prevention of HIV among adolescents and young people.

OUTPUT 2 Health system capacities are enhanced for achieving the elimination of mother-to-child transmission, and its validation.

Analytical statement of progress
The Botswana Integrated Sexual, Reproductive, Maternal, Newborn, Child and Adolescent Health Strategic Plan for 2017–2021 was developed under the stewardship of the Ministry of Health and Wellness, with technical support from WHO and UNICEF. The goal of the Strategic Plan is to accelerate efforts towards attainment of SDG 3 goal and the Global Strategy for Women, Children and Adolescent Health targets towards ending preventable maternal, newborn, child and adolescent morbidity and mortality. The strategy focuses on implementation of evidence-based and cost-effective interventions at family, community, primary, secondary and tertiary levels of care. It will enhance community and multisectoral engagement to improve demand and utilization of reproductive, maternal, newborn, child and adolescent health services for achievement of transformative and sustainable change in the health of women, mothers, newborns, children and adolescents. The development of an integrated reproductive, maternal, newborn, child and adolescent health strategy came at an opportune time, as most of the individual programme strategies had expired, including the Road Map for Accelerating Reduction of Maternal and Newborn Mortality, which expired in 2013 and the eMTCT Implementation Framework (2015). The final draft strategy is in place pending final review, approval and dissemination.

Since its inception, the prevention of mother-to-child transmission programme has recorded significant achievements in terms of access, testing of pregnant mothers, HIV-positive mothers taking up HIV prophylaxis and treatment and the proportion of newborns tested at 6 weeks old. Among the notable successes are increases from 92 per cent in 2012 to 95 per cent in 2016 in the proportion of pregnant women accessing antiretrovirals and a decline in the mother-to-child transmission rate from 40 per cent in 1999 to 1.4 per cent by June 2017. However, challenges persist, with early infant diagnosis of HIV-exposed infants one of the key challenges faced by the programme. Only 49 per cent of babies tested in 2017 had results available and the trend has never surpassed 50 per cent since programme inception.

Lack of infant monitoring tools (follow up tools), low post-natal care rate, inadequate early infant diagnosis training and polymerase chain reaction results management have proved to be further major challenges. Despite these challenges, and based on the aforementioned achievements, Botswana is among a few countries in the Southern African region considered eligible for the validation of the elimination of mother-to-child transmission. Given the need to recognize substantial progress made towards elimination of mother-to-child transmission of HIV in Botswana, the United Nations and partners supported the Ministry of Health and Wellness with the establishment of a National Validation Committee and orientation of its members. The
Committee will have the overall responsibility for the national validation process for elimination of mother-to-child transmission of HIV and syphilis. UNICEF, as member of the Committee, will support the Government of Botswana in 2018 with preparations for the validation process.

OUTCOME 6 The country programme is efficiently designed, coordinated, managed and supported to meet quality programming standards in achieving results for children.

Analytical statement of progress
The United Nations Country Team agreed in 2016 to develop guidelines outlining how the United Nations should support the Government of Botswana. The guidelines, which were approved by the United Nations Country Team members, were also formally shared with the Government for discussion and feedback. The guidelines urge a focus on three types of contributions that are deemed to capture the added value of the United Nations to an upper-middle-income country:

1. Added value: work that modifies the current way of doing business to improve results for children, instead of funding more of the same thing that has been shown to work already.
2. Multiplier effect: research and testing of new concepts that result in the Government or society investing in scaling up effective interventions (e.g., proof of concept).
3. Scale and sustainability: by leveraging resources for children and supporting the Government to scale up services with their own resources.

In 2017, UNICEF started to implement this different way of working to ensure that UNICEF adds value to government programmes instead of stepping in where the Government should lead. New delivery models have been designed together with the Government as a result. Five partnerships with NGOs were created, increased from none in 2016, with four having been formalized and one in the finalization stages.

Strategies to address cross-cutting issues related to child rights have been developed. Cross-sectoral and convergence programming gained momentum in UNICEF Botswana in 2017. As described in other parts of the report, work on ECD (nutrition and education) as well as sexual exploitation and abuse (external communications and child protection with others) are solidly underway. Other cross-sector initiatives are also being explored.

OUTPUT 1 Deputy Representative/Coordination

Analytical statement of progress
Internally, biweekly programme coordination meetings were institutionalized to ensure coordination and cooperation between programme sectors. This and other opportunities are being used to not only discuss progress and bottlenecks but to continuously explore cross-sectoral approaches to enhance achievement of results. ECD and sexual exploitation and abuse (relevant to several programmes) are examples of such.

UNICEF Botswana partners with other United Nations agencies under the One UN umbrella. United Nations agency activities are captured in a United Nations Sustainable Development Framework in support of the Government of Botswana’s National Development Plan. Monitoring of progress against the collective framework is done through pillar working groups and a steering committee that is co-chaired by the United Nations Resident Coordinator and the
Permanent Secretary of the Ministry of Finance. UNICEF Botswana chairs the second (on implementation) of the three pillar working groups.

**OUTPUT 2** The country programme is efficiently designed, coordinated, managed and supported to meet quality programming standards in achieving results for children.

**Analytical statement of progress**

In 2017, UNICEF implemented cross-sectoral initiatives in ECD and in child protection. In ECD, the nutrition and education teams collaborated to design new delivery models at the community level. An analysis of facility-level nutrition data revealed significant concerns about malnutrition in several districts of Botswana. The Botswana Country Office team designed an initiative to advance community-level ECD, particularly improved infant feeding.

With respect to sexual exploitation and abuse, the external communication and child protection teams worked closely together. Throughout the year, UNICEF utilized every opportunity to highlight sexual abuse and exploitation of children as a key issue that Botswana’s society must address. With advocacy by UNICEF, the Parliament adopted a motion to create a Sexual Offenders Registry and to bar convicted sexual offenders from working in institutions related to children. A knowledge, attitudes and practices survey on the subject was finalized and will kick off in January 2018, and the results will feed into a major anti-abuse campaign planned for the second half of 2018.

Internally, the HIV and child protection staff worked together on the same issues, ensuring that prevention of sexual exploitation and abuse is integrated into national HIV plans, guidelines and programmes. In 2018, U-Report, as well as the design of evidence-based combination prevention interventions and models of care for adolescents living with HIV, will support the improvement of outcomes for children and adolescents across health, education, HIV and child protection. These interventions will not only contribute to improving internal synergies, but will also demonstrate how to work successfully beyond traditional siloes.

**OUTPUT 3** New element

**Analytical statement of progress**

Both statutory and non-statutory periodic planning and review processes were successfully undertaken.

Where necessary, tools to support programme implementation were developed or revised. A monitoring report template was developed to ensure that shortfalls and bottlenecks in implementation are captured with recommendations that can systematically be followed up upon. The HACT Assurance Plan was fully implemented.

Programme coordination meetings, all staff meetings and country management team meetings were all opportunities used to discuss and monitor plans, ultimately assessing progress towards achieving country priorities.

**OUTPUT 4** UNICEF staff and partners are provided tools, guidance and resources for effective communication on child rights issues with stakeholders.
Analytical statement of progress

External communication and advocacy was instrumental in mobilizing the public to address sexual exploitation and abuse. As part of the three-year public advocacy strategy, UNICEF Botswana systematically engaged the media, private sector and women’s wing leaders for local political parties to promote dialogue regarding sexual exploitation and abuse. This advocacy pillar is aligned to the end violence component of the global cause framework. The office partnered with four out of five local broadcasters and launched the Children’s Month of Broadcasting to address sexual exploitation and abuse. The initiative was held under the theme Adopting Zero Tolerance towards Sexual Exploitation: Your voice counts. These radio stations combined potentially reached month 1 million people. Throughout the month, children and the public dialogued around factors that increase a child’s vulnerability to sexual exploitation and abuse, with many children citing poverty as the main driver of children’s vulnerability to sexual exploitation. Key issues raised will be instrumental in the design of key messages for the national sexual exploitation and abuse campaign in 2018.

Youth and adolescent engagement has been pivotal throughout the year. The office consistently engaged young people around sexual exploitation and abuse. This resulted in increased numbers of Twitter followers, from 878 followers in 2016 to 1,946 in 2017. Facebook likes increased from 8,701 in 2016 to 10,276 in 2017. The office organized two major Facebook takeovers to commemorate the Day of the African Child and the Convention on the Rights of the Child Commemoration, which resulted in an extensive engagement around sexual exploitation and abuse and drug abuse. In an effort to strengthen adolescent engagement, UNICEF Botswana undertook a U-Report scoping mission to assess the feasibility of using the platform to accelerate results for the current country programme. The office consulted with stakeholders to agree on how the platform will be used. U-Report will enable more meaningful engagement with youth in decision-making processes at national and subnational levels.

The office also collaborated with leaders of women’s wings for local political parties to raise awareness of sexual abuse among politicians. Thus, the ruling party passed a resolution to prioritize gender-based violence and sexual abuse. UNICEF Botswana also facilitated a dialogue between members of children’s parliament and leaders of political parties to advocate for inclusion of children’s issues in party manifestos for the 2019 general elections. All parties pledged to include children’s issues in manifestos. The Country Office launched the Chief Executive Officer Council for Children’s Rights to strengthen the role of the private sector in advocating for children’s rights, particularly sexual exploitation and abuse.

The Council selected sexual exploitation and abuse as a priority area which will be supported through member company corporate social responsibility initiatives as well as advocacy. Through the Council, UNICEF has started to provide guidance on the formulation of child-sensitive corporate social responsibility initiatives for Council members.

Sexual exploitation and abuse remains a culturally sensitive issue. As a result, partners and stakeholders exhibited reluctance in addressing the issue which required extensive engagement to bring them on board. The Country Office will undertake a knowledge, attitudes and practices study in 2018 to inform the design of the national sexual exploitation and abuse campaign.

Lessons learned

Document type/category/Title
Innovation Implementing UN Guidance for Programming in Botswana

Programme documents

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