

UNITED NATIONS SUSTAINABLE  
DEVELOPMENT FRAMEWORK 2017-2021  
PARTNERSHIPS FOR SUSTAINABLE DEVELOPMENT

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**Signatures Page**

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

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

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## Acronyms

<b>ART</b>	Anti-Retroviral Treatment
<b>AU</b>	African Union
<b>CA</b>	Country Analysis
<b>CEDAW</b>	Convention on the Elimination of All Forms of Discrimination against Women
<b>CRC</b>	Convention on the Rights of the Child
<b>CRPD</b>	Convention on the Rights of Persons with Disabilities
<b>DaO</b>	Delivering as One
<b>DRR</b>	Disaster Risk Reduction
<b>ECOSCO</b>	Economic and Social Council
<b>FAO</b>	Food and Agriculture Organization
<b>FDI</b>	Foreign Direct Investment
<b>GBV</b>	Gender Based Violence
<b>GDP</b>	Gross Domestic Product
<b>HDI</b>	Human Development Index
<b>HRBA</b>	Human Rights-Based Approach
<b>ICPD</b>	International Conference on Population and Development
<b>IFAD</b>	International Fund for Agricultural Development
<b>IIAG</b>	Ibrahim Index of African Governance
<b>ILO</b>	International Labor Organization
<b>IMF</b>	International Monetary Fund
<b>IOM</b>	International Organization for Migration
<b>LTA</b>	Long-Term Agreement
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MAPS</b>	Mainstreaming, Acceleration, and Policy Support
<b>MDGs</b>	Millennium Development Goals
<b>MEAs</b>	Multilateral Environmental Agreements
<b>MIC</b>	Middle Income Country
<b>MMR</b>	Maternal mortality
<b>MTR</b>	Mid-Term Review
<b>NCD</b>	Non-Communicable Disease
<b>NDP</b>	National Development Plan
<b>NGO</b>	Non-governmental organization
<b>OaO</b>	Operating as One
<b>ODA</b>	Overseas Development Assistance
<b>PMT</b>	Programme Management Team
<b>QCPR</b>	Quadrennial Comprehensive Policy Review
<b>RBM</b>	Results-Based Management
<b>SDGs</b>	Sustainable Development Goals
<b>UMIC</b>	Upper Middle Income Country
<b>UNSDF</b>	United Nations Sustainable Development Framework
<b>UNCT</b>	United Nations Country Team
<b>UNDAF</b>	United Nations Development Assistance Framework

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<b>UNDP</b>	United Nations Development Programme
<b>UNDS</b>	United Nations Development System
<b>UNEP</b>	United Nations Environment Programme
<b>UNESCO</b>	United Nations Education, Scientific and Cultural Organization
<b>UNFPA</b>	United Nations Population Fund
<b>UNHCR</b>	United Nations High Commissioner for Refugees
<b>UNICEF</b>	United Nations Children's Fund
<b>UNIDO</b>	United Nations Industrial Development Organization
<b>UNODC</b>	United Nations Office on Drugs and Crime
<b>UNOHCHR</b>	United Nations Office of the High Commissioner for Human Rights
<b>UNSDF</b>	United Nations Sustainable Development Framework
<b>UPR</b>	Universal Periodic Review
<b>WFP</b>	World Food Programme
<b>WHO</b>	World Health Organization

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## Foreword by the Minister of Finance and the UN Resident Coordinator

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Honorable Kenneth Matambo

Minister of Finance and Economic Development

Anders Pedersen

UN Resident Coordinator



## Declaration of Commitment

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

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

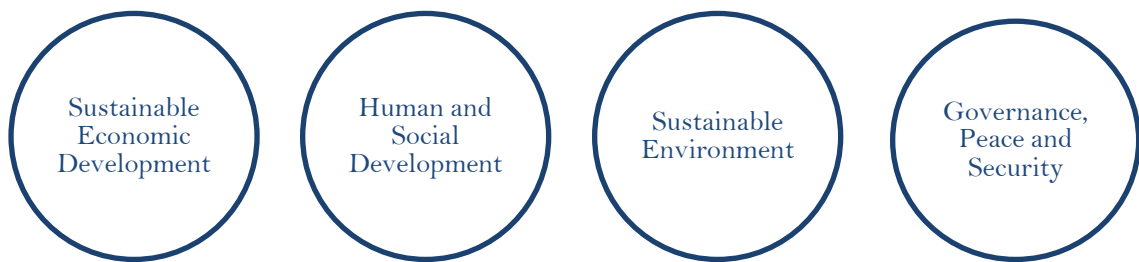
In pursuit of these objectives, the partners will be guided by the national aspirations and commitments of Botswana as a member of the international community, particularly with regard to the Busan Partnership for Effective Development Cooperation. The partners will respect and adhere to the principles and ideals of the United Nations, including those embodied in the global United Nations reform agenda, supporting the strengthening of the organization's ability to effectively and efficiently deliver results to those most in need, do more with the resources it has, and increase its flexibility and accountability.

## Executive Summary

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

The UNSDF draws on a synthesis of analyses and dialogues on the country's strategic needs to achieve The Agenda 2030 goals (SDGs) and lessons learnt from past cooperation as documented in the evaluation of the UNDAF 2010-2016. Noting that, consistent with the UNDS MAPS approach Botswana has mainstreamed the SDGs into the national vision (Vision 2036) and the Eleventh National Development Plan (NDP11), the focus of the partnership is on strategic utilization of limited UNDS resources to fulfil the UN's normative and advocacy role, and provide overall high quality support that will accelerate Botswana's progress towards achievement of The Agenda 2030 goals and targets. The UNSDF 2017-2021 thus focuses on strengthening coherence, implementation, accountability, efficiency, effectiveness and sustainability in Botswana's pursuit of sustained and inclusive economic growth, social development and environmental protection.

The UNSDF 2017-2021 uses Vision 2036 priorities (into which the SDGs are mainstreamed) as its point of entry. NDP11 presents the country efforts over the 2017-2021 period including investments to be made towards achievement of Vision 2036 goals. The UNSDF 2017-2021 provides strategic support to the national efforts, aiming to improve results in the 4 Vision 2036 priorities, which are:



The UNSDF is based on four principles underlying The 2030 Agenda, namely: human rights, gender equality and women's empowerment; sustainable development and resilience; leave no one behind; and, accountability.

The UNSDF 2017-2021 support is focused on three Priority Areas that cut across the four National Priorities. The Priority Areas are: Quality, Disaggregated and Timely Data; Policy and Programme Development; and

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Implementation Capacity. Embedded in each of the priority areas are innovations and partnerships.

On the basis of the Priority Areas, the expected UNSDF 2017-2021 Outcomes are:

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

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

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

The focus of **Outcome 1** is on strengthening policy and programme development ensuring both technical soundness and coherence to leave no one behind, beginning with those that are furthest behind. Priority in Outcome 1 will be on social protection, economic opportunity and access to essential services for population groups that are furthest behind; and, increasing resilience of societies, economies and the natural environment to withstand shocks and manage risks and uncertainties. Because Botswana already has strong policies, programmes, and legislation, the bulk of the UN's focus will likely be on Outcomes 2 and 3.

The focus of **Outcome 2** derives from the interdependence of SDGs that requires coherent efforts across government ministries and departments as well as administrative levels, and civil society organizations, private sector, citizens and other development stakeholders. While Botswana has created strong policies, programmes, and legislation, it is widely acknowledged that implementation is sometimes inadequate. This Outcome will focus at national and district level on supporting Government to identify bottlenecks to support the effective implementation of existing policies, programmes, and legislation. Capacity-building, systems-strengthening, and quality improvement, all informed by strong data (see Outcome 3) are critical parts of this Outcome.

**Outcome 3** responds to the realization that pursuit of the SDGs and related targets requires the collection of comprehensive data to best identify, prioritize and track progress of the most vulnerable and disadvantaged groups; adaptation of the SDG indicator framework to the national context will require strengthening of national data and statistical systems. In addition, accountability requires robust data and information for policy formulation, programme design and implementation. Work under this outcome will include improving the availability and use of disaggregated data through strategies that include: strengthening existing demographic and other data sources (censuses, surveys, administrative data, civil registration systems); utilization of new sources of data; big data; and expanding "open data" (access to data). This Outcome will also focus on impact evaluations and research to help Government ensure that programmes meet their objectives and that Government invests in programmes that deliver the desired return.

The UN will strengthen national capacities at all levels; supporting monitoring and implementation of international commitments, norms and standards, including the 2030 Agenda, the Paris Agreement on Climate Change, the Sendai Framework on Disaster Risk Reduction, Multilateral Environmental Agreements (MEAs), international/regional human rights treaties and agreed international norms and standards; act as a convener of a wide range of national and international partners; provide high-quality technical expertise; support

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objective monitoring and evaluation of the national development framework; provide impartial policy advice, based on international experience, technical expertise and good practices; provide a neutral space within which sensitive political issues can be addressed and resolved; and facilitate knowledge access and exchange through South-South and Triangular Cooperation.

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

Implementation of the UNSDF will require an estimated US\$49 675 102.00 million; including US\$20 206 122.00 million for Strategic Priority Area 1: Policy and Programme Design; US\$16 011 764.00 million for Strategic Priority Area 2: Implementation capacity, delivery and accountability systems; and US\$13 457 216.00 million for Strategic Priority Area 3: Quality data for intervention design, management and tracking of effects.

Key means of implementation will be further refined during UNSDF 2017-2021 implementation through coordination mechanisms already being developed; some will require collaborative or joint programming or funding. The UNCT will strive for robust joint programming and inter-agency cooperation, and explore opportunities for resource mobilization and more “joined-up” approaches, applying the most appropriate and feasible elements of the Standard Operating Procedures for Delivering as One. This will include elements of One Leader (Empowered RC and Empowered UNCT), Operating as One, and Communicating as One.

## Introduction

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### A new partnership into the future

Cooperation between the United Nations Development System and Botswana dates back to 1966 when the country became a member of the United Nations. Today, Botswana, a substantially transformed country, faces a different challenge – that of delivering a promise to ensure that all women and men, boys and girls, youth and future generations, fulfil their potential in dignity and equality in a healthy environment. In 2016, the year of Botswana’s 50<sup>th</sup> anniversary, the United Nations and Botswana re-affirm their joint commitment to improving the lives of all who live in Botswana, especially the poorest.

On September 25<sup>th</sup> 2015, Member States of the United Nations adopted The 2030 Agenda for Sustainable Development with the Sustainable Development Goals (SDGs) at its core. The 2030 Agenda commits all countries and stakeholders to working together to achieve sustained and inclusive economic growth, social development and environmental protection. The 2030 Agenda is to be implemented in a manner consistent with existing obligations of Member States under international law, including international human rights law, and in particular the commitment to eradicate poverty, address inequalities, and discrimination, leave no one behind. With the adoption of the SDGs, member states pledged to ‘leave no one behind’ and ‘reach those furthest behind first.’ The 2030 Agenda demonstrates the commitment of the international community to complete the unfinished business of the MDGs by expanding on previous efforts to address the multi-dimensional causes of poverty and reduce vulnerabilities of the poorest. The 2030 Agenda and other post 2015 agreements make clear that inclusive, strategic and mutually beneficial partnerships at global, regional, national and local levels are a prerequisite to achieving the SDGs.

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

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

## Collaborative Formulation of the UNSDF 2017-2021

In developing the UNSDF 2017-2021, the partners took advantage of the robust processes already in place for the development of the national vision (Vision 2036) and development of the Eleventh National Development Plan (NDP11). These were complemented by multi-stakeholder consultative processes aimed at arriving at: shared lessons from past cooperation; shared analysis of the country situation; agreement on the strategic priorities for the partnership between Botswana and the United Nations Development System; and validation of the planned outcomes and outputs for the planning period.

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

## Botswana's Development Context

### Development Trends and Issues

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

Massive improvements in population wellbeing have been achieved over the years through prudent management and investment of revenues from natural wealth into human development<sup>11 12</sup>. The high level of commitment to the social sectors is illustrated by Botswana spending 4.4% of GDP on social protection, 4.5% on health, and 8.5% on education<sup>13</sup>. While the heavy investment in the social sectors has extended service reach and accessibility, the outcomes achieved in some areas, most notably, poverty reduction, education and health, have tended to fall below expectations<sup>14</sup>.

The country has a Human Development Index (HDI) of 0.703 ranking in the medium HDI category<sup>15</sup>. A major factor in the HDI ranking of the country is life expectancy which was affected by a high HIV&AIDS-related mortality rate<sup>16</sup>. Ownership of the country's wealth is heavily skewed making it one of the most unequal countries in the world (Gini Coefficient 0.605)<sup>17</sup>. Reliance on mining revenues, particularly diamonds, makes the country vulnerable to fluctuations in mineral prices and carries future uncertainty<sup>18</sup>. The mining sector

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<sup>1</sup> World Bank, Botswana systematic country diagnostic, 2015

<sup>2</sup> Botswana 'Vision 2036'

<sup>3</sup> National development plan 11 (draft)

<sup>4</sup> National population census, 2011

<sup>5</sup> United Nations, Botswana common country assessment, 2016

<sup>6</sup> National population census, 2011

<sup>7</sup> National Development Plan 11 (Draft)

<sup>8</sup> *ibid*

<sup>9</sup> *ibid*

<sup>10</sup> Botswana AIDS impact survey, 2013

<sup>11</sup> World Bank, Botswana systematic country diagnostic, 2015

<sup>12</sup> United Nations, Botswana common country assessment, 2016

<sup>13</sup> *ibid*

<sup>14</sup> World Bank, Botswana systematic country diagnostic, 2015

<sup>15</sup> Global Human Development Report, 2015

<sup>16</sup> United Nations, Botswana common country assessment, 2016

<sup>17</sup> *ibid*

<sup>18</sup> Botswana Vision 2036

contributes substantially to revenues but not to job creation<sup>19</sup>. The country's economic diversification efforts are bearing fruit but the pace of growth in the other sectors is slow and employment creation inadequate leading to an unemployment rate that is greater than prevailing rates among Botswana's UMIC peers<sup>20</sup>. Owing to exclusion occasioned primarily by the reliance on mining, and low incomes in the agricultural sector in which the majority of the rural population is engaged, poverty rates are higher than among peers<sup>21</sup>. Increasingly, the pursuit of development in an unsustainable way is negatively impacting the natural environment threatening the diversity of flora and fauna as well as human health.

Extreme poverty and income inequality<sup>22</sup>: Poverty rates (as measured against the national poverty line) have declined from 47% in 1993/94 to 30.6% in 2002/03 and 19.3% in 2009/10<sup>23 24</sup>. The national averages mask disparities as some locations lag behind with poverty levels in excess of 30%<sup>25</sup>, i.e. Kweneng West (48.6 per cent); Ngamiland West (47.3 per cent); Ghanzi (35.7 per cent); and Kgalagadi North (31.2 per cent). Furthermore, poverty is higher among female-headed households (58 per cent); and children and youth (57 per cent).<sup>26</sup> Many of those living in poverty face multiple deprivations that must be addressed through a multi-dimensional approach to poverty<sup>27</sup>. Botswana's policy response to poverty has focused on improving the welfare status of citizens' investments in social protection<sup>28</sup>. Consequently, significant resources (4.4 per cent of gross domestic product) are invested in social protection programmes<sup>29</sup>. Recent studies show that if redirected and better coordinated, these investments are adequate to eliminate extreme poverty in less than 10 years<sup>30</sup>. Going forward, keeping those that exit from poverty out of poverty needs to be part of a deliberate strategy that may include improving access to and control of assets as well as improving productivity in sectors such as agriculture where a considerable proportion of the working poor are found<sup>31</sup>.

Human Development Outcomes<sup>32</sup>: Botswana has invested heavily in health (9.5 per cent of gross domestic product<sup>33</sup>), HIV&AIDS and Education (5.4 per cent of gross domestic product<sup>34</sup>). In health, high coverage and utilization rates are not translating into expected outcomes largely due to quality issues<sup>35</sup>. While access to clean water and safe sanitation has increased, safe sanitation lags behind<sup>36</sup>. Stunting is very high at 30 per cent,

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<sup>19</sup> United Nations, Botswana common country assessment, 2016

<sup>20</sup> ibid

<sup>21</sup> ibid

<sup>22</sup> Vision 2036 Frame work Document, 2015

<sup>23</sup> Botswana core welfare indicator survey, 2009-2010

<sup>24</sup> World Bank, Botswana poverty assessment, 2015

<sup>25</sup> United Nations, Botswana common country assessment, 2016

<sup>26</sup> ibid

<sup>27</sup> World Bank, Botswana poverty assessment, 2015

<sup>28</sup> Botswana National Strategy for Poverty Reduction, 2003

<sup>29</sup> United Nations, Botswana common country assessment, 2016

<sup>30</sup> World Bank, Botswana poverty assessment, 2015

<sup>31</sup> ibid

<sup>32</sup> Vision 2036 Frame work Document, 2015

<sup>33</sup> United Nations, Botswana common country assessment, 2016

<sup>34</sup> ibid

<sup>35</sup> ibid

<sup>36</sup> ibid



even by the standards of poorer countries<sup>37 38</sup>. The causes of stunting relate to inadequate utilization of proven evidence-based interventions<sup>39</sup>. Non-communicable diseases are leading causes for morbidity and mortality in Botswana<sup>40</sup>. With respect to the 44 UMIC for which comparable maternal mortality estimates are available, Botswana ranks 40 out of 44<sup>41</sup>. MMR was at 152 in 2014<sup>42</sup>. Major causes of maternal deaths include preventable causes such as hemorrhage, abortions and hypertensive diseases – accounting for 74% of maternal deaths<sup>43</sup>. Contributing factors include; a) lack of skilled personnel to manage obstetric complications; b) stock-outs of essential equipment and drugs due to weak logistic management; c) weak referral systems especially in rural and geographically remote areas<sup>44</sup>. Neonatal mortality accounts for 54% of child deaths<sup>45</sup>. The potential to reduce neonatal mortality is illustrated by the wide differences in neonatal mortality rates between locations ranging from a low of 6/1000 to a high of 28/1000<sup>46</sup>. While the country has contained HIV-related mortality through rolling out ART there are still more than 10,000 new infections each year<sup>47</sup>. The last two HIV&AIDS impact household surveys (2008 and 2013) suggest some negative trends in behavior, particularly among the young people, with low knowledge<sup>48 49</sup>. There is a decline in condom use across all ages and sexes and among concurrent sexual partners<sup>50</sup>. Botswana is saddled with the high cost of providing Anti-Retroviral Treatment (ART)<sup>51</sup>. Projections suggest that Botswana's hope of reducing the HIV&AIDS epidemic requires a combination of testing and treatment of everyone who is HIV positive, and maximum investment in gender-sensitive prevention, particularly among young people<sup>52</sup>.

Regarding reproductive health, Botswana is among 20 countries worldwide considered as low method mix country with high dominance of one contraceptive method for women aged 15-49<sup>53</sup>. Recent information has revealed that 56% of pregnancies among HIV positive women are unplanned suggesting high unmet needs for family planning for this group<sup>54</sup>. Access to sexual and reproductive health has not reached all; it is only in the past 3 years that an integrated SRH/HIV service delivery was piloted<sup>55</sup>. Integrated services to include maternal, neo-natal, child and adolescent health, including TB will ensure Botswana maximizes on the limited resources (both human and financial) available.

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<sup>37</sup> *ibid*

<sup>38</sup> World Bank, Botswana systematic country diagnostic, 2015

<sup>39</sup> United Nations, Botswana common country assessment, 2016

<sup>40</sup> World Bank, World Development Indicators, 30 June 2016

<sup>41</sup> United Nations, Botswana common country assessment, 2016

<sup>42</sup> *ibid*

<sup>43</sup> *ibid*

<sup>44</sup> *ibid*

<sup>45</sup> *ibid*

<sup>46</sup> *ibid*

<sup>47</sup> *ibid*

<sup>48</sup> Botswana AIDS impact survey, 2013

<sup>49</sup> Botswana AIDS impact survey, 2008

<sup>50</sup> Botswana AIDS impact survey, 2013

<sup>51</sup> *ibid*

<sup>52</sup> *ibid*

<sup>53</sup> United Nations, Botswana common country assessment, 2016

<sup>54</sup> *ibid*

<sup>55</sup> *ibid*

In education, Botswana has almost achieved universal education and the estimated Net Enrollment Ratio (NER) for children aged 7-13 nearly reached 100% in 2000<sup>56</sup> <sup>57</sup>. Gender parity at enrolment has also been achieved at secondary and tertiary education levels<sup>58</sup>. However, there are challenges in education such as girls dropping out due to pregnancy, and lower female enrollment in Sciences, Technology and Mathematics (STEM) at tertiary level<sup>59</sup> <sup>60</sup>. There is low uptake of early childhood education<sup>61</sup>; good enrolment and retention rates at primary and secondary level are masked by poor performance as reflected by low pass rates<sup>62</sup>. There are also concerns that the education and training system is not producing young people that are suitable for employment<sup>63</sup>. A new five-year education and training sector strategy has been developed with the purpose of reforming the education sector<sup>64</sup>. Minimizing the risk of failure and learning from parts of the system that currently work well represent strategic opportunities to support the reform process<sup>65</sup>.

Export-led diversified growth and employment<sup>66</sup>: Botswana has over the years (viewed in ten year blocks) experienced high but declining growth rates<sup>67</sup>. Recognition of this trend, the low potential of mining to create employment, and realization that diamond revenues have a finite lifespan, has underpinned the drive for economic diversification<sup>68</sup>. Various analyses suggest that Botswana is not well positioned for export-led growth and would have to make changes to make domestic companies competitive and attract external investment<sup>69</sup>. Among the groups heavily represented among the unemployed are young people and many in the agricultural sector who constitute the ‘working poor’<sup>70</sup>. With the economy creating employment at a small fraction of the rate of new labour market entrants, the informal economy has become increasingly important, particularly for women<sup>71</sup>. The youth unemployment rate is about 41.4 % for 15-19 year olds, 34% for 20-24 year olds and 22.4% for 25-29 year olds<sup>72</sup>. This indicates that Botswana is not benefiting from its youth bulge and the demographic transition to harness a demographic dividend<sup>73</sup> <sup>74</sup>. The country needs a balance of measures between those that hold promise in the short-term and those that will deliver in the long-term. Short-term measures include improvements in the formal sector and productivity in the agricultural sector<sup>75</sup>. Against

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<sup>56</sup> *ibid*

<sup>57</sup> Botswana MDGs Status Report 2015

<sup>58</sup> *ibid*

<sup>59</sup> *ibid*

<sup>60</sup> United Nations, Botswana common country assessment, 2016

<sup>61</sup> *ibid*

<sup>62</sup> Vision 2036 Frame work Document, 2015

<sup>63</sup> Botswana Vision 2036, 2016

<sup>64</sup> **Botswana Education & Training Sector Strategic Plan (ETSSP 2015-2020)**, 2015

<sup>65</sup> United Nations, Botswana common country assessment, 2016

<sup>66</sup> Vision 2036 Frame work Document, 2015

<sup>67</sup> *ibid*

<sup>68</sup> *ibid*

<sup>69</sup> *ibid*

<sup>70</sup> World Bank, systematic country diagnostic, March 2015

<sup>71</sup> *ibid*

<sup>72</sup> Botswana core welfare indicators survey, 2009-2010

<sup>73</sup> Vision 2036 Frame work Document, 2015

<sup>74</sup> National development plan 11 (draft)

<sup>75</sup> World Bank, systematic country diagnostic, March 2015

a backdrop of an oversupply of unskilled (and deskilled) labour, much of the labour currently unemployed will face difficulties finding accommodation even in a growing labour market<sup>76</sup>.

Managing the trade-off between income generation and environmental sustainability<sup>77</sup>: As Botswana's population grows, the country has expanded land under irrigation, increased power generation and other amenities<sup>78</sup>. The trade-offs between development and environmental sustainability are becoming more evident in the form of threats to fauna and flora, air pollution and water pollution<sup>79</sup>. Ensuring that resource extraction levels are within the capacity of the environment to assimilate and regenerate is a key concern<sup>80</sup>. Human/animal conflicts are increasingly important – particularly, in a context where geographic proximity does not necessarily ensure formal access to benefits<sup>81</sup>. Efforts at environmental management are hampered by a multiplicity of actors in a context of weak coordination capacity; inadequate data; inadequate follow-up on environmental assessments; weak cost-benefit analysis of investments; and limited active engagement of citizens in environmental protection and management<sup>82</sup>.

Deepening democracy outcomes and governance institutions<sup>83</sup>: Botswana has in place institutions for sound governance and the country scores highly on many fronts<sup>84</sup><sup>85</sup>. However, there are areas where Botswana's ranking relative to other countries falls below expected levels. On the basis of the Ibrahim Index of African Governance (IIAG), Botswana achieves its lowest rankings in relation to: international human rights conventions; statistical capacity; undernourishment; tertiary enrolment; air transport; electricity; and, agricultural and research and extension<sup>86</sup>. In relation to international human rights conventions the challenges relate to reporting, follow-up and absent or weak accountability mechanisms. A focus of national plans is to strengthen the performance of institutions<sup>87</sup>. A necessary component (both as a governance imperative and as a measure that would enhance efforts at improving institutional effectiveness) is the improvement of the voice and participation of citizens through citizens' engagement and social accountability<sup>88</sup>. This calls for a greater role for representative bodies and civil society. Assessment of existing mechanisms suggest that they are useful but limited, particularly at the points of interaction between citizens and the state.

Gender equality and women's empowerment: Botswana outperforms many of her peers in terms of women's participation in the labour force, education, senior management positions and participation as voters in elections<sup>89</sup>. Women's representation in cabinet (17%), parliament (8%) and local government (18%) is low<sup>90</sup>.

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<sup>76</sup> *ibid*

<sup>77</sup> Vision 2036 Framework Document, 2015

<sup>78</sup> *ibid*

<sup>79</sup> *ibid*

<sup>80</sup> *ibid*

<sup>81</sup> *ibid*

<sup>82</sup> *ibid*

<sup>83</sup> *ibid*

<sup>84</sup> World Bank, systematic country diagnostic, March 2015

<sup>85</sup> Vision 2036 Framework Document, 2015

<sup>86</sup> Ibrahim Index of African Governance, 2015

<sup>87</sup> United Nations, Botswana common country assessment, 2016

<sup>88</sup> *ibid*

<sup>89</sup> *ibid*

<sup>90</sup> The Gender Based Violence Indicators Study, 2012

Concrete measures and mechanisms must be put in place to increase women's representation in political positions. Capacity development for elected women is necessary for strengthened delivery of their mandate.

Gender-based violence is a key concern affecting girls and women with 67% of women in Botswana reporting having experienced some form of gender-based violence in their lifetime<sup>91</sup>. Cases of defilement and rape are high with 27% of victims of rape aged below 16 years according to 2012 GBV study<sup>92</sup>. Pockets of child marriage and high teenage pregnancy have also been identified. Accepting attitudes towards gender-based violence persist<sup>93</sup>. Victims more often than not do not report this abuse; the culture of silence and treatment of gender based violence as a private or domestic matter persists<sup>94</sup>. Social pressures as well as the costs of accessing justice are cited as major issues<sup>95</sup>. Reporting of cases is low (1.7%)<sup>96</sup>. Services for victims are inadequate and not adequately coordinated. There is limited data management on GBV and research in this area is weak. Gender based violence is also identified as one of the drivers of HIV in the country<sup>97</sup>. The engagement of men and boys in prevention of gender based violence and promoting gender equality could be improved.

In relation to Women's Economic Empowerment (WEE), women make up 41% of those in paid employment and operate an estimated 74% of informal businesses<sup>98</sup>. Initiatives that focus on women's economic empowerment are limited and poorly monitored<sup>99</sup>. Capacity must be strengthened towards effective monitoring and tracking of the impact of government's women's economic empowerment policies and programmes. Women's Economic Empowerment (WEE) efforts must be strengthened through the review of national and sector policies to make them more gender responsive and to build the capacity of women including entrepreneurs to make meaningful contribution to the economy<sup>100</sup>. Policy measures and programmes must be put in place to ensure women's increased ownership, access to, and control over productive resources.

Technical capacity on gender mainstreaming as a strategy to improve gender equality is limited, and the use of related tools such as gender budgeting is minimal<sup>101</sup>. Policies and programmes must be developed to institutionalize Gender Responsive Budgeting (GRB) in all Ministries. Well-coordinated national gender mainstreaming programmes for effective gender outcomes in all sectors is paramount.

Policy implementation and programme effectiveness: While Botswana has in place relevant policies, implementation and programme effectiveness are negatively impacted by several gaps, particularly where implementation requires the coordination of inputs from various sectors/agencies<sup>102</sup>. Weakly defined relationships between institutions; budgets that are not linked to results; weak or absent implementation plans; weak technical capacities; and weak or absent monitoring and evaluation systems are key factors limiting policy

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<sup>91</sup> *ibid*

<sup>92</sup> *ibid*

<sup>93</sup> *ibid*

<sup>94</sup> *ibid*

<sup>95</sup> *ibid*

<sup>96</sup> *ibid*

<sup>97</sup> Botswana AIDS impact survey, 2013

<sup>98</sup> The Gender Based Violence Indicators Study

<sup>99</sup> *ibid*

<sup>100</sup> United Nations, Botswana common country assessment, 2016

<sup>101</sup> *ibid*

<sup>102</sup> Vision 2036 Framework Document, 2015

implementation and programme effectiveness<sup>103</sup>. Across a number of areas, country plans are formulated on the basis of outdated data which is not always adequately disaggregated to support equity analyses<sup>104</sup>.

Against a backdrop of the progress made, the solutions to Botswana's remaining challenges in reaching the most vulnerable, improving outcomes, and inclusiveness are less likely to be found in blanket approaches and more likely to lie in especially designed interventions as well as strengthening citizens' voices and accountability processes<sup>105</sup>. There is a wealth of experiences from other countries that Botswana can draw upon to craft locally suitable models. Botswana's civil society faces capacity constraints including limited access to funding. The decline in official development assistance flows into the country that has accompanied the country's status as a MIC is a major factor impacting civil society capacity<sup>106</sup>.

Looking ahead, indications are that with adequate commitment and support, Botswana can address many of its challenges including eliminating extreme poverty in less than 10 years through reforming its social protection system<sup>107</sup>. The country has a new five-year education and training sector strategy aimed at reforming the education sector. There are also in place measures to strengthen access to the justice system, mainstreaming sustainable development, and improve capacities for locally led economic development. Across a number of areas, relevant policies are in place. Strengthening policy implementation will be key to future success.

While there are multiple sector specific challenges, some challenges cut across several areas and these include: reaching excluded populations and maintaining social inclusion; improving effective coverage of services; scaling up services and utilization in issues that have not been adequately invested in; sustaining services coverage, quality and utilization in a context of budgetary constraints; improving citizens engagement and ownership of the sustainable development process, gender-responsive policies and programmes and moving beyond planning to effective implementation. To respond to the identified challenges as well as sector specific challenges, strategic interventions are required to address the following: quality and frequency of data; quality of citizens engagement and social accountability processes and mechanisms; local (decentralized) capacities for delivery; capacities to work across sectors/departments; improved partnerships with civil society and the private sector; institutionalization of quality improvement and quality assurance processes; improved monitoring and evaluation; improved learning through research and documentation; and improved linkages between results and budgetary allocations.

## Country Risk Analysis

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

- a) **Climate and weather-related risks:** The country periodically faces episodes of drought and/or flooding. To date, the country has managed to cope with these while minimizing loss of human life. The episodes however do have major effects through the loss of livestock and crops that undermines household and community resilience to other shocks. Droughts also pose major challenges for urban

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<sup>103</sup> *ibid*

<sup>104</sup> *ibid*

<sup>105</sup> United Nations, Botswana common country assessment, 2016

<sup>106</sup> *ibid*

<sup>107</sup> World Bank, Botswana poverty assessment, 2015

settlements through effects on water supplies, often necessitating the imposition of water use restrictions. The gender differentiated impacts of climate change on men and women must be established and addressed. In recognition of the challenges to its water resources the country intends to intensify efforts at water recycling and promoting efficient use of water. Similarly, the country has in the past experienced energy shortages that affected economic performance. The use of renewable energy remains well below the country's potential and represents an opportunity to improve access without affecting the supply of energy for the country's industrialization bid.

- b) **Reliance on high-risk-low return agriculture:** Botswana's agricultural communities include the working poor. Continued reliance on current methods means that these communities are perpetually trapped in a cycle of growth and decline with limited ability to build up assets. A failure to improve productivity and minimize declines occasioned by weather will undermine a key component of household income perpetually maintaining the households at the margins of poverty. Priority responses should include: climate smart technologies (drought tolerant varieties, conservation agriculture, water harvesting); and moving away from the current over-reliance on rain-fed agriculture through diversification of livelihood support systems, investment in agricultural research and innovation, investments in agriculture support services, value chains and market infrastructure.
- c) **The significant role of diamonds in the national economy:** The risk associated with heavy dependence on an exhaustible resource has long been realized and factored into Botswana's planning with emphasis on economic diversification, the use of diamond revenues for capital investments and maintaining budget sustainability by ensuring budgets can be financed from non-diamond revenues. Until such a time that the country achieves reduced reliance on diamond revenues, it remains vulnerable to fluctuations in prices and/or changes in production.
- d) **Increasing inequality:** Botswana falls into the category of the 10 most unequal countries in the world. This raises the need for close monitoring and adjustment of strategies for inclusion to understand their effectiveness in reducing inequality. Without such a focus, some population groups may lag further behind which in turn may negatively impact social relations.
- e) **Rapid urbanization:** Botswana's increasing urbanization offers the potential for improved services provision and the creation of opportunities for urbanized population. However, rapid expansion also carries risks including land disputes, informal settlements, inadequate access to services and environmental degradation and pollution. The monitoring of trends and adoption of effective responses will remain important.

## Considerations Guiding the Partnership

### Agenda 2030 as a Guiding Framework

Built on the basis of a shared interest in Botswana enabling Botswana to achieve the goals of Agenda 2030, the partnership between Botswana and the UN will operationalize The 2030 Agenda (Figure 1).

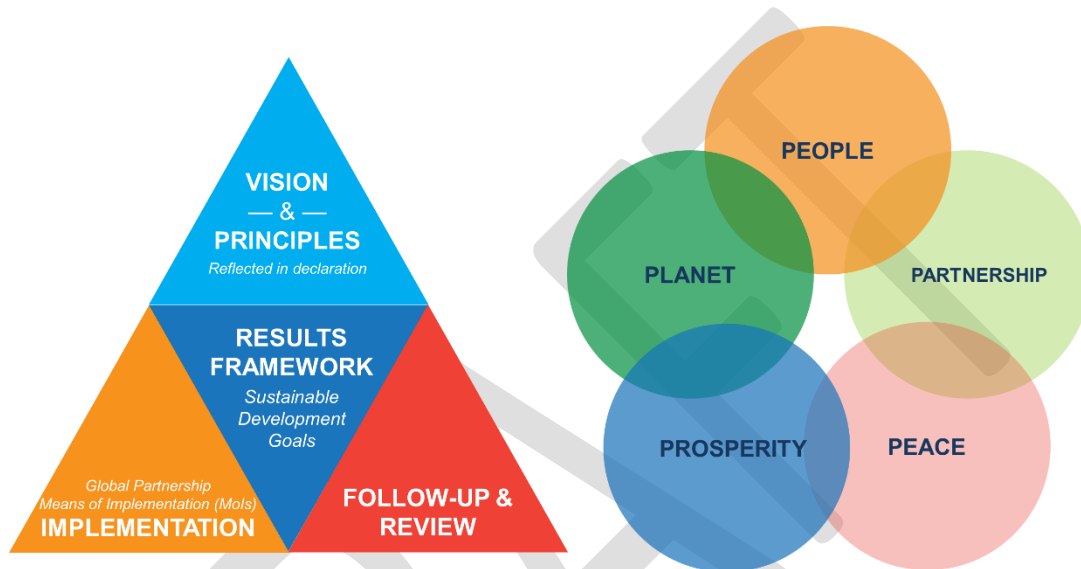


Figure 1: Components of the 2030 Agenda for Sustainable Development and its integrated vision

### Values and Principles of the 2030 Agenda

The partners will be guided by the four core principles arising from the values, norms and standards reflected in The 2030 Agenda.

- I. **Human rights, gender equality and women's empowerment:** Upholding and promoting international human rights principles and standards and applying a human rights-based approach in the analysis, planning, implementation and monitoring of all SDGs and targets in order to effectively address the root causes of poverty, inequalities and discrimination and to ensure that development is more equitable, sustainable, participatory and accountable to people; and systematically mainstreaming a gender perspective to transform discriminatory social institutions, recognizing that discrimination can be embedded in laws, cultural norms and community practices that, for example, limit women's access to property rights or that restrict their access to public space.
- II. **Sustainable development and resilience:** Adopting and promoting a balanced approach to development whereby interventions reflect the interconnections between the social, economic and environmental dimensions of development; and increasing the resilience of societies, economies and the natural environment to withstand shocks and manage risks and uncertainties.

- III. **Leave no one behind:** Adopting a strong people-centred focus based on a clear identification of population groups being left furthest behind, and the causes of inequality and reaffirming the responsibilities of all States to “respect, protect and promote human rights, without distinction of any kind as to race, colour, sex, language, religion, political or other opinions, national and social origin, property, birth, disability or other status.” Recognition of their rights and need to enjoy social protection, economic opportunity, access to essential services and participation in the decision-making processes that affect their lives; and, sensitivity and response to the risk of humanitarian crises, sudden shocks and changes in the needs of vulnerable populations.
  
- IV. **Accountability:** Accountability provides the link between right-holders and duty-bearers, requiring enhanced national capacities of duty-bearers to deliver on their obligations and of right-holders to realize and enjoy their rights. Higher standards of social accountability are enabled by open public engagement and transparency of information in the public domain combined with strengthening the voice and capacities of rights holders. This entails ensuring responsive, inclusive, participatory and representative decision-making at all levels

### National Priorities and Leadership

Building on Botswana’s commitment and progress to-date, the partnership will seek to strengthen effectiveness in furthering both the specific goals and targets; and, the norms, principles and spirit that underlie The 2030 Agenda. A key step is the mainstreaming of The 2030 Agenda into national development plans and ensuring plans are supported by resources as illustrated in Figure 2 below.

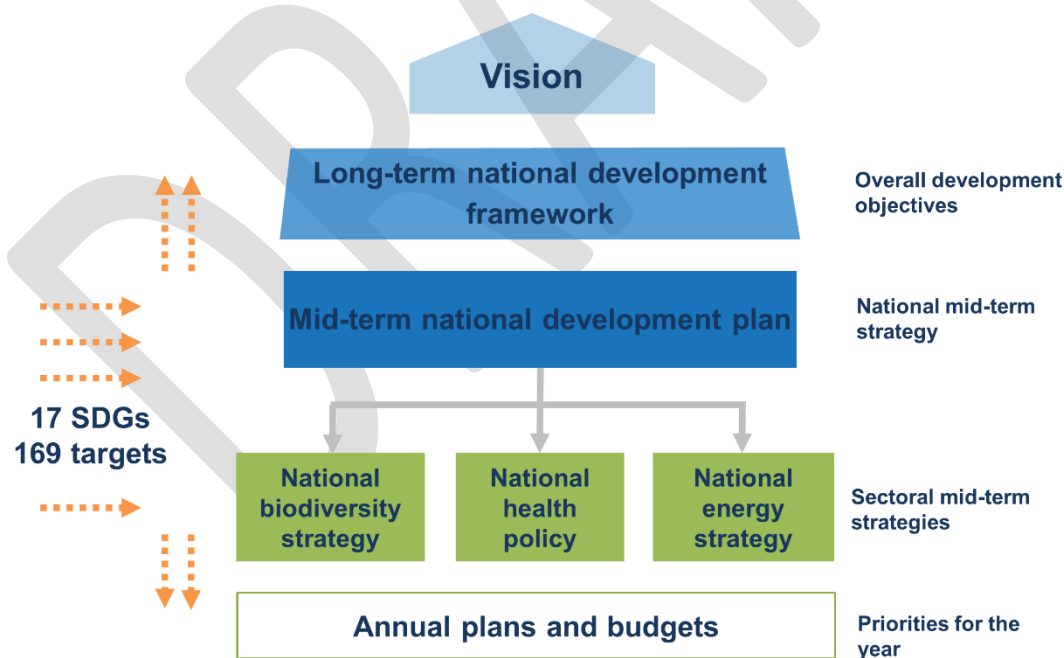


Figure 2: National Objectives and SDGs



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Botswana has developed a new national vision – Vision 2036, and the first national development plan towards the realization of the vision – the Eleventh National Development Plan (NDP11).

The timing of the development of Vision 2036 as well as NDP11 has allowed Botswana the opportunity to build on the process leading up to and including the adoption of the Africa Agenda 2063 and The 2030 Agenda for Sustainable Development. The country continues to build on emerging guidance on the integration and implementation of the SDGs. Botswana has mapped the SDGs to the national vision and the national development plan (see Table below) thereby allowing for identification of specific interventions to further each goal.

A key feature of the NDP11 is the inclusion of a robust analysis of the macro-economic framework over the period of the plan. The inclusion of the framework is a continuation of past planning processes that have served Botswana well, ensuring that the country has and allocates the resources necessary to deliver on national plans.

The steps taken to date provide a sound basis for a partnership to further strengthen the mainstreaming of The 2030 Agenda, coherence between policies, capacities for implementation (including through multi-sector multi-stakeholder collaborations), and the engagement of stakeholders in defining results, tracking progress, learning and adjustment to improve effectiveness.

<b>NDP 11 AND VISION 2036 FRAMEWORK PRIORITIES</b>	<b>SUSTAINABLE DEVELOPMENT GOALS</b>
Sustainable Economic Development	<b>Goal 1</b> End poverty in all its forms
	<b>Goal 5</b> Achieve gender equality and empower all women and girls
	<b>Goal 2</b> End hunger, achieve food security and improved nutrition and promote sustainable agriculture
Human and Social development	<b>Goal 3</b> Ensure healthy lives and promote well-being for all
	<b>Goal 4</b> Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
	<b>Goal 6</b> Ensure availability and sustainable management of water and sanitation for all
	<b>Goal 12</b> Ensure sustainable consumption and production patterns
Sustainable Environment	<b>Goal 13</b> Take urgent action to combat climate change and its impacts development
	<b>Goal 14</b> Conserve and sustainably use the oceans, seas, and marine resources for sustainable
	<b>Goal 15</b> Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage

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	forests, combat desertification, and halt land degradation and halt bio-diversity loss
Governance, Peace and Security	<b>Goal 7</b> Ensure access to affordable, reliable, sustainable, and modern energy for all
	<b>Goal 8</b> Ensure access to affordable, reliable, sustainable economic growth, full and productive employment and decent work for all
	<b>Goal 9</b> Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation
	<b>Goal 10</b> Reduce inequality within and among countries
	<b>Goal 11</b> Make cities and human settlements inclusive, safe, resilient and sustainable
	<b>Goal 16</b> Promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable and inclusive institutions at all levels
Implementation of an effective monitoring and evaluation system	<b>Goal 17</b> Strengthen the means of implementation and revitalise the global partnership for sustainable development

Table 1: Vision Pillars and SDGs

## Broad-Based Partnerships

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



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

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

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

At local level, The 2030 Agenda calls for partnerships that bring together government, private sector, civil society, academia, associations, individuals, and development partners in processes of co-creating outcomes through shared planning and mutual accountability. The UN is well positioned to support the development and operationalization of such partnerships and their devolution to lower governance tiers. The UN will remain responsive to the country-specific needs and adjust its support to partnerships as the needs evolve.

## **A Facilitative Role for the United Nations Development System**

The approach of the United Nations System to the partnership responds to the imperatives of the 2030 Agenda and addresses the complex and interconnected nature of the SDGs through ensuring the following:

- **National Ownership:** supporting national development priorities and inclusive and participatory development processes that contribute to the fulfilment of national obligations and commitments for the achievement of sustainable development and human rights, guided by international norms and standards.
- **Impact-focused substantive engagement:** focusing UN engagement where it can have greatest impact, taking into account both mandate and comparative advantage.
- **Strategic focus:** focusing efforts and resources on interventions that are catalytic, accelerate progress across a broad range of areas, target and address the rights of the most vulnerable, and strengthen capacities of duty bearers and right holders.
- **UN coherence:** demonstrating UN coherence, and the complementarity and coordination of UN country-level operations, including joint policy and programming approaches and opportunities for

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harmonized business practices, as appropriate and taking in consideration existing coordination models.

- Effective and efficient: tackling complex, interconnected issues in a transformative way, upholding transparency, accountability and value for money, and making sure that systems, staffing and financial resources are appropriately aligned with results.
- Technical excellence: employing cutting edge expertise and knowledge, evidence-based programming approaches, management for results including clear theories of change.
- Partnership: providing a platform to both leverage and facilitate dialogue, innovation and partnership; and
- Inclusiveness: explicitly reflecting the people-centred and universal nature of the 2030 Agenda, with an emphasis on leaving no one behind and focusing on the most disadvantaged.

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

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

- Strengthening national capacities at all levels underpinned by and leading to national ownership;
- Supporting monitoring and implementation of international commitments, norms and standards, including the 2030 Agenda, the Paris Agreement on Climate Change, the Sendai Framework on Disaster Risk Reduction, Multilateral Environmental Agreements (MEAs), International Conference on Population and Development (ICPD), Convention on the Elimination of All forms of Crimination Against Women(CEDAW), Beijing Declaration and its Platform of Action(BPFA), international/regional human rights treaties and agreed international norms and standards;
- Acting as a convener of a wide range of national and international partners;
- Providing high-quality technical expertise in specific areas;
- Objective monitoring and evaluation of the national development framework;
- Providing cost benefit analysis on
- Providing impartial policy advice, based on international experience, technical expertise and good practices;
- Facilitating knowledge access and exchange through South-South and Triangular Cooperation.

The UN System will provide support to the development and implementation of activities within the UNSDF 2017-2021, which may include technical support, funds for advocacy, research and studies, consultancies, programme development, monitoring and evaluation, training activities and in a less prominent role, cash assistance, supplies, commodities and equipment, procurement services, transport, and staff support. Part of

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the UN system agencies' support may be provided to Non-Governmental, Private Sector and Civil Society organizations as agreed within the framework of the individual work plans and project documents. Additional support may include access to UN organizations' managed global information systems, the network of the UN system agencies' country offices and specialized information systems, including rosters of consultants and providers of development services, and access to the support provided by the network of UN Specialized Agencies, Funds and Programmes. The UN system agencies shall appoint staff and consultants for programme development, programme support, technical assistance, as well as monitoring and evaluation activities.

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

In addition to joint partnerships and thematic collaboration, the UNSDF 2017-2021 recognizes the importance of the individual mandates and work of the respective UN Agencies as well as the advocacy and normative work of the United Nations in the context of Botswana as a middle-income country. As part of the process of preparing the UNSDF 2017-2021, each agency has reviewed its own strategy and work programme to ensure that it is responding adequately to national priorities, with a focus on moving upstream while maintaining core programming capabilities, and better utilizing the strengths of the UNDS for effective delivery. The results and activities to be undertaken by the United Nations are briefly described below; a Results Framework is detailed in Annex 1; and, Agency-specific inputs under each Outcome are outlined in Annex 2.

## UNSDF 2017-2021 Strategic Priority Areas and Results

### Strategic Priority Areas and Rationale

The UNSDF builds on Botswana’s aspirations and priorities as expressed by the country’s commitment to the 2030 Agenda for Sustainable Development, *Vision 2036*, and NDP11. Four National Priorities are identified (Figure 3).

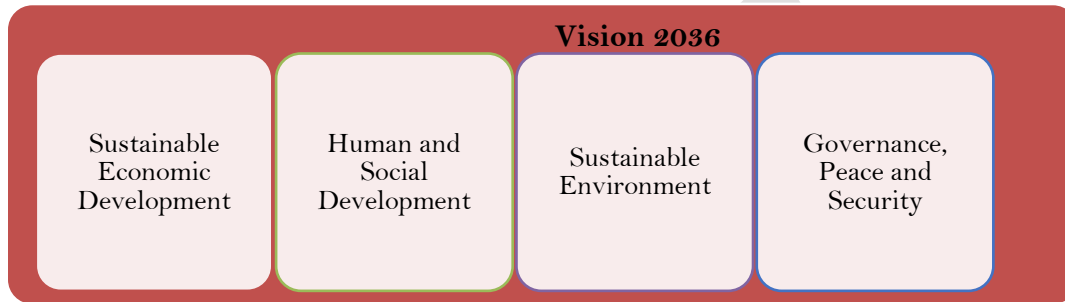


Figure 3: National Priorities

In consultations on how the United Nations System can best support Botswana to achieve her aspirations, national stakeholders prioritized support in five areas (Figure 4).

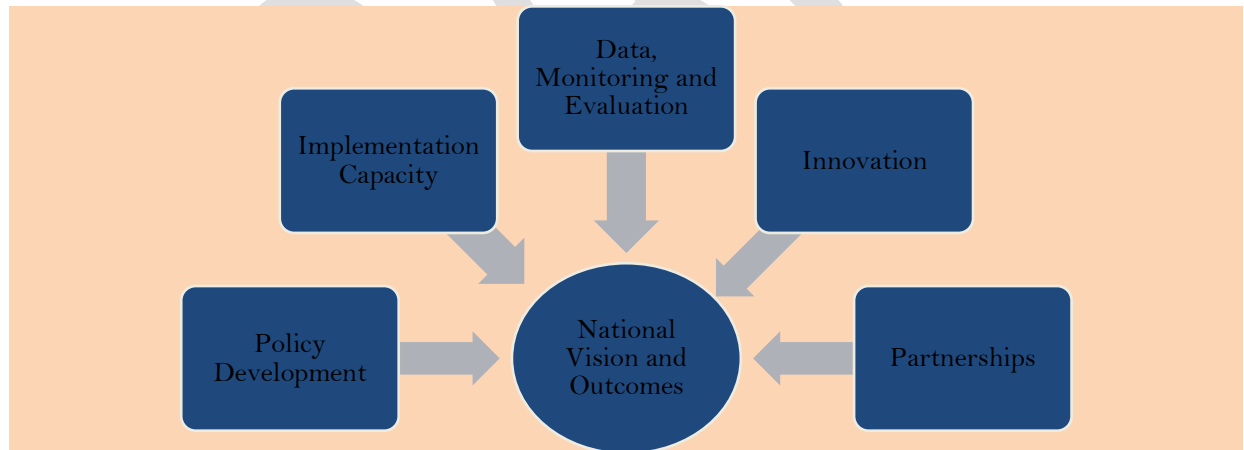
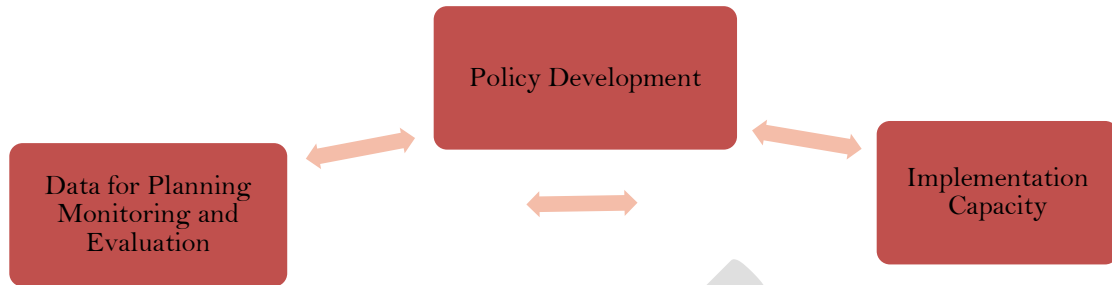


Figure 4: National Prioritized UN Support Needs

The prioritized areas of support are consistent with core capabilities for delivery on The 2030 Agenda. The United Nations Country Team adopted the areas identified by national stakeholders as deliverables for the United Nations Development System. The areas of innovation and partnerships were considered as cross-cutting in the first three areas, thus giving rise to three United Nations Development System deliverables (Figure 5).

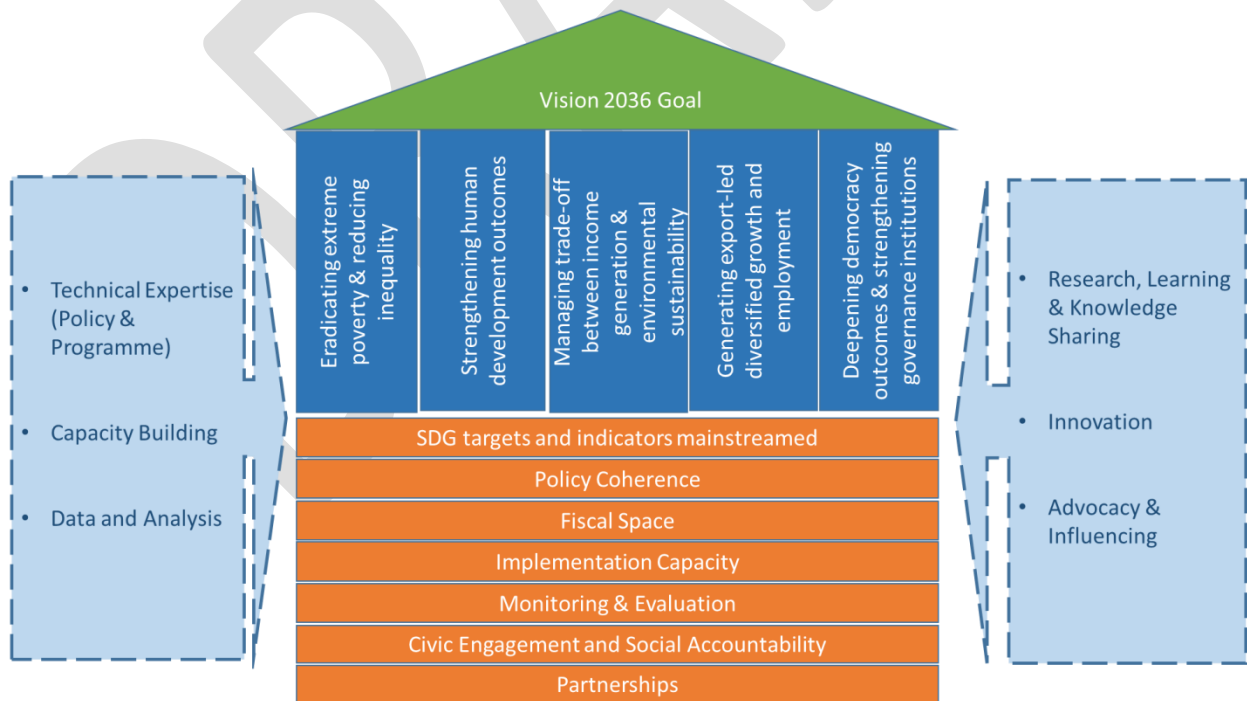
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**Figure 5: UN Strategic Priorities (Deliverables) for the UNSDF**

The UN contribution will strengthen the nationally driven pursuit of The 2030 Agenda through the provision of technical expertise and capacity building in policy and programming; data collection, analysis, sharing and utilization; support learning through research and knowledge sharing; promote innovation that improves delivery, efficiency, effectiveness and accountability; and, undertaking advocacy and influencing work that improves outcomes for the most vulnerable and impact on them (see Figure 6 for a schematic representation of the contribution).

The UN and the Government of Botswana have selected these strategic priorities in order to strengthen the UN's accountability for specific support that adds value to Government efforts. The shift from sector-specific outcomes to outcomes that stress the type of support desired by the Government will encourage the UN to capitalize on its comparative advantage and to provide high-quality catalytic support.



**Figure 6: Botswana Country Outcomes and UN System Support**

The UNSDF 2017-2021 has three outcomes as follows:

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

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

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.

## Strategic Priority Area 1: Policy and Programme Design

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

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

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

Adopting a multi-dimensional approach to sustainable economic development, the UN will support Botswana's push for export-led economy underpinned by diversified, inclusive and sustainable growth driven by high levels of productivity through the enhancement of capacities to develop policies and programmes that support the identification and development of opportunities for diversified economic activity, improved market participation, competitiveness, productivity and product quality improvement. The capacity development



initiatives will integrate the promotion and protection of labour standards. The UN will also support the strengthening of capacities for Local Economic Development (LED) and development of a comprehensive employment policy framework with an emphasis on cross-sector intervention, inclusiveness, targeting, coordination and convergence.

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

The UN will provide support to the development of policies, strategies and programmes to enhance human and social development outcomes paying particular attention to challenges in the supply of quality services, the demand for services, the enabling environment for quality services and strengthening accountability systems. Specific areas that will be addressed include support in the development of a comprehensive Poverty Eradication Policy and Strategy, Comprehensive Social Protection Policy and support to address challenges such as HIV&AIDS, education, health including Sexual and Reproductive Health, Gender inequality including Gender Based Violence, malnutrition, human trafficking, migration, climate change and disaster resilience.

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

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

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

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

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

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

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

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

The UN will support capacity development for the identification and resolution of implementation challenges and to promote and enhance accountability for the delivery of quality interventions that promote sustainable economic development. This will be done through the promotion and capacity strengthening to enable participatory, inclusive, targeted policy, program and project design, support in reviewing policies, programs and projects where there are implementation challenges with an objective of addressing these challenges as well as improving capacities for accountability for the delivery of quality policies, programs and projects that promote sustainable economic development. Support will also be given towards enhanced institutional arrangements and performance management for the delivery of such interventions with emphasis on multi-sector coordination, convergence on target groups and accountability mechanisms that keep the focus on results. Tracking the quality of delivery will be enhanced through a combination of citizens' voices and performance data.

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

In developing capacities to plan for delivery and resolve implementation challenges to strengthen human and social development outcomes focus will be on strengthening capacities for multi-sector, multi-level multi-stakeholder and inclusive gender mainstreamed intervention design and implementation to achieve improvements in the quality of services, services demand and utilization and strengthening the enabling environment. Emphasis will be placed on complementarities and synergies between sector-based interventions in addressing issues such as prevention of HIV among adolescents and young people, reduction of stunting, healthy lifestyles, prevention of gender based violence, women's economic empowerment and other objectives requiring multi-sector action. Support to district government will be key to this output.

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

The UN will support the strengthening of capacities for planning, identifying and resolving implementation challenges as well as enhancing capacities for accountability for the delivery of quality interventions for sustainable environment. Support will be provided to clarify institutional arrangements and roles and, develop capacities for the performance of roles taking into account the needs to balance different operational imperatives from enforcement of regulations to promotional activities that strengthen citizens' participation in environmental management.

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

Implementation capacity strengthening in relation to deepening democracy and strengthening governance institutions requires a focus on the adequacy, operations and coordination of institutions forming part of a task network and improving accessibility of such institutions to potential service users. Capacity development will focus on institutional relationships and the use of innovative approaches to improve accessibility. Support will be provided to the exploration and utilization of innovative approaches to overcome traditional challenges to implementation and for adaptation and adoption at scale.

## **Strategic Priority Area 3: Data for planning, monitoring, evaluation and decision-making**

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

Planning for and pursuit of the SDGs and related targets requires the collection of comprehensive data to best identify, prioritize and track progress of the most vulnerable and disadvantaged groups. Availability of disaggregated data is critical not only for the identification of those groups and patterns of exclusion, but also for monitoring the progress and for SDGs and other normative frameworks reporting. Work under this outcome will be guided by a human rights-based approach to data in order to best support the formulation and implementation of coordinated responses to national statistical capacity development needs; explore new, innovative methods for data generation, in line with the UN's data revolution commitments; and strengthen capacities to adapt the SDG indicator framework to the national context and strengthen national data and statistical systems. The availability of relevant disaggregated data will be improved through strengthening existing demographic and other data sources (censuses, surveys, administrative data, civil registration systems); utilization of new sources of data; big data; and expanding "open data" (access to data). Recognizing citizen engagement and social accountability as areas that are critical to the achievement of The 2030 Agenda, the UN will support the development/adaptation and use of various social accountability mechanisms and tools to strengthen the use of data for decision-making and accountability. Evaluations and research will also be crucial contributions of the UN under this Outcome. UN recognizes the need to bring data users and producers together at the earliest stages of policy/project development in order to design reliable monitoring

and evaluation frameworks as well as cost benefit analysis.

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

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

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

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

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

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

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

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

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## Resources and Partnership Mobilization

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### The Strategy

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

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

### Estimated Resource Requirements

The estimated financial resources for each UNSDF 2017-2021 Outcome are presented in the UNSDF Results and Resources Framework in Annex 1. These contributions include “firm” resource commitments by each participating United Nations Agency as well as “soft” commitments and unknown other resources that organizations expect to mobilize during the UNSDF 2017-2021 cycle. The figures, while presented as targets, are as accurate as possible at the time of the UNSDF 2017-2021 drafting. Resource targets will continue to be updated and confirmed in Agency programme documents and work plans, according to the procedures and approval mechanisms of each Agency. Resource requirements also will be reviewed and updated annually to reflect the different cycles of specialized and non-resident Agencies.

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

The total anticipated resources to be mobilized in support of UNSDF 2017-2021 Outcomes in Botswana during 2017-2021 amounts to an estimated **US\$49 675 102.00** at the time of UNSDF 2017-2021 writing. About **US\$20 206 122.00** will be spent under Strategic Priority Area 1; **US\$16 011 764.00** - under Strategic Priority Area 2; and **US\$13 457.00** - under Strategic Priority Area 3. The UNSDF 2017-2021 is expected to benefit from substantial technical support from various Regional Offices of the United Nations System. Furthermore, it is expected that the UNSDF 2017-2021 priorities and outcomes are areas in which other development partners active in Botswana including the World Bank, African Development Bank, The European Union, USAID and other bilateral development partners will have interest in, opening up avenues for broad partnerships and collaboration.

### Estimate of Resources

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

## Implementation and Management Modalities

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

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

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

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

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

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

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

A detailed final evaluation of the UNSDF 2017-2021 will be undertaken in the penultimate year of the UNSDF 2017-2021 cycle. This evaluation will assess, in particular, the contribution made to national development priorities and goals; relevance of UNSDF 2017-2021 Outcomes; effectiveness and efficiency by which results have been achieved; and sustainability of results. A particular focus will be on the extent to which the United



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Nations System has been able to effectively contribute to substantive strengthening of national institutional and human capacities, as the heart of this UNSDF 2017-2021. As appropriate, the evaluation will inform the design of the next UNSDF and its ensuing Country Programmes and projects by individual Agencies.

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## Annex 1: Roles and Strengths of the United Nations System

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

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

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

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

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

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

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

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

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

Corporate-level research and development, innovation and risk-taking: The UN invests substantially in research and learning enabling the synthesis of working models and knowledge products to support

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emerging areas of need. Furthermore, the UN invests in innovation and takes risks of new ideas to be able to develop and promote new and better ways of doing development work.

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

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## Annex 2: UNSDF 2017-2021 Results and Resources Framework

**UNSDF Results Matrix 2017-2021**

UNDAF RESULTS MATRIX								
National Development Priorities or Goals								
	Indicators	Baseline	Targets	Means of Verification/Data Source	UN Partners	Medium Term Common Budgetary Framework		
						TOTAL (c)	Projected to be available (A)	To be mobilized (funding gap) (B)
STRATEGIC PRIORITY 1								
Outcome 1								
Outcome 2								
STRATEGIC PRIORITY 2								
Outcome 1								
Outcome 2								

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## Annex 3: Agency Contributions to UNSDF 2017-2021 Strategic Priority Areas and Outcomes

### Strategic Priority Area 1: Policy and Programme Design

Outcome 1:	
Outputs	Agency Contributions (\$)
Output 1.1:	
Output 1.2:	
Output 1.3:	
Output 1.4:	

### Strategic Priority Area 2: Policy Implementation

Outcome 2:	
Outputs	Agency Contributions (\$)
Output 2.1:	
Output 2.2:	
Output 2.3:	
Output 2.4:	

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

Outcome 3:	
Outputs	Agency Contributions (\$)
Output 3.1:	
Output 3.2:	
Output 3.3:	
Output 3.4:	

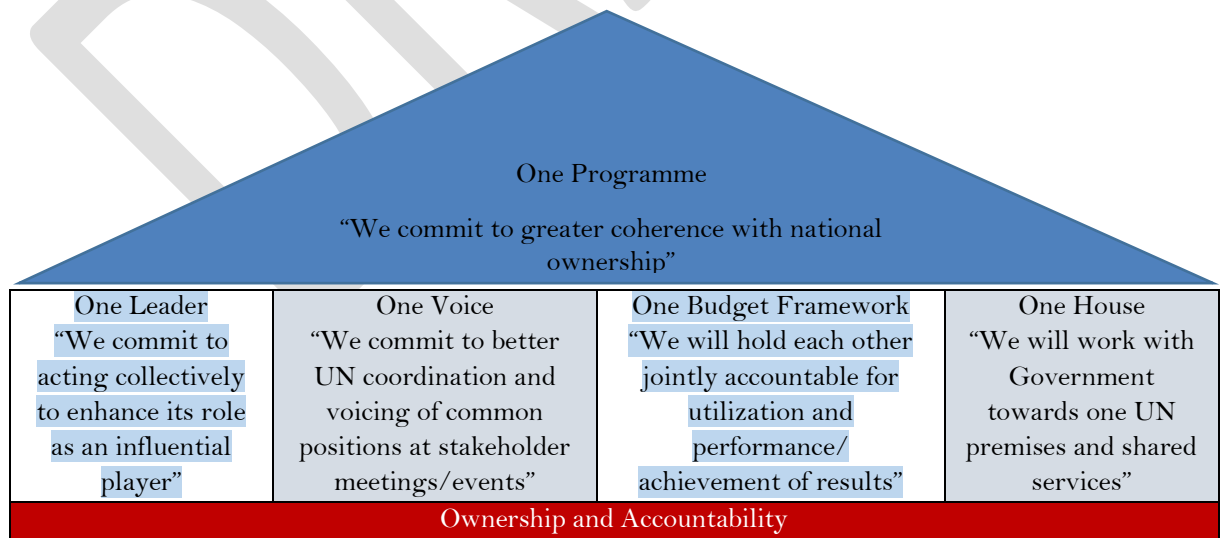
## Annex 4: Commitments of the United Nations System to *Delivering as One* in Botswana

### Background

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

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

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



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### The UN-Botswana Partnership Framework 2017-2021

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

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

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

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

### One Leader

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

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

Joint UNCT leadership under an empowered Resident Coordinator will ensure the implementation of the UNSDF 2017-2021. The UNCT will be responsible for the oversight and effective functioning of the UNSDF

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2017-2021 Results Groups and M&E Group, UN Gender Theme Group, UN Working Group on Human Rights, Joint UN Team on AIDS, Operations Management Team, and UN Communications Group. Regular UNCT meetings will establish an ongoing, high level of information exchange to strengthen inter-Agency collaboration and improve coordination of the United Nations System as a whole.

### Operating as One

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

### Communicating as One

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

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

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

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

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