



## **Consolidated Report on Activities Implemented under the Botswana UN Country Fund**

**Report of the Administrative Agent of the Botswana UN Country Fund  
for the Period 1 June, 2011 – 31 December 2013**

**Multi-Partner Trust Fund Office**  
Bureau of Management  
United Nations Development Programme  
<http://mptf.undp.org>

31 May 2014

# Botswana United Nations Country Fund

BOTSWANA UN COUNTRY FUND  
CONSOLIDATED END OF PROGRAMME FINANCIAL REPORT 2013

## PARTICIPATING ORGANIZATIONS



Joint United Nations Programme on  
HIV/AIDS



United Nations Development  
Programme



United Nations Population Fund



United Nations Children's Fund



World Health Organization

## CONTRIBUTORS



Expanded DaO Funding Window

## DEFINITIONS

### **Allocation**

Amount approved by the Steering Committee for a project/programme.

### **Approved Project/Programme**

A project/programme including budget, etc., that is approved by the Steering Committee for fund allocation purposes.

### **Contributor Commitment**

Amount(s) committed by a donor to a Fund in a signed Standard Administrative Arrangement with the UNDP Multi-Partner Trust Fund Office (MPTF Office), in its capacity as the Administrative Agent. A commitment may be paid or pending payment.

### **Contributor Deposit**

Cash deposit received by the MPTF Office for the Fund from a contributor in accordance with a signed Standard Administrative Arrangement.

### **Delivery Rate**

The percentage of funds that have been utilized, calculated by comparing expenditures reported by a Participating Organization against the 'net funded amount'.

### **Indirect Support Costs**

A general cost that cannot be directly related to any particular programme or activity of the Participating Organizations. UNDG policy establishes a fixed indirect cost rate of 7% of programmable costs.

### **Net Funded Amount**

Amount transferred to a Participating Organization less any refunds transferred back to the MPTF Office by a Participating Organization.

### **Participating Organization**

A UN Organization or other inter-governmental Organization that is an implementing partner in a Fund, as represented by signing a Memorandum of Understanding (MOU) with the MPTF Office for a particular Fund.

### **Project Expenditure**

The sum of expenses and/or expenditure reported by all Participating Organizations for a Fund irrespective of which basis of accounting each Participating Organization follows for donor reporting.

### **Project Financial Closure**

A project or programme is considered financially closed when all financial obligations of an operationally completed project or programme have been settled, and no further financial charges may be incurred.

### **Project Operational Closure**

A project or programme is considered operationally closed when all programmatic activities for which Participating Organization(s) received funding have been completed.

### **Project Start Date**

Date of transfer of first instalment from the MPTF Office to the Participating Organization.

### **Total Approved Budget**

This represents the cumulative amount of allocations approved by the Steering Committee.

## Abbreviations and Acronyms

*List of abbreviations and acronyms commonly used in the report:*

AA	Administrative Agent
CCG	Component Coordination Group
DaO	Delivering as One
DHPDME	Department of Health Policy Development, Monitoring and Evaluation
EFW	Expanded Delivering as One Funding Window for Achievement of the MDGs
FAO	Food and Agriculture Organisation of the United Nations
GBV	Gender Based Violence
GDP	Gross Domestic Product
GoB-UN POP	of Botswana-United Nations Programme Operational Plan 2010-2014
IP	Implementing Partner
JP	Joint Programme
M&E	Monitoring & Evaluation
MDGs	Millennium Development Goals
MFDP	Ministry of Finance and Development Planning
MIC	Middle Income Country
MoFAIC	Ministry of Foreign Affairs and International Cooperation
MoH	Ministry of Health
MLG	Ministry of Local Government
MOU	Memorandum of Understanding
MPTF	Multi-Partner Trust Fund
MPTF Office	UNDP Multi-Partner Trust Fund Office
NOP	National Operation Plan
NSF II	National Strategic Framework (NSF II)
NDP 10	National Development Plan 10
ODA	Official Development Assistance
PSC	Programme Steering Committee
RC	Resident Coordinator
RBM	Results Based Management
SAA	Standard Administrative Arrangement
TOR	Terms of Reference
UN	United Nations
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNICEF	United Nations Children's Fund
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
WAD	Women's Affairs Department
WHO	World Health Organisation
WFP	World Food Programme

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## **Executive Summary**

The Botswana United Nations (UN) Country Fund was established on 31 January 2011 with the conclusion of the Memorandum of Understanding (MOU) between seven Participating Organisations and the UNDP Multi-Partner Trust Fund Office (MPTF Office) in its capacity as the Administrative Agent (AA) of the Botswana UN Country Fund. The Botswana UN Country Fund became operational in 2011 with a contribution from the Expanded Delivering as One Funding Window (ERW) for Achievement of the Millennium Development Goals (MDGs).

This is a consolidated end of programme Report on implementation of projects and programmes approved for funding under the Botswana UN Country Fund. In line with the MOU, the end of programme Report is consolidated based on information and data contained in the individual progress reports and financial statements submitted by Participating Organisations to the MPTF Office. It is neither an evaluation of the Botswana UN Country Fund nor the MPTF Office's assessment of the performance of the Participating Organisations.

### **Strategic Framework**

Through the Government of Botswana-UN Programme Operational Plan 2010-2014 (GoB-UN POP) the UN family in Botswana has agreed to combine its efforts behind one overall priority of furthering the achievement of the MDGs through programme implementation of the Botswana UN Development Assistance Framework (UNDAF) outcomes. The overall priority and five UNDAF Outcomes were chosen in line with Botswana's Vision 2016 and the National Development Plan 10 (NDP 10).

### **Project Implementation and Financial Status**

The Programme Steering Committee (PSC) approved the first Botswana UN Country Fund allocations in June 2011. A total of \$240,570 was allocated across four UNDAF outcomes and funds were transferred to five Participating Organisations as once off tranche. All projects completed the implementation of activities in 2012 and expenditure report is \$236,927, which is 98.5 percent of the total amount allocated in June 2011.

### **Transparency and Accountability**

The MPTF Office provides regular information on the operations of the Botswana UN Country Fund on its GATEWAY page at <http://mptf.undp.org/factsheet/fund/BW100>. The MPTF Office GATEWAY (<http://mptf.undp.org>) is a knowledge platform providing real-time data, with a maximum two-hour delay, on financial information from the MPTF Office accounting system on donor contributions, programme budgets and transfers to Participating Organisations. All narrative reports are posted on the GATEWAY which provides easy access to over 11,400 relevant reports and documents, with tools and tables displaying financial and programme data.

By providing easy access to the growing number of progress reports and related documents uploaded by users in the field, it facilitates knowledge sharing and management among UN Organisations. It is designed to provide transparent, accountable fund-management services to the UN system to enhance its coherence, effectiveness and efficiency. The MPTF Office GATEWAY has been recognised as a 'standard setter' by peers and partners.

## 1 Introduction

The Botswana UN Country Fund was formally established on 31 January 2011 with the conclusion of the MOU between seven Participating Organisations and UNDP's MPTF Office in its capacity as the Administrative Agent (AA) of the Botswana UN Country Fund. The Botswana UN Country Fund is consistent with the Paris Declaration on Aid Effectiveness, national ownership, alignment with national priorities, harmonisation and coordination as well as the Delivering as One (DaO) initiative.



The report is consolidated based on information and data contained in the individual progress reports and financial statements submitted by the Botswana One UN Country Fund Participating Organisations to the MPTF Office. It is neither an evaluation of the Botswana UN Country Fund nor the Multi-Partner Trust Fund Office (MPTF Office) assessment of the performance of the Participating Organisations. The Annual Progress Report covers the reporting period from 1 January 2012 to 31 December 2013 and marks the end of the programme. It provides information on the financial data, and on progress made in the implementation of projects funded by the Botswana UN Country Fund.

### 1.1 Report Structure

The End of programme Report consists of four chapters: Chapter One provides an overview of the strategic framework of the Botswana UN Country Fund. Chapter Two provides an overview of the Botswana UN Country Fund's governance and fund management arrangements. Chapter Three provides an update on the implementation status during the reporting period. Chapter Four provides an overview of the financial performance of the Botswana UN Country Fund, and transparency and accountability features of the fund.

## **2 Strategic Framework**

The performance of the Botswana economy during the implementation period of the programme was adversely affected by the global slowdown that led to a decline in diamonds, the country's major exports, and real Gross Domestic Product (GDP) registered subdued growth of 6.1 percent. Short-term prospects indicate a further slowdown and growth is expected to decelerate to 5.8 percent in 2013 and to 5.6 percent in 2014.

On the political front, Botswana is a democratic country with multi-political parties which contest for elections every five years. Since its independence in 1966, the country has had four presidents who changed power peacefully. National elections have been free and fair, reflecting Botswana's mature democracy and entrenched political stability.

While Botswana has made remarkable progress in social and human development as reflected by impressive education and health indicators, the level of poverty remains a major concern for a middle income country (MIC), with 20.7% of the population classified as extremely poor.

### **2.1 The UN in Botswana**

As a MIC, the role of the UN in Botswana is recognised to be primarily in supporting the establishment of norms and standards in accordance with international conventions and treaties that Botswana has acceded to or ratified. Thus, the UN's strategic advantage lies in the provision of technical assistance and access to international expertise for policy and legislative development, and capacity development.

The UN also plays an important 'convening role', by facilitating coordination among line ministries, and between Government, civil society and development partners in the development and implementation of legislation and policy. A third area of strategic value-added provided by the UN is in strengthening institutional capacity to monitor and assess progress to ensure more efficient and effective implementation.

### **2.2 Botswana UNDAF 2010 – 2016**

The Botswana UNDAF 2010-2016 is a UN framework to address national priorities as outlined in the National Development Plan 10 (NDP10). The UNDAF was developed in consultation with all agencies, funds and programmes, as well as the Non-Resident Agencies; hence reflecting the full range of activities to be supported by the UN in Botswana.

There are five UNDAF Outcome areas, including the strategic priorities and government counterparts, outlined below and further elaborated upon within this section:

- Governance and Human Rights Promotion
- Economic Diversification and Poverty Reduction
- Health and HIV/AIDS
- Environment and Climate Change
- Children, Youth and Women's Empowerment



**2.2.1 Governance and Human Rights Promotion:** Effective and efficient delivery of services towards the fulfilment of Human Rights

Governance refers to the broad policy-making and regulatory environment for the effective delivery of services. The value-added by the UN is to leverage these processes to effectively implement the commitments made by Botswana to the MDGs, the Millennium Declaration and other international conventions and treaties.

Within this Outcome, Gender Equality (MDG3) receives special attention. While there are not great disparities in access to services, such as education and health, there are disparities in poverty, employment and leadership representation. The UN will support strengthening the legal framework, the capacity of government and civil society to analyse and develop gender responsive programmes, as well as advocate for enhanced representation of women in leadership. Disaster preparedness is also identified as an area where the UN, collectively, can strengthen existing systems and mechanisms to prevent and effectively respond to any potential humanitarian crises.

The Office of the President and the Ministry of Finance and Development Planning (MFDP) are the principal counterparts in this UNDAF Outcome. In addition, MDJS, the Central Statistics Office, Ministry of Foreign Affairs and International Cooperation (MoFAIC) and the line ministries receive specific support.

**2.2.2 Economic Diversification and Poverty Reduction:** A diversified economy, the growth of which is rapid, inclusive, sustainable and generates decent employment opportunities

The need to diversify the economy beyond its current reliance on the mining sector is a key macro-economic priority for Botswana, as stated in the NDP 10. At the same time, there are significant socio-economic disparities - geographically, by gender and by age - in addition to a relative high level of poverty which require focused attention.

The support from the UN will leverage the Government's economic, social and employment policies to provide specific attention to reduce these disparities; for example to focus on economic and social developments which will benefit the poor and otherwise marginalised groups, to strengthen social protection measures, to support small, micro- and medium-sized enterprises and vocational training to boost employment. The principal counterpart is the MFDP.

**2.2.3 Health and HIV/AIDS:** Strengthening capacity to address health and Human Immunodeficiency Virus (HIV) and Acquired Immune Deficiency Syndrome (AIDS) issues and progress made towards achieving universal access to quality services

Botswana has made impressive health gains since its independence. However, this has been reversed by the impact of HIV and AIDS. In 2006, prevalence among women at ante-natal clinics stood at 32 per cent. Child and infant mortality rose between 1991 and 2001.

The Government of Botswana has shown great leadership in response by developing and maintaining a National Strategic Framework to guide the response of all partners.

At the same time, the resources available to the Government also need to address other communicable and non-communicable diseases, improved nutrition and sexual and reproductive health. UN assistance is directed to support the further development of health, coordination, adherence to international health regulations, epidemic preparedness, data and information systems and supply management.

There are a number of other development partners providing support to Botswana in response to HIV and AIDS. UN support therefore complements this, particularly in the areas of psycho-social and other safety nets for those infected and affected by HIV, prevention (especially among children and youth), behavioural change communication and strengthening partnerships between government and civil society partners.

Both the Ministry of Health (MOH) at policy level and the Ministry of Local Government (MLG) for service delivery are the principal counterparts. The National AIDS Council, the National AIDS Coordination Agency, other line ministries, and civil society partners will also be supported. A specific working group to bring together all the UN, government and non-government partners engaged in this theme will provide a forum for coordination.

**2.2.4 *Environment and Climate Change:*** By 2016 the rural poor, especially women, are deriving greater benefits from the environment and natural ecosystems

Botswana's natural ecosystems require special attention to issues of land use, water resource management and, increasingly, to effectively mitigate the impacts of climate change on livelihoods and health.

The UN strategic value-added is to strengthen the policy environment through increased access to data and information, greater inclusion of stakeholders and supporting the linkage and integration into governance mechanisms and the macro-economic policy and poverty reduction frameworks.

To improve natural resource management, conservation and adaptation, the UN supports the development of specific mechanisms and processes at community level. The likely effects of climate change in all sectors are not yet well known, and until this gap is filled the development of appropriate mitigation and adaptation measures is not possible. The UN will also provide assistance in developing capacity in this area.

The principal counterpart is the Ministry of Environment, Wildlife and Tourism (MEWT). Strong links will also need to be maintained with MFDP to integrate with large poverty reduction interventions, the Ministry of Minerals, Energy and Water Resources and the Ministry of Agriculture.

**2.2.5 *Children, Youth and Women Empowerment:*** Children, young people and women are more empowered, and more likely to participate in all aspects of life

The Common Country Assessment has highlighted the prevalence of sexual and gender-based violence as a clear and present phenomenon. It is an expression of underlying gender relationships, but also has clear implications for health and the spread of HIV. The UN will assist the Government and civil society to develop an institutional mechanism to both prevent (educate) and respond (medically and legally) to abuse. The UN will also provide support to strengthen the protective environment for children, through public awareness, capacity development and campaigns that changes attitudes and behaviour.

The Ministries of Local Government, Youth, Sports and Culture and Labour and Home Affairs are the main counterparts. Civil society, parliament, media and other line ministries are also stakeholders.

## **2.4 National Development Plan and Vision 2016**

The development process is guided by a six-year NDP. The NDPs are guided by Vision 2016 and the MDGs. Vision 2016 states Botswana's long-term development aspirations and provides a broad framework for development. Vision 2016 consists of the following pillars<sup>2</sup>:

- Pillar 1: An Educated, and Informed Nation
- Pillar 2: A Prosperous, Productive and Innovative Nation

- Pillar 3: A Compassionate, Just and Caring nation
- Pillar 4: A Safe and Secure Nation
- Pillar 5: An Open, Democratic and Accountable Nation
- Pillar 6: A Moral and Tolerant Nation
- Pillar 7: A United and Proud Nation

## 2.4 Programme Operational Plan (GoB-UN POP)

The Government of Botswana and the UN System in Botswana have developed the GoB-UN POP to “Deliver as One”. This product of joint programming also includes one budget framework, strengthened coordination, one ‘voice’ and greater use of harmonised processes to coherently deliver on the MDGs. The GoB-UN POP is the basis for joint GoB and UN action on the development priorities set out in the UNDAF 2010-2016. The UNDAF and the GoB-UN POP are intended to support the NDP 10, including sector-specific plans. The GoB –UN POP underwent a mid-term review in 2012, which resulted in the revision of the document to reflect how the UN will programme in a MIC. This revision ensured that the document is refocused to enable the use of the limited UN resources on high impact interventions. 2013 marked the first year of implementation of the revised GoB – UN POP and due to refocusing and streamlining, end of year delivery rate was recorded at 72% an improvement compared to the first half of implementation of this plan.

## 2.5 Botswana UN Country Fund

The Botswana UN Country Fund was established to facilitate the realisation of the GoB-UN POP outcomes by mobilising and channelling consistent and predictable donor resources towards funding gaps in the implementation of the GoB-UN POP, and to simplify narrative and financial reporting. The objectives of the Botswana UN Country Fund include:

- Enhance the UN's capability to partner with the Government and development partners to support the national development plans and priorities through the GOB - UN POP implementation;
- Support the GOB - UN POP through ensuring greater programme cohesion, harmonisation and effectiveness;
- Provide a coherent and streamlined platform for the mobilisation of additional donor resources, fund allocation and reporting on the GOB - UN POP;
- Ensure that funding and implementation are undertaken with special attention to transparency and accountability as well as to prompt delivery and efficient utilisation of resources.

Given the MIC status of Botswana, it was difficult to mobilize funds for the UN country fund to augment the EFW mechanism funding; however following the revision of the GoB – UN POP, the UNCT in 2013 developed a Joint Resource Mobilization and Partnership Strategy to strengthen resource mobilization and develop partnerships led by the Resident Coordinator (RC).

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<sup>2</sup> Botswana Millennium Development Goals Status Report 2010

### **3 Governance Arrangements**

The Botswana UN Country Fund Terms of Reference (TOR) outlines the governance arrangements and decision-making process. The governance structure is outlined below.

#### **3.1 Programme Steering Committee (PSC)**

The PSC is responsible for the overall strategic oversight of the implementation of the programmes funded through the Botswana UN Country Fund and for approving allocations to programmes and Participating Organisations within the context of the national priorities as set in the GOB-UN POP. It also has a role to promote and advocate a balanced approach in the allocation of resources to the respective UNDAF Outcome areas. Furthermore, the PSC should mobilise resources for the Botswana UN Country Fund.

The PSC meetings are co-chaired by the Ministry of Finance and Development Planning (MFDP) and the UN RC. The PSC also includes the Chair and Co- Chairpersons of the five Component Coordination Groups (CCG), Heads of Participating Organisations, key development partners and relevant umbrella civil society organisations (CSOs).

The UN Resident Coordinator's Office (RCO) and the MFDP provide secretariat support to the PSC. Based on recommendations and inputs of the CCGs, the PSC will make decisions on the allocation of the Botswana UN Country Fund resources in accordance with the allocation criteria.

The PSC will support the MPTF Office, as AA, in ensuring that the reporting requirements of the Botswana MPTF, as well as any periodic updates, are met in a timely manner, and will work closely with the AA to maintain an appropriate level of information on the MPTF Office GATEWAY to ensure full transparency and accountability. The PSC will also support the Participating Organisation on procedural aspects of the Botswana MPTF and prepare and report on consultations with stakeholders regarding the fund.

#### **3.2 Component Coordination Groups**

The five CCGs (Governance and Human Rights Promotion, Economic Diversification and Poverty Reduction, Health and HIV/AIDS, Environment and Climate Change and Children, Youth and Women Empowerment) technically review and provide the PSC with recommendations on the allocation of the resources.

For earmarked contributions, the relevant applicable CCG will review and endorse the contribution and submit its recommendations to the PSC for final approval. The allocation of un-earmarked contributions will be done by the expanded UNCT and Ministry of Finance and Development Planning (MFDP) during meetings, as and when such contributions are available. The expanded UNCT will review the priorities and needs of the GOB-UN POP and assign the contribution to one or more of these converting an un-earmarked into an earmarked contribution. The appropriate CCG reviews and recommends allocation of the contribution in accordance with the Annual Work Plan (AWP) priorities.

#### **3.3 UN Resident Coordinator**

Further to his capacity as the Co-Chair of the PSC, the RC in consultation with the UNCT is responsible for ensuring communication to Participating Organisations, the Government and development partners of the PSC-approved resource allocations. The RC instructs the AA to transfer the PSC-approved allocation of funds to Participating Organisations and promote synergies between the programmatic priorities of the GOB-UN POP to ensure coherence of the UN programmatic initiatives.

### **3.4 Administrative Agent**

The UNDP MPTF Office is the AA for the Botswana UN Country Fund. It is responsible for the receipt, administration and management of contributions from Donors; disbursement of funds to the Participating Organisations in accordance with instructions from the PSC, through the RC, and consolidation of narrative and financial reports produced by each of the Participating Organisations as well as the provision of these reports to the PSC and Donors. The MPTF Office performs the full range of AA functions in accordance with the UNDG-approved "Protocol on the Administrative Agent for MDTF and JP, and One UN Funds".

In line with the MOU concluded between Participating Organisations and the MPTF Office, a clear delineation, including distinct reporting lines and an accountability framework, has been established and is maintained within UNDP between its functions as an AA performed by the MPTF Office and its functions as a Participating Organisation performed by UNDP Botswana.

## **4 Decision Making Process**

Contributions to the Botswana UN Country Fund are accepted from governments of Member States of the UN or from intergovernmental or non-governmental organisations or from private sources. Funds in the Botswana UN Country Fund will be allocated for the purpose of implementation of programmes approved within the context of the five UNDAF Outcomes, which is guided by the national priorities of the GOB-UN POP. The programme priorities are as described within the GoB-UN POP, while the details of project activities, including specific budgets and implementation partners will be set out in the relevant joint AWP.

The GOB-UN POP outcome level results will form the basis for funding requests and allocations. Decision making on the allocation of available funds will be guided by agreed criteria based on the following:

- PSC prioritisation based on recommendations from the CCGs
- Quality of the funding proposal
- Any additional criteria identified by the Government of Botswana
- Prior/current Performance

The allocation of resources to Participating Organisations is the responsibility of the PSC who ensures that the allocations are consistent with the priorities set forth in GoB- UN POP and are in line with national priorities. The decision of fund allocation is based on the recommendations from the CCGs as outlined in the AWP. The PSC ensures alignment and synergies of the programmes with other development partners and Donors. Allocation decisions are made by consensus.

## **5 Approval and Implementation Updates**

### **5.1 Programme Allocation Overview and Status**

In 2011 one round of allocations was made in September for a total of \$240,570 approved to four UNDAF Outcome areas. There were no new allocations made in 2012 due to the unavailability of contributions to the Fund.

**Table 5.1 Approved Programmes, cumulative as of 31 December 2013**

Transfer Dates	UNDAF Outcomes	Participating Organisations	Net Total Amount Transferred (USD)
23-9-11	Governance and Human Rights Promotion	UNDP	34,449
23-9-11	Economic Diversification and Poverty Reduction	UNICEF	60,527
23-9-11	Children, Youth and Women's Empowerment	UNFPA	25,500
23-9-11	Health and HIV/AIDS	UNAIDS, WHO	120,094
<b>Total</b>			<b>240,570</b>

## 5.2 Implementation Achievements

The sections below provide an overview of the main implementation achievements during the reporting period, as reported by the respective Participating Organisations.

### 5.2.1 UNDAF Outcome: Governance and Human Rights Promotion

In June 2011, the PSC allocated \$34,449 for Results Based Management (RBM) Training for the UNCT and Implementing Partners (IP) under the UNDAF outcome Governance and Human Rights Promotion. The lead UN organization is UNDP.

The implementing partners for this activity include the Office of the President, Ministry of Foreign Affairs and International Cooperation (MoFAIC), Ministry of Defence, Justice and Security, MFDP, Ministry of Labour and Home Affairs and CSOs.

The two main objectives of the RBM Training were:

- To strengthen RBM understanding and skills
- To identify participants who could be trained as RBM trainers

A total of eight national staff from UNDP programme and operations as well as the RCO organised the training. The Botswana UNCT Monitoring and Evaluation (M&E) Group provided support.

The first training included two-three day sessions with a total of 56 participants. The second training had a total of 26 participants. The training approach used a combination of theoretical presentations, group work, and question and answer sessions. Participants' were introduced to and provided with 30 day limited trial versions of

project planning software to enable them to understand RBM from planning for results to the planning and management of activities and tasks for the achievement of these results.

Through the use of software, results-chains were presented visually and the links between results and results-based budgeting, personal work plans and the use of Gantt Charts as management tools were translated into practical exercises. The training emphasised the link between the results chain/logic model and evaluation. It engaged participants in reflection on the country systems and approach to RBM and comparing these with practices in other countries in East and Southern Africa. The IPs was also trained on UN Joint programming/programmes processes.

### **Key achievements:**

The expected impact of the RBM training was improved AWP that are more strategically results focused and facilitate AWP that demonstrate how activities are contributing to outcomes. The impact has been evident in the reporting of the Annual Review Reports. The report highlighted how each thematic area contributed toward outcomes and were more results focused compared to the 2010 and 2011 AWP.

### **5.2.2 UNDAF Outcome: Economic Diversification and Poverty Reduction**

In June 2011, the PSC allocated \$60,527 to undertake the third in a series of surveys on the impact of the global economic crisis on vulnerable households under the UNDAF Outcome Economic Diversification and Poverty Reduction. The lead UN organisation is UNICEF and the IP is the MFDP.

The five livelihood zones are: Gaborone, Jwaneng, Kacgae, Machaneng and Kasane. The rapid vulnerability assessments were planned to take place in 6 rounds over two years. Round 1 was undertaken in October 2010, Round 2 in February 2011 and the Third Round in October/November 2011.



The objectives and expected outcomes of the Rapid Vulnerability Assessments were to:

- Increase understanding of the impact of the economic crisis by developing community analyses of the manifestations, responses and impacts of economic change in different locations and amongst different livelihoods groups.
- Use evidence from these analyses to advocate with Government through appropriate UN and cooperating partner mechanisms for the implementation of policy and programmatic actions that will reduce or mitigate the impact of economic crisis on vulnerable groups, and/or strengthen coping capacity at household level.

## Key Achievements:

The findings across all five zones and all three rounds revealed the following patterns:

- Households perceived that their economic status had declined between each successive assessment round. This was largely explained by increasing prices, despite some livelihood zones experiencing decreases in unemployment.
- Satisfaction levels with the availability of household food varied significantly between zones (significantly worse in rural areas). Most zones reported some increases in satisfaction between the first and Third Round. The picture concerning child nutrition was more mixed between zones and between rounds - with low levels of satisfaction across all zones.
- Between Rounds 1 and 3, overall satisfaction levels rose in most zones concerning the adequacy of housing, clothing, health care and schooling. Satisfaction rates with housing were notably lower in rural areas.
- With unemployment stubbornly high (17.8 per cent), little prospect of further increases in salaries for those who remit to rural areas and no change in safety nets, it is difficult to see how vulnerable households will cope if food prices continue to climb, especially in the rural areas.
- Some acts of prostitution/commercial sex work as a coping strategy may be associated with the economic situation (as witnessed in Kasane). This may have effects on the health status of the household that are independent of healthcare access.

The evidence of impact of the economic crisis is clearly most strongly felt around areas of food and nutrition, evidenced by household coping strategies to cut back on the quality and quantity of food purchased and consumed. These cutbacks are having an impact, especially on the nutritional status of the disabled, elderly and children.

The recommendations from this survey resulted in six policy briefs. The survey and policy briefs contributed towards strengthening the technical capacity within the MFDP to provide policy and technical assistance on poverty, and facilitate evidenced based policy and programming on poverty. The timing of this work coincides with increased discussion on the institutional responsibilities for poverty eradication and relief.

During the implementation period, responsibility for poverty eradication was re-assigned to the Office of the President from MFDP. Final conclusion on the transfer of the responsibility for the survey and policy briefs remained with MFDP who were the original implementing partners.



### 5.2.3 UNDAF Outcome: Children, Youth and Women's Empowerment



*RBM Training of Trainers Certificate Ceremony attended by UNFPA Representative Ms. Aisha Camara-Drammeh (far left)*

The PSC agreed to allocate \$25,500 in June 2011 for a project to develop an institutional mechanism to promote accelerated prevention of and response to Gender Based Violence (GBV) under the UNDAF Outcome Children, Youth and Women's Empowerment. The implementing partner is Women's Affairs Department (WAD) and the lead UN organisation is UNFPA. The allocation also supported an RBM training of trainers under the Children, Youth and Women Empowerment CCG led by UNFPA.

The objective was to establish a GBV referral system ensuring coherent and systematic quality care for victims of GBV through fostering effective coordination and collaboration of GBV services between relevant organisations and departments. This entailed the establishment of a referral system between key service providers in order to improve GBV data collection mechanisms, including building capacity to measure, monitor and analyse the data generated through the GBV referral system.

A functional GBV Referral System was piloted in Maun and Gantsi. The roll out to other areas was carried out in 2012 after consultations to establish buy-in, ownership and the development of an implementable system. All of the consultations conducted resulted in positive feedback and stakeholder endorsement of the GBV referral system and provided critical input into the design of the referral system and in identification of key components that are essential to the GBV referral system. Work on the development of gender analysis tools commenced in 2012 following GBV referral system piloting and was finalized in the first quarter of 2013.

A second objective was to train service providers on the referral system and RBM. However, the RBM training was extended to other IPs and UN staff. Although the UN had supported the training, there was a need for extra funding to conduct Trainers of Trainers to ensure long-term sustainable capacity building by establishing a pool of trainers within reach for effective rollout of RBM training to districts and other sectors responsible for implementing projects of the GOB-UN POP.

**Expected Outcomes:**

- A functional GBV referral system including the establishment of a GBV database
- Improved quality of care to GBV victims.
- Improve RBM of the GOB-UN POP
- To roll out RBM through Training of Trainers

**5.2.4 UNDAF Outcome: Health and HIV/AIDS**

The PSC allocated \$120,094 in June 2011 for a project to enhance data collection and reporting in the Health Sector. The joint programme is implemented by WHO and UNAIDS, and the IP includes the MoH and National AIDS Coordination Agency (NACA).

WHO was responsible for the establishment of an M&E Framework to strengthen data quality and timeliness of reporting, which are two major ingredients to Evidence-Based Decision Making. In September 2011, the MoH, through WHO, commissioned a consultancy to support the Department of Health Policy Development, Monitoring and Evaluation (DHPDME) to establish an M&E Framework for the MoH.

UNAIDS, through National AIDS Coordinating Agency (NACA), undertook a consultancy to strengthen of the national monitoring and evaluation system for the second National Strategic Framework for HIV and AIDS.

**Key Achievements:**

The alignment and development of the National M&E Framework and Plan to the second Botswana National Strategic Framework for HIV and AIDS (2010-2016) and National Operation Plan (NOP) for Scaling Up HIV Prevention was facilitated by a consultant working in collaboration with the Strategic Information Technical Planning Group. To develop a plan, which is responsive to the current policy and programming realities, a rapid assessment of the strengths and weaknesses of the current M&E system and National Operational Plan indicators was conducted.

The rapid assessment report pointed out gaps in the availability of baseline data for key indicators to monitor and evaluate the NOP.

The key deliverables in the process of development of the M&E Framework and NOP include the development of the M&E framework, collection of baseline data that commenced in 2012 and the process of data quality assurance was finalised in the first quarter of 2013.

**Consolidated End of Programme Financial  
Report of the Administrative Agent  
of  
the Botswana UN Country Fund  
for the period 1 June,2011 to 31 December 2013**

**Multi-Partner Trust Fund Office  
Bureau of Management  
United Nations Development Programme  
[GATEWAY: http://mptf.undp.org](http://mptf.undp.org)**

## 2013 FINANCIAL PERFORMANCE

This chapter presents financial data and analysis of the Botswana UN Country Fund using the pass-through funding modality as of 31 December 2013. Financial information for this Fund is also available on the MPTF Office GATEWAY, at the following address:

<http://mptf.undp.org/factsheet/fund/BW100>.

### 1. SOURCES AND USES OF FUNDS

As of 31 December 2013, one contributors have deposited US\$ 243,000 in contributions and no funds have been earned in interest,

bringing the cumulative source of funds to US\$ 243,000 (see respectively, Tables 2 and 3).

Of this amount, US\$ 240,570 has been transferred to 5 Participating Organizations, of which US\$ 191,872 has been reported as expenditure. The Administrative Agent fee has been charged at the approved rate of 1% on deposits and amounts to US\$ 2,430. Table 1 provides an overview of the overall sources, uses, and balance of the Botswana UN Country Fund as of 31 December 2013.

**Table 1. Financial Overview, as of 31 December 2013 (in US Dollars)\***

	Annual 2012	Annual 2013	Cumulative
<b>Sources of Funds</b>			
Gross Contributions	-	-	243,000
Fund Earned Interest and Investment Income	-	-	-
Interest Income received from Participating Organizations	-	-	-
Refunds by Administrative Agent to Contributors	-	-	-
Fund balance transferred to another MDTF	-	-	-
Other Revenues	-	-	-
<b>Total: Sources of Funds</b>	-	-	<b>243,000</b>
<b>Use of Funds</b>			
Transfers to Participating Organizations	-	-	240,570
Refunds received from Participating Organizations	-	-	-
<b>Net Funded Amount to Participating Organizations</b>	-	-	<b>240,570</b>
Administrative Agent Fees	-	-	2,430
Direct Costs: (Steering Committee, Secretariat...etc.)	-	-	-
Bank Charges	-	-	-
Other Expenditures	-	-	-
<b>Total: Uses of Funds</b>	-	-	<b>243,000</b>
<b>Change in Fund cash balance with Administrative Agent</b>	-	-	-
Opening Fund balance (1 January)	-	-	-
<b>Closing Fund balance (31 December)</b>	-	-	-
Net Funded Amount to Participating Organizations	-	-	240,570
Participating Organizations' Expenditure	221,363	(45,055)	191,872
<b>Balance of Funds with Participating Organizations</b>			<b>48,698</b>

\* Due to rounding of numbers, totals may not add up. This applies to all numbers in this report.

## 2. PARTNER CONTRIBUTIONS

Table 2 provides information on cumulative contributions received from all contributors to this Fund as of 31 December 2013.

**Table 2. Contributors' Deposits, as of 31 December 2013 (in US Dollars)\***

Contributors	Prior Years as of 31-Dec-2012	Current Year Jan-Dec-2013	Total
Expanded DaO Funding Window	243,000	-	243,000
<b>Grand Total</b>	<b>243,000</b>	<b>-</b>	<b>243,000</b>

### 3. INTEREST EARNED

Interest income is earned in two ways: 1) on the balance of funds held by the Administrative Agent ('Fund earned interest'), and 2) on the balance of funds held by the Participating Organizations ('Agency earned interest') where their Financial Regulations and Rules allow return of interest

to the AA. As of 31 December 2013, there was no earned interest on the Fund.

**Table 3. Sources of Interest and Investment Income, as of 31 December 2013 (in US Dollars)\***

Interest Earned	Prior Years as of 31-Dec-2012	Current Year Jan-Dec-2013	Total
Administrative Agent			
<b>Total: Fund Earned Interest</b>			
Participating Organization			
<b>Total: Agency earned interest</b>			
<b>Grand Total</b>			

#### 4. TRANSFER OF FUNDS

Allocations to Participating Organizations are approved by the Steering Committee and disbursed by the Administrative Agent. As of 31 December 2013, the AA has transferred US\$ 240,570 to five Participating Organizations (see list below).

Table 4 provides additional information on the refunds received by the MPTF Office, if any, and the net funded amount for each of the Participating Organizations.

**Table 4. Transfer, Refund, and Net Funded Amount by Participating Organization, as of 31 December 2013 (in US Dollars)\***

Participating Organization	Prior Years as of 31-Dec-2012			Current Year Jan-Dec-2013			Total		
	Transfers	Refunds	Net Funded	Transfers	Refunds	Net Funded	Transfers	Refunds	Net Funded
UNAIDS	41,960		41,960				41,960		41,960
UNDP	34,449		34,449				34,449		34,449
UNFPA	25,500		25,500				25,500		25,500
UNICEF	60,527		60,527				60,527		60,527
WHO	78,134		78,134				78,134		78,134
<b>Grand Total</b>	<b>240,570</b>		<b>240,570</b>				<b>240,570</b>		<b>240,570</b>

## 5. EXPENDITURE AND FINANCIAL DELIVERY RATES

All final expenditures reported for the year 2013 were submitted by the Headquarters of the Participating Organizations. These were consolidated by the MPTF Office.

### 5.1 EXPENDITURE REPORTED BY PARTICIPATING ORGANIZATION

As shown in table 5 below, the cumulative net funded amount is US\$ 240,570 and cumulative expenditures reported by the Participating Organizations amount to US\$ 191,872. This equates to an overall Fund expenditure delivery rate of 80 percent. The agencies with the three highest delivery rates are: UNAIDS, UNDP, UNICEF with 100%, and UNFPA with 96%.

**Table 5. Net Funded Amount, Reported Expenditure, and Financial Delivery by Participating Organization, as of 31 December 2013 (in US Dollars)\***

Participating Organization	Approved Amount	Net Funded Amount	Expenditure			Delivery Rate %
			Prior Years as of 31-Dec-2012	Current Year Jan-Dec-2013	Cumulative	
UNAIDS	41,960	41,960	41,900		41,900	99.86
UNDP	34,449	34,449	34,564		34,564	100.33
UNFPA	25,500	25,500	24,529		24,529	96.19
UNICEF	60,527	60,527	60,501		60,501	99.96
WHO	78,134	78,134	75,433	(45,055)	30,378	38.88
<b>Grand Total</b>	<b>240,570</b>	<b>240,570</b>	<b>236,927</b>	<b>(45,055)</b>	<b>191,872</b>	<b>79.76</b>



## 5.2 EXPENDITURE BY UNDAF OUTCOME

Table 6 displays the net funded amounts, expenditures incurred and the financial delivery rates by UNDAF Outcome.

**Table 6. Expenditure by UNDAF Outcome, as of 31 December 2013 (in US Dollars)\***

Country/Sector	Prior Years as of 31-Dec-2012		Current Year Jan-Dec-2013		Total		Delivery Rate %
	Net Funded Amount	Expenditure	Net Funded Amount	Expenditure	Net Funded Amount	Expenditure	
<b>Botswana</b>							
Children Youth & Women Empower.	25,500	24,529			25,500	24,529	96.19
Econ Diversifn. & Poverty Red.	60,527	60,501			60,527	60,501	99.96
Governance & Human Rights	34,449	34,564			34,449	34,564	100.33
Health & HIV- AIDS	120,094	117,333		(45,055)	120,094	72,278	60.18
<b>Botswana Total:</b>	<b>240,570</b>	<b>236,927</b>		<b>(45,055)</b>	<b>240,570</b>	<b>191,872</b>	<b>79.76</b>
<b>Grand Total:</b>	<b>240,570</b>	<b>236,927</b>		<b>(45,055)</b>	<b>240,570</b>	<b>191,872</b>	<b>79.76</b>

#### 5.4 EXPENDITURE REPORTED BY CATEGORY

Project expenditures are incurred and monitored by each Participating Organization and are reported as per the agreed categories for inter-agency harmonized reporting. In 2006 the UN Development Group (UNDG) established six categories against which UN entities must report inter-agency project expenditures. Effective 1 January 2012, the UN Chief Executive Board (CEB) modified these categories as a result of IPSAS adoption to comprise eight categories. All expenditure incurred prior to 1 January 2012 have been reported in the old categories; post 1 January 2012 all expenditure are reported in the new eight categories. The old and new categories are noted to the right.

Table 7 reflects expenditure reported in the UNDG expense categories. Where the Fund has been operational pre and post 1 January 2012, the expenditures are reported using both categories. Where a Fund became operational post 1 January 2012, only the new categories are used.

As of 2013, the highest percentage of expenditure was on Contractual Services with 59%. The second highest expenditure was on General Operating costs with 18%, and the third highest expenditure was on Travel with 12%.

2012 CEB Expense Categories	2006 UNDG Expense Categories
1. Staff and personnel costs	1. Supplies, commodities, equipment & transport
2. Supplies, commodities and materials	2. Personnel
3. Equipment, vehicles, furniture and depreciation	3. Training counterparts
4. Contractual services	4. Contracts
5. Travel	5. Other direct costs
6. Transfers and grants	6. Indirect costs
7. General operating expenses	
8. Indirect costs	

**Table 7. Expenditure by UNDG Budget Category, as of 31 December 2013 (in US Dollars)\***

Category	Expenditure			Percentage of Total Programme Cost
	Prior Years as of 31-Dec-2012	Current Year Jan-Dec-2013	Total	
Supplies, Commodities, Equipment and Transport (Old)	-	-	-	
Personnel (Old)	-	-	-	
Training of Counterparts (Old)	-	-	-	
Contracts (Old)	14,545	-	14,545	7.93
Other direct costs (Old)	-	-	-	
Staff & Personnel Cost (New)	-	-	-	
Suppl, Comm, Materials (New)	3,600	(3,600)	-	
Equip, Veh, Furn, Depn (New)	22,050	(16,738)	5,312	2.90
Contractual Services (New)	126,809	(18,492)	108,316	59.07
Travel (New)	20,765	1,295	22,059	12.03
Transfers and Grants (New)	-	-	-	
General Operating (New)	37,719	(4,571)	33,148	18.08
<b>Programme Costs Total</b>	<b>225,488</b>	<b>(42,107)</b>	<b>183,381</b>	<b>100.00</b>
Indirect Support Costs Total	11,439	(2,948)	8,491	4.63
<b>Total</b>	<b>236,927</b>	<b>(45,055)</b>	<b>191,872</b>	

**Indirect Support Costs:** The timing of when Indirect Support Costs are charged to a project depends on each Participating Organization's financial regulations, rules or policies. These Support Costs can be deducted upfront on receipt of a transfer based on the approved programmatic amount, or a later stage during implementation.

Therefore, the Indirect Support Costs percentage may appear to exceed the agreed upon rate of 7% for on-going projects, whereas when all projects are financially closed, this number is not to exceed 7%.

## 6. COST RECOVERY

Cost recovery policies for the Fund are guided by the applicable provisions of the Terms of Reference, the MOU concluded between the Administrative Agent and Participating Organizations, and the SAAs concluded between the Administrative Agent and Contributors, based on rates approved by UNDG.

The policies in place, as of 31 December 2013, were as follows:

- **The Administrative Agent (AA) fee:** 1% is charged at the time of contributor deposit and covers services provided on that contribution for the entire duration of the Fund. In the reporting period no AA-fees were deducted. Cumulatively, as of 31 December 2013, US\$ 2,430 has been charged in AA-fees.
- **Indirect Costs of Participating Organizations:** Participating Organizations may charge 7% indirect costs. In the current reporting period US\$ (2,948) was deducted in indirect costs by Participating Organizations. Cumulatively, indirect costs amount to US\$ 8,491 as of 31 December 2013.
- **Direct Costs:** The Fund governance mechanism may approve an allocation to a Participating Organization to cover costs associated with Secretariat services and overall coordination, as well as Fund level reviews and evaluations. These allocations are referred to as 'direct costs'. As of 2013, there were no direct costs charged to the Fund.

## 7. ACCOUNTABILITY AND TRANSPARENCY

In order to effectively provide fund administration services and facilitate monitoring and reporting to the UN system and its partners, the MPTF Office has developed a public website, the MPTF Office Gateway (<http://mptf.undp.org>). Refreshed in real time every two hours from an internal enterprise resource planning system, the MPTF Office Gateway has become a standard setter for providing transparent and accountable trust fund administration services.

The Gateway provides financial information including: contributor commitments and deposits, approved programme budgets, transfers to and expenditures reported by Participating Organizations, interest income and other expenses. In addition, the Gateway provides an overview of the MPTF Office portfolio and extensive information on individual Funds, including their purpose, governance structure and key documents. By providing easy access to the growing number of narrative and financial reports, as well as related project documents, the Gateway collects and preserves important institutional knowledge and facilitates knowledge sharing and management among UN Organizations and their development partners, thereby contributing to UN coherence and development effectiveness.