



United Nations Population Fund

UNFPA Management Response to Evaluation

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| Country, Region or HQ Division/Unit that Commissioned the Evaluation | Botswana-ESAR |
| Evaluation Title | Government of Botswana/UNFPA 5th Country Programme |
| Year of the Evaluation | 2015 |
| Type / Focus Area of Evaluation | CountryProgEval |
| MR Submission Date | May 16, 2016 |
| Approved By | |
| Evaluation Manager | |

General Management Response

Botswana country Office generally accepts most of the recommendations. All recommendations that were rejected were either already being implemented, or a repetition. The rest of the recommendations will be implemented during the 6th country programme.

Recommendations

Recommendation 1 : Relook at the implications for United Nations assistance with Botswana being accorded the status of an upper Middle Income Country.

Management Response : Accepted

Key Actions :

| Key Action(s) | Deadline | Responsible unit(s) | Semiannual implementation status updates (reports will be generated on June 30 and December 31) | |
|--|------------------|---------------------|---|--|
| | | | Status | Comments |
| 1. Implement the alignment plan. | December 31,2017 | Management | August 14,2017,Completed | The CP and Human resources have been aligned to the recommendations |
| | | | January 12,2017,Completed | |
| | | | January 12,2017,Completed | |
| | | | January 12,2017,On Schedule | Done |
| | | | May 16,2016,On Schedule | |
| 2. Develop CPD aligned to R-UMIC strategy. | December 31,2016 | Management | August 14,2017,Completed | CPD 2017 - 2021 was approved in July Exec Board |
| | | | January 12,2017,Completed | |
| | | | January 12,2017,On Schedule | Done. The CPD will be presented to January 2017 Executive Board meeting. |
| | | | May 16,2016,On Schedule | |
| | | | | |

Recommendation 2 : UNFPA and the UN as a whole need to greatly strengthen their response to all key areas of the UN Botswana MIC Strategy.

Management Response : Accepted

Key Actions :

| Key Action(s) | Deadline | Responsible unit(s) | Semiannual implementation status updates (reports will be generated on June 30 and December 31) | |
|--|--------------|-----------------------------------|---|--|
| | | | Status | Comments |
| 1. Develop R-UNDG MIC strategy roadmap | May 31,2016 | UNCT and Assistant Representative | January 12,2017,Completed | |
| | | | January 12,2017,On Schedule | Done. This guided the development of Botswana UN Sustainable Development Framework (UNSDF) 2017-2023 |
| | | | May 16,2016,On Schedule | |
| 2. Develop the new UNDAF /CPD aligned to the R- UNDG MIC strategy. | July 29,2016 | UNCT and Assistant Representative | August 14,2017,Completed | The UN Botswana Sustainable Partnership Framework 2017 - 2021 was signed in December 2016 |
| | | | January 12,2017,Completed | |
| | | | January 12,2017,On Schedule | Done |
| | | | May 16,2016,On Schedule | |

Recommendation 3 : The priority in the 6th CP should be, across all programme areas, high level advocacy and providing high level technical assistance for the implementation of policies, strategies and guidelines that are in place or about to be finalized, taking on board new strategic information and supporting research where there are gaps.

Management Response : Rejected

Recommendation 4 : The results chain in the next CP Results and Resources Framework needs to be strengthened including for the following: it should be inclusive of all lead areas for UNFPA in delivering as one, and include a wider range of SMART indicators across all programme areas. The decision on developing a CPAP and M&E framework for UNFPA CP could be reviewed, even in light of DaO.

Management Response : Accepted

Key Actions :

| Key Action(s) | Deadline | Responsible unit(s) | Semiannual implementation status updates (reports will be generated on June 30 and December 31) | |
|---------------------------------|------------------|---------------------|---|---|
| | | | Status | Comments |
| 1. Develop the 6th CPD RRF. | June 30,2016 | M&E Officer | January 12,2017,Completed | |
| | | | January 12,2017,On Schedule | Done |
| | | | May 16,2016,On Schedule | |
| | | | May 16,2016,On Schedule | |
| 2. Develop CPAP for the 6th CP. | February 28,2017 | M&E Officer | August 14,2017,Discontinued | The CPAP is replaced by the joint bi-annual workplans |
| | | | May 16,2016,On Schedule | |

Recommendation 5 : UNFPA needs to step up its own monitoring and evaluation and quality assurance of IPs, including to consider site visits at key points in time, and to build IP capacity for these activities. These efforts should be utilized in part also to document good practice and lessons learned including for South-South cooperation.

Management Response : Accepted

Key Actions :

| Key Action(s) | Deadline | Responsible unit(s) | Semiannual implementation status updates (reports will be generated on June 30 and December 31) | |
|--|------------------|------------------------|---|----------|
| | | | Status | Comments |
| 1. Include monitoring visit in 2016 workplans. | February 29,2016 | All Programme Officers | May 16,2016,Completed | |
| 2. Develop quality assurance plan. | March 31,2016 | M&E Officer | May 16,2016,Completed | |

Recommendation 6 : The CO needs to narrow down the range of activities and partners to those most likely to lead to synergistic, strategic and sustainable results. It needs to explore how to capacitate strong NGOs to play an effective role in scaling up projects and programmes nationwide through community organisations, and to broker new partnerships in a strategic manner.

Management Response : Accepted

Key Actions :

| Key Action(s) | Deadline | Responsible unit(s) | Semiannual implementation status updates (reports will be generated on June 30 and December 31) | |
|---|------------------|------------------------|---|---|
| | | | Status | Comments |
| 1. Reduce number of activities in 2016 workplans. | February 29,2016 | All Programme Officers | May 16,2016,Completed | |
| | | | May 16,2016,Completed | |
| 2. Identify strong NGOs to partner with in new CPD. | July 29,2016 | All Programme Officers | January 12,2017,Completed | |
| | | | January 12,2017,On Schedule | Done. The new CPD has the partnership plan which include NGOs |
| | | | May 16,2016,On Schedule | |
| | | | May 16,2016,On Schedule | |

Recommendation 7 : It is recommended that UNFPA re-establish a regular forum for its IPs to meet, perhaps six-monthly, for strategic purposes as, despite the existing DaO mechanisms.

Management Response : Accepted

Key Actions :

| Key Action(s) | Deadline | Responsible unit(s) | Semiannual implementation status updates (reports will be generated on June 30 and December 31) | |
|---|------------------|--------------------------|---|----------|
| | | | Status | Comments |
| 1. Establish forum to convene partners on strategic issues. | December 30,2016 | Assistant Representative | May 16,2016,Completed | |

Recommendation 8 : Linked with Recommendation 5, UNFPA needs to step up its technical support to IPs in strategic and time-efficient ways to remain relevant despite the cessation of direct service support.

Management Response : Accepted

Key Actions :

| Key Action(s) | Deadline | Responsible unit(s) | Semiannual implementation status updates (reports will be generated on June 30 and December 31) | |
|---|------------------|------------------------|---|--|
| | | | Status | Comments |
| 1. Provide TA to Implementing Partners. | December 29,2017 | All Programme Officers | August 14,2017,Completed | With the limited funding for the country office, technical assistance to partners has been increased to stay fit for purpose |
| | | | January 12,2017,On Schedule | On going |
| | | | May 16,2016,On Schedule | |

Recommendation 9 : The 6th CP should focus on a narrow range of strategic partnerships.

Management Response : Rejected

Recommendation 10 : A human resources review should take place to advise on streamlining the typology, prior to the planning for the 6th CP, to ensure the optimal balance of posts and skills to address the key MIC strategy and DaO needs in the new business model . Prior to this it is recommended that a staff capacity and training needs assessment and formal in-house climate assessment take place to help inform the human resources review. Staff recruitment processes should also be speeded up. A training/capacity building budget is required and opportunities should be created for inter-staff sharing and capacitating and for other low cost modalities utilising the UN system and DaO and other stakeholders.

Management Response : Accepted

Key Actions :

| Key Action(s) | Deadline | Responsible unit(s) | Semiannual implementation status updates (reports will be generated on June 30 and December 31) | |
|---|------------------|--------------------------|---|--|
| | | | Status | Comments |
| 1. Conducted HR assessment to align office typology with the new business model | December 30,2016 | Assistant Representative | August 14,2017,Completed | new office typology being implemented. |
| | | | January 12,2017,Completed | |
| | | | January 12,2017,On Schedule | Done. Awaiting approval of the Recommendations by HQ |
| | | | May 16,2016,On Schedule | |
| 2. Implementing annual training plan | March 31,2018 | Operations Manager | December 19,2017,On Schedule | |
| | | | December 07,2017,On Schedule | Ongoing- Final status to be updated upon completion of year end reviews. |
| | | | December 07,2017,On Schedule | |
| | | | August 14,2017,On Schedule | |
| | | | August 14,2017,On Schedule | learning plans identified as part on performance management system and monitored in monthly all staff meetings |
| | | | January 12,2017,On Schedule | Done |
| | | | May 16,2016,On Schedule | |

Recommendation 11 : UNFPA at corporate level reconsider dropping the international diplomatic post of country representative. The CO should have the highest level technical posts across the board and should continue to consider high level international consultant placements for strategic results. These should ensure strong mechanisms for skills transfer at national and district levels that is adequately monitored and evaluated.

Management Response : Accepted

Key Actions :

| Key Action(s) | Deadline | Responsible unit(s) | Semiannual implementation status updates (reports will be generated on June 30 and December 31) | |
|--|------------------|---------------------|---|----------|
| | | | Status | Comments |
| 1. Develop capacity building for upper MIC on advocacy | December 29,2017 | ESARO | May 16,2016,On Schedule | |

Recommendation 12 : Staffs need time and regular fora to generate more synergistic thinking and collaborative working, to share skills and provide in-house capacity development across all programme areas to address the changing business model for MIC and DaO. This should lead to greater programme synergies, greater internal efficiency, better monitoring and evaluation and greater job satisfaction

Management Response : Rejected

Recommendation 13 : UNFPA needs to broker new resources for IPs to ensure that, where UNFPA direct support has been dropped, programmes and projects can continue and expand. The joint resource mobilisation and partnership strategy needs to be more fully implemented to sustain results, and the opportunities afforded by the Global Fund allocation should be utilised and monitored effectively in the remainder of the 5th CP and into the 6th CP to sustain results.

Management Response : Rejected

Recommendation 14 : Monitoring and evaluation and quality assurance across programmes and projects needs to be stepped up (by the CO and through M&E capacity development of IPs) to measure sustainability of results and whether expansion takes place despite withdrawal of UNFPA funding for services. This is particularly important when projects are closing so that good practice and lessons learned can be transferred.

Management Response : Rejected

Recommendation 15 : The key recommendation is that gender be effectively mainstreamed throughout all of UNFPA RHR programming and that data at all levels be routinely disaggregated by sex.

Management Response : Accepted

Key Actions :

| Key Action(s) | Deadline | Responsible unit(s) | Semiannual implementation status updates (reports will be generated on June 30 and December 31) | |
|---|------------------|---------------------|---|----------|
| | | | Status | Comments |
| 1. Strengthen gender mainstreaming in the new CPD | December 30,2016 | Gender Specialist | August 14,2017,Completed | |
| | | | January 12,2017,Completed | |
| | | | January 12,2017,Completed | |
| | | | January 12,2017,On Schedule | Done |
| | | | May 16,2016,On Schedule | |

Recommendation 16 : UNFPA should continue to emphasise a human rights based approach, as at present, with the focus on disadvantaged

groups. It should consider, with partners, how best to expand its strategic and advocacy support for sex workers, sexual minorities, vulnerable adolescents and other key and vulnerable populations in the next CP

Management Response : Accepted

Key Actions :

| Key Action(s) | Deadline | Responsible unit(s) | Semiannual implementation status updates (reports will be generated on June 30 and December 31) | |
|--|--------------|------------------------|---|---|
| | | | Status | Comments |
| 1. The new CPD will be based on Human Rights with a sharper focus on the furthest left behind. | June 30,2016 | All Programme Officers | January 12,2017,Completed | |
| | | | January 12,2017,On Schedule | Done. Vulnerable groups including young people and key populations are specifically highlighted in the CPD. |
| | | | May 16,2016,On Schedule | |

Recommendation 17 : Capacity building is needed in the CO and among IPs to strengthen M&E to measure results to inform future planning and programming and assess sustainability of results.

Management Response : Accepted

Key Actions :

| Key Action(s) | Deadline | Responsible unit(s) | Semiannual implementation status updates (reports will be generated on June 30 and December 31) | |
|---------------|----------|---------------------|---|----------|
| | | | Status | Comments |

| | | | | |
|--|--------------|-------------|-----------------------------|---|
| 1. Conduct RBM training for CO and IPs | June 30,2016 | M&E Officer | December 07,2017,Delayed | Status and Comments as above |
| | | | August 14,2017,Delayed | plan disrupted by abolition of M&E post and aa part of implemenntaion of HR alignment. This will be prioritised in 2018 |
| | | | January 12,2017,On Schedule | Done |
| | | | May 16,2016,On Schedule | |

Recommendation 18 : The 6th CP should implement further the joint resource mobilisation and partnership strategy, building also on the opportunities in the Global Fund grant.

Management Response : Accepted

Key Actions :

| Key Action(s) | Deadline | Responsible unit(s) | Semiannual implementation status updates (reports will be generated on June 30 and December 31) | |
|--|------------------|-------------------------|---|--|
| | | | Status | Comments |
| 1. Develop Resource mobilisation Action plan | June 30,2016 | Communication s Officer | January 12,2017,Completed | |
| | | | January 12,2017,On Schedule | Done and implemented. The resource mobilisation strategy has also been developed for the new CPD |
| | | | May 16,2016,On Schedule | |
| 2. Implement the Action plan. | December 29,2017 | Communication s Officer | December 07,2017,Completed | Comments as above |
| | | | December 07,2017,On Schedule | Comments as above |
| | | | December 07,2017,Completed | |
| | | | August 14,2017,On Schedule | |
| | | | May 16,2016,On Schedule | |

Recommendation 19 : Where UNFPA funding and technical support has ceased, it is important that the CO explore mechanisms to ensure that what has been developed does not collapse.

Management Response : Rejected

Recommendation 20 : UNFPA CO should discuss with Statistics Botswana the possibility of providing once-off high level technical assistance (a consultant) to develop skills among key SB staff so that they can provide technical assistance on monitoring and evaluation to key government institutions and civil society organization where these skills are lacking

Management Response : Accepted

Key Actions :

| Key Action(s) | Deadline | Responsible unit(s) | Semiannual implementation status updates (reports will be generated on June 30 and December 31) | |
|---|------------------|---------------------|---|--|
| | | | Status | Comments |
| 1. Provide strategic technical assistance to Statistics Botswana to monitor SDGs. | February 28,2018 | SI Specialist | December 19,2017,On Schedule | |
| | | | December 07,2017,On Schedule | TA provided to Statistics Botswana to develop the SDG indicator framework with baseline data |
| | | | December 07,2017,On Schedule | TA provided to statistics Botswana to develop the SDG indicator framework and baseline data |
| | | | May 16,2016,On Schedule | |

Recommendation 21 : UNFPA should advocate for government scaling up of District Population Offices throughout the country.

Management Response : Rejected

Key Actions :

| Key Action(s) | Deadline | Responsible unit(s) | Semiannual implementation status updates (reports will be generated on June 30 and December 31) | |
|---|------------------|---------------------|---|--|
| | | | Status | Comments |
| 1. Ensure integration of population dynamics in selected districts. | December 29,2017 | P&D Specialist | December 19,2017,Discontinued | This activity was rejected because it has been taken care of in the NDP 11 and Vision 2036 |
| | | | December 07,2017,On Schedule | Population Dynamics have been integrated in to NDP 11 and Vision 2036. |
| | | | May 16,2016,On Schedule | |

Recommendation 22 : Advocacy is needed to create a symbiotic relationship between the university and other academic institutions with Statistics Botswana to develop annual training programmes to capacitate government and civil society organisations with skills to collect, analyse and disseminate high quality disaggregated data, and to incorporate population issues into national programmes.

Management Response : Accepted

Key Actions :

| Key Action(s) | Deadline | Responsible unit(s) | Semiannual implementation status updates (reports will be generated on June 30 and December 31) | |
|---------------|----------|---------------------|---|----------|
| | | | Status | Comments |

| | | | | |
|--|----------------|----------------|-----------------------------|--|
| 1. Prioritise data collection, analysis and utilisation with special focus on the role of statistics Botswana in new CPD | August 31,2016 | P&D Specialist | January 12,2017,Completed | Done. The new CPD will strengthen the data ecosystems for the availability of disaggregated data to guide policy and programming and monitor ICPD agenda and SDG indicators. |
| | | | January 12,2017,On Schedule | |
| | | | May 16,2016,On Schedule | |

Recommendation 23 : UNFPA should seek to be involved in the National Council on Population and Development. This is important for the transition of the CO to the new business model for the MIC strategy, and would enable the CO to have greater influence at a high level on P&D related issues.

Management Response : Accepted

Key Actions :

| Key Action(s) | Deadline | Responsible unit(s) | Semiannual implementation status updates (reports will be generated on June 30 and December 31) | |
|---|------------------|---------------------|---|----------------------|
| | | | Status | Comments |
| 1. Develop and implement advocacy plan to resuscitate population council. | December 30,2016 | P&D Specialist | January 12,2017,Discontinued | Due to the new focus |
| | | | May 16,2016,On Schedule | |

Recommendation 24 : Advocacy is required to ensure that population and development issues are highlighted as key in the development of national frameworks such as the NDP 11 process and the Post-Vision 2016

Management Response : Accepted

Key Actions :

| Key Action(s) | Deadline | Responsible unit(s) | Semiannual implementation status updates (reports will be generated on June 30 and December 31) | |
|---|------------------|------------------------|---|---|
| | | | Status | Comments |
| 1. Participate in the NDP 11 Technical working groups (TWGs), particularly Social upliftment TWG. | December 30,2016 | All Programme Officers | January 12,2017,Completed | |
| | | | January 12,2017,On Schedule | Done. The plan has incorporated areas of UNFPA mandate. |
| | | | May 16,2016,On Schedule | |

Recommendation 25 : The focus on young people needs to continue to be strengthened, with exploration of how the four prongs that are lagging behind can be more strategically implemented. Key to all this is to explore mechanism of having greater involvement of youth in advocating for their own RHR.

Management Response : Accepted

Key Actions :

| Key Action(s) | Deadline | Responsible unit(s) | Semiannual implementation status updates (reports will be generated on June 30 and December 31) | |
|---|--------------|---------------------|---|--|
| | | | Status | Comments |
| 1. Prioritise participation of young people in the new CPD. | June 30,2016 | ASRH Specialist | January 12,2017,Completed | |
| | | | January 12,2017,On Schedule | Done. The Youth Advisory Panel was consulted during development of the new CPD |
| | | | May 16,2016,On Schedule | |

Recommendation 26 : UNFPA should continue to provide strategic technical assistance to the SRH/HIV Linkages Project, collaborating with the Ministry of Health to support country-wide roll out. UNFPA should also advocate and provide support for the initiative to expand to include GBV.

Management Response : Rejected

Recommendation 27 : Mainstreaming of gender into all UNFPA supported RHR projects and programmes needs to be strengthened.

Management Response : Accepted

Key Actions :

| Key Action(s) | Deadline | Responsible unit(s) | Semiannual implementation status updates (reports will be generated on June 30 and December 31) | |
|--|------------------|---------------------|---|--|
| | | | Status | Comments |
| 1. Conduct a gender review of the new CPD. | December 30,2016 | Gender Specialist | January 12,2017,Completed | |
| | | | January 12,2017,On Schedule | Done |
| | | | May 16,2016,On Schedule | |
| 2. Mainstream gender in the SRH/HIV Integrated Curriculum. | December 30,2016 | Gender Specialist | January 12,2017,Completed | Done. The gender module is incorporated in the curriculum. |
| | | | May 16,2016,On Schedule | |
| | | | May 16,2016,Completed | |

Recommendation 28 : UNFPA should focus on supporting efforts of government towards ensuring quality of service provision, through development of tools to facilitate supportive.

Management Response : Rejected

Recommendation 29 : UNFPA needs to explore how to assist government to get back on track regarding male and female condom logistics management.

Management Response : Accepted

Key Actions :

| Key Action(s) | Deadline | Responsible unit(s) | Semiannual implementation status updates (reports will be generated on June 30 and December 31) | |
|--|------------------|------------------------------|---|--|
| | | | Status | Comments |
| 1. Support piloting of the barcode track and trace for RH commodities. | July 29,2016 | SRH/HIV Linkages Coordinator | December 07,2017,On hold | Government has put this on hold |
| | | | August 14,2017,On hold | on hold pending introduction of the Patient monitoring system |
| | | | January 12,2017,On hold | Government to advise after completion of some processes. |
| | | | January 12,2017,On Schedule | Not done. The Government has put this on hold as there are still other processes on going. |
| | | | May 16,2016,On Schedule | |
| 2. Support procurement of female condoms. | December 29,2017 | ASRH Specialist | December 07,2017,Completed | Commodities were delivered in September 2017. |
| | | | August 14,2017,On Schedule | |
| | | | May 16,2016,On Schedule | |

Recommendation 30 : UNFPA should engage with partners to address the current low status and capacity of the GeAD through the highest level advocacy campaign developed through the joint UN and partners involved in the gender mainstreaming and GBV joint programmes.

Management Response : Accepted

Key Actions :

| Key Action(s) | Deadline | Responsible unit(s) | Semiannual implementation status updates (reports will be generated on June 30 and December 31) | |
|---|------------------|---------------------|---|--|
| | | | Status | Comments |
| 1. Strengthen capacity building for Gender Affairs Department through the Joint Gender Programme. | December 29,2017 | Gender Specialist | December 07,2017,Completed | Gender mainstreaming training was provided to Gender Affairs Department under the Joint Programme led by UNDP. |
| | | | May 16,2016,On Schedule | |

Recommendation 31 : UNFPA should advocate for and assist GeAD to identify and establish mechanisms to ensure implementation of gender mainstreaming and gender-responsive strategies at national and district levels.

Management Response : Rejected

Recommendation 32 : UNFPA should support the GeAD to set up a strong, systematic, efficient and, above all, supportive mechanism for coordinating IPs with regards gender mainstreaming and GBV.

Management Response : Rejected

Recommendation 33 : UNFPA should continue leadership of the joint UN programmes on gender mainstreaming and on GBV into the next CP, and explore how best to promote the full involvement of all partners to fulfil their roles and commitments.

Management Response : Rejected

Recommendation 34 : Strengthened strategic support is needed for CSOs and government to build capacity for GM and around GBV, building on current programming and achieving greater synergies, strategic partnerships and M&E of results.

Management Response : Accepted

Key Actions :

| Key Action(s) | Deadline | Responsible unit(s) | Semiannual implementation status updates (reports will be generated on June 30 and December 31) | |
|--|------------------|---------------------|---|----------------------------------|
| | | | Status | Comments |
| 1. Build capacity of CSOs on GBV under the Global Fund | December 30,2016 | Gender Specialist | August 14,2017,Completed | |
| | | | January 12,2017,Delayed | This will be prioritised in 2017 |
| | | | May 16,2016,On Schedule | |