



**UNDP-UNEP BOTSWANA POVERTY-ENVIRONMENT INITIATIVE
PHASE 1**

**Government of Botswana (GoB)
United Nations Development Programme (UNDP)
United Nations Environment Programme (UNEP)**

Joint Programme document


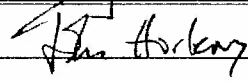
The PEI Joint Program will contribute to the achievement of **UNDAF outcome 2**: A diversified economy whose growth is rapid, inclusive, sustainable and generates decent employment opportunities by 2016; and **UNDAF outcome 4**: By 2016, the rural poor, especially women, will enjoy greater benefits from the environment and natural ecosystems. The objectives of the programme are (i) to enhance integration of equitable and sustainable development in national, sector and district level policies, plans, budgets and monitoring systems enhanced; and (ii) to improve knowledge and use of integrated frameworks, approaches, tools, methodologies and assessments for sustainable utilization of environment and natural resources improved.

The program is expected to deliver the following results: (i) Economic evidence of the impacts and costs and benefits of both environmental degradation and climate change generated and disseminated; (ii) national capacity to integrate and coordinate PE issues in national, sector and district level policies, plans, budgets and monitoring systems enhanced; (iii) Knowledge and awareness of PE and CC linkages by policy and decision-makers, civil society, the private sector and the media increased; (iv) Poverty and environment issues integrated in key over-arching national development frameworks such as NDP10 & the NSSD; & (v) Integration of approaches, tools, methodologies and assessments for mainstreaming environment in policies and plans to promote growth and poverty reduction enhanced.

Programme Duration: 2 years Anticipated start/end dates: 1 January 2010 to 31 December 2011 Fund Management Option(s): Pooled Option Managing or Administrative Agent: UNDP	Total estimated budget*: USD 2,250,000
	Out of which: 1. Funded Budget: USD 2,250,000 2. Unfunded budget: _____ * Total estimated budget includes both programme costs
	Sources of funded budget: Government USD 250,000 UNDP Botswana USD 1,000,000 UNDP/UNEP PEI USD 1,000,000

Responsible Partners: Ministry of Finance and Development Planning, Ministry of Environment, Wildlife and Tourism

Implementing parties: Ministry of Finance and Development Planning, Ministry of Environment, Wildlife & Tourism, Ministry of Local Government, Ministry of Agriculture, Ministry of Minerals, Energy and Water Resources, Ministry of Health, Ministry of Lands and Housing, UNDP, UNEP

UN Organizations	
Signature :  Name of Representative United Nations Development Programme	
Date & Seal 26 January 2010	
Signature :  Name of Representative: Poverty and Environment Facility	
Date & Seal 1/2/10	

Acronyms

CBNRM	Community Based Natural Resource Management
CC	Climate Change
CSO	Central Statistics Office
DEA	Department of Environmental Affairs
DDP	District Development Plan
DWNP	Department of Wildlife and National Parks
EFPD	Economic and Financial Policy Division
ENRM	Environment and Natural Resource Management
GoB	Government of Botswana
GICO	Government Implementation and Coordination Office
IMDC	Inter-Ministerial Drought Committee
KRA	Key Results Area
MFDP	Ministry of Finance and Development Planning
MMEWR	Ministry of Minerals, Energy and Water Resources
MOA	Ministry of Agriculture
MOH	Ministry of Health
MOLG	Ministry of Local Government
MSCPR	Multi Sectoral Committee on Poverty Reduction
MSCPRFS	Multi Sectoral Committee on Poverty Reduction & Food Security
MEWT	Ministry of Environment, Wildlife and Tourism
NCS	National Conservation Strategy
NDMO	National Disaster Management Office
NDP	National Development Plan
NRTC	Natural Resources Technical Committee
NSPR	National Strategy for Poverty Reduction
NSSD	National Strategy for Sustainable Development
OP	Office of the President
PE	Poverty Environment
PEI	Poverty Environment Initiative
RDC	Rural Development Council
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNPOP	United Nations Programme Operational Plan

EXECUTIVE SUMMARY

Botswana is dependent upon renewable natural resources including land, agricultural soils, water resources, fisheries and forests for supporting both subsistence and national economic development. There is considerable evidence however that these resources are degrading and, alongside issues of poor environmental service delivery, this risks adversely impacting upon the Government of Botswana's Vision 2016 and NDP10 goals to diversify the economy and promote growth and poverty reduction.

An Institutional Analysis identified a number of causes of environmental degradation including: low awareness and dialogue amongst key decision-makers, the media, civil society and private sector on the role of environmental management in contributing to growth and poverty reduction; responsibility for environment fragmented across many government departments; limited environmental mainstreaming across government; poverty dimensions of environmental management poorly understood; and limited awareness and planning for climate change across the breadth of government.

PEI will work strategically to strengthen mainstreaming of environment in national, sectoral and district policy making, planning and budgets to support delivery of poverty reduction and economic growth. The PEI programme will work through the UNDAF and UNPOP to support delivery of UNDAF Outcomes on Economic Diversification and Poverty Reduction and on Environment and Climate Change. This will ensure that PEI dovetails into an existing and agreed framework of support and cooperation between the Government of Botswana and the UN.

PEI Botswana will be results focused and deliver the following results:

1. Economic evidence of the impacts and costs and benefits of both environmental degradation and climate change generated and disseminated;
2. National capacity to integrate and coordinate PE issues in national, sector and district level policies, plans, budgets and monitoring systems increased;
3. Knowledge and awareness of PE and CC linkages by policy and decision-makers, civil society, the private sector and the media increased;
4. Poverty and environment issues integrated in key over-arching national development frameworks such as NDP10 & the NSSD; &
5. Application of integrated (economic, social and environment) approaches, tools, methodologies and assessments enhanced.

PEI Botswana will be linked to the network of PEI countries in Africa and other regions and benefit from exchange of lessons and experiences.

Phase 1 of PEI will run for two years from January 2010 to December 2011 on a budget of USD 2.25 Million. A follow up phase is envisaged but will be subject to the performance of the project. The key national partners for PEI are the Ministry of Finance and Development Planning (MFDP) and the Ministry of Environment, Wildlife and Tourism (MEWT) with overall coordination provided by a Secretariat based in MFDP. The programme is fully a part of the 2010-2014 One UN Programme Operational Plan (UNPOP). Thus, the agreements and oversight structures that govern the UN POP shall govern the joint programme. The UNPOP Programme Steering Committee (PSC) will provide strategic leadership for PEI in the context of the UNPOP. It will meet at least once a year to review and the Annual Work Plan and Budget and oversee annual reviews. The PSC will also provide guidance to ensure that PEI outputs have maximum impact in line with the programme outcomes. The PSC is co-chaired by the Permanent Secretary (PS) of the MFDP. All parties to the PEI – MFDP, MEWT, UNDP and UNEP PEI Africa - will be represented at PSC sessions on PEI.

The UNPOP Component Coordination Group (CCG) on Economic Diversification and Poverty Reduction (EDPR) shall be the Programme Technical Committee. It will meet quarterly to provide technical guidance on PEI. A Programme Implementation Team comprising a national programme manager, an international technical adviser and an administrative/financial assistant, based at MFDP, will be responsible for day to day management and delivery of PEI alongside other relevant stakeholders.

Annual Work Plans and supporting ToR for all activities will guide the detailed delivery of PEI Botswana with quarterly progress reports and annual reviews undertaken to ensure that the programme delivers quality results on schedule and has the desired impact. Reviews will also identify areas of strength and weakness and make recommendations to improve performance.

2. SITUATION ANALYSIS

2.1 Linking Poverty, Growth and Environment in Botswana

Botswana is a middle income country. However, it still faces the problems of poverty, income inequality and unemployment. Poverty is more severe in rural areas, reaching 53%¹ in the rural South West. The poor in Botswana are most directly dependent on environmental resources such as land, water and flora, and suffer the most when the environment is degraded. There is also a high rate of urbanization, with a rural – urban migration rate of 3%. Currently, up to 57% of Botswana reside in urban areas¹. This exacerbates unemployment of 17.2%² and problems related to providing adequate services for the growing urban population, including water, sanitation and waste management.

Botswana's non-diamond economy is dependent upon renewable natural resources such as land, agricultural soils, water resources, fisheries and forest cover for supporting key economic activities including tourism, agriculture and industry. For the poorest, these resources are the foundation of their livelihoods. In rural areas, for instance, subsistence agriculture is a key source of income for 70% of the population³ and fire wood is the dominant energy source for 92% of households⁴.

Whilst Botswana is reliant upon its renewable natural resource base, there is evidence that it is degrading rapidly. Environmental degradation is recorded for all key natural resource assets including forests, soils and water resources. For instance, 69% of the country suffers from land degradation linked to deforestation and soil and gully erosion⁵. Botswana has low levels of natural forest cover but these have eroded rapidly in recent years with deforestation causing losses of 17,800 sq km between 1990 and 2005 - a deforestation rate of 0.9% per annum⁶. Botswana is a water scarce country with numerous demands on its precious resources. A review of the National Water Master Plan estimates daily per capita water consumption in towns and villages to range from 47 litres in Serowe (village) to 131 litres in Gaborone, the capital city⁷ in 2006. Overall demand for water is currently 88M m³ and rising with the agriculture sector and livestock in particular, the biggest demands on water resources⁸. There is evidence of over-abstraction and reduced water quality of both Botswana's surface and ground water resources⁹.

Deterioration in the quality and quantity of key natural resources has a profound impact upon the nation. Land degradation, for instance, contributes to low agricultural yields with subsistence crop productivity of just 300kg/ha¹⁰. Even commercial farm yields of 2500kg/ha¹⁰ are low by regional standards. The causes of low yields are numerous and include limited access to markets and finance, low adoption of technologies by resource poor farmers, environmental factors, including vulnerability to drought and land degradation, and deficiencies in water resources management. Low yields impact upon agriculture's contribution to GDP (just 1.9%)¹¹, necessitate costly food imports (Botswana produces less than 20% of its cereal needs) and adversely affect health, with 32% of the population malnourished¹². Rates of deforestation, whilst contributing to low agricultural productivity, also impact upon poor peoples' lives with the daily search for fuel wood taking up to 3.3 hours a day and requiring a

¹ CSO (2004) Household Income Expenditure Survey (2002/03)

² CSO (2003) Labour Force Survey

³ MEWT (2006) Botswana National Action Programme to Combat Desertification

⁴ MEWT (2008) Environmental Keynote Paper for National Development Plan 10 Botswana

⁵ UB 1997 Assessment of Range Degradation Using Satellite Imagery

⁶ UNDP 2007 Human Development Report Table 22 Energy & Environment

⁷ MEWT (2006) Country Environmental Profile, Botswana

⁸ GoB 2008 NDP 10 Draft Oct 2008

⁹ DEA & CAR (2006) Water Accounts of Botswana (1992-2003)

¹⁰ CSO (2004) Agricultural Statistics; MOA, Department of Crop Production

¹¹ Bank of Botswana 2008 Annual Report

¹² FAO-OECD (2008) Agricultural Outlook 2008_2017 Rome May 2008

journey of 5.8km¹³. This imposes high opportunity costs for women and children, who are typically charged with sourcing fuel wood.

Another key factor impacting upon Botswana's development is inefficient delivery of environmental services such as water supply and sanitation and waste management. Whilst access to clean water and sanitation is better in urban areas overall, some 40% of Botswana still do not have access to improved sanitation,¹⁴ which causes increased incidence of water borne and other diseases. Similarly, solid waste management is still insufficiently supplied as a key service, with limited waste collection services, poor disposal methods and an absence of any sanitary landfills. Inadequate waste management systems pose health risks through contamination of water supplies as well as risks posed by providing breeding environments for disease vectors.

2.2 National targets for growth and development

The overarching guiding document for development in Botswana is Vision 2016. Vision 2016 consists of seven pillars, which reflects the Millennium Development Goals (MDG). The Government of Botswana (GoB) sets out in Vision 2016 its intention to eradicate poverty (currently 30% of the 1.8 million of the population are classified poor). In National Development Plan 10 (NDP10) it aims to achieve an overall GDP growth rate of 5.9% per annum, supported by targets in key sectors. Key targets for 2016 include increasing cereal production from the current 15% of national demand to 50%, eradicating malnourishment and providing access to sanitation for all and eradicating malaria. NDP10 sets out ambitious targets to tackle poverty and support sustainable economic growth but there are concerns that, with current institutional frameworks and policies, environmental degradation and climate change could adversely affect achievement of these targets. Furthermore, the global financial crisis has also had an impact on the governmental budget, which has been cut by 7% and 5% on the recurrent and development budget respectively for the 2009/10 financial year. It is envisaged that with global economic recovery, these cuts will not affect planned budgets for NDP10.

2.3 Challenges in delivering sustainable growth and poverty reduction

Evidence from around the world demonstrates clearly that delivering economic growth and poverty reduction is, in part, linked to sustainable utilization of environment and natural resources. This evidence also indicates that most governments do not always make the link between poverty, growth and the environment. Botswana is no different and whilst there are some examples of this link being made – the Community Based Natural Resources Management Policy for instance – these are the exception rather than the rule. A PEI Institutional Analysis identified the following key challenges to sustainable use of Botswana's environmental assets:-

- Information on the economic value of services provided by the environment and natural resources as well as benefits, costs and impact of environmental degradation on socio-economic priorities including growth and employment is not readily available to decision makers. As such, awareness and dialogue amongst key decision makers, the media and civil society on the role of sustainable utilisation of environmental resources in contributing towards economic growth and poverty reduction is low and limited to technical experts. As a result coverage of PE issues in society and in key policies and plans is weak and preparedness for environmental and climate change is low.
- Responsibility for environment is fragmented across many Government institutions and coordination on PE issues is weak. As a consequence, key plans and policies often ignore relevant PE issues, and are not adequately harmonised. Some technical committees exist with the aim of

¹³ PROBEC & RE Botswana 2007 Inception Report Assessment of Efficient Cooking Devices in Botswana

¹⁴ GoB & UN 2004 Botswana Millennium Development Goals Review

harmonising policy around environment and natural resources management but these are often under-resourced.

- Environment issues are often perceived by sector ministries and departments as the preserve of MEWT and as such there is limited environment mainstreaming across Government at both national and local level. Where environment issues are considered in policies and plans they tend to be as separate rather than mainstreamed issues. Additionally, PE linkages are poorly understood meaning that some initiatives dealing with environment ignore critical poverty dimensions.
- Climatic variability already has a significant impact in Botswana causing regular droughts and floods. Climate change (CC) in Southern Africa is likely to lead to reduced rainfall, increased mean temperatures and more frequent extreme weather events. This is predicted to impact upon key sectors including agriculture (reduced productivity), health (increased incidence of diseases such as malaria), water resources (less predictable supplies and reduced water quality), infrastructure (reduced access due to infrastructure damage) and wildlife (deaths due to water and food shortages). Preparedness by Government to reduce the impacts of climate change through adaptation is low. For many decision-makers, climate change is seen as an environment issue rather than one cutting across the whole of the GoB. The mainstreaming of climate change across Government is weak with most Ministries and District Councils unaware of the potential adverse impacts that climate change may impose upon society and the economy. There is an urgent need for greater CC awareness and coordination across Government to plan and prepare for the impacts of CC. In addition Botswana currently lacks sufficient resources and capacity to explore, and potentially exploit, low carbon development and access to carbon financing.
- Despite inclusion of environment as a priority in various plans and policies, government expenditure on poverty-environment related interventions is generally low and when budget constraints occur, it is typically environment related expenditures which are reduced or eliminated. This reflects, in part, a lack of tools and capacity to accurately assess the costs and benefits in both monetary and non-monetary terms of expenditures on environment, further they are increasing poverty and vulnerability amongst the poorest in Botswana.

As a result of the issues listed above, Botswana's renewable natural resources are degrading and thus not contributing to growth and poverty reduction to the extent to which they could.

3. STRATEGY

3.1 Working through the UNDAF and UNPOP

The UN Development Assistance Framework for Botswana (UNDAF) sets out the programme of collaboration between the UN and the GoB over the period 2010-2016. It is aligned with NDP10 and focuses upon five key outcomes – Governance and Human Rights Promotion; Economic Diversification and Poverty Reduction; Health and HIV/AIDS; Environment and Climate Change and Children; Youth and Women's Empowerment. The UNDAF will in turn be operationalised through the UN's Programme Operational Plan (UNPOP) which will translate the outcomes and outputs of the UNDAF into a coherent and integrated programme through identified Key Results Areas (KRAs).

PEI Botswana has been designed from the outset to feed into, and support delivery of the UNDAF to ensure cohesion and harmonization with overall UN work programmes and the goals of the GoB. In particular PEI will support delivery of 2 UNDAF Outcomes and related Key Result Areas:

- UNDAF Outcome 2: Economic Diversification and Poverty Reduction: A diversified economy whose growth is rapid, inclusive, sustainable and generates decent employment opportunities by 2016. PEI will support implementation of UNDAF Outcome 2.2: Technical and oversight capacity to develop, implement & monitor inclusive development policies and strategies is

strengthened in key ministries through output 2.2.3 Poverty Reduction is mainstreamed in National and District Development Plans and output 2.2.2: Enhanced technical and oversight capacity in the Multi Sectoral Committee on Poverty Reduction and Socio Economic Policy subdivision of the Ministry of Finance and Development Planning to manage implementation of the National Strategy on Poverty Reduction.

- UNDAF Outcome 4: Environment and Climate Change: By 2016, the rural poor, especially women, will enjoy greater benefits from the environment and natural ecosystems. PEI activities will support implementation of Outcome 4.1: Inclusive policy and institutional environment for sustainable natural resource management through output 4.1.3: Environment and conservation mainstreamed into national development and poverty reduction framework

The Results Matrix demonstrates how PEI supports these UNDAF Outcomes by supporting specific key Outputs. By working through the UNDAF and UNPOP frameworks, the PEI programme will be clearly aligned to, and support, GoB priorities and ensure that transaction costs to the Government are minimized.

3.2 Lessons Learned From Other PEI Programmes

In designing PEI Botswana the GoB, UNDP and UNEP have been mindful to ensure that lessons learned from other PEI programmes are integrated in order to strengthen the programme. Key lessons drawn from other PEI programmes and built into this programme include:-

- i) The need to fully integrate PEI into the UNDAF to most effectively align the programme to Government priorities and reduce transaction costs;
- ii) Maintain focus in the programme, especially in Phase 1, to ensure delivery of results to convince sceptics that environment can contribute to growth and poverty reduction;
- iii) Provide support, wherever possible, to and through existing institutional structures and frameworks – strengthening them as is necessary - to ensure that results are sustained.

3.3 The Strategic Focus of PEI Botswana

PEI Botswana aims to support the integration and harmonisation of sustainable renewable natural resource management in national, sectoral and district level policy planning and budgetary processes. In particular it aims to develop awareness and promote action to tackle key environmental problems and their socio-economic impacts in order to support delivery of the GoB's Vision 2016 and NDP10 which, as over-arching goals, intend to support economic growth and diversification and eradicate poverty. In addition PEI will provide some support to assist the GoB in responding and adapting to climate change by enhancing the knowledge base on the socio-economic impacts of climate change. Phase 1 of PEI will run from 2010 to 2011 with an anticipated second phase to follow in 2012.

PEI Botswana will assist the GoB in tackling the challenges summarised in the Situation Analysis by supporting activities to achieve the following key results:

1. *Economic evidence of the impacts and costs and benefits of both environmental degradation and climate change generated and disseminated.*

Not all stakeholders and key decision-makers in Botswana are aware of the costs that environmental degradation imposes upon society and the economy nor, the corollary, the benefits that could accrue through improved management of renewable natural resources. One approach to address this issue is to support economic analysis which will present key environmental issues in social and economic terms that are comprehensible to decision-makers. In other countries such evidence has

proved compelling and encouraged decision-makers to better integrate environment and climate issues in their social and economic policy and plan-making.

2. *National capacity to integrate and coordinate PE issues in national, sector and district level policies, plans, budgets and monitoring systems enhanced.*

Integration and harmonisation of PE issues at institutional level and across key policies and plans is currently weak. This results area will strengthen the capacity of sector ministries and departments to integrate PE issues in order that they support delivery of those sector priorities through sustainable management of key environmental assets. It will include support for sector policy reviews as well as capacity strengthening for cross-Ministry policy coordinating and review committees such as the Natural Resources Technical Committee.

This will also include support for analysis of current expenditures on PE interventions and the potential to innovatively finance future PE interventions and include them in budgets as well as monitoring and evaluation of PE interventions to assess their contribution to growth and poverty goals. Strengthening capacity at district level to integrate PE issues in planning, budgeting and monitoring processes is key if PE issues are to be better mainstreamed and ultimately benefit the poor. The preparation of District Development Plans and associated programmes and budgets will be a key mechanism to support delivery of policies and plans with a PE focus.

3. *Knowledge and awareness of PE and CC linkages by policy and decision-makers, civil society, the private sector and the media increased.*

The institutional analysis highlighted that many important stakeholders have limited understanding of the links between environment, growth and poverty and that such knowledge is limited to a few technical experts. PEI will aim to support a wider debate and dialogue on such links, drawing on the evidence developed in Output 1, in order to influence discussions regarding policies, plans and budgets on the role that environmental and climate issues play/could play in supporting growth and poverty reduction.

4. *Poverty and environment issues integrated in key national development frameworks.*

Targets in this area would be support for integration of PE linkages in overarching national development frameworks including NDP10 and the National Strategy for Sustainable Development (NSSD). Support will be provided for the development of evidence based inputs to key national development frameworks and in preparing for a comprehensive mid term review of the NDP 10 (2012/2013) and enhanced integration of sustainable utilization of environment and natural resources across national development priorities.

5. *Application of integrated approaches, tools, methodologies and assessments for mainstreaming environment in policies and plans for promoting growth and poverty reduction enhanced.*

Internationally there exists considerable experience in applying innovative tools and techniques to strengthen understanding of, and integration, of PE dimensions in policy, plan and budget making and PEI will support development of capacity to apply tools and methodology for integrated assessment.

Details of the 5 key results are provided in the Results Framework in Section 4. Indicative Activities for each Output in the Table provide an outline of the proposed activity and each will be supported by detailed terms of reference in accordance with the PEI Botswana Annual Work Plan.

3.4 Links to other related initiatives and programmes

The PEI programme in Botswana is part of the global UNDP-UNEP PEI. In Africa, eight other countries are currently implementing PEI with one additional country starting up. Furthermore, PEI programmes are being initiated in Asia and Latin America. PEI Botswana is included in this network and will benefit from experiences from these other programmes as well as share the lessons learned from PEI Botswana.

PEI Botswana will interface with a number of government, donor, other initiatives and activities to promote sustainable natural resource management. This will include collaboration with other UN agencies through the implementation of the UNDAF and the identified KRAs in the UN-POP. PEI will furthermore interface with other development partners, and the Environmental & Climate change Theme Group: UNEP is co-chair of the Theme Group together with UNDP Botswana.

4. PEI Botswana Results Framework

UNDAF Outcome 2: A diversified economy whose growth is rapid, inclusive, sustainable and generates decent employment opportunities by 2016
UNDAF Outcome 2.2: Technical and oversight capacity to develop, implement & monitor inclusive development policies and strategies is strengthened in key ministries
UNDAF Output 2.2.2: Enhanced technical and oversight capacity in the Multi Sectoral Committee on Poverty Reduction and Socio Economic Policy subdivision of the Ministry of Finance and Development Planning to manage implementation of the National Strategy on Poverty Reduction
UNDAF Output 2.2.3: Poverty Reduction is mainstreamed in National and District Development Plans

Joint Programme Outcome 1: Integration of equitable and sustainable development in national, sector and district level policies, plans, budgets and monitoring systems enhanced

Indicators: # of national, sector and district level reviews supported

Baselines:

JP Outputs (Give corresponding indicators and baselines)	UNPOP Key Result Areas	Participating UN organization	Implementing Partner	Other Partners	Indicative activities for each Output	Resource allocation and indicative time frame*		Total
						Y1	Y2	
Output 1: Economic evidence of benefits, costs and impact of environmental degradation and climate change generated and disseminated	2.2.2.5: Coordination framework for evidence-based integration of environment and development concerns into poverty reduction and national development plans/strategies strengthened	UNDP, UNEP	OP	MFDP, MEWT, MOA, MMEWR, MOH, MOLG, Research Institutes	<ul style="list-style-type: none"> Carry out strategic analytical studies to inform key policy reviews/development. Prepare policy briefs, presentations and communication materials. Facilitate regular policy dialogues /debates with policy makers, CSOs and Private Sector. Strengthen existing knowledge management networks on poverty and environment and promote exchange of best practices and lessons learned. Capacity building within key participating institutions to develop a sustainable core of PE specialist expertise. 	100,000	100,000	200,000

<p>Output 2: National capacity to integrate and coordinate poverty and environment issues in national, sector and district level policies, plans and budgets and monitoring systems enhanced</p>	<p>2.2.3.4: Environmental sustainability is integrated into poverty reduction strategies & national, sectoral and district development plans</p>	<p>UNDP, UNEP</p>	<p>OP</p>	<p>MFDP, MEWT, MQLG & local authorities, MOA, MMEWR, MOH, other sector Ministries</p>	<ul style="list-style-type: none"> • Provide technical inputs to plan & policy reviews (NSPR, RNPRD, DDP) to promote integration of ES across sectors • Capacity building for oversight and technical committees & personnel including MSCPR & NRTC on integrating P/E issues • Facilitate annual participatory public expenditure reviews on the impact of expenditures related to ENR • Develop key poverty and environment indicators • Support the review of national & sector monitoring systems • Capacity building for district planners and decision makers on identification and integration of P/E issues • Facilitate the integration of PE issues in the development and monitoring of annual district plans and budgets • Support processes to develop key poverty and environment indicators for district level monitoring including planned work on indicators by DEA. • Support the review of district level monitoring systems 	<p>300,000</p>	<p>300,000</p>	<p>600,000</p>
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UNDAF Outcome 4: By 2016, the rural poor, especially women, enjoy greater benefits from the environment and natural ecosystems							
Outcome 4.1: Inclusive policy and institutional environment for sustainable natural resource management							
Output 4.1.3: Environment and conservation mainstreamed into the national development and Poverty reduction framework							
Joint Programme Outcome 2: Knowledge and use of integrated frameworks, approaches, tools, methodologies and assessments for sustainable utilization of environment and natural resources improved							
Indicators:							
Baselines:							
JP Outputs (Give corresponding indicators and baselines)	UNPOP Key Result Areas	Participating UN organization	Implementing Partner	Other Partners	Resource allocation and indicative time frame*		Total
					Y1	Y2	
Output 3: Increased knowledge and awareness of Poverty, Environment and Climate Change linkages by policy/decision makers, civil society, private sector and media.	4.1.3.1 Increased understanding of Poverty/Environment linkages and use of P/E information in decision making	UNDP, UNEP	MEWT (DEA)	OP, MFDP, MOA, MMEWR, MOH, MOLG, Other Sector Ministries, Civil society, Media (MISA), Parliamentar y Cttee on Agriculture and Natural Resources	150,000	150,000	300,000
Output 4: Poverty and environment issues integrated in overarching national development frameworks (e.g. NDP10, NSSD)	4.1.3.3 NDP 10 mid term review reflecting benefits accruing from environmental mainstreaming		MEWT (DEA)	MEWT, OP, MFDP, MOA, MMEWR, MOH, MOLG, Selected Sectors, Research Institutes	50,000	50,000	100,000

Output 5: Application of integrated approaches, tools, methodologies and assessments (economic, social, environment) enhanced.	4.1.3.4 Increased Capacity for application of integrated Environmental Management tools, e.g. Assessment, Resources Valuations, Strategic Environmental Assessments, Economic Analysis, etc	UNDP, UNEP	MEWT (DEA)	OP, MFDP, MOA, MMEWR, MOH, MOLG & other sectors ministries, local authorities Research institutes,	<ul style="list-style-type: none"> Provision of tools and methodologies for integrated assessments linked to existing plans e.g. ODIMP as appropriate. Training on application of tools and methodologies for integrated assessment (IEAs, SEAs, PSIA, Economic Analysis) Carry out pilot ecosystem assessments in at least 2 priority ecosystems. Carry out pilot economic valuation of key ENR sectors and promote integration in National System of Accounts. 	100,000	100,000	200,000
UNDP	Programme Cost **					500,000	500,000	1,000,000
UNEP	Indirect Support Cost**							
Government of Botswana	Programme Cost					200,000	200,000	400,000
	Programme Support Cost					300,000	300,000	600,000
	Programme Cost					125,000	125,000	250,000
Total	Indirect Support Cost					1,000,000	1,000,000	2,000,000
	Programme + Support Costs					125,000	125,000	250,000
	Indirect Support Cost							

*Resource allocation may be agreed at either output or indicative activity level.

** Please read the Explanatory Note on Harmonized Financial Reporting to Donors and its Annexes for guidance on how these terms should be interpreted

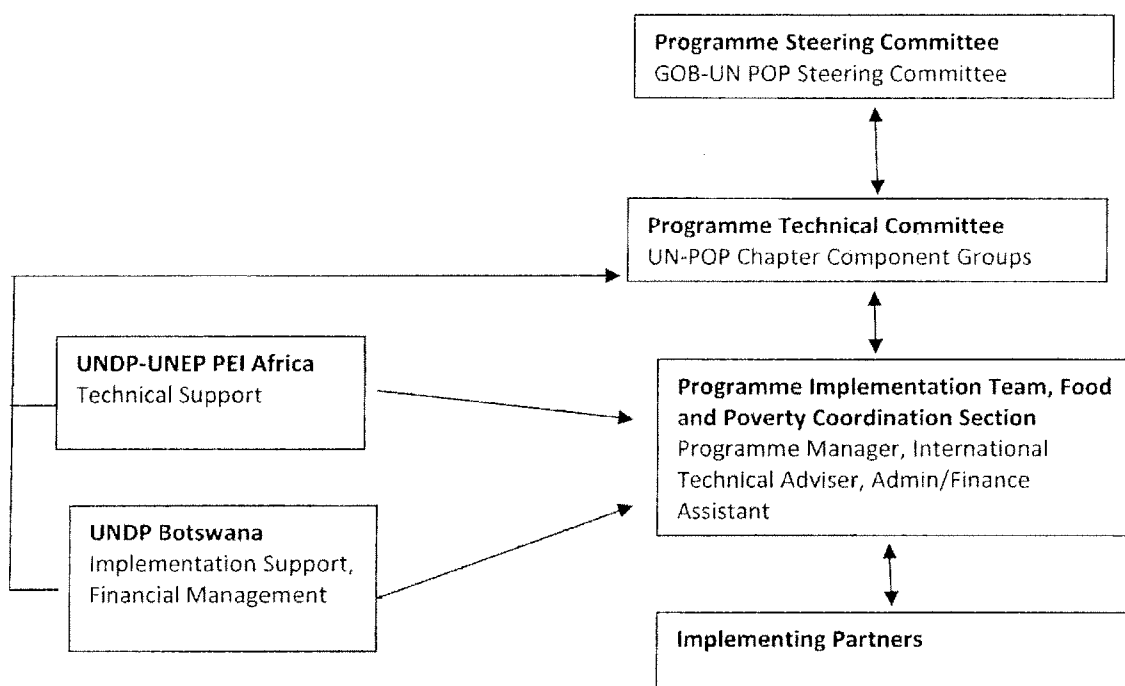
5 MANAGEMENT AND COORDINATION ARRANGEMENTS

5.1 Execution modality

The programme will be executed by the Government of Botswana under UNDP NEX procedures. The MFDP will act as the implementing agency with the overall responsibility for the oversight and coordination of the joint programme. For operational purposes, the Head of the Food & Poverty Policy Coordination Section in MFDP will be responsible for management of the Programme Implementation Team and for the day-to-day running of the programme.

5.2 PEI Programme Management Structure

The diagram below summaries the management arrangements for the programme



5.3 Programme Steering Committee

The PEI is subject to the management arrangements of the one UN Programme. The UNPOP Programme Steering Committee (PSC) shall serve as the PEI steering committee and provide strategic leadership for PEI in the context of the UNPOP. The PSC consists of senior officers in government, UNDP Botswana and UNEP-PEI Africa. It is co-chaired by the Permanent Secretary (PS) of the MFDP and the UN Resident Coordinator.

The PSC is responsible for providing strategic leadership on the Programme and for monitoring the overall Programme implementation (including annual reviews) and the use of Programme funds. The PSC will meet at least once a year to approve the Annual Programme Work Plan and Budget and may be called as necessary to oversee annual reviews and promote dialogue between the Government, development partners and the UN. The GOB-UN POP Programme Steering Committee's Terms of Reference are attached hereto as [Annex 1](#)

5.4 Programme Technical Committee

The UNPOP Component Coordination Group (CCG) on Economic Diversification and Poverty Reduction (EDPR) shall be the Programme Technical Committee (PTC). The committee shall be amended as appropriate to ensure that implementing partners and key stakeholders are represented in the PTC. It will meet quarterly, together with the Programme Implementation Team (PIT) to provide technical guidance and ensure adequate co-ordination between PEI and other relevant activities.

The PTC will be responsible for reviewing quarterly work plans and requests for disbursements and providing inputs to be consolidated by the PIT. The PTC will also be responsible for monitoring overall progress and to approve significant changes to the work plan and budget for review and approval by the PSC. The PTC will be responsible for submitting a consolidated Annual Work Plan and Budget to the PSC for approval.

The PTC will also provide inputs to ongoing studies and activities through a peer review process. The PTC is co-chaired by MFDP and MEWT and will consist of Director level officers from key implementing institutions – government, research, private sector and CSOs, UNDP Botswana, other relevant UN agencies and the UNDP-UNEP PEI Africa Team. Representatives of other organizations, including other Government departments, civil society organisations and development partners, can be invited to attend PTC meetings on an *ad hoc* basis where their presence will inform and strengthen debate and consideration of particular issues. The Terms of Reference of Chapter Component Groups are attached hereto as Annex 2

A Programme Implementation Team comprising a national programme manager, an international technical adviser and an administrative/financial assistant, based at MFDP, will be responsible for day to day management and delivery of PEI alongside other relevant stakeholders.

5.5 Programme Implementation Team (PIT)

Under the leadership of MFDP, with guidance from UNDP-UNEP PEI and UNDP Botswana, the Programme Implementation Team (PIT) will be responsible for the day to day management and implementation of the PEI programme. The PIT will be located within the Food and Poverty Policy Coordination Section of the OP.

PIT will be staffed with a national programme manager, an international technical adviser and an administrative/finance assistant based at the Food and Poverty Policy Coordination Section, OP.

The OP and the PIT will be responsible for planning and operational management of the programme, as well as reporting and accounting, monitoring and evaluation of the programme activities. The Terms of Reference of PIT personnel are attached hereto as Annex 3: Terms of reference of staff

5.6 Co-ordination with UN country team and other development partners

The PIT will coordinate with the UN Country Team and development partners on an on-going basis including through relevant donor co-ordination mechanisms.

5.7 UNDP-UNEP PEI

The UNDP-UNEP PEI Africa Manager and the relevant PEI Africa country focal point based in Nairobi have responsibility for monitoring progress and providing overall technical and management support and guidance to the PEI country programme.

6 FUND MANAGEMENT ARRANGEMENTS

6.1 General

Each Implementing Partner shall establish a separate ledger account under its financial regulations and rules for the receipt and administration of the funds disbursed to it by the Administrative Agent (UNDP) from global UNDP/UNEP Poverty and Environment Funds. This separate ledger account shall be administered by each participating institution in accordance with its own regulations, rules, directives and procedures, including those relating to interest. That separate ledger account shall be subject exclusively to the internal and external auditing procedures laid down in the financial regulations, rules, directives and procedures applicable to the implementing institution.

Each implementing partner shall use the funds disbursed to it by the Administrative Agent to carry out the activities for which it is responsible as set out in the Programme Document, as well as for its indirect costs. The implementing institution shall commence and continue to conduct operations for the Programme only upon receipt of disbursements as instructed by the Programme Steering Committee (PSC). The implementing partner shall not make any commitments above the approved budget as amended from time to time by the PSC. If there is a need to exceed the budgeted amount, the Implementing Partner concerned shall submit a supplementary budget request to the PSC.

PEI is set up as a global DEX award with multiple country programmes. The Award ID is 00045896. All PEI regional and country programmes will use the same Award ID but each has a unique Project ID. This set up facilitates the linkage of multiple activities at different stages in several countries into one 'programme' type approach for ease of supervision, monitoring, review, reporting and financial management, irrespective of where the activity is being implemented.

The funding management for the PEI is pooled funding.

6.2 Transfer of cash to national Implementing Partners

Expenditure approval authority

The UNDP Botswana Country Office (CO) is responsible for the direct disbursements of funds where the procurement of goods and services is undertaken in line with country modalities and UNDP guidelines.

The UNDP Botswana CO is responsible for the management of the country programme in ATLAS.

Cost recovery

The PEI is a joint global programme with a Global Management Services rate (GMS) applied to funds pooled in the ATLAS award, which ensures cost recovery to UNDP to support the ATLAS project administration. Therefore a Global Management Services rate (GMS) cannot be applied at the country level.

The UNDP Botswana CO can be reimbursed for direct costs, using the Universal Price List or Implementation support services (ISS).

These direct costs need to be included in the country programme budget.

The regional teams are responsible to ensure that the level of direct costs is appropriate.

7. MONITORING, EVALUATION AND REPORTING

7.1 Monitoring

Progress monitoring will be carried out to examine whether activities are undertaken according to the defined chronological order and if they have been completed in time. Together with data on disbursements, this will also establish if serious delays or any budget constraints are likely to occur. The UNDP-UNEP PEI country focal point in close collaboration with the PIT will actively and constantly monitor progress against the work programme. Quarterly Progress Reports to UNDP and UNDP- UNEP PEI will be prepared and include the outcomes of the monitoring work. These reports will further be distributed to the Steering Committee.

7.2 Reporting

The PIT will produce one annual consolidated financial and narrative report, and quarterly reports based on a PEI common format and focus on results-based reporting. Each participating institution will provide relevant inputs to be consolidated by the PIT. The Administrative Agent (UNDP Botswana) will be responsible for providing a consolidated financial report according to the schedules set by relevant MoU.

7.3 Annual Joint Review

There will be joint reviews for the programme carried out in cooperation between the PEI Botswana Technical Committee, UNDP Botswana and UNDP-UNEP PEI Africa Team. The first one will be undertaken one year after programme implementation starts and the second one will be the final programme evaluation.

Table 2: Joint Programme Monitoring Framework (JPMF)

Expected Results (Outcomes & outputs)	Indicators (with baselines & indicative timeframe)	Baselines	Means of verification	Collection methods (with indicative time frame & frequency)	Responsibilities	Risks & assumptions
Outcome 1: Integration of equitable and sustainable development in national, sector and district level policies, plans, budgets and monitoring systems enhanced	<ul style="list-style-type: none"> - Number of plans & policies with firm P/E commitments e.g. specific targets - Number of monitoring frameworks that include P/E indicators - Volume of resources allocated to P/E activities 	<ul style="list-style-type: none"> - Various plans and policies prioritize environment but do not include firm P/E commitments - Monitoring frameworks do not include P/E indicators - Overall resources allocated to P/E activities not known 	<ul style="list-style-type: none"> - Review plans & key policies (national, districts) - Review monitoring systems - Review of budgets 	<ul style="list-style-type: none"> - Document (Annual) Review - Document (Annual) Review - Document (Annual) Review - Progress reports 	Programme Implementation Team	<p>Assumption:</p> <ul style="list-style-type: none"> - Government undertakes reviews of plans, policies <p>Risk:</p> <ul style="list-style-type: none"> - Revision of plans, policies, monitoring systems not completed in first phase.
Output 1: Economic evidence of benefits, costs and impact of environmental degradation and Climate change generated and disseminated	<ul style="list-style-type: none"> - Study on economic costs of degradation and CC completed - Number of analytical studies completed - Number of policy briefs developed & disseminated - Use of study results for advocacy 	<ul style="list-style-type: none"> - No study on economic cost and CC available - No analytical studies completed - No policy briefs developed - No study results for advocacy 	<ul style="list-style-type: none"> - Study report - Study report - Policy briefs - Media citations 	<ul style="list-style-type: none"> - Document Review - Progress reports 	Programme Implementation Team and Programme Technical Committee	<p>Assumption:</p> <ul style="list-style-type: none"> - Resources will be available - Partner commitment <p>Risks:</p> <ul style="list-style-type: none"> - Data availability
Output 2: National capacity to integrate and coordinate poverty and environment issues in national, sector and district level policies, plans budgets and monitoring systems enhanced	<ul style="list-style-type: none"> - Number of institutions with key people trained - Number of people in oversight and technical committees trained - Number of PERs carried out - Number of policies and plans that integrate P/E indicators in M&E systems 	<ul style="list-style-type: none"> - No training performed - No PER conducted - Limited numbers of policies and plans integrate P/E indicators in M&E systems 	<ul style="list-style-type: none"> - Progress reports & post training follow up - Progress reports & post training follow-up - PER Report - Document Review 	<ul style="list-style-type: none"> - Training attendance review - Progress reports - statistics/ Progress reports 	Key institutions, Programme Implementation Team	<p>Assumptions:</p> <ul style="list-style-type: none"> - Resources will be available - Partner commitment <p>Risks:</p> <ul style="list-style-type: none"> - Training not put into practice

Expected Results (Outcomes & outputs)	Indicators (with baselines & indicative timeframe)	Baselines	Means of verification	Collection methods (with indicative time frame & frequency)	Responsibilities	Risks & assumptions
Output 3: Increased knowledge and awareness of Poverty, Environment and Climate Change linkages by policy/decision makers, civil society, private sector and media	<ul style="list-style-type: none"> - Communication strategy developed and implemented - Number of communication products including regular newsletters, media features - Number of policy forums/debates - Number of CSOs trained 	<ul style="list-style-type: none"> - No communication strategy in place - Limited communication products on P/E and CC - Limited policy forums/debates on P/E and CC - No training of CSOs on P/E and CC issues 	<ul style="list-style-type: none"> - Progress reports 	<ul style="list-style-type: none"> - Document review of Communication Strategy and progress reports - Review of newsletters and media features via progress reports - Training statistics/attendance review - Progress reports 	<ul style="list-style-type: none"> Programme Implementation Team 	<p>Assumptions:</p> <ul style="list-style-type: none"> - Resources will be available - Partner commitment <p>Risks:</p> <ul style="list-style-type: none"> - Communication strategy not developed - Communication Strategy not implemented - Partners not contributing to newsletters etc.
Output 4: Poverty and environment issues integrated in overarching national development frameworks (e.g. NDP10, NSSD)	<ul style="list-style-type: none"> - Audit of integration of P/E issues in NDP 10 and Monitoring Systems completed - Number of P/E inputs prepared for NSSD process 	<ul style="list-style-type: none"> - No audit of integration of P/E issues in NDP 10 and Monitoring Systems - NSSD still under development 	<ul style="list-style-type: none"> - Study reports - Progress reports 	<ul style="list-style-type: none"> - Document Review of NDP10 - Progress reports 	<ul style="list-style-type: none"> Key institutions, Programme Implementation Team 	<p>Assumption:</p> <ul style="list-style-type: none"> - Government undertakes reviews of NDP 10 - NSSD prepared <p>Risk:</p> <ul style="list-style-type: none"> - Revision of NDP 10 not completed. - NSSD not prepared/delayed
Output 5: Application of integrated approaches, tools, methodologies and assessments (economic, social, environment) enhanced	<ul style="list-style-type: none"> - Number of people in key institutions trained - Number of integrated assessments carried out - Number of economic evaluations carried out 	<ul style="list-style-type: none"> - No people in key institutions trained - No integrated assessments carried out - No economic evaluations carried out 	<ul style="list-style-type: none"> - Progress reports & post training follow up 	<ul style="list-style-type: none"> - Training statistics/attendance review - Document Review - Progress reports 	<ul style="list-style-type: none"> Key institutions, Programme Implementation Team 	<p>Assumption:</p> <ul style="list-style-type: none"> - Training conducted - integrated assessments carried out - Economic evaluations carried out - Commitment from partners <p>Risk:</p> <ul style="list-style-type: none"> - Training not put into practice - Integrated assessments not carried out - Economic evaluations not carried out - Limited commitment from partners

7.4 Programme Financial Reports

In line with UNDP reporting procedures, UNDP Botswana will submit the Combined Delivery Report (CDR) from Atlas as yearly financial reporting document to PEI Africa.

The PEI Africa Team will monitor expenditures using the Programme Budget Balance (PBB) related to the programme on a quarterly basis as at 30 September and 31 December.

UNDP Botswana will provide an end of year Programme Budget Balance (PBB) as at 31 December and the Combined Delivery Report (CDR) after the closure of UNDP annual accounts at 31 December of each year. Both reports will be dispatched to PEI Africa within 30 days of the reporting period.

7.5 Progress Reports

The quarterly progress reports using the suggested quarterly reporting format and annual progress reports in line with UNDP format and procedures shall be submitted by the PEI Programme Manager to UNDP Botswana and PEI Africa.

7.6 Final Report

The Final report in line with UNDP format and procedures and submitted by the PEI Programme Coordinator to UNDP Botswana and PEI Africa.

7.7 Annual Audit

There will be one final audit of the programme.

8. LEGAL CONTEXT OR BASIS OF RELATIONSHIP

This Joint Programme Document shall be the instrument referred to as the Programme Document in Article I of the Standard Basic Assistance Agreement between the Government of Botswana and the United Nations Development Programme, signed by the parties on 14th May, 1975

Revisions to this programme may be effected upon prior agreement with the UNDP Resident Coordinator, provided that other signatories of the programme have no objection to the proposed changes. Revisions are possible in the following cases:

- Revisions which do not involve significant changes in terms of immediate objectives, outputs or activities of the programme, but are the result of resources being put in place through a common agreement or due to inflation increasing costs; and
- Annual legal revisions that have an impact on the resources for the implementation of the approved programme or that reflect expertise costs or other costs caused by inflation and which take into consideration disbursement flexibility.

ANNEX 1 : TERMS OF REFERENCE FOR THE GOB-UN PROGRAMME STEERING COMMITTEE

1. BACKGROUND

The Government of Botswana (GoB) and thirteen (13) UN Agencies have developed a GoB – UN Programme Operational Plan (GoB-UN POP) that brings together all the programmes of cooperation of the UN Agencies working with the Government and civil society of Botswana under one single Country Programme. The GoB – UN POP ensures that UN assistance will be fully in support of the Vision 2016 and National Development Plan Ten (NDP10) goals in a coherent, consistent and integrated manner.

The coordination mechanism for the implementation of the GOB-UN POP builds on existing GOB-UN coordination mechanisms which are to be streamlined and consolidated. One GOB-UN Programme Steering Committee (PSC) will replace the current UN Agency specific Steering Committees. The PSC will oversee the work of five Component Coordination Groups (CCG) based on the UNDAF thematic areas:

- a) Governance and Human Rights promotion
- b) Economic Diversification and Poverty Reduction
- c) Health and HIV/AIDS
- d) Environment and Climate Change
- e) Children, Youth and Women Empowerment

The UNDP-UNEP supported Botswana Poverty and Environment Initiative (PEI) aims to enhance the contribution that sustainable management of environment and natural resources makes towards poverty reduction, sustainable economic growth, food security and broader achievement of NDP10 and the Millennium Development Goals. The PEI programme supports the delivery of GoB – UN POP Key Results in two thematic areas: Economic Diversification and Poverty Reduction (Output 2.2.2 & 2.2.3) and on Environment and Climate Change (Output 4.1.3).

The PEI is led by the Food and Poverty Policy Coordination Section, Office of the President (OP) in collaboration with the Ministry of Finance and Development Planning and the Ministry of Environment, Wildlife and Tourism (MEWT), UNDP Botswana, and the UNDP-UNEP Poverty and Environment Initiative. Other key partners include the Ministries of Agriculture, Local Government, Minerals, Energy & Water Resources, Health, Education and, Research Institutions, private sector, civil society and the media.

The intended outcomes of the Botswana PEI Phase 1 are the enhanced integration of equitable and sustainable development in national, sector and district level policies, plans, budgets and monitoring systems; and improved knowledge and use of integrated frameworks, approaches, tools, methodologies and assessments to improve sustainable utilization of environment and natural resources in order to maximize Botswana's long term benefits from environmental resources.

2. OBJECTIVES AND OUTPUTS

The GOB-UN Programme Steering Committee (PSC) will act as the Steering Committee for the PEI Botswana programme.

The overall objective of the GOB-UN Programme Steering Committee in relation to the PEI Botswana programme will be to provide strategic overview and guidance to maximise the impact of the programme and to approve key PEI documents and processes. In carrying out these functions the GoB-UN Programme Steering Committee will be supported by recommendations from the Component Coordination Groups (CCG) on Economic Diversification and Poverty Reduction as well as the CCG on Environment and Climate Change/.

Key outputs of the GOB-UN PSC will be to

- Provide strategic overview and guidance to support delivery of the programme;
- Provide political support for PEI and to act as “Champions” for the programme to promote uptake of PEI outputs;
- Approve programme outputs, annual work plan and budget, annual progress reports and periodic reviews.

3. KEY ACTIVITIES

The UN-POP SC will undertake the specific tasks and responsibilities:

- Undertake annual reviews of the GOB-UN Programme and the UNDAF based on recommendations submitted by the five CCGs for policy directives on smooth programme implementation.
- Undertake mid – term and end term reviews of the UNDAF and GOB-UN Programme.
- Maintain linkages with the NDP 10 Thematic Coordination structure for provision of inputs for over all NDP 10 implementation.

The GoB-UN POP Steering Committee will undertake the following activities in relation to PEI Botswana:

- Provide strategic leadership for PEI to maximize the potential impact of the programme;
- Canvass political & institutional support to ensure that outputs and recommendations from PEI are integrated into national policies, plans and programmes geared to poverty eradication and sustainable development;
- Provide financial and administrative leadership for the programme to ensure that it is implemented in accordance with the GOB-UNPOP and the requirements of the Government of Botswana, UNDP and UNEP;
- Review and approve the annual work plan, budget and annual report of PEI, as incorporated in the consolidated GOB – UNPOP AWP and budget making recommendations as required to ensure that PEI delivers in accordance with its objectives;
- Provide guidance and final approval on changes to the PEI programme which may be required due to unforeseen circumstances or opportunities arising which will further support delivery of PEI objectives;

The PSC will meet on an annual basis for the annual reviews. Additional meetings may be determined on a need basis according to recommendations arising from the five CCGs where policy directives may be required for the smooth implementation of the GOB-UN Programme.

The UN Resident Coordinator's Office and the designated Directorate of the MFDP will provide secretariat support to the PSC.

4. MEMBERSHIP

The PSC will be Chaired by the Permanent Secretary to the President (PSP) of the Office of the President with support from the Permanent Secretary of the Ministry of Finance and Development Planning and Co-Chaired by the UN Resident Coordinator. Members will be the Chair and Co-Chairpersons of the 5 Component Coordination Groups, key Development Partners and relevant umbrella Civil Society Organizations.

Members may be co-opted based on the specific topics for discussion in the additional meetings from Ministries and Implementing Partners who are members of the CCGs. The UNDP Country Director and the Manager of the UNDP/UNEP PEI Africa Team will be represented in sessions of the PSC in which PEI Botswana is on the agenda.

1. BACKGROUND

The Government of Botswana (GoB) and thirteen (13) UN Agencies have developed a GoB – UN Programme Operational Plan (GoB-UN POP) that brings together all the programmes of cooperation of the UN Agencies working with the Government and civil society of Botswana under one single Country Programme. The GoB – UN POP ensures that UN assistance will be fully in support of the Vision 2016 and National Development Plan Ten (NDP10) goals in a coherent, consistent and integrated manner.

The coordination mechanism for the implementation of the GOB-UN POP builds on existing GOB-UN coordination mechanisms which are to be streamlined and consolidated. One GOB-UN Programme Steering Committee (PSC) will replace the current UN Agency specific Steering Committees. The PSC will oversee the work of five Component Coordination Groups (CCG) based on the UNDAF thematic areas:

- f) Governance and Human Rights promotion
- g) Economic Diversification and Poverty Reduction
- h) Health and HIV/AIDS
- i) Environment and Climate Change
- j) Children, Youth and Women Empowerment

The UNDP-UNEP supported Botswana Poverty and Environment Initiative (PEI) aims to enhance the contribution that sustainable management of environment and natural resources makes towards poverty reduction, sustainable economic growth, food security and broader achievement of NDP10 and the Millennium Development Goals. The PEI programme supports the delivery of GoB – UN POP Key Results in two thematic areas: Economic Diversification and Poverty Reduction (Output 2.2.2 & 2.2.3) and on Environment and Climate Change (Output 4.1.3). Since PEI Botswana is part of two of the CCGs on Economic Diversification and Poverty Reduction Environment and Climate Change of the GOB-UN POP it is important that both groups are consulted when PEI activities are being discussed at the CCG meetings.

The PEI is led by the Ministry of Finance and Development Planning (MFDP) in collaboration with the Ministry of Environment, Wildlife and Tourism (MEWT), UNDP Botswana, and the UNDP-UNEP Poverty and Environment Initiative. Other key partners include the Ministries of Agriculture, Local Government, Minerals, Energy & Water Resources, Office of the President, research institutions, civil society and the media.

The intended outcomes of the Botswana PEI Phase 1 are the enhanced integration of equitable and sustainable development in national, sector and district level policies, plans, budgets and monitoring systems and improved knowledge and use of integrated frameworks, approaches, tools, methodologies and assessments to improve sustainable utilization of environment and natural resources in order to maximize Botswana's long term benefits from environmental resources.

2. OBJECTIVES AND OUTPUTS

Under the guidance of the GOB-UN Programme Steering Committee (PSC), the CCGs will be responsible for the following:

- Undertake mid- and end-year UNDAF/Programme monitoring and reviews processes, ensuring coordination of stakeholders and make recommendations to the PSC for decision making and policy related adjustments to the GoB-UN POP.
- Undertake mid – term and end term reviews of the UNDAF and GOB-UN Programme for the respective component.
- At the end year develop joint annual work plans as guided by the proposed annual workplan format towards the achievement of UNDAF results within the respective theme area.
- Maintain linkages with the relevant NDP 10 Thematic Working Groups for provision of inputs for over all NDP 10 implementation and monitoring.

The objective of the CCGs in relation to PEI Botswana will be to provide technical guidance for PEI implementation and ensure effective co-ordination between the national partners implementing PEI activities as well as between PEI and other relevant initiatives. The CCGs will also be responsible for monitoring overall progress and providing recommendations to the GOB-UN PSC for approval.

Key outputs of the CCGs in relation to PEI Botswana will be to ensure:

- Effective coordination, monitoring and evaluation of programme activities;
- Relevant stakeholders are aware of activities and progress through briefings and progress reports;
- Quality quarterly and annual work plans and budgets are produced and reviewed as necessary;
- Guidance is provided to the PIT and other staff as needed;
- Evaluations and lessons learned are consolidated, disseminated and used to inform changes to programme implementation and management as needed;
- Quality Terms of Reference, publications/documents, programme reports and other outputs are produced; and
- Recommendations are provided to the PSC for approval of programme outputs, work plans, budgets and progress reports

3. TASKS

The CCGs will undertake the following activities in relation to the PEI Botswana Programme:

- Quarterly review of planned programme activities, work plans and budgets, and progress reports for adequacy in the attainment of programme goals;

- Submitting a consolidated Annual Work Plan and Budget to the PSC for approval;
- Provide technical inputs to Terms of Reference for programme activities;
- Technical reviewing of draft consultancy reports, discussion papers, analytical papers and research studies prepared under this programme and ensuring quality control of these documents;
- Provide technical guidance to both the PSC and the Programme Implementation Team (PIT) towards the attainment of programme goals;
- Monitor overall progress and to make recommendations to PSC on significant changes to the work plan and budget;
- Oversee periodic evaluations and gathering of lessons learned from implementation of PEI.

4. MEMBERSHIP

The CCG will comprise the representatives of senior officials (Director level) of the line ministries engaged in the respective thematic areas, development partners, civil society and the relevant UN Agencies mandated to support the component areas. The CCGs will be chaired by GoB, lead Ministry of the theme area at Permanent Secretary level. The group will be co-chaired by a UN Head of Agency. The co-chair by UN Head of Agency will be on a two year rotational basis.

The CCGs are expected to meet quarterly to provide technical guidance and ensure adequate co-ordination between PEI and other relevant activities.

The PEI Programme Implementation Team based at the Food and Poverty Policy Coordination Section will provide secretariat support for the CCGs. This will include support for organising meetings, providing teleconference facilities, developing agenda and minutes of meetings, and related tasks.

ANNEX 3 TOR INTERNATIONAL TECHNICAL ADVISOR

Type of contract:	International Technical Advisor (P 4)
Duration:	12 Months (renewable)
Proposed starting date:	January 2010
Duty station:	Gaborone, Botswana
Lead Agency:	Office of President (OP), Food and Poverty Policy Coordination Section

1. Background

Environmental resources play a central role in the livelihood systems of a significant proportion of Botswana and in the macro-economy. Key natural resources including land, range and forest resources, water, fisheries and wildlife sustain a range of economic activities at both the subsistence and commercial levels. These include arable and livestock farming, hunting and gathering, natural resource based enterprises, tourism, shelter, crafts and art. At the macroeconomic level, natural resources account for an unmeasured but substantial amount of the country's Gross Domestic Product (GDP). Mining alone contributes about a third of Botswana's GDP. It contributes even more to government revenue and foreign exchange earnings, about 50% and 75% respectively. In fact, Botswana's economy is a resource based economy. Beyond mining considerable untapped economic potential exists in tourism and farming, sectors Botswana has prioritised as alternative drivers of economic growth, diversification and poverty reduction.

How well Botswana's natural wealth serves its current and future development needs depends on the manner in which natural resources are managed. Exhaustible resources should be efficiently converted into alternative forms of capital e.g. infrastructure and skills, for the benefit of posterity. Renewable resources such as rangeland and forests should be exploited in ways that allow them to recover and provide ecosystem services of comparable quality to posterity. These intergenerational equity issues are essential pillar of sustainable development. Sustainable development all requires temporal equity in the distribution of benefits from natural resources i.e. all Botswana should share equitably in the benefits of Botswana's natural wealth.

Some of the key natural resource management challenges for Botswana are outlined in the 2007 Common Country Assessment (CCA, 2007). Key amongst them are environmental degradation, including soil erosion and bush encroachment; water scarcity; depletion of mineral resources; the sustainability of economic activities in rural areas; vulnerability to the impacts of climate change. The following challenges have been highlighted; and pollution and waste management. The CCA explicitly recognizes the management challenge in relation to natural resources. In particular, it observes that (i) natural resource management policies are fragmented, (ii) environmental concerns are not integrated into development processes, (iii) an integrated approach to water management is lacking and (iv) land management practices are unstable and compromise the effective utilisation of agricultural land. Deficiencies in environmental information are another critical challenge, albeit one that Botswana is acting on. PEI's Poverty Environment Brief provides a summary of the inter-linkages between environmental assets and poverty reduction and growth in the context of key planning and policy making processes in Botswana.

The Government of Botswana (GoB), with assistance from UNEP and UNDP, is developing a Joint Poverty and Environment Initiative (PEI) Programme that seeks to help the country integrate environmental concerns into development management with a view to maximising Botswana's long term benefits from environmental resources. This Joint Programme will implement Key Results and activities articulated in the UN Development Assistance Framework (UNDAF): 2010-2016 and UN Plan of Operations (UNPOP): 2010-2014.

2. Rationale of the Post

The International Technical Advisor will provide technical advisory services and support national capacity development to integrate sustainable utilisation of Botswana's environment and natural resources in national development policy processes for poverty reduction, economic growth and the achievement of national development objectives (including the NDP10, MDGs and National Poverty Reduction Strategy). The ITA will support the implementation of the Joint GoB/UNDP/UNEP Poverty and Environment Initiative Botswana Programme coordinated by the Office of the President, Food and Poverty Policy Coordination Section and as set out in the PEI Botswana Joint Programme Document.

3. Purpose

The International Technical Advisor will provide advisory and capacity development support to the implementation of the Botswana PEI:

- In close collaboration with the National Programme Manager, ensure the production of quality programme outputs;
- Provide guidance and technical advice for the implementation of environmentally sustainable resource use in the development planning, budgeting and monitoring processes at national, sector and decentralised levels;
- Ensure capacity strengthening for the national counterparts on advocacy, and use of integrated (economic, social and environmental) approaches to policy development, budgeting and monitoring;
- Maintain close links with the relevant ongoing programmes in the Ministry of Environment, Wildlife and Tourism, other Ministries and funding partners and continue to mobilise further financial support;
- Ensure that the programme is informed by lessons learned from the wider poverty and environment community and that experience from the Botswana PEI is shared with the wider development community;
- Collaborate with, and support the work being done by, GoB and local/international organisations and researchers on the breadth of linkages between environment and poverty and growth in Botswana;
- Liaise with the UNRC's office to ensure effective coordination and harmonisation between PEI and other related UNDP/ UNEP/ UN agency activities in Botswana with focus upon environment, natural resources and climate change through the Thematic Group on Environment and Climate Change and on poverty and growth through the Thematic Group on Economic Diversification and Poverty Reduction .

4. Duties and Responsibilities

Under the overall supervision of the Director, Food and Poverty Policy Coordination, OP and in close collaboration with the National Programme Manager, UNDP Botswana and UNDP-UNEP¹⁵ PEI staff in Nairobi, the International Technical Advisor shall undertake the following tasks:

a) Programme implementation, monitoring and evaluation in collaboration with the National Programme Manager

- Ensure the delivery of quality programme outputs :
 - a. Provide advice on emerging issues to strengthen annual and quarterly programme planning, budgeting and reporting processes;
 - b. Support development of TORs and review and assess products/services provided by subcontractors, consultants and experts counterparts and notify/advise Office of the President, Food and Poverty Policy Coordination Section, UNDP/UNEP on quality, and recommend appropriate actions to undertake for improvement of programme outputs;
 - c. Provide substantive support to the implementation of programme activities aimed at integration of sustainable natural resources management into national and sectoral policy, plans and budgets, as per the work plan;
- Support the preparation of quarterly, annual and financial reports, with a special view to capturing lessons learned and best practices for improving programme performance,
- Support the monitoring and evaluation of programme activities;
- Keep abreast of emerging issues on poverty and environment in Botswana and prepare periodic reports for OP/UNDP/UNDP-UNEP PEI;
- Support and provide comments in writing on the substantive aspects of the quarterly and annual work plans and budgets before approval by OP, Food and Poverty Policy Coordination Section, UNDP Botswana and the UNDP-UNEP PEI.

2) Advisory support to implementation of programme activities

Provide technical advice to Office of the President, Food and Poverty Policy Coordination Section and GoB on international experience in the mainstreaming of poverty environment issues into national development policy-making, planning and budgeting processes, including:

- Advice on processes and mechanisms which can facilitate and support the integration of poverty and equitable growth focused environmental priorities into the national and sector development planning and budgetary processes;
- Provide technical inputs to improve the integration of poverty/growth and environment in the existing development planning systems in the country;
- Promote inter-sectoral dialogue and collaboration by providing relevant inputs to ongoing sector policy, budget and monitoring processes
- On request advise and provide guidance to the Director, Food and Poverty Policy Coordination, MFDP on issues related to the programme and in their role of supervising and monitoring of poverty and environmental mainstreaming activities.

¹⁵ The Advisor will be recruited by UNDP Botswana on behalf of MFDP and UNDP-UNEP PEI. All three agencies have different roles in the programme and the advisor will be working closely with all three partners.

3) Promote Advocacy, Communication and Capacity Development

- Support the development and implementation of a national Communication and Advocacy Strategy on Mainstreaming Poverty and Environment in development planning processes;
- Lead the identification of capacity building needs and development of capacity building programmes related to sustainable natural resources management and their integration into development planning;
- Provide leadership in implementing such capacity building activities to ensure sustained integration of environment into development processes

4) Maintain links with the UNCT, donor partners and international poverty and environment community

- Develop close links with other Government, donor, NGO or research programmes and initiatives (both environmental and non-environmental) where linkages with PEI might be mutually advantageous,
- Facilitate linkages between Botswana PEI and PEI programmes in other countries to identify opportunities for lesson learning between countries;
- Ensure that the Botswana PEI participates in activities of the global UNDP-UNEP Poverty Environment Initiative;
- Ensure that the Botswana PEI is informed by international best practice and identify opportunities for Botswana PEI Team to participate in internal fora on poverty and environment;
- Represent the Botswana PEI programme to other donors with a view to mobilizing additional funds;
- Facilitate improved coordination of various UNDP and UNEP activities related to environment, natural resources and climate change in Botswana.
- Provide technical support to the UNCT on environmental mainstreaming, including to ensure PEI is integrated with related UNDP country programme activities, including those relating to environment, climate change and poverty reduction.

5. Reporting

The International Technical Advisor will be part of the PEI Programme Secretariat based in the Food and Poverty Policy Coordination Section, OP reporting to the Director, Food and Policy Coordination, the Head of the UNDP Poverty Unit and the Manager PEI Africa. The International Technical Advisor will be supported by, and shall work in close collaboration with, UNDP Botswana Poverty and Environment Units and the UNDP-UNEP PEI Africa Team in Nairobi.

6. Profile and qualifications

An expert with strong and practical experience in mainstreaming environment into development processes to promote poverty reduction and sustainable growth, with experience of sub-Saharan Africa (ideally in Southern Africa) is required.

- At least a Master degree in a development related field (e.g. development, agricultural or natural resource economics) and/or environmental policy and management with strong knowledge of linkages between environment and poverty reduction and growth;
- Minimum of 7 years professional experience in development and environment policy related field, including experience in national development planning process,
- Knowledge and working experience in Sub-Saharan Africa and ideally Southern Africa;
- Strong background in planning and budgeting; knowledge of UNDP programme management systems is an advantage;
- Strong interpersonal skills with ability to work under pressure and to establish and maintain effective work relationships with people of different national and cultural backgrounds;
- Strong team working skills and willingness to travel;
- Excellent communication skills with ability to express ideas clearly, logically and effectively, both orally and in writing;
- Fluent spoken and written English;
- Computer literacy and ability to use Word Processing and office technology equipment.

7. Duration

The duration of the assignment is 12 months (renewable) starting January 2010. The Phase I of the PEI programme is intended to run until December 2011.

8. Results

The ITA will contribute to the achievement of the following Joint Programme results:

- Output 1: Economic evidence of benefits, costs and impact of environmental degradation and Climate change generated and disseminated
- Output 2: National capacity to integrate and coordinate poverty and environment issues in national, sector and district level policies, plans budgets and monitoring systems enhanced
- Output 3: Knowledge and awareness of Poverty, Environment and Climate Change linkages by policy/decision makers, private sector and media (including media) increased.
- Output 4: Poverty and environment issues integrated in overarching national development frameworks (NSSD, NDP 10)
- Output 5: Application of integrated approaches, tools, methodologies and assessments (economic, social, environment) enhanced

ANNEX 4 TOR NATIONAL PROGRAMME MANAGER

Type of contract:	Service Contract
Duration:	12 Months (renewable)
Proposed starting date:	August, 2009
Duty station:	Gaborone, Botswana
Lead Agency:	Office of the President (OP), Food and Poverty Policy Coordination Section

1. Background

Environmental resources play a central role in the livelihood systems of a significant proportion of Botswana and in the macro-economy. At the household level, land and the resources it hosts – water and fisheries resources, range and forestry resources, wildlife and scenic resources – sustain a range of economic activities at both the subsistence and commercial levels. These include arable and livestock farming, hunting and gathering, natural resource based enterprises, tourism, shelter, crafts and art. At the macroeconomic level, natural resources account for an unmeasured but substantial amount of the country's Gross Domestic Product (GDP). Mining alone contributes about a third of Botswana's GDP. It contributes even more to government revenue and foreign exchange earnings, about 50% and 75% respectively. In fact, Botswana's economy is a resource based economy. Beyond mining considerable untapped economic potential exists in tourism and farming, sectors Botswana has prioritised as alternative drivers of economic growth, diversification and poverty reduction.

How well Botswana's natural wealth serves its current and future development needs depends on the manner in which natural resources are managed. Exhaustible resources should be efficiently converted into alternative forms of capital e.g. infrastructure and skills, for the benefit of posterity. Renewable resources such as rangeland and forests should be exploited in ways that allow them to recover and provide ecosystem services of comparable quality to posterity. These intergenerational equity issues are essential pillar of sustainable development. Sustainable development all requires temporal equity in the distribution of benefits from natural resources i.e. all Botswana should share equitably in the benefits of Botswana's natural wealth.

Some of the key natural resource management challenges for Botswana are outlined in the 2007 Common Country Assessment (CCA, 2007). Key amongst them are environmental degradation, including soil erosion and bush encroachment; water scarcity; depletion of mineral resources; the sustainability of economic activities in rural areas; vulnerability to the impacts of climate change. The following challenges have been highlighted; and pollution and waste management. The CCA explicitly recognizes the management challenge in relation to natural resources. In particular, it observes that (i) natural resource management policies are fragmented, (ii) environmental concerns are not integrated into development processes, (iii) an integrated approach to water management is lacking and (iv) land management practices are unstable and compromise the effective utilisation of agricultural land. Deficiencies in environmental information are another critical challenge, albeit one that Botswana is acting on.

The Government of Botswana, with assistance from UNEP and UNDP, is developing a Poverty and Environment Initiative (PEI) that seeks to help the country integrate environmental concerns into development management to with a view to maximising Botswana's long term benefits from environmental resources. A project coordinator is required at the beginning of the August 2009, to coordinate the implementation of the PEI.

2. DUTIES AND RESPONSIBILITIES

Under the supervision of the Director, Office of the President, Food and Poverty Policy Coordination Section, and in collaboration with a Chief Technical Advisor working on the programme, the Programme Manager shall undertake the following tasks:

a) Program management and implementation

- Ensure timely implementation of the PEI work plan. This will require:
 - Regular work plan reviews and consultations thereof with the Programme Technical Committee (PTC) and the UNDP-UNEP PEI team;
 - The institution of any agreed and necessary adjustments to the work plan as per formal work plan review recommendations;
 - Coordination of logistics for work plan related events e.g. meetings and workshops, including recruitment of resource persons and procurement of ancillary services such as venues, transport and accommodation.
- Facilitate and support the preparation of technical assignments as per the PEI work plan. This will entail the competent design of work packages for all activities, development of TOR for activities outsourced to parties external to the project, procurement of attendant short term technical expertise and managing the execution of all such activities;
- Support the preparation of consolidated quarterly requests for advances to support the work of implementing partners;
- Facilitate the collection and analysis of information on poverty and environment, including existing studies, as may be required under the PEI initiative;
- Undertake day-to-day supervision and performance management in respect of the PEI's Administrative and Financial Assistant.

b) Programme Coordination

- Coordinate the implementation of all PEI activities. In this regard, the coordinator shall ensure effective communication and synergy among implementing partners, liaise with and support technical counterparts, and facilitate and consolidate as necessary, inputs from technical experts.
- Ensure that UNDP Botswana and the UNDP-UNEP PEI Africa focal point in Nairobi are kept fully up to date on programme developments i.e. progress achieved and challenges encountered, and responses thereof.
- Promote effective coordination between PEI initiatives and those undertaken by the UN Country Team (UNCT), other development partners and civil society.
- Facilitate cross country learning linkages between the Botswana PEI and PEI in other countries.
- Represent the Botswana PEI to other development partners and or donors with a view to building synergies, partnerships and mobilising additional resources.

c) Information management and programme documentation

- Construct and maintain a complete database for the PEI initiative and ensure that it is fully up to date with respect to project related documentation and cataloguing of challenges, issues and lessons learned.
- Facilitate the integration of the Botswana PEI into the global UNDP-UNEP Poverty Environment Initiative and contribute to the knowledge networks of the UNDP-UNEP Poverty Environment Facility

d) Project Monitoring, Evaluation and Reporting

- Design and execute a good monitoring and evaluation plan to ensure the timely implementation of activities, including the organisation of reporting meetings, and full compliance with programme reporting requirements, including
 - The production of rigorous quarterly progress and annual reports to be submitted to the Steering Committee, UNDP Botswana and UNDP-UNEP Africa, capturing results, lessons learned, and documenting best practices.
 - The preparation of complete quarterly and annual financial reports on the project.

3. Reporting

The Programme Manager will be part of the Secretariat stationed in the Food and Poverty Policy Coordination Section, OP, reporting through the Director to the Programme Technical Committee. The Programme Manager will be supported by, and shall work in close collaboration with UNDP Botswana and the UNDP-UNEP PEI Africa Team in Nairobi.

4. Profile and qualifications

The ideal candidate will be an experienced Botswana based expert with traceable professional work on policy development, poverty, natural resource management and development in general. The candidate shall have the following qualifications

- At least a Masters degree with specialisation in development, agriculture, natural resource economics, planning, environmental policy or related fields
- Minimum of 5 years working experience in the area of development, including poverty reduction, sustainable development, planning and budgeting. Botswana specific experience will be an advantage, as would be knowledge of UNDP programme management systems
- Strong team working skills and willingness to travel
- Excellent communication skills with ability to express ideas clearly, logically and effectively in oral and written English.
- Computer literacy and ability to use Word Processing and office technology and equipment.

5. Duration

The initial duration of the assignment is 12 months (renewable), starting August 2009. The Joint Programme is expected to run until December 2011

ANNEX 5 TOR FINANCE AND ADMINISTRATION ASSISTANT

Type of contract:	Administrative Controller Service Contract (G6, 300 Series)
Duration:	12 Months (renewable)
Proposed starting date:	August 2009
Duty station:	Gaborone, Botswana
Lead Agency:	Office of the President (OP), Food and Poverty Policy Coordination Section

1. Background

Environmental resources play a central role in the livelihood systems of a significant proportion of Botswana and in the macro-economy. At the household level, land and the resources it hosts – water and fisheries resources, range and forestry resources, wildlife and scenic resources – sustain a range of economic activities at both the subsistence and commercial levels. These include arable and livestock farming, hunting and gathering, natural resource based enterprises, tourism, shelter, crafts and art. At the macroeconomic level, natural resources account for an unmeasured but substantial amount of the country's Gross Domestic Product (GDP). Mining alone contributes about a third of Botswana's GDP. It contributes even more to government revenue and foreign exchange earnings, about 50% and 75% respectively. In fact, Botswana's economy is a resource based economy. Beyond mining considerable untapped economic potential exists in tourism and farming, sectors Botswana has prioritised as alternative drivers of economic growth, diversification and poverty reduction.

How well Botswana's natural wealth serves its current and future development needs depends on the manner in which natural resources are managed. Exhaustible resources should be efficiently converted into alternative forms of capital e.g. infrastructure and skills, for the benefit of posterity. Renewable resources such as rangeland and forests should be exploited in ways that allow them to recover and provide ecosystem services of comparable quality to posterity. These intergenerational equity issues are essential pillar of sustainable development. Sustainable development all requires temporal equity in the distribution of benefits from natural resources i.e. all Botswana should share equitably in the benefits of Botswana's natural wealth.

Some of the key natural resource management challenges for Botswana are outlined in the 2007 Common Country Assessment (CCA, 2007). Key amongst them are environmental degradation, including soil erosion and bush encroachment; water scarcity; depletion of mineral resources; the sustainability of economic activities in rural areas; vulnerability to the impacts of climate change. The following challenges have been highlighted; and pollution and waste management. The CCA explicitly recognizes the management challenge in relation to natural resources. In particular, it observes that (i) natural resource management policies are fragmented, (ii) environmental concerns are not integrated into development processes, (iii) an integrated approach to water management is lacking and (iv) land management practices are unstable and compromise the effective utilisation of agricultural land. Deficiencies in environmental information are another critical challenge, albeit one that Botswana is acting on.

The Government of Botswana, with assistance from UNEP and UNDP, is developing a Poverty and Environment Initiative (PEI) that seeks to help the country integrate environmental concerns into development management to with a view to maximising Botswana's long term benefits from environmental resources. A project coordinator is required at the beginning of the August 2009, to coordinate the implementation of the PEI.

2. DUTIES AND RESPONSIBILITIES

The Administrative and Financial Assistant will support the implementation of the Joint GoB/UNDP/UNEP Poverty and Environment Initiative Botswana Programme (2010-2011) coordinated by the OP, Food and Poverty Policy Coordination Section and UNDP Botswana's Poverty Unit. The Programme Administrative and Financial Assistant will support the implementation of the PEI Botswana Programme in a timely manner working in close collaboration with the National Programme Manager, and the International Technical Advisor.

Under the supervision of the Director, Food and Poverty Policy Coordination Section, OP, and in collaboration with a Chief Technical Advisor working on the programme, the Administrative and Financial Assistant will support day-to-day management and implementation of project activities in a timely manner according to the PEI work plan for 2010 including:

- In close collaboration with the National Programme Manager and the International Technical Advisor, ensure the production of quality project outputs;
- Ensure timely and correct management and reporting of funds;
- Administrative support under the PEI including recruitment and logistic support.

More specifically the Administrative and Financial Assistant shall undertake the following tasks:

a) Fund Management

- Prepare payment requests/quarterly advances for programme implementation in collaboration with Programme Manager and International Technical Advisor;
- Prepare and maintain accounts in accordance to set procedures (UNDP etc.), including preparation of audited accounts, monitoring actual expenditure and forecasting programme completion costs to advise programme management accordingly;
- Support budget planning and revisions;
- Ensure timely and correct management and reporting of funds to Implementing Agency/UNDP Botswana and the UNDP-UNEP PEI Africa;

b) Administrative Support

- Support the recruitment processes, payment and reporting from consultants working under the PEI;
- Provide counterparts and stakeholders with information related to the programme;
- Assist in the production programme outreach material;
- Coordinate minutes and reports from meetings;
- Spearhead the logistic organising of workshops, trainings, seminars etc.
- Undertake procurement of office supplies and stationary;
- Take part in the overall management of the programme and track activity implementation and support the timely delivery of prioritised activities;
- Assist in administration of personnel matters;
- Set up a filing system for the programme and ensure accurate records of programme activities and inventory of programme support equipment;
- Actively facilitate communication to and with PEI partners;

- Attend to routine office queries and mail distribution/submission.

3. Reporting

The Administrative and Finance Assistant will be part of the Secretariat stationed in the Food and Poverty Policy Coordination Section, OP reporting through the Director to the Programme Technical Committee. The Administrative and Financial Assistant will be supported by, and shall work in close collaboration with UNDP Botswana Poverty and Environment Units, the International Technical Advisor, the National Programme Manager and the UNDP-UNEP PEI Africa Team in Nairobi.

4. Profile and qualifications

The ideal candidate will be an experienced Botswana based expert with traceable professional work on administration, accounting or related field. The candidate should also have progressively responsible experience in budget administration and financial reporting. The candidate shall have the following qualifications:

- Bachelor degree in administration, accounting or related field. Required is a person who has knowledge of Botswana civil service administration and UN experience is desirable.
- Progressively responsible experience in budget administration and financial reporting;
- Knowledge of Atlas is desirable;
- Strong interpersonal skills with ability to work under pressure and to establish and maintain effective work relationships with people of different national and cultural backgrounds;
- Strong team working skills;
- Excellent communication skills with ability to express ideas clearly, logically and effectively, both orally and in writing;
- Computer literacy in full Microsoft Office and office technology equipment.
- Fluent spoken and written English

5. Duration

The initial duration of the assignment is 12 months (renewable), starting August 2009. The Joint Programme is expected to run until December 2011

6. Results

The Administrative and Financial Assistant will contribute to the achievement of the following Joint Programme results:

Output 1: Economic evidence of benefits, costs and impact of environmental degradation and Climate change generated and disseminated

Output 2: National capacity to integrate and coordinate poverty and environment issues in national, sector and district level policies, plans budgets and monitoring systems enhanced

Output 3: Knowledge and awareness of Poverty, Environment and Climate Change linkages by policy/decision makers, private sector and media (including media) increased.

Output 4: Poverty and environment issues integrated in overarching national development frameworks (NSSD, NDP 10)

Output 5: Application of integrated approaches, tools, methodologies and assessments (economic, social, environment) enhanced.