



Economic and Social Council

Distr.: Limited
28 July 2026

Original: English
English, French and Spanish only

United Nations Children's Fund

Executive Board

Second regular session 2026

1–4 September 2026

Item 4 (a) of the provisional agenda*

Country programme document

Botswana

Summary

The country programme document (CPD) for Botswana is presented to the Executive Board for discussion and approval at the present session, on a no-objection basis. The CPD includes a proposed aggregate indicative budget of \$3,870,000 from regular resources, subject to the availability of funds, and \$4,887,000 in other resources, subject to the availability of specific-purpose contributions, for the period 2027 to 2031.

* [E/ICEF/2026/25](#).

Note: The present document was processed in its entirety by UNICEF.



Programme rationale

1. Botswana is a multiparty democracy that consistently ranks among the top-performing countries on the African continent in terms of political stability, strong institutions, good governance, transparency and prudent macroeconomic management. The ability of Botswana to translate its natural resource wealth into public investment and social gains helped the country to reach upper- middle-income country status by 2005, making it a regional model for effective resource management.

2. Notably, investments in the social sectors have yielded steady improvements in human development outcomes for the country's population of 2.5 million. The people of Botswana are young and ethnically diverse, with approximately 51 per cent under the age of 25 years and 11.7 per cent under the age of 5 years.¹ The large proportion of youth and the working-age population present an opportunity for a demographic dividend, provided that the workforce is healthy, educated and productively employed.

3. The Government of Botswana has ratified the Convention on the Rights of the Child, the Convention on the Elimination of All Forms of Discrimination against Women and the Convention on the Rights of Persons with Disabilities. In 2009, Botswana also enacted the Children's Act, a domestication of the African Charter on the Rights and Welfare of the Child. The 2025 Multisectoral Standard Operating Procedures for a Child-Friendly Justice System helps the country to move towards coordinated, child-sensitive responses across law enforcement, judiciary and social services.

4. Botswana has achieved substantial economic progress in recent years. The country's economy is closely integrated with South Africa through the Southern African Customs Union with a shared regional market, transport corridors, employment opportunities and revenue flows. The country's economy has been particularly driven by strong diamond sales that account for over 40 per cent of government revenue each year, and, on average, 80 per cent of total exports.

5. However, the mineral-driven macroeconomic environment is rapidly changing. Economic growth, as measured by the gross domestic product, has slowed over recent years, from growth of 13.6 per cent in 2021 to a contraction of 3.0 per cent in 2024 with a further 1.0 per cent contraction projected for 2025,² reflecting a prolonged downturn in the diamond sector. The government budget, as a percentage of the gross national product, balanced in 2022/23, and then moved to a deficit of 2.9 per cent in 2024/25 and a projected deficit of 7.6 per cent in 2025/2026. Weakening of the global diamond trade, the risk of rising inflation and economic contraction constrict social service budgets and resources for children and put pressure on households, particularly those already living in poverty.

6. Despite a 74 per cent literacy rate and historically significant economic growth rates, Botswana faces substantial labour challenges, including unemployment, estimated at 25.4 per cent compared to an average of 6.7 per cent for other upper-middle-income countries. Youth unemployment is estimated at 38.5 per cent, versus an upper-middle-income country average of 16.2 per cent. High demand exists for

¹ Statistics Botswana, *Botswana Population & Housing Census 2022, Analytical Report, Vol. 1*, Gaborone, 2025.

² International Monetary Fund, *Botswana: 2025 Article IV Consultation – Press Release; Staff Report; and Statement by the Executive Director for Botswana*, IMF Country Report No. 2025/325, IMF, Washington, D.C., 2025.

professionals in healthcare, information technology, agriculture, education and tourism, although employers frequently report a skills mismatch and an inadequately educated workforce.

7. The most deprived children are those residing in remote rural areas, lower-income households, woman-headed households, and households with a member who is HIV-positive. There are significant disparities in access to services and facilities between urban and rural areas, with the highest concentration of children who are multidimensionally deprived located in rural areas.

8. Government spending on social services has historically been high (35 to 40 per cent of total public spending), with over one third of fiscal spending devoted to the child-focused priority areas of health, primary and secondary education and social assistance. Substantial resources have been deployed to child-sensitive social sectors, although without proportionate results, reflecting suboptimal value for money. Botswana continues to grapple with extreme inequality and poverty, with over 25 per cent of its population experiencing multidimensional poverty³ and a Gini coefficient of 0.55.⁴ An estimated 26 per cent of children experience income poverty, while around one in two children face multidimensional poverty, with rates as high as 68 per cent in rural areas compared with 27 per cent in cities.⁵

9. Botswana has robust social protection systems. As of 2021, 57.9 per cent of the population was covered by at least one benefit,⁶ with the primary school feeding programme the most widespread intervention, serving 41.5 per cent of households and providing two meals a day.⁷ Analysis of social protection programmes, however, shows persistent coverage gaps, spending levels that are low relative to need, and execution challenges that further weaken service delivery.⁸ For example, disability allowances were received by only 36 per cent of intended beneficiaries; destitution assistance covered approximately 52 per cent of targets; and even the primary school feeding programme only reached roughly 55 per cent of targeted primary school learners.⁹

10. Institutional fragmentation remains a key bottleneck. Multisectoral functions are distributed across multiple ministries and government agencies, with limited interoperability of data systems and integrated processes.¹⁰ The absence of an integrated management information system, and monitoring and weak coordination undermine optimized service delivery and impact.¹¹ These challenges are most pronounced at subnational level, where planning and delivery capacity directly affect whether national policies translate into tangible outcomes for children.

11. One of the world's most drought-prone countries, Botswana is extremely vulnerable to climate change. The country is experiencing rising temperatures,

³ World Bank Group, 'Country Profile: Botswana', <https://pip.worldbank.org/country-profiles/BWA>.

⁴ World Bank, 'Gini index', World Bank Open Data (database), <https://data.worldbank.org/indicator/SI.POV.GINI>.

⁵ Statistics Botswana and United Nations Children's Fund, *Child Poverty in Botswana: Updating the National Multiple Overlapping Deprivation Analysis (N-MODA)*, April 2021.

⁶ Statistics Botswana, *Botswana Domesticated Indicator Framework Report 2024: Agenda 2030 Statistics Report 2024*, Gaborone, 2024.

⁷ Ibid.; 'Boko declares 2024/2025 non-drought year', *Daily News* (Gaborone).

⁸ Government of Botswana and United Nations Children's Fund (UNICEF) Botswana, *Social Protection Fiscal Space and Funding Gap Analysis*, 2023.

⁹ Ibid.

¹⁰ UNICEF Botswana, *Child Protection Budget Brief*, 2025.

¹¹ Government of Botswana and UNICEF, *Social Protection Fiscal Space and Funding Gap Analysis*.

heatwaves and intensifying storms alongside periods of drought.¹² The years 2021 to 2024 brought severe drought followed by above-average rainfall in 2025. The subsequent widespread flooding resulted in loss of life and destruction of infrastructure, communities and livelihoods.¹³ Worsening water scarcity disproportionately affects marginalized groups, threatens food security and puts the supply of water for both drinking and sanitation in jeopardy.¹⁴

12. The under-5 mortality rate in Botswana has fluctuated over recent decades, remaining at 40 deaths per 1,000 live births in 2023, while the neonatal mortality rate has stagnated at 21 deaths per 1,000 live births,¹⁵ both disproportionately high for an upper-middle-income country context.¹⁶ The healthcare sector received 9 per cent of the government budget in 2026/27 and the majority of the population (85 per cent) lives within a 5 kilometre radius of a health facility. Despite investments, healthcare service quality is affected by capacity gaps and a shortage of community health workers, lack of integrated service delivery and inadequate community engagement. There is insufficient infrastructure to reach populations in remote areas, deepening urban-rural disparities in access to healthcare, while constraints remain in supply chain management and the provision of essential commodities.

13. Immunization progress declined sharply between 2019 and 2023, with national coverage of full diphtheria-tetanus-pertussis vaccination decreasing from 78.8 per cent to 50 per cent. Only 68 per cent of children received measles-rubella vaccination in the same time frame, primarily due to disruptions from the coronavirus disease (COVID-19) pandemic straining health systems and budgetary deprioritization of routine immunization services. At the health district level, full immunization coverage statistics highlight significant geographic disparities, ranging from Serowe at 79.5 per cent to Jwaneng at 18.6 per cent.

14. Although effective treatment programmes have helped to reduce AIDS mortality and mother-to-child transmission of HIV (for which Botswana achieved “gold tier” status in 2025), the country still has the world’s fourth highest HIV prevalence rate of 18.6 per cent in 2023, with a higher rate of occurrence in rural areas.¹⁷ Only 84.5 per cent of adolescents and young people know their HIV status (compared to 95.1 per cent of adults) and 77.1 per cent are virally suppressed (compared to 91.8 per cent of adults). Adolescent girls and young women account for nearly 27 per cent of all new HIV infections, more than three times the rate of their male counterparts, amid the prevalence of early pregnancy, gender-based violence and maternal mortality, which remains significantly higher than the average for upper-middle-income countries. The persistent HIV treatment gap among adolescents and young people is a growing public health risk and undermines HIV prevention efforts – particularly for adolescent girls who face heightened vulnerability and barriers to testing, prevention and sustained treatment.

¹² Republic of Botswana, *Botswana’s First Adaptation Communication to the United Nations Framework Convention on Climate Change*, June 2022.

¹³ ‘Botswana’s severe drought and the struggle to adapt’, PreventionWeb, <https://www.preventionweb.net/news/botswanas-severe-drought-and-struggle-adapt>; UNICEF Botswana, *Humanitarian Situation Report No. 1*, 30 June 2025.

¹⁴ World Health Organization and UNICEF, Joint Monitoring Programme for Water Supply, Sanitation and Hygiene (JMP), New York, 2025.

¹⁵ United Nations Inter-Agency Group for Child Mortality Estimation, *Levels and Trends in Child Mortality: Report 2024*, UN IGME, 2024.

¹⁶ UNICEF Botswana, ‘Health and nutrition: For every child, good health and nutrition’, <https://www.unicef.org/botswana/health-and-nutrition>; Statistics Botswana, *Vital Statistics Report 2023*, Gaborone, 2023.

¹⁷ Statistics Botswana, *The Fifth Botswana AIDS Impact Survey 2021 (BAIS V) Report*, Gaborone, 2023.

15. Children in Botswana are challenged with a triple burden of malnutrition. Stunting affects 28.9 per cent of children under the age of 5 years, 7.3 per cent of children suffer from wasting and 10 per cent of children are classified as overweight.¹⁸ Just 20 per cent of babies are exclusively breastfed for the first six months and only 46 per cent receive appropriate complementary foods by six to nine months.¹⁹

16. Botswana is one of only two countries in the Eastern and Southern Africa region that has achieved over 90 per cent coverage in basic drinking water, at 92 per cent. However, sharp disparities persist; urban access to basic drinking water stands at 97 per cent, while rural access remains at 76 per cent, including areas highly vulnerable to drought-related service disruptions. In contrast, sanitation gaps are significant, with approximately 70 per cent of children across the country without access to adequate sanitation,²⁰ with the highest rate of deprivation among those in rural communities. Poor quality school sanitation affects children, who are thus unable or unwilling to utilize available facilities, particularly girls and children with disabilities.²¹

17. In Botswana, the primary school net enrolment rate stands at 96.4 per cent, reflecting the Government's successful commitment to universal primary education.²² However, only around 30 per cent of children aged 3 to 6 years are enrolled in pre-primary education²³ and, despite high primary attendance, a substantial number of children complete primary school without achieving basic proficiency in reading and mathematics.²⁴ The transition from lower to upper secondary school remains at approximately 59.6 per cent, a critical bottleneck in the educational pipeline.²⁵ For children who remain in school, learning outcomes at the secondary level are poor, with pass rates for the senior secondary certificate as low as 13 per cent.²⁶ The current curriculum is often viewed as outdated and not responsive to the labour market, with insufficient focus on critical thinking and digitalization.²⁷

18. Violence against children, including sexual violence, affects significant numbers of children in Botswana. Corporal punishment has been legal and common although, in February 2026, its use in school settings was suspended through a ministerial statement. Forty-eight per cent of boys and 28 per cent of girls have experienced physical violence,²⁸ and 2 in every 10 adolescent girls aged 12 to 19 years have experienced physical violence from an intimate partner.²⁹ In addition, adolescents and young people experience high rates of depression, self-harm and

¹⁸ Global Nutrition Report, 'Country Nutrition Profiles: Botswana', 2025.

¹⁹ UNICEF Botswana, 'Health and nutrition'.

²⁰ Statistics Botswana and UNICEF, *Child Poverty in Botswana*.

²¹ UNICEF, *Water, Sanitation and Hygiene (WASH) Sector Analysis for Botswana: Final Report*, May 2023.

²² UNICEF Botswana, *Annual Report 2024*, 2024; Statistics Botswana, 'Education', <https://www.statsbots.org.bw/education>.

²³ UNICEF Botswana, *State of Children's Rights in Botswana*, 2020.

²⁴ UNICEF Botswana, *Annual Report 2024*; Statistics Botswana, 'Education'; UNICEF, 'Botswana situation reports', Humanitarian Action for Children, <https://www.unicef.org/botswana-situation-reports>.

²⁵ Statistics Botswana, 'Education'; UNICEF Botswana, *Annual Report 2024*.

²⁶ UNICEF Botswana, *Annual Report 2024*.

²⁷ Ibid.

²⁸ Together For Girls, 'Botswana fact sheet on violence against girls', <https://cdn.togetherforgirls.org/assets/files/Botswana-country-fact-sheet.pdf>.

²⁹ UNICEF Botswana, 'HIV: Every child has the right to survive and thrive', <https://www.unicef.org/botswana/hiv>.

substance abuse, while many report contemplating or attempting suicide.³⁰ Adolescent girls and young women in particular face a triple threat of violence, including gender-based violence, early pregnancy and HIV infection, all of which undermine their well-being.

19. Children with disabilities in Botswana face significant challenges in realizing their rights, despite strong policy frameworks. Multidimensional child poverty levels are significantly higher among children with disabilities compared to non-disabled children, and school dropout rates are nearly double those of their peers. Structural barriers are widespread: 70 per cent of facilities lack ramps or accessible pathways, and only 20 per cent of those in need of assistive devices have access to them. Rural children face even greater disadvantages due to the concentration of specialized centres in urban areas. Progress is hindered by poor coordination, inadequate funding and persistent stigma.

20. The evaluation of the 2022–2026 country programme acknowledged the programme's strong alignment with national priorities and the role of UNICEF as a trusted partner, but noted the overly broad portfolio, challenges in taking pilot programmes to scale and weak institutionalization of capacity-building support, among other constraints in programme implementation. The new country programme reflects the recommendations of the evaluation to sharpen the focus around selected bottlenecks on convergence, accountability, evidence-to-budget pathways and domestic financing and partnerships, with an explicit emphasis on gender equality between girls and boys and disability inclusion.

Programme priorities and partnerships

21. The Botswana country programme 2027–2031 aligns with the national priorities outlined in the National Development Plan 12, Botswana Economic Transformation Plan and Vision 2036. It supports the progress Botswana has made towards the Sustainable Development Goals and its contribution to the Africa Agenda for Children 2040 and the Africa Agenda 2063. The country programme addresses the recommendations made by the Committee on the Rights of the Child and is derived from and contributes to the United Nations Sustainable Development Cooperation Framework (UNSDCF) 2027–2031, particularly strategic priority 1 (outcome 1), where Botswana intends to deliver results for people and the planet, fulfil human rights, expand fiscal space, reduce poverty and inequality and provide foundation for peaceful society and strong institutions. The programme contributes to the Impact Results of the UNICEF Strategic Plan, 2026–2029.

22. The programme was developed with the Government of Botswana through extensive consultations with government partners, youth and children, including vulnerable groups. It was informed by data and evidence from the Situation Analysis of Children, Adolescents and Youth (2026), the country programme evaluation 2022–2026 and a range of surveys, studies, research and assessments.

23. The new Botswana country programme will respond to the paradox that, despite the country's upper-middle-income status and high public social spending, child poverty persists, learning outcomes remain weak and adolescent well-being is inequitable. UNICEF aims to support the Government to translate valuable public resources into stronger and more equitable human capital outcomes, focusing on

³⁰ Ministry of Local Government and Rural Development and Statistics Botswana, *Botswana Violence Against Children and Youth Survey (VACS) Report 2019*. Gaborone <https://cdn.togetherforgirls.org/assets/files/Botswana-VACS-report-2019.pdf>.

strengthening national systems, improving policy coherence and enhancing the effectiveness of public financing for children.

24. In the context of globally diminishing official development assistance, the country programme will have a sharpened focus and will scale up interventions for greater impact. A limited set of priorities will be driven by supporting the Government to put policies into practice where they are most needed, system strengthening and equity and efficiency of public financing. It will prioritize system transformation over programme expansion, focusing on how policies, financing and service delivery interact to produce results for children. In Botswana, UNICEF primarily acts as a trusted policy adviser, systems integrator and convener, playing a catalytic role in leveraging government leadership, domestic financing and strategic partnerships to drive change at scale.

25. The programme will seek to protect and reinforce investments across the first and second decades of life for children and adolescents, while increasing the equity and effectiveness of public spending and social accountabilities for children. The life cycle-based structure provides a coherent and integrated framework that ensures continuity of interventions from early childhood through adolescence, reducing fragmentation and strengthening multisectoral programming.

26. UNICEF will prioritize the following strategies and accelerators, adapted to the Botswana context:

(a) Advocating and strengthening partnerships for children's rights and improved policies, systems, service delivery and institutional capacities, including through opportunities at the subregional level offered by the multi-country office context;³¹

(b) Leveraging financing for scale-up, including strengthening public financing for children, improving equity and efficiency in resource allocation, and supporting sustainable and innovative financing;

(c) Harnessing innovation and digital transformation for improved service delivery, decision-making and scalability of interventions, including by tapping into the broader market and private sector opportunities in the subregion;

(d) Generating and harnessing evidence, including strengthening national data, monitoring and evaluation systems to inform decision-making, improve accountability and guide prioritization;

(e) Engaging families, communities and adolescents, including through social and behaviour change approaches, to promote positive practices addressing harmful social norms, strengthen prevention and increase demand for child protection services, while advancing youth participation and social accountability;

(f) Ensuring programming that strengthens gender equality between boys and girls, and women and men, and disability inclusion across systems and services;

(g) Embedding child-sensitive risk management and emergency preparedness, as well as climate and environmental resilience for children across all programmes.

³¹ The UNICEF multi-country office in southern Africa consists of Botswana, Eswatini, Lesotho and Namibia.

The first decade

27. The first decade pillar aims to ensure that all young children, from birth to the age of 9 years, survive, thrive and achieve their full developmental potential through integrated, high-quality early childhood development services. The programme will focus on strengthening systems in policy, financing, workforce, data use and accountability mechanisms across health, education, nutrition and protection, through integrated service platforms rather than stand-alone sector programmes. The programme pillar is aligned with UNSDCF outcome 1.

28. A key focus of the programme will be supporting a coherent system of services for young children. To ensure the institutionalization of integrated early childhood development systems, UNICEF will engage with the Ministries of Child Welfare and Basic Education, Health, and Local Government and Traditional Affairs to support unified policy, standards, workforce and coordination across the realms of education, health, social welfare and child protection. The programme will support the strengthening of interoperable data, registries and accountability mechanisms, advocate for public financing for children and equity-based budgeting, and promote service delivery integration to reach and serve the most vulnerable and underserved.

29. UNICEF will advocate for the equitable and efficient use of public finance, as child-focused planning, budgeting, expenditure tracking and routine fiscal analysis are vital to linking allocations to results. The programme promotes child-sensitive social protection and the strengthening of the related workforce to expand the reach of integrated services for all children, including the most vulnerable. The programme will focus on linking the poorest households and children with disabilities and children in remote communities to health, nutrition, education, protection and parenting services, bolstered by enhanced community and front-line system strengthening, while reinforcing Government-owned digital ecosystems. UNICEF will also support financing to advance a child-sensitive food systems agenda.

30. The programme will strengthen early childhood education and foundational learning systems in line with existing national policies and reform frameworks. It will support improved tracking and assessment of learning outcomes and, where feasible, link education data with social protection and child protection systems to identify learners at risk and connect them to timely, coordinated support. UNICEF will support efforts to link early childhood education and foundational learning with primary healthcare and early childhood development priorities to strengthen the integrated nurturing care approach, maximizing synergies. UNICEF will leverage partnerships to accelerate and scale up education transformation, including through digital solutions, and will advocate for education sector financing that prioritizes high-impact interventions to reduce inequities.

The second decade

31. The second decade programme component aims to ensure that adolescents aged 10 to 19 years, particularly the most vulnerable, are healthy, safe, skilled and empowered to transition successfully into adulthood. The programme focuses on integrated, system-wide reforms that respond to challenges facing the burgeoning adolescent population cohort in health, learning, skills development, protection and participation. This programme pillar is aligned with priority 1 of the UNSDCF.

32. UNICEF will support strengthening of the multisectoral, integrated systems and services that address the specific needs and vulnerabilities of adolescents, in particular girls and those at greatest risk. This includes strengthening coordinated prevention and responses to violence against children and gender-based violence, as

well as ensuring equitable access to quality adolescent services, including government-led sexual and reproductive health and HIV prevention and treatment services, mental health and psychosocial support. These services will be delivered through coordinated systems across the health, education, protection and social protection sectors. UNICEF will advocate for institutionalizing adolescent participation and youth-led mechanisms to ensure that they are meaningfully engaged in the design, implementation and monitoring of adolescent services. To drive transformative outcomes for adolescents and support them to learn, thrive and successfully transition into adulthood, UNICEF will advocate for targeted policy reforms, leverage partnerships and advocate for increased and sustained financing, including through data-driven planning and budgeting for adolescent priorities, particularly for underserved populations.

33. UNICEF will support transformed education and skills systems, operationalizing integrated school-to-employment pathways and transition systems aligned to labour market demands. UNICEF will advocate for a strengthened enabling environment through convening key partners to agree on common standards, governance and accountability for transitions from school to work. UNICEF will promote scale up of system-wide learning recovery and skills development approaches that reach underserved adolescents, including those with disabilities and those at risk of dropping out, leveraging digital transformation investments where appropriate. The programme will catalyse equity-based financing that prioritizes support for the most vulnerable adolescents, particularly girls, and those out of school and not in employment, education or training. This will include leveraging private sector partnerships to operationalize coordinated school-to-employment services and strengthening systems to identify and link at-risk adolescents to targeted support.

Programme effectiveness

34. Effective implementation of the country programme will be attained through the following cross-sectoral efforts that together will contribute to the achievement of programme results at scale and with impact:

- (a) Programme coordination and management that steers aligned execution of programme;
- (b) Rights- and results-based planning, monitoring and evaluation, supported by strengthened data systems and use of evidence for decision-making;
- (c) Communication, advocacy and partnerships to influence policies, mobilize resources and leverage public and private sector engagement as well as international financial institutions;
- (d) Digital transformation to accelerate and scale up services for children and adolescents;
- (e) Social and behaviour change approaches to promote positive practices, strengthen demand for services and shift harmful social norms, while enhancing accountability mechanisms.

Summary budget table

<i>Programme component</i>	<i>(In thousands of United States dollars)</i>		
	<i>Regular resources</i>	<i>Other resources</i>	<i>Total</i>
The first decade	1100	2167	3267
The second decade	658	2338	2996
Programme effectiveness	2112	382	2494
Total	3870	4887	8757

Programme and risk management

35. The country programme document outlines UNICEF contributions to national results for children. It serves as the primary unit of accountability to the Executive Board for the alignment of results and resources assigned to the UNICEF programme in Botswana, with the accountabilities of managers at the country, regional and headquarters levels described in programme and operations policies and procedures.

36. The programme will be implemented and monitored in collaboration with the Government of Botswana, under the coordination of the Ministry of Child Welfare and Basic Education and the National Planning Commission Botswana. To address risks, including climate crises, global aid trends, prolonged commodity volatility and external shocks further constraining fiscal space, UNICEF will strengthen partnerships, diversify resource mobilization, integrate risk-informed and resilience approaches to programming, support strengthening emergency preparedness and response capacities within the Government, and ensure stewardship of resources entrusted to the organization. UNICEF leads the United Nations country team results group 2 on equitable access to quality services of education, health, nutrition and social protection.

Monitoring, learning and evaluation

37. Programme monitoring will be based on the results and resources framework, using indicators disaggregated by sex, age, disability and location, when possible. Progress will be tracked through national administrative and sector data systems, with a focus on strengthening the quality, timeliness and use of data at the national and subnational levels. Monitoring will also be strengthened to improve accountability and last-mile service delivery, and to assess progress towards achieving results at scale and with impact.

38. UNICEF will support the strengthening of data and evidence systems to address fragmentation and limited use of data for decision-making. This will include strengthening data governance, analytical capacity and dissemination, as well as promoting the use of real-time, disaggregated data to inform planning, budgeting and service delivery, aided by robust acceleration of digital transformation. Efforts will also focus on strengthening feedback and social accountability mechanisms to ensure that community-level insights inform programme adaptation and system performance.

39. The programme will promote continuous learning through evaluations, research and knowledge management, with a focus on identifying and scaling up

effective approaches. UNICEF will support national evaluation capacity and child rights reporting, while implementing the costed evaluation plan that will focus on key evaluative evidence needed to inform effective and efficient programming. UNICEF will contribute to United Nations monitoring mechanisms, including tracking progress towards UNSDCF outcomes.

Annex

Results and resources framework

Botswana – UNICEF country programme of cooperation, 2027–2031

Convention on the Rights of the Child: All articles.

National priorities: Vision 2036, National Development Plan 12, Botswana Economic Transformation Programme, Sustainable Development Goals 1–6, 8 and 10

UNSDCF outcomes involving UNICEF:

Outcome 1: By 2031, Botswana has achieved inclusive, sustainable, and resilient economic diversification and growth.

Outcome 2: By 2031, Botswana's institutions demonstrate improved capacity and accountability, evidenced by enhanced public sector performance, transparency, and effective implementation of plans and policies.

Related UNICEF Strategic Plan, 2026–2029 Impact Results: 1–4

<i>UNSDCF outcomes</i>	<i>UNICEF outcomes</i>	<i>Key progress indicators, baselines (B) and targets (T)</i>	<i>Means of verification</i>	<i>Indicative country programme outputs</i>	<i>Major partners, partnership frameworks</i>	<i>Indicative resources by country programme outcome: regular resources (RR), other resources (OR) (In thousands of United States dollars)</i>		
						<i>RR</i>	<i>OR</i>	<i>Total</i>
Outcome 1, Outputs 1.1 and 1.2	1. Children (0–9 years) particularly the most vulnerable benefit from integrated, equitable and quality early childhood development services enabled by strengthened systems in policy, financing, workforce, data and accountability mechanisms.	Percentage of children aged 24–59 months who are developmentally on track in health, learning and psychosocial well-being (Early Childhood Development Index 2030). B: No data T: 80% (2031)	Multiple Indicator Cluster Survey	1.1 Integrated early childhood development systems institutionalized within multisectoral child welfare, including primary healthcare and community systems, with mandate, financing, accountability and coordination. 1.2 Equitable and efficient use of public finance, child- sensitive	Ministry of Child Welfare and Basic Education, Ministry of Local Government and Traditional Affairs, Ministry of Health, United Nations Resident Coordinator's Office (RCO), World Health Organization (WHO), Food and Agriculture Organization of the United Nations, World Food Programme, United Nations	1 100	2 167	3 267

UNSDCF outcomes	UNICEF outcomes	Key progress indicators, baselines (B) and targets (T)	Means of verification	Indicative country programme outputs	Major partners, partnership frameworks	Indicative resources by country programme outcome: regular resources (RR), other resources (OR) (In thousands of United States dollars)		
						RR	OR	Total
		Gross enrolment rate (or percentage participation) in pre-primary education, disaggregated by sex and location. B: 49.8% (2022) T: 80% (2031)	Education Management Information System National Statistical System Sector reports	social protection and strengthened workforce, including community health workers, expanding the reach of integrated child health, nutrition, protection and education services for the most vulnerable children. 1.3 Foundational learning and early childhood education systems transformed for improved quality, equity and access,	Development Programme (UNDP), United Nations Population Fund (UNFPA)			
		Percentage of children under 1 year immunized with diphtheria-tetanus-pertussis vaccine (DTP3/Penta3) (as a tracer of equitable primary healthcare service coverage for young children). B: 50% (2023) T: 80% (2031)	Health Management Information System					
		Extent of UNICEF support for public finance for children to strengthen social sector budgets at national and subnational levels. ¹ B: Score 8 (2025) T: Score 14 (2031)	Programme reports					
		Maturity of social	Sector reports					

¹ This is a scored indicator from 0 to 16. Level 0: Score 0: Absent support for social sector budgets. Scores 1–4: Weak support for social sector budgets. Scores 5–8: Moderate support for social sector budgets. Scores 9–12: Moderately strong for social sector budgets. Scores 13–16: Strong support for social sector budgets.

UNSDCF outcomes	UNICEF outcomes	Key progress indicators, baselines (B) and targets (T)	Means of verification	Indicative country programme outputs	Major partners, partnership frameworks	Indicative resources by country programme outcome: regular resources (RR), other resources (OR) (In thousands of United States dollars)		
						RR	OR	Total
		protection systems for all boys and girls B: Developing (2025) T: Established (2031) Percentage of children living in multidimensional poverty B: 49.8% (2021) T: 35% (2031)						
Outcome 2, Outputs 2.1 and 2.2	2. Adolescents (10–19 years), particularly the most vulnerable, benefit from quality, equitable, integrated and responsive systems that support health, protection, skills development, and participation.	HIV incidence rate among adolescent girls and young women (15–24 years) (or, if incidence is not available, percentage of adolescents and young people living with HIV who are virally suppressed). B: 3 per 1,000 uninfected population (2024) T: <1 per 1,000 uninfected population (2031)	Botswana AIDS Impact Survey HIV Spectrum estimates	2.1 Strengthened policy and institutional frameworks to deliver quality, integrated and equitable health, nutrition, sexual and reproductive health and HIV services for adolescents. 2.2 Transformed education and skills systems, operationalizing integrated school-to-employment pathways and transition systems, aligned to labour market demands. 2.3 Strengthened integrated systems	Ministry of Health & Wellness, Ministry of Local Government and Traditional Affairs, Ministry of State President, Defence and Security, Ministry of Youth and Gender Affairs, Ministry of Labour and Home Affairs, United Nations RCO, WHO, UNFPA, Joint United Nations Programme on HIV/AIDS, UNDP, International Labour Organization, Office of the United Nations	658	2 338	2 996
		Extent to which national skills development programmes are responsive to labour market demands B: 3 (Moderate responsiveness) T: 4 (High	Education and Labour Reports, Nationally representative household surveys					

UNSDCF outcomes	UNICEF outcomes	Key progress indicators, baselines (B) and targets (T)	Means of verification	Indicative country programme outputs	Major partners, partnership frameworks	Indicative resources by country programme outcome: regular resources (RR), other resources (OR) (In thousands of United States dollars)		
						RR	OR	Total
		responsiveness) Percentage of adolescents 13–17 years who experienced sexual violence in the last 12 months B: Female 10.4%; Male 4.1% (2016) T: Female 2%; Male 2% (2031)	Violence Against Children survey	and services that prevent/respond to violence, with emphasis on adolescent girls, institutionalizing adolescent participation mechanisms and mental health and psychosocial support (MHPSS).	High Commissioner for Human Rights, United Nations High Commissioner for Refugees			
Outcome 2, Outputs 2.1 and 2.2	3. The country programme is effectively designed, coordinated and managed.	Percentage of management and programme indicators on track. B: 78% (2025) T: 95% (2031)	Programme monitoring	3.1 Effective communication and advocacy to drive results for children. 3.2 Evidence available to inform policy, programmes and advocacy. 3.3 Key partnerships formed with the private sector and resources leveraged to mitigate child deprivations.	Ministry of Finance, National Planning Commission, Statistics Botswana, United Nations funds and programmes, academia, the media, private sector	2112	382	2 494
Total resources						3 870	4 4887	8 757

*Outcome indicator aligned with the UNSDCF indicator.