

GOVERNMENT OF BOTSWANA (GOB)

**UNITED NATIONS DEVELOPMENT PROGRAMME
(UNDP)**

**PROGRAMME SUPPORT FOR THE IMPLEMENTATION
OF THE NATIONAL STRATEGY FOR POVERTY
REDUCTION**

PROJECT DESCRIPTION: This Programme Support Document (PSD) articulates a three-year Government of Botswana/UNDP programme on Poverty Reduction that supports the implementation of Botswana's National Strategy for Poverty Reduction (NSPR) of 2003. The strategic areas of focus of the NSPR are to: a) create opportunities for sustainable livelihood; b) enhance poor people's access to social investment; c) strengthen the organisational and delivery capacities of poor people; d) develop a system of social safety nets to cater for the basic needs of the very poor; e) strengthen national development management capacity; f) strengthen local government institutions and g) respond effectively to the HIV/AIDS epidemic at the local level.

In both orientation and substance, the programme is rooted firmly in the NSPR, the Community Based Strategy of 1997, and National Development Plan 9. The programme will focus on five strategic areas, viz., (a) strengthening institutional capacity for the systematic measurement, monitoring and analysis of poverty; (b) trade, investment and the development of Small and Medium Enterprises, with particular focus on joint production programmes to support supply capacity development in the garments sector, and the development of a Competition Law; (c) piloting community renewal/redevelopment with community resilience as strategies for community driven development in rural and urban areas; (d) improving poor people's access to financial services through sustainable micro-finance; and (e) capacity development for the secretariat of the Multi Sectoral Committee on Poverty Reduction (MSCPR) to ensure that it is able to adequately carry out its oversight functions.

The project will run for a period of three years: 2005 to 2007.

Country: Botswana

UNDAF Outcomes/Indicators:

Expected Outcome: an enabling environment for poverty reduction by strengthening pro-poor economic policymaking, implementation, research, monitoring and evaluation

MYFF Link: *Goal 1 - Achieving the MDGs and Reducing Poverty*
Service Line 1.2 – Pro-poor policy reforms to achieve the MDGs

Country programme Links:

Outcome 1: Improved national capacity to monitor poverty and inequality in accordance with the MDGs.

Outcome 2: Improved capacity for designing and implementing poverty reduction strategies

Core result: Acceptance and use of survey and participatory methodologies for planning, implementation and monitoring anti-poverty policies and programmes

Indicators: Web-based poverty database established at the Central Statistics Office (CSO)
National events on poverty
Number of successful community anti-poverty reduction initiatives started under the programme

Expected Outputs:

1. A comprehensive system for the measurement, monitoring and analysis of poverty
2. Capacity in the Multi-sectoral Committee on Poverty Reduction (MSCPR).
3. A community renewal and resilience initiative
4. A fully operational joint production operation in the garments sector and related support mechanisms

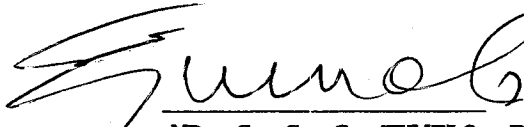
Implementing Partner¹: Rural Development Coordination Division of the Ministry of Finance and Development Planning (MFDP)

Other Partners²: a) Central Statistics Office (CSO), Department of Industrial Affairs (DIA), Department of International Trade (DIT), Women's Affairs Department (WAD), Women's Finance House Botswana (WFHB), Ministry of Lands and Housing (ML&H), Ministry of Local Government, BOCONGO, UNDP.

Programme Period:	2005-2007
Programme Component:	Poverty
Project title:	Poverty Reduction in Botswana: Supporting the implementation of the National Strategy for Poverty Reduction (NSPR)
Project Code:	000 34460
Project Duration	33 Months

Total Budget	3,321,647
Allocated Resources	
▪ Government	1,992,988
▪ UNDP	1,328,659
○ Regular	271,000
○ Other	1,057,659
GMS	

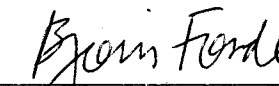
Agreed by (Government):


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Date:

9/08/05

Agreed by (UNDP):


MR. B. FOERDE, RR

Date:

11/03/05

PERMANENT SECRETARY
MINISTRY OF FINANCE & DEVELOPMENT PLANNING

2005-03-09

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LIST OF ABBREVIATIONS

ADB	African Development Bank
AGOA	American Growth and Opportunity Act
AIDS	Acquired Immune Deficiency Syndrome
ALDEP	Arable Lands Development Programme
ARAP	Accelerated Rain-fed Arable Programme
BEA	Botswana Economics Association
BIDPA	Botswana Institute of Development Policy Analysis
BOCONGO	Botswana Council of Non-Governmental Organisations
BOCOBONET	Botswana Community Based Organisation Network
CBO	Community Based Organisation
CBS	Community Based Strategy
CCE	Community Capacity Enhancement
CEDA	Citizen Entrepreneurial Development Agency
CSO	Central Statistics Office
DIA	Department of Industrial Affairs
DIT	Department of International Trade
EU-ACP	European Union –Africa Caribbean and Pacific
FAP	Financial Assistance Policy
GDP	Gross Domestic Product
GIS	Geographical Information Systems
GoB	Government of Botswana
HIES	House Hold Income and Expenditure Survey
HIV	Human Immuno Deficiency Virus
IFS	Integrated Filed Services
JITAP	Joint Integrated Technical Assistance Programme
MDGR	Millennium Development Goals Report
MFDPP	Ministry of Finance and Development Planning
MFI	Micro Finance Institution
MLG	Ministry of Local Government
MSCPR	Multi-Sectoral Committee on Poverty Reduction
MTI	Ministry of Trade and Industry
NDP	National Development Plan
NGO	Non-Governmental Organisation
NSPR	National Strategy for Poverty Reduction
PDL	Poverty Datum Line
PO	Poverty Observatory
PSC	Programme Steering Committee
PSD	Programme Support Document
PSU	Poverty Statistics Unit
RDCD	Rural Development Coordination Division
SHHA	Self Help Housing Agency
SM	Social Mobilisation
SMME	Small, Micro and Medium Enterprises
SLOCA	Service to Livestock Owners in Commercial Areas
TOR	Terms of Reference
UB	University of Botswana
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
WAD	Women's Affairs Department
WFHB	Women's Finance House Botswana
WTO	World Trade Organisation

PART I SITUATIONAL ANALYSIS

Poverty³ is second only to HIV/AIDS amongst the human conditions Botswana accords top priority status in development planning. In 1993/94, an estimated 47% of the population lived in poverty, down 12-percentage points from 59% in 1985/86. Estimates from the 2002/03 Household Income and Expenditure Survey (HIES) put Botswana's poverty headcount ratio at 30%. This represents a 17-percentage point improvement from 1993/94. Still, Botswana's poverty headcount rate is too high for an upper middle-income country. Many countries of comparable economic stature have considerably lower poverty head count rates. Tunisia, for instance, has a poverty headcount rate of less than five percent (5%).

In the National Strategy for Poverty Reduction (NSPR) of 2003, the Government of Botswana (GoB) explicitly recognises that poverty is a multi-dimensional problem but nonetheless adopts a three dimensional view of poverty as (a) lack of *income*, i.e. individual or household income falling short of providing for basic needs e.g. food, shelter, clothing and energy; (b) lack of basic functional *capabilities*, e.g. literacy and knowledge, skills, and health and; (c) lack of *participation* in the formulation of collective choice. This conception of poverty is universal and consistent with the view of poverty as pronounced deprivation in well-being but is hardly complete.

For purposes of measurement, the concept of poverty employed by the GoB is that of income poverty. Individuals/households are considered poor if their incomes fall below their respective poverty datum lines (PDL)⁴. It is on the basis of the income poverty measure that Botswana's poverty head count rates were estimated at 59%, 47% and 30% respectively for 1985/86, 1993/94 and 2002/2003.

Botswana's high rates of poverty are attributable in large measure to the country's narrow economic base and a small and fragmented domestic market. Mining, particularly diamond mining, is the dominant economic activity but employs less than 5% of the labour force. It accounts for a third of Botswana's Gross Domestic Product (GDP), half of government revenue and more than three quarters of export receipts. The country's human population of 1.7 million is sparsely distributed over 582, 000 sq. km of land. The population size and its spatial distribution limit economic opportunities since the majority of the population centres are small. Consequently, they are weak as markets and are costly to service.

The country's weak capacity for arable agriculture also militates against poverty reduction. Whereas small investments in low cost agricultural technologies such as high-yield seed varieties, fertilizer and basic equipment such as row planters can produce quantum gains in farm level productivity, output and income for a significant proportion of poor people in countries endowed with good weather and good soils, Botswana's harsh climate precludes the realisation of similar results from similar effort. As a result, Botswana, especially the youth, are moving out of agriculture and migrating to towns in search of higher and more reliable incomes.

Beyond structural constraints, the national effort against poverty is constrained by:

- (a) *Information inadequacies*: Poverty is not adequately understood in terms of magnitude, nature and dynamics, precisely because it is neither frequently measured nor adequately analysed to inform both policy and advocacy. Under the NSPR, and through the Central Statistics Office (CSO), the Government of Botswana has committed itself to improving national capacity to measure, monitor and analyse poverty.

³ Poverty is pronounced deprivation in well-being. Poverty may in this sense be viewed as lack of capacity to meet basic needs such as those for food, shelter, clothing and energy, or lack of basic human capabilities such as literacy, functional skills and health.

⁴ The Poverty Datum Line (PDL) is the welfare threshold, expressed in terms of income or consumption, below which an individual/household is unable to basic goods and services in the quantities necessary to meet their basic needs.

- (b) *Weaknesses in the implementation and coordination of anti poverty programmes:* Although Botswana has mounted a multi-sectoral effort against poverty, and appropriately so, implementation and coordination have, by the Government's own assessment, generally been inadequate. Both are major areas of focus for the NSPR.
- (c) *High incidence of poor people with a de facto lack of access to programmes designed for them:* Reasons for this range from process flaws, especially inadequate participation by the intended beneficiaries in programme design and implementation, to information failures and capacity constraints at the level of beneficiaries. Many of these can be remedied through measures that strengthen the organisational and delivery capacities of poor communities, engender participatory programming and planning processes in accordance with the Community Based Strategy (CBS) and the NSPR, and minimise information failures.
- (d) *The trend towards greater dependence on the state:* Dependence on the state is often a product of unintended development incentives. Such incentives militate against the empowerment of people to drive their own development. They suppress community resilience and are a factor in poor people's inability to take advantage of programmes meant for their benefit.

The under-utilisation of government programmes is often a reflection of design flaws at one of two levels or both, viz., *relevance*, which is a matter of, does the programme respond to a need the community understands to be important; and *process*, whose concern is whether the involvement of intended beneficiaries in the design and implementation of the programme is sufficient to ensure that they are viable partners in the programme.

The aforementioned problems notwithstanding, the significant progress Botswana has to date made against poverty is due to deliberate policy and programme measures. Collectively, these measures constitute an approach to poverty reduction that rests on three pillars, viz.

- a) *Human capacity development*, with particular emphasis on education, skills development, and meeting basic needs such as health, clean water and sanitation;
- b) *Employment creation:* The government considers gainful and sustainable employment to be the ultimate response to poverty. Government policy is therefore decidedly pro-growth, the main focus being enabling the private sector to grow through business friendly policies, the development of supportive institutional and physical infrastructure, and aggressive investment in the development of small and medium scale enterprises and;
- c) *A system of social safety nets:* These are meant to cater for the basic needs of the indigent and exceptionally vulnerable groups such as orphans and old people. Well-funded and reasonably well-administered programmes exist for orphans, old people, destitute persons, people with incapacitating disabilities, and World War II veterans.

Prior to the advent of HIV/AIDS, Botswana was very successful in human capacity development, especially in the knowledge and health dimensions. Access to 10 years of basic education is virtually universal. The education system has created a critical mass of a relatively well-off professional and semi-professional cadre that is now the basis of an expanding middle class. Before HIV/AIDS emerged as a new and especially devastating health challenge, Botswana was well on course towards meeting its health goals. Every health related development indicator, from infant mortality, through the incidence of preventable diseases, to life expectancy, was improving rapidly.

The impact of Botswana's education and health systems on poverty has never been quantified and is in fact easy to take for granted. But it has been pervasive. Thousands of households have escaped poverty through the education of their young members who became dependable breadwinners. The labour force effects of HIV/AIDS are now revealing the extent to which the country's health system has helped sustain aggregate and household economies.

Though successful in human capacity development, Botswana has had considerably less success in employment creation. Economic growth has been rapid for more than two decades but it is not pro-poor⁵. Consequently, the rate of unemployment has remained at double-digit levels for more than two decades. Sectoral programmes to create jobs or to raise the quality of existing jobs, have under-performed. In agriculture, such programmes include the Accelerated Rain-fed Arable Programme (ARAP), Arable Lands Development Programme (ALDEP), and Service to Livestock Owners in Communal Areas (SLOCA). Enterprise development and support programmes have also failed to meet expectations. These include the Financial Assistance Policy (FAP), the Small Medium and Micro-Enterprises (SMME) policy, Enterprise Botswana (EB) and Integrated Field Services (IFS).

Access to shelter is also a major challenge for poverty reduction in Botswana. Public housing support programmes have in the main targeted urban areas, and within them, people with regular incomes. For instance, the Self Help Housing Agency (SHHA) comes across more as a housing programme for low-income people than for poor people. Furthermore, SHHA was, until very recently, confined to urban areas. In urban areas, a dysfunctional land market compounds the housing challenge by pricing land out of reach for poor people. Poor people cannot afford to buy land but when they acquire it through Government programmes, they often are unable to resist the incentive to sell.

The inadequate performance of some development programmes, especially empowerment programmes targeting poor people e.g. housing and income generation, may be explained in part by process flaws. Most of the programmes were not developed with adequate community participation and seek to mobilise participation more through incentives than capacity development. People are more responsive to incentives when their income and asset bases are strong. By definition, poor people have weak income and asset bases, and therefore have low capacities to respond to incentives. Their response rates may be raised significantly through higher levels of community participation and stronger roles for more competent community leadership structures as envisaged by the CBS (p. 16).

Unorthodox interventions that focus on building individual and collective capacities to drive development can raise poor people's participation rates in existing Government programmes. In particular, community organisation is an asset in poor localities. It compensates substantially for weak income and asset bases. It can also help poor communities improve access to Government empowerment programmes, including housing and finance, and to sustain basic services such as micro-finance. The NSPR explicitly gives priority to the development of community capacities and accordingly accords social mobilisation priority.

The NSPR is the Government of Botswana (GoB)'s framework for a co-ordinated and synergistic national effort against poverty. Its main objectives are to:

- i) Synthesise all anti-poverty initiatives in Botswana and refocus them on key emerging strategic issues.

⁵ By definition, growth is pro-poor if it is disproportionately driven by the sectors with an employment bias towards the assets of poor people, especially labour. Botswana's growth process is biased towards capital and skills.

- ii) Harmonise all sectoral initiatives relating to poverty into a coordinated effort towards poverty reduction
- iii) Strengthen national capacity to systematically measure and monitor poverty and to track "... overall progress towards its reduction on an ongoing basis" and,
- iv) Identify the means by which Botswana can realise the poverty-related goals and objectives of its long-term vision.

Amongst the key emerging strategic challenges for poverty reduction are measurement, monitoring and analysis. According to Botswana's maiden Millennium Development Goals Report (MDGR), this weakness spans a range of priority development areas. The second is HIV/AIDS, which has a vicious circle type of relationship with poverty. Poverty increases vulnerability to HIV infection while HIV/AIDS erodes the income earning capacities and assets of affected individuals and households, thus impoverishing them.

The third challenge is rapid urbanisation. Each of the 10-year population censuses since 1971 has shown a trend towards rapid urbanisation through net rural to urban migration and the urbanisation of villages. The proportion of Botswana living in urban areas rose from 9.1% in 1971, through 17.7% in 1981 and 45.2% in 1991 to 54.1% in 2001. Urbanisation has created a number of complex problems, amongst them a dysfunctional urban land market, squatting, and disparities in service provision levels between poor and rich urban localities.

Urbanisation also creates opportunities for poverty reduction, the benefits of which can be realised only through good planning and management. As centres of economic activity, urban areas offer superior socio-economic opportunities than rural areas. Because development is an "increasing returns to scale" process, larger urban populations can be serviced more cost effectively by both the public and the private sector. Thus, often they are centres of Government, business and innovation and by extension centres of opportunity.

The combination of the problems created by urbanisation and the opportunities it presents suggests a need for a shift in the country's strategy for poverty reduction towards effective planning for the urban poor. One part of such a strategy is to strengthen the rural economy to reduce rural urban migration. The other, quite emergent, is community renewal with community resilience. It consists of the development of social and economic infrastructure in poor localities and complementary measures to (a) strengthen local capacity to influence local development and (b) to organise communities and Government at different levels to ensure effective use of services provided and opportunities created to achieve sustainable development.

The fourth challenge is integration into the world economy, which characteristically opens hitherto protected markets, with uncertain implications for job creation and poor people's access to basic services. The Government's strategy for positioning Botswana to benefit from globalisation includes liberal economic reforms. These reforms pursue growth in outward trade (exports) and inward investment. If the reforms work as envisaged, they will strengthen the private sector through incremental investment and inflows of capital, technology and skill; raise Botswana's competitiveness; create employment; and reduce poverty.

Consistent with the foregoing, Botswana has liberalised exchange controls and relaxed corporate and personal income taxes in the 1990s to the lowest levels in the SADC region. Botswana is committed to the SADC Free Trade Protocol, regional integration and macro-economic policy convergence within SADC. In the early 2000s, Botswana completed a comprehensive investment policy review and started work on Competition Policy and Law. Cabinet is now reviewing the Competition Policy whilst preparatory work towards the development of a Competition Act has commenced.

The final challenge is reversing the exclusion of increasing numbers of Batswana, especially poor people, from the formal financial system. Poverty reduction will be difficult, if not impossible, unless poor people are able to access basic financial services such as credit to finance major investments such as a house or a business against future income; savings facilities to finance major investments in the future or insurance to help manage lifetime risks.

The formal financial system is totally inaccessible to poor people. Despite a low minimum loan threshold of P500 and relatively relaxed administrative requirements, the Citizen Entrepreneurial Development Agency (CEDA) is also substantially out of reach for poor people because its products are not adequately structured for poor people. Except for Women's Finance House Botswana (WFHB), there are no institutional mechanisms for meeting poor people's demand for financial services. Limited interventions have been made by Kgetsu Ya Tsie in the Tswapong area and the Kellogg Foundation but these have generally been small appendages to core programmes.

Women's Finance House Botswana limits its support to poor women entrepreneurs. It thus excludes men and does not cater for financial needs other than finance for micro-enterprises. Furthermore, it does not as yet have a national presence, primarily because it has a disciplined expansion programme that puts emphasis on access with sustainability. WFHB operates on the basis of a lending model that substitutes social capital i.e. organisation, for traditional instruments for minimising the risk of default on loan repayments. Because the model has its origins in community level capital mobilisation initiatives such as *Motshelo*, it can play a potentially significant role in community renewal and poverty reduction.

PART II STRATEGY

i) Overall strategy

The main objective of Botswana's National Strategy for poverty Reduction (NSPR) is sustainable livelihoods. Consequently, the NSPR's central priority is the creation of opportunities for sustainable employment through broad based and pro-poor growth (NSPR, 2003: p 8). This focus implies four broad imperatives.

First, Botswana must get its upstream policies right in order to create a conducive environment for pro-poor growth⁶. To date, Botswana is adjudged to have handled policy making well but economic growth has not been pro-poor. Second, policy coordination, broadly and in the specific case of anti-poverty initiatives, should improve considerably to foster synergy, minimise duplication of effort and improve the rate at which development resources are converted into a rapid decline in poverty. Third, to improve policy and programme effectiveness, institutional capacity to measure poverty and to monitor and evaluate related policy and programme performance must be strengthened. The final imperative is to empower poor people to participate meaningfully in the development process. Unless poor people have the confidence, information, motivation and support structures that enable them to drive their own development, they will be ineffective partners for Government even in programmes designed specifically for them.

Building poor people's individual and collective capacities to drive development will be a key challenge for the NSPR. It is a logical step given the Community Based Strategy's emphasis on participation and the role of community leadership structures in development. The specific areas of focus for the NSPR are as follows:

- a) *Creating opportunities for sustainable livelihoods*: A key priority under this goal is to create opportunities for sustainable gainful employment.
- b) *Enhancing poor people's access to social investment*: The objective is to improve access to services that empower poor people to take advantage of opportunities availed by a successful economy.
- c) *Strengthening the organisational and delivery capacities of poor people*: The key objective is to help poor people acquire visibility, voice and capacity to actively participate in the development process.
- d) *A system of social safety nets to cater for the basic needs of the very poor and the indigent*: Social safety nets provide for the basic needs of those who lack the capability to work their way out of poverty e.g. the disabled, the aged and orphaned children.
- e) *Strengthening national development management capacity*: An overall policy environment that supports broad-based prosperity is critical. It consists of focused, informed, strategic and proactive policymaking and requires effective leadership and institutional capacity development and strong monitoring and evaluation systems.
- f) *Strengthening local government*: Responsive government depends on effective interface between local government structures and communities to secure popular participation and align development services with people's needs.

⁶ Macro policies such as fiscal, monetary, exchange rate, interest rate, trade, land, entrepreneurship development and the legal/regulatory framework should create opportunities for gainful and sustainable employment for poor people, empower people for human agency and reduce risk and vulnerability to poverty.

- g) *Effective response to the HIV/AIDS epidemic at the local level:* Poverty and HIV/AIDS share a vicious relationship in which one exacerbates the other. Antipoverty policies and programmes, and macroeconomic policies in general, should thus consciously account for the impact of HIV/AIDS.

ii) **Programme Strategy**

This programme will, over the period 2005-2007, support the NSPR in five strategic areas, viz., (a) strengthening capacity for the systematic measurement, monitoring and analysis of poverty; (b) trade, investment and SME development, with particular focus on development of a joint production programme to support supply capacity development in the garments sector and development of a Competition Law; (c) piloting community renewal/redevelopment with community resilience as strategies for community driven development in rural and urban areas; (d) improving poor people's access to financial services through sustainable micro-finance; and (e) capacity development for the secretariat of the Multi Sectoral Committee on Poverty Reduction (MSCPR) to ensure that it is able to adequately carry out its oversight functions.

- a) **Systematic Measurement and Analysis of Poverty:** The rationale for regular and systematic measurement and analysis of poverty is simple: a socio-economic problem can be dealt with more effectively if its nature, magnitude, dynamics and distributional impacts are understood. This programme component will deliver three critical outputs that will help enhance the understanding of poverty in Botswana: a disaggregated national poverty profile and poverty map; an up to date poverty database, a poverty observatory; and a system for updating poverty statistics between Household Income and Expenditure Surveys (HIES). The poverty map will incorporate analysis of poverty and related phenomena – health, environment, etc – through systematic integration of social and biophysical data.

The database will also incorporate a mechanism for capturing socio-economic data on women from such sources as educational institutions, business organisations, the courts, the police, government departments and women's NGOs to support effective advocacy for women's socio-economic empowerment.

- b) **Trade, Investment and SMME Development:** Trade, investment and SME development are critical areas of opportunity and as such are central to poverty reduction. Freer and fairer trade may mean higher demand for exports, more investment, more production, and more employment opportunities and income for poor people. It creates opportunities for the emergence and growth of SMEs. Botswana is already taking measures to benefit from existing preferential market access opportunities under the American Growth and Opportunity Act (AGOA) and the EU-ACP agreement. This component will focus on two types of activities.

(i) Capacity Development in the Garments Sector:

The Garments sector is a strategic area of support for two reasons. It is a low skill labour intensive sector. It therefore creates more jobs per unit of output than most and is pro-poor. Women's participation rates in the sector are higher than men's. It is therefore critical for women's economic empowerment. The sector also has preferential market access terms to affluent markets. Under AGOA, Botswana garments are guaranteed duty free access to the US market. However, unlike Lesotho and a few other

African countries with similar preferential access to the US market, Botswana has not been able to build the supply capacity necessary to take advantage of this opportunity, especially among local entrepreneurs. The majority of producers are too small to meet the quality and quantity thresholds required for export.

Under this activity, small producers would be encouraged to enter into joint-production arrangements in order to build critical mass and achieve higher economies of scale. Through joint production, producers would spread overheads on efficiency enhancing equipment⁷, technical personnel and marketing. They will raise output and quality levels to meet export thresholds and gain access to bigger and more lucrative markets. In addition, through joint procurement, producers will reduce raw material costs through bulk purchasing and will be better positioned to control fabric quality.

Joint production arrangements will help small producers access services from the government and the private sector more efficiently and build more sustainable firms. It will also help local producers to break into the local and regional retail and distribution networks.

(ii) Preparation of a Competition Law

Competition Law supports the implementation of Competition Policy. Contrary to popular perception, Competition Policy is not entirely about free markets. It promotes competition to the extent competition meets development needs, e.g., improving efficiency and product quality, facilitating innovation, and lowering consumer prices. It also regulates markets to ensure the attainment of development objectives such as employment creation, SMME development, industrialisation and the protection of consumers and small producers from corporate monopolies.

- c) **Community Renewal/Redevelopment with Community Resilience:** Community renewal and community resilience have evolved into central components of poverty reduction strategies in many developed and developing countries. These community driven development strategies support the approach proposed in the Community Based Strategy and are suitable for both urban and rural areas.

Economically depressed urban and rural localities require unique approaches to development. Such approaches typically build on the productive assets of the community in general and poor people in particular. These assets consist mainly of labour, real estate, and social capital/organisation. Social capital is an especially critical asset because in the case of poor people, it compensates for weak asset and income bases. Often, the non-poor can leverage their incomes and assets through the formal financial system. Poor people are often only able to leverage social capital/organisation. The focus of community renewal with community resilience is to empower each target community's capacity to take "... *intentional action to enhance the personal and collective capacity of its citizens and institutions to respond to, and influence the course of, social and economic change*". This is the defining attribute of a resilient community. It takes skills, organisation, leadership, information and catalytic public investment for communities to make good decisions, implement them, and monitor progress. This component is fundamentally about facilitating and/or strengthening community level organisation, developing leadership and generally enhancing community capacity to drive the development process locally.

⁷ Please note the equipment required for this activity have already been acquired through FAP and are currently under utilised.

The ideas proposed will be piloted in Old Naledi in Gaborone, the Ghantsi/Kgalagadi sub-region and Tswapong. Old Naledi was chosen not only because it is a major centre of poverty in Botswana but also because a significant and complementary upgrading programme is planned for the area. The Tswapong area was chosen primarily because of its experience with community level organisation. The Ghantsi/Kgalagadi sub region was chosen because it is home to many of Botswana's most economically depressed communities. The main activities under the component are:

- a) *Social Mobilisation (SM) and Community Capacity Enhancement (CCE)*: These activities comprise measures to strengthen the organisational capacities of poor people, improve access to information, strengthen social capital, bridge the gap between the community on the one hand and leaders and institutions on the other, raise the consciousness of individuals and the community as a collective about their rights and obligations in relation to the development process, and generally strengthen human agency. The outcome envisaged is a resilient community. It is expected that SM and CCE will:
- Improve the capacity of communities, at both the individual and communal levels, to make use of catalytic public programmes, e.g. housing, to improve their well-being
 - Build communities' capacity to evaluate their own development needs and to make effective decisions on how best to mobilise and use their own scarce resources, and develop and implement viable community driven development plans in accordance with the community based strategy, to improve their well-being.
 - Develop community development activists/leaders, who shall be the main agents for change in their communities.

SM and CCE are the main anchors of community re-development. They mitigate information failures and strengthen social organisation and community development consciousness. Thus, the success of any strategy for community re-development rests fundamentally on effective SM and CCE.

- b) *Making poor rural and urban localities more liveable*: This activity comprises measures to make poor rural and urban localities more liveable by upgrading shelter, improving access to related catalytic public investments and basic services without any significant new external investment. Real estate is the dominant form of wealth for poor people and, as collateral, their best basis for accessing financial services. But the value of real estate depends on security of tenure, the quality of physical planning, the existence and enforcement of appropriate building and occupancy regulations, and the quality of public goods - sanitation, street lighting, roads, education, policing, health, water etc. - in the neighbourhood.

Botswana's poor localities differ from poor localities in most developing countries in the sense that Botswana's are relatively well serviced. In fact, in the specific case of urban areas, Botswana has no slums. Often, Botswana's poor localities have many of the basic services, though they may not necessarily be adequate or meaningfully accessible to all. Services related to real estate are particularly weak in poor urban localities and rural areas in general. Physical planning, building and occupancy controls are virtually non-existent.

This activity focuses on: (a) unlocking the value of real estate in poor areas by removing regulatory and administrative restraints on the value of poor people's property; (b) helping poor people to better utilise public facilities to improve their shelter and incomes, and (c) creating employment opportunities for the poor. It envisages the following outcomes:

- Secure tenure and property rights for poor people.
- Workable building and occupancy standards/controls to protect the value of property
- Improved access to, and accelerated utilisation of Government housing schemes.
- Viable innovative community level partnerships for upgrading shelter and improving well-being in poor localities
- Employment opportunities in the housing sector in poor localities.

Upgrading services in poor localities and improved access to state housing finance for the poor could serve as significant economic stimuli. Studies have shown that for every \$1 invested in upgrading infrastructure, an additional \$7 of housing investment was mobilised from non-project sources. Upgrading mobilises additional energies and funds beyond the narrow scope of the project. It creates jobs, especially if housing projects use local labour, from brick moulding to construction. Furthermore, it indirectly supports economic development through improved health and reduction in crime and violence.

d) Access to Financial Services for Poor People:

Poor people need access to financial services to save money for large investments in the future or to borrow against their future income streams to make large current investments e.g. housing; to finance micro-business; and to manage lifetime risks. They are, however, excluded from the formal financial system because the system's products and terms are not suited for their needs. It is not only their low incomes and weak asset bases that determine their exclusion. Social, cultural and gender barriers to financial services often exist as well. Yet, experience with the micro-finance industry has shown that when financial products and terms are designed to suit their needs, poor people are not only able to pay the full cost of services but also realise tangible benefits from micro finance.

Several efforts have been made by the Government to improve people's access to credit, e.g. FAP, the Small Medium and Micro Enterprises (SMME), CEDA and the Citizen Mortgage Assistance Equity Fund (CEMAEF)⁸, but none of them have proved accessible to poor people. A number of institutions/programmes have, however, been actively involved in the provision of micro-finance services. They include Kuru Development Trust, Kgetsi Ya Tsie, Youth Development, Emang Basadi and Women's Finance House Botswana. Of these institutions, only Women's Finance House Botswana (WFHB) has the characteristics of a MFI and a mission to provide micro-finance on a sustainable basis.

This component seeks to support the development of micro-finance as a development intervention targeting poverty reduction. The objective is not to establish a MFI but rather to support an existing MFI, Women's Finance House Botswana (WFHB),

⁸ CEMAEF is intended to assist citizens commercial and industrial property owners facing loan foreclosure

to restructure its operations, expand services, achieve financial sustainability and serve as a model for the expansion of micro-finance in Botswana. WFHB caters for the financial needs of poor women and focuses primarily on micro-entrepreneurs. The component's strategy is not to dilute the focus of WFHB but rather to help turn it into a viable and self-sustaining MFI to demonstrate the financial and development viability of microfinance.

WFHB has a business plan that focuses on driving the organisation towards financial sustainability by 2007. The project will not tamper with this business plan. Rather, it will support it through four (4) strategic inputs, viz.,

- The installation of a Financial and Management Information System (FMIS) to improve standards of record keeping and accounting. This will cover hardware, software, the cost of installation and staff training on the use of the FMIS.
- Provision of technical support, with particular emphasis on marketing and product development
- Market profiling and development
- Resource mobilisation, with priority given to assisting WFHB draw on the technical and financial resources that can be accessed through corporate UNDP's Micro-Finance programme.

Beyond direct support for WFHB, sensitisation seminars on micro-finance will be conducted.

- e) **Capacity Support for the MSCPR:** The Government of Botswana established the MSCPR early in 2004 to oversee the implementation of the NSPR. Although it has a large membership drawn from government and non-government agencies, the MSCPR is suited to function more as a board than as a technical body. Its terms of reference (TOR), attached hereto as Annex 1, do however ascribe to it some substantive technical functions.

The MSCPR's main brief is to oversee the implementation of the NSPR. This implies both oversight and co-ordination functions. The MSCPR is also responsible for relevant policy and programme reviews as well as proposing new ideas for poverty reduction. In essence, the MSCPR should define and drive the agenda for the implementation of the NSPR. To do so, the MSCPR will need substantive technical capacity, which presently does not exist within the RDCD.

This component will provide a technical Secretariat to support the work of the MSCPR, through the RDCD. The envisaged support shall comprise of (i) a Senior Policy Specialist⁹, who shall be an individual with substantial experience in the design and management of poverty reduction programmes/strategies and; (ii) a Poverty Observatory headed by the Senior Policy Advisor.

The Poverty Observatory shall function as the secretariat of the MSCPR. It shall be a small but technically proficient unit located in the RDCD. Its main functions shall be: (i) to oversee and coordinate the implementation of the NSPR and report, through the Rural Development Coordinator, to the MSCPR; (ii) to nurture and pool the capacity that resides at the CSO, RDCD, the University of Botswana and civil society and use it to (a) facilitate the effective measurement and analysis of poverty; (b) facilitate the review of poverty related policies and programmes and; (c) to promote policy oriented research and advocacy on poverty.

⁹ The Terms of Reference of the Senior Policy Specialist are attached as annex 3.

The foregoing support will allow the MSCPR to function as an overseer, focussing on issues of strategy (broad direction) and relying on a competent Poverty Observatory to carry out the necessary technical work and table issues to the MSCPR for deliberation and formulation of recommendations to higher structures of Government.

The specific activities and outputs envisaged under the programme are presented in Part II of this document.

PART III. MANAGEMENT ARRANGEMENTS

Within the Government of Botswana, the Ministry of Finance and Development Planning (MFDP) has portfolio responsibility for poverty reduction and the implementation of the NSPR, which it discharges through the Rural Development Co-ordination Division (RDCD). Through the MSCPR¹⁰ and its Secretariat, the RDCD shall ensure that the project meets its objectives. As the institution with overall responsibility for coordinating and managing the Poverty Programme Support Document (PSD), MFDP shall be referred to as the implementing agency.

A Programme Steering Committee (PSC)¹¹, under the leadership of the Permanent Secretary in the MFDP or his designated senior representative, shall have oversight responsibility for the programme. The PSC will also provide policy guidance and direction to the Poverty Programme. The membership of the PSC shall comprise key partners on the Poverty Programme. The PSC is intended not only to guide implementation of the programme but also to facilitate synergy with sectoral programmes and communication among key programme partners.

The RDCD shall, on behalf of the MFDP, be responsible for the direct co-ordination and management of the programme. To this end, RDCD¹² shall appoint a focal point responsible for the co-ordination and management of the PSD. The focal point shall chair a programme management team comprised of key stakeholders, including UNDP. A number of Government Departments, civil society organisations and other development partners will be responsible for the implementation of specific components¹³ under the general guidance of MFDP, through RDCD.

The UNDP Botswana country office shall provide the implementing agency and other partners with support services to ensure the timely execution of programme activities. It will provide technical support as appropriate and may, at the request of the implementing agency, also provide the following services:

- Identification and recruitment of programme/project personnel
- Identification of training activities and assistance in carrying them out
- Procurement of goods and services
- Direct payments to contractors and suppliers
- Resource mobilization.

If needed, and in full consultation with the Government, Cooperating Agencies may be requested to implement specific activities. In such cases, a formal letter of agreement between the concerned agency and the implementing agency or official counterpart will be signed. The programme shall be managed in accordance with the rules and procedures of the Government of Botswana but where funding partnerships are mobilised by UNDP under the programme, such partnerships shall, without prejudice to the rules and regulations of the Government of Botswana, be managed in accordance with UNDP procedures, rules and regulations.

¹⁰ The terms of reference for the MSCPR are provided in Annex 1. The committee will also serve as the Technical Committee for the PSD (see Annex 2.C for the terms of reference).

¹¹ Please refer to Annex 2.A for the responsibilities of this committee.

¹² See Annex 2.B and 2.D for the responsibilities of the RDCD as regards the Poverty Programme.

¹³ Refer to Annex 2.E and 2.F for the responsibilities of other implementing partner ministries/departments.

PART IV. MONITORING AND EVALUATION

In addition to any requirements that may be made by the Governments of Botswana, the standard UNDP monitoring and evaluation procedures shall apply to this programme. To the extent that the activities and outputs of the Poverty Programme are discretely defined, the objectives of the monitoring and evaluation exercise are limited to ensuring the timely and cost effective delivery of outputs to the desired standard.

The scope of the monitoring and evaluation exercise shall thus be limited to:

- a) Reporting progress by scheduling meetings to review key milestones and obtaining and analysing documentation on the project.
- b) Validating the accuracy of reported progress through monitoring visits and/or rigorous reviews of outputs.
- c) Obtaining feedback from partners and beneficiaries through bilateral discussions, especially with client institutions such as CSO, reference group meetings, stakeholder consultations and annual reviews.
- d) Annual audits, regular monitoring visits, annual programme reviews and a mid-term and terminal evaluation of the programme.

The programme management team shall have primary responsibility for monitoring the project's production of the desired outputs and contribution towards the desired outcome. In this regard, the programme management team shall report regularly to the PSC, RDCD and UNDP.

The responsible partners for each activity will prepare detailed annual work plans, which will be shared with project staff, the RDCD and UNDP. Project implementation, review of strategies and resource allocation will be based on the work plans developed. Critical milestones will be established to monitor progress continuously. Furthermore, for each component, the responsible partner shall prepare monthly progress reports against agreed indicators and targets.

Based on information received from component implementing partners, the programme management team shall, through the RDCD, provide the PSC with quarterly progress reports and updated quarterly work plans. The PSC will meet at least every six months to assess progress, discuss programme implementation, monitoring and evaluation issues, ensure that the programme retains its focus, and institute remedial actions where necessary.

Independent audits of the Programme, covering programme delivery and performance, financial accounting, monitoring and reporting, management systems for recording and documenting the use of resources, equipment use and management, management structures, including adequacy of internal controls and record keeping mechanisms, will be conducted annually. UNDP, the RDCD, and all other partners will review the corrective actions recommended in the audit report as soon as the document is available, but no later than the following annual review.

The RDCD will prepare Annual Programme Reports, which rate output and outcome progress; to be shared with all involved partners, UNDP and the PSC.

UNDP is responsible for planning and organizing an independent Midterm Evaluation as well as an independent Terminal Evaluation of the Programme. These evaluations are expected to inform decisions to continue supporting programme outcomes and to document useful lessons learned concerning best and worst practices in producing outputs, working towards outcomes and using partnerships strategically.

PART V. LEGAL CONTEXT

This project document shall be the instrument referred to as "Project Documents or other instruments" in Article 1 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. The Government counterpart shall, for the purpose of the Standard Basic Assistance Agreement, refer to the Government cooperating agency described in that Agreement.

The following types of revisions may be made to this project document with the signature of the UNDP Resident Representative only, provided he or she is assured that the other signatories of the project document have no objection to the proposed changes:

- a)* Revisions in, or addition of, any of the annexes to the project document;
- b)* Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation; and
- c)* Mandatory annual revisions, which re-phase the delivery of agreed project inputs or reflect increased expert or other costs due to inflation, or take into account cooperating agency expenditure flexibility.

**RESULTS AND RESOURCE FRAMEWORK
YEAR: 2005-2007**

PROGRAMME COMPONENT	OUTCOMES & OUTCOME INDICATORS	OUTPUTS & OUTPUT INDICATORS	ACTIVITIES	INPUTS
<p>1. Institutional capacity building for the measurement, monitoring and analysis of poverty</p>	<p>1. Improved national capacity to measure, monitor & analyse poverty in accordance with the MDGs, Vision 2016 & NDPs.</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Frequency of poverty surveys, including HIES, & M&E exercises. • Poverty data updated and disseminated consistently and regularly • Number of users of poverty data • Number of analytical reports/publications on poverty produced per annum • Enhanced understanding of people's experiences of poverty 	<p>1. Institutional capacity for the statistical measurement, monitoring & analysis of poverty strengthened</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Disaggregated National Poverty Map • A Poverty Database Established at the CSO • A Poverty Statistics Unit established at the CSO. • Metadata established at CSO 	<p>1. Preparation of a disaggregated National Poverty Map</p> <p>2. Reproduction of Poverty Maps</p> <p>3. Dissemination Conference</p> <ul style="list-style-type: none"> - Stakeholders - Legislators <p>4. Review of institutional capacity to measure & analyse poverty</p> <p>5. Development of Poverty database</p> <p>6. Development of a Metadata</p> <p>7. Design & establishment of a Poverty Statistics Unit at CSO</p> <p>8. Training</p> <ul style="list-style-type: none"> - Stakeholder training 6 Seminars - Short Courses 6 PO/PSU staff - Regional/International meetings & conferences (4) <p>9. Development/reproduction of materials</p> <p>10. Training on participatory methodologies for measuring & analysing poverty – 6 seminars</p> <p>11. Mobilisation of civil society partnerships for measuring, monitoring & analysing poverty [Regional Seminars & Meetings]</p>	<p>- Poverty Experts 10</p> <p>- GIS Specialists</p> <p>- Printing & Reproduction</p> <p>- Conference facilities, facilitators</p> <p>- Poverty Expert [Economist/Statistician]</p> <p>- Equipment</p> <p>- t & software, database experts</p> <p>CSO</p> <p>- Facilitators</p> <p>- Collaborative Institutions</p> <p>- Training institutes</p> <p>- Budget support</p> <p>- Facilitators</p> <p>- Collaborative Institutions</p> <p>- Govt/UNDP/BOCONGO/B OCORONET</p>

PROGRAMME COMPONENT	OUTCOMES & OUTCOME INDICATORS	OUTPUTS & OUPUT INDICATORS	ACTIVITIES	INPUTS
2. Trade, Investment and SME Development	<p>1. Expanded opportunity for the creation of employment, and the reduction of poverty.</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Growth in investment & exports • Reduction in the rate of unemployment • Reduction in the number of people below the PDL <p>2. Institutional Capacity to manage, monitor and analyse trade strengthened.</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Trade Policy Articulated • Growth in export capacity • Growth in local supply capacity <p>3. Supply capacity in the garments sector strengthened</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Number of viable garments firms/clusters • Growth in garments sector output • Growth in garments exports • Quality & range of services available to the garment sector 	<p>1. Draft Competition Act/Law for Botswana</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Competition Law prepared <p>3. Botswana's knowledge base on the MTS and Regional Trade issues enhanced. Research Coordination between UB/BIDPA/Govt enhanced.</p> <p>5. Joint production models developed for the garments sector in Botswana.</p> <p>6. Sustainable Joint Production units established</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Integrated Strategy for supporting the Garments Sector 	<p>1. Preparation of a Draft Competition Act/Law</p> <p>2. Design of the institutional structure for implementing the Competition Policy & Law</p> <p>5. Capacity Development for the DIT & other stakeholders</p> <p>6. Policy seminars/dialogue on the Multilateral Trade System</p> <p>7. Collaborative Trade Research [DIT/UB/BIDPA/Intl/BAE].</p> <p>9. Design of joint production models & implementation of pilot projects</p> <p>10. Review of regulatory constraints on joint production</p> <p>11. Entrepreneurship development training</p> <p>12. Buyers Seller Seminars</p> <p>13. Market Research & Marketing</p> <p>14. Study Tours</p>	<p>- Technical Expertise [Lawyer/Economist] - UNCTAD</p> <p>- Technical Expertise - UNCTAD</p> <p>- Trade Experts - UNCTAD/JITAP/WTO/OED Experts - Government Experts - Researchers [Govt/UB/BIDPA/Intl/BAE].</p> <p>- Technical expertise - Garments Estate</p> <p>- Garments Estates - Technical Expertise</p> <p>- Trainers - Garments Estate</p> <p>- Facilitators - Garments Estate</p> <p>- Garments Estate - Facilitators</p> <p>- Producers - Garments Estate</p>

PROGRAMME COMPONENT	OUTCOMES & OUTCOME INDICATORS	OUTPUTS & OUPUT INDICATORS	ACTIVITIES	INPUTS
<p>3. Community Renewal /redevelopment with community resilience</p>	<p>1. Poor localities become more liveable</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Availability of basic services in poor localities • Quality of basic services available in poor localities • Reliability of basic services available in poor localities • Quality of residential property <p>Programme Area focus:</p> <ul style="list-style-type: none"> • <u>Urban:</u> Old Naledi • <u>Rural:</u> Gantsi/Kgalagadi and Tswapong <p>2. Poor communities use own assets to improve own well being</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Community development action plans • No. of active community development activists • Community engagement with institutions & leaders • Asset map (social capital, physical capital) 	<p>1. An inventory of services available in poor areas</p> <p>2. Needs Assessment done</p> <p>3. Asset maps in each of the poor localities supported</p> <p>Indicators:</p> <ul style="list-style-type: none"> • An inventory of services available in poor areas • Checklist of basis services prepared <p>3. Building & occupation standards designed for poor areas</p> <p>4. Improved access public housing programmes</p> <p>5. Security of title for poor people</p> <p>6. Inventory of constraints on development</p> <p>7. Community asset maps</p> <p>8. Community development action plans based on own assets and existing public programmes.</p> <p>9. Community Development Associations/Trusts strengthened</p>	<p>1. Community mobilisation and capacity enhancement initiatives</p> <p>2. Identification of suitable NGO implementing partners</p> <p>3. Participatory needs assessments & asset mapping</p> <p>4. Identification & training of community development activists</p> <p>5. Community priority setting</p> <p>6. Review of relevant policies, plans, and programmes</p> <p>7. Study Tours on Urban Renewal</p> <p>8. Review/development of building and occupation standards</p> <p>9. Development of community action plans for renewal</p> <p>10. Regularisation of title to property for poor people</p> <p>11. Community capacity enhancement activities</p> <p>12. Community Conversations, and information dissemination/sharing</p> <p>13. Asset mapping for target localities</p> <p>14. Development of Community Development Action Plans</p>	<p>- NGO partners - CCE Experts - CCE/Resilience facilitators</p> <p>- NGO partners - CCE/PRA Experts</p> <p>- NGO/CBO partners - CCE Experts</p> <p>- Community Facilitators</p> <p>- Urban Dev Practitioners - Community</p> <p>- Policy/programme implementers</p> <p>- Technical expertise - Community & NGO/CBO</p> <p>- Community Facilitators</p> <p>- Govt Departments - Community</p> <p>- CCE/Resilience facilitators - Community devt. Activists - NGOs/CBOs</p> <p>- CCE/Resilience Facilitators - NGOs/CBOs</p> <p>- CCE/Resilience facilitators - Community devt. Activists - NGOs/CBOs</p> <p>- CCE/Resilience facilitators - Community devt. Activists - NGOs/CBOs</p>

PROGRAMME COMPONENT	OUTCOMES & OUTCOME INDICATORS	OUTPUTS & OUPUT INDICATORS	ACTIVITIES	INPUTS
4. Access to Financial Services for Poor People	<p>1. Improved access to financial services for poor people.</p> <p>2. Enhanced awareness of the role micro-finance can play in development</p> <p>3. An existing MFI achieves financial sustainability</p> <p>Indicators:</p> <ul style="list-style-type: none"> Women's Finance House Botswana improves outreach and sustainability Awareness of the role of micro-finance in the lives of poor people is enhanced. 	<p>1. Financial and Management Information System installed at WFHB</p> <p>2. Provision of Technical support to WFHB, with particular emphasis on marketing and product development</p> <p>3. Staff training and development</p> <p>4. Resource mobilisation strategy to strengthen loan fund</p> <p>Indicators:</p> <ul style="list-style-type: none"> FMIS installed Staff achieves full competence in using FMIS 	<p>1. Gender sensitive assessment of the financial needs of poor people</p> <p>2. Assessment of institutional, policy and regulatory issues regarding micro-finance</p> <p>3. Micro-finance awareness seminars/conferences</p> <p>4. Installation of FMIS and staff training</p> <p>5. Market research, product development and market profiling</p> <p>6. Resource Mobilisation to strengthen WFHB's loan fund</p>	<p>- Technical expertise - WFHB - WAD</p> <p>- Technical Expertise</p> <p>- Secretariat - RDCCD - MSCPR - Senior Policy Advisor & PO staff - MSCPR Review Meetings</p> <p>- UNDP - WFHB</p> <p>- Technical Expertise - Core Observatory Staff [Statistician, sociologist, Personal Assistant] - UNDP - WAD</p>

PROGRAMME COMPONENT	OUTCOMES & OUTCOME INDICATORS	OUTPUTS & OUPUT INDICATORS	ACTIVITIES	INPUTS
5. Support for the Rural Development Coordination Division	<p>1. Strengthened management and coordination of the implementation of the NSPR</p> <p>Indicators:</p> <ul style="list-style-type: none"> Strong secretariat support for the MSCPR Improved coordination and implementation of the poverty related programmes 	<p>4. Capacity to manage the implementation of the NSPR strengthened</p> <p>5. Comprehensive Implementation Action Plan for the NSPR</p> <p>6. A Poverty Observatory</p> <p>7. Reports</p> <p>Indicators:</p> <ul style="list-style-type: none"> Technical advisor recruited Implementation Action Plan prepared A Poverty Observatory (PO) Established 	<p>1. Recruitment of Senior Policy Advisor</p> <p>2. Design and commissioning of a Poverty Observatory</p> <p>3. Preparation of a comprehensive implementation action plan for the NSPR</p> <p>4. Training seminars for MSCPR and Secretariat</p> <p>5. Study Tours: Two countries with functional Pos.</p>	<p>- UNDP</p> <p>- Expertise</p> <p>- Core Observatory Staff [Statistician, sociologist, Personal Assistant]</p> <p>- Senior Policy Advisor & PO staff - Review Meetings</p> <p>- Secretariat - RDCCD - MSCPR</p>

TOTAL WORK PLAN AND BUDGET

All in U.S. Dollars¹⁴

YEAR: 2005-2007

1. Statistical capacity building for measurement, monitoring and analysis of poverty									
Expected outcome: national statistical capacity to measure, monitor and analyse poverty in accordance with the MDGs, Vision 2016 and NDP 9									
Expected Outputs & Monitoring Activities	Key Activities	Time Frame				Responsible Partner	Planned Budget		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount (US\$)
1. Institutional capacity to measure, monitor and analyse poverty strengthened	1.1 Preparation of a disaggregated National Poverty Map					CSO/RDCD/UNDP	Int. Consultants		20,000
							Local consultants		5,000
							Int. Travel		10,000
						DSA		5,000	
						Printing production Cost			
	1.1.1 Dissemination Seminar					CSO/RDCD/UNDP	Seminar/workshop		10,000
							Facilitator		1,500
Sub Total									
									51,500
	1.2 Review of institutional capacity to measure, monitor and analysis poverty					CSO/RDCD/UNDP	Poverty Expert		6,000
							Facilitators		18,000
							Collaborative institutions		39,000
							Training institutions		15,000
	1.3 Training					CSO/RDCD/UNDP	Budget support development/reproduction of material		6,000
							Facilitators		18,000
							Collaborative institutions		39,000
	1.4 Training on statistical and participatory methodologies for measuring, monitoring and analysis of poverty					CSO/RDCD/UNDP	Facilitators		18,000
							Collaborative institutions		10,000

¹⁴ As at the UN exchange rate of October 2004 (i.e., 4.66)

Sub Total												112,000	
1.5 Mobilization of civil society partnerships for measuring, monitoring and analysis of poverty												Budget support	5,000
	1.6 Development of a Poverty Database											Data base experts	12,000
		• Includes development of Metadata										Equipment, software etc	20,000
1.7 Poverty Statistics Unit at CSO													N/A ¹⁵
Sub Total												37,000	
Component Total												200,500	

2. Trade, Investment and SME Development

Expected outcome: Expanded opportunity for the creation of employment and the reduction of poverty

Expected Outputs & Monitoring Activities	Key Activities	Time Frame				Responsible Partner	Planned Budget		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount (US\$)
1. Draft Competition Act/Law for Botswana	1.1 Preparation of a Draft Competition Act/Law					MTI/ UNCTAD/ WTO/UNDP	Technical Expertise	22,500	
							Int. Travel	4,500	
1.2 Design of the institutional structure for implementing the Competition Policy & Law						MTI/ UNCTAD/ WTO/UNDP	DSA	3,000	
							Technical Expertise	22,500	
Sub Total							Int. Travel	4,500	
							DSA	3,000	
Sub Total									60,000

Expected Outcome: Institutional capacity to manage, monitor and analyse trade strengthened

2. Botswana's knowledge base on Multilateral Trade Systems enhanced	2.1 Capacity development for the DIT & other stakeholders					MTI/UNCTAD/ WTO/UNDP/ JITAP	Trade experts	250,000
		2.2 Collaborative trade research					Miscellaneous	10,000
								Experts
2.3 Policy Seminar/ dialogue on the Multilateral Trade System						MTI/ UNCTAD/ WTO/UNDP	Experts	200,000
							Miscellaneous	10,000
Sub Total								500,000

¹⁵ Funds for all activities noted as N/A are catered for through other activities within the same component.

Expected outcome: Strengthen capacity for supply response for pro poor sectors

3. Joint production models (clusters and cooperatives) developed for pro poor sectors	3.1 Design of joint production models & implementation of pilot projects	3.2 Entrepreneurship Development Training	3.3 Study Tour and best practices	3.4 Buyer- Seller Seminar	3.5 Market Research & marketing for Garments Sector	3.6 Review of regulatory constraints on joint production	Time Frame				Responsible Partner	Source of Funds	Budget Description	Amount (US\$)
							Q1	Q2	Q3	Q4				
										MTI/WAD/NGO/UNDP		Technical Assistance	700,000	
										MTI/WAD/NGO/UNDP		Seminar/workshop	20,000	
										MTI/WAD/NGO/UNDP		Miscellaneous	5,000	
										MTI/WAD/NGO/UNDP		Int. travel	20,000	
										MTI/WAD/NGO/UNDP		DSA	10,000	
										MTI/WAD/NGO/UNDP		Technical expertise	25,000	
										MTI/WAD/NGO/UNDP		Technical expertise	50,000	
										UNDP		Technical expertise	12,000	
Sub Total													842,000	

Component Total

3. Community renewal/re-development with community resilience

Expected outcome: Poor localities made more liveable and Communities empowered to use their own assets

Expected Outputs & Monitoring Activities	Key Activities	Time Frame				Responsible Partner	Source of Funds	Planned Budget	
		Q1	Q2	Q3	Q4			Budget Description	Amount (US\$)
3.1 Poor localities become more liveable	3.1 Community mobilisation					MLG/NGO/RDC D/UNDP		Outreach	20,000
								Training	10,000
								Community seminars	20,000
	3.2 Identification of suitable NGO implementing partners					MLG/NGO/RDC D/UNDP		Seminars/training	15,000
	3.3 Participatory needs assessment and asset mapping					MLG/NGO/RDC D/UNDP		Expert	30,000
								Local travel	15,000
	3.4 Review/development of building and occupation standards					MLG/NGO/RDC D/UNDP		Miscellaneous	5,000
	3.5 Development of Community action plans for renewal					MLG/NGO/RDC D/UNDP		Expert	20,000
	3.6 Identification and training of community development Activists					MLG/NGO/RDC D/UNDP		Community mobilisation	24,000
								Facilitators	6,000
								Outreach	10,000
								Training	40,000

	3.7 Study Tours on Urban Renewal initiatives																			Inter. Travel	15,000
	3.8 Community priority setting																			Community mobilisation	8,000
	3.9 Review of relevant policies, plans and programmes																			Facilitators	2,000
	3.10 Regularisation of title to property for poor people																			Expert	20,000
	Sub Total																				280,000
3.2 Poor communities use own assets to improve own well being	3.2.1 Community conversations and information dissemination/sharing																			Facilitators	6,000
	3.2.2 Asset mapping for target localities																			Seminar/workshop	14,000
	3.2.3 Community capacity enhancement activities																			N/A	N/A
	3.2.4 Development of Community Development Action Plans																			N/A	N/A
	Sub Total																				20,000
	Component Total																				300,000

4. Access to finance for poor people
 Expected outcome: An enabling environment for improved access to finance by the poor

Expected Outputs & Monitoring Activities	Key Activities	Time Frame				Responsible Partner	Planned Budget		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount (US\$)
4. Improved access to financial services for poor people	4.1 A gender sensitive assessment of the financial needs of the poor					WFHB/WAD/UNDP		Technical Expert	10,000
	4.2 Assessment of the institutional, policy and regulatory issues regarding micro-finance					WFHB/WAD/UNDP		Technical Expert	6,000
	4.3 Market research, product development and market profiling					WFHB/WAD/UNDP		Technical Expert	30,000
	4.4 Micro-finance awareness seminar/conferences					WFHB/WAD/UNDP		Seminar/workshop	20,000

	4.5 Resource mobilisation to strengthen Women's Finance House Botswana (WFHB) loan fund									WFHB/WAD/ UNDP		Budget support	6,000
	4.6 Installation of FMIS and staff training									WFHB/WAD/ UNDP		Equipment/ Seminar/workshop	60,000
Sub Total													
Component Total													
132,000													

5. Support for the Rural Development Coordination Division

Expected outcome: Strengthened management and coordination of the implementation of the NSPR

Expected Outputs & Monitoring Activities	Key Activities	Time Frame				Responsible Partner	Planned Budget		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount (US\$)
5. Strengthened capacity of the Rural Development Coordination Division (RDCCD) to manage implement the National Strategy for Poverty Reduction (NSPR)	5.1 Recruitment of Technical Advisor ¹⁶					RDCCD/ UNDP	Technical Assistance	360,900	
	5.2 Preparation of a comprehensive Implementation Action Plan for the NSPR					RDCCD/ UNDP	Miscellaneous	10,000	
	5.3 Training seminars for the MSCPR and Secretariat					RDCCD/ UNDP	Seminar/workshop	6,000	
Sub Total									
376,900									
5.4 Design and commissioning of a Poverty Observatory						RDCCD/ADB UNDP	Technical expertise	300,000	
						RDCCD/ UNDP	International Travel	20,000	
	Sub Total								
320,000									
Component Total									
696,900									

6. Enhancing dialogue on Human Development in Botswana

Expected outcome: National Human Development Report

Expected Outputs & Monitoring Activities	Key Activities	Time Frame				Responsible Partner	Planned Budget		
		Q1	Q2	Q3	Q4		Source of Funds	Budget Description	Amount (US\$)
6. Human Development Report	6.1 Production of a National Human development report					UNDP	Technical Assistance	40,000	
							Printing and publishing	15,000	

¹⁶ The terms of reference of the Advisor are provided as annex 3.

	6.2 Dissemination and dialogue									UNDP		Seminar/workshop	4,000
	Sub Total											Miscellaneous	1,000
Component Total													60,000

7. Support implementation of the Poverty PSD														
Expected Outputs & Monitoring Activities	Key Activities	Time Frame							Responsible Partner	Planned Budget				
7. Effective support to implementation of the Poverty PSD	7.1 Programme management								UNDP	Programme support				226,000
	7.2 Monitoring and Evaluation								RDCD, UNDP	Local consultants				12,000
	7.3 Advocacy								RDCD, UNDP	Field visits/Travel				27,500
										Printing & Publishing				
	7.4 Partnership and resource mobilisation								UNDP	Other Media Costs				76,000
7.5 Country office administration (GMS)								Miscellaneous					4,000	
									Miscellaneous				15,000	
									Facilities and Administration				96,747	
Component Total													67,247	

GRAND TOTAL													
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ANNEX 1: TERMS OF REFERENCE FOR THE MULTI-SECTORAL COMMITTEE ON POVERTY REDUCTION

Background

The Draft Poverty Reduction Strategy (NPRS) was presented to Cabinet on 9th April 2003. Subsequently, the President issued Presidential Directive 14/2003 dated 23rd April 2003, which directed that:

- the Draft National Strategy for Poverty Reduction of 2003 be approved;
- the Rural Development Council report to Cabinet twice a year and;
- the Multi-sectoral Committee on Poverty Reduction be an implementing machinery of the Rural Development Council.

Following approval, the Strategy was tabled before Parliament for information. In line with this Cabinet Directive, there is an urgent need to constitute and operationalise the Multi Sectoral Committee on Poverty Reduction. To facilitate implementation of the Strategy and also to establish the Committee, the Secretariat has developed Terms of Reference for the Multi-Sectoral Committee on Poverty Reduction and has proposed the Committee membership therein.

Terms of Reference

The Multi-Sectoral Committee on Poverty Reduction will be a Sub-Committee of the Rural Development Council charged with the responsibility to coordinate implementation of the National Poverty Reduction Strategy and to carry out the relevant monitoring and evaluation. The Committee will also monitor and link District and Community level initiatives aimed at poverty reduction with national level initiatives. The specific Terms of Reference for the Committee are as follows:

- Identify and analyse options that can provide employment opportunities to address the needs of the poor and enable them to live sustainable livelihoods.
- Monitor and evaluate the implementation of the Social Safety Nets and other social security interventions to determine their impact on peoples' livelihoods and advise government on improvements or modifications required.
- Assess progress made in terms of social investment for example, access of the poor to improved programmes in education, health and nutrition.
- Examine resources that the poor can take advantage of to strengthen their capacity to participate in development decision making.
- Evaluate the policy and program environment to ensure that it is conducive to poverty reduction.
- Promote the understanding of the National Poverty Reduction Strategy by decision makers and enhance the mainstreaming of poverty reduction into the development management process.
- Evaluate the capacity of Local Government institutions to establish whether they are adequately equipped or resourced to implement the National Poverty Reduction Strategy Programmes under their charge.
- Evaluate poverty related policies and programmes with a view to ascertaining whether they adequately cater for the needs of special groups (Female Headed Households, Youth, Disabled Persons, Destitute Persons, and Remote Area Dwellers etc.).
- Identify means by which Vision 2016 poverty related goals and objectives are to be achieved and evaluate progress towards the achievement of the targets set therein. To that effect, monitor progress in the implementation of the National Poverty Reduction Strategy (NPRS) programmes as outlined in the Strategy.
- Report progress on the implementation of the NPRS to the Rural Development Council at its quarterly meetings.

- Initiate review of the Strategy every five years.

Meetings

The Multi-Sectoral Committee on Poverty Reduction shall meet at least quarterly and report progress to the Rural Development Council after every sitting.

Composition of the Multi-sectoral Committee on Poverty Reduction

The Committee will be made up of all key stakeholder ministries, Non-Governmental Organizations, Community Based Organizations, relevant parastatals and the private sector. The Secretariat-ship will be provided by the Rural Development Coordination Division through its Poverty Strategy Unit. The Committee will comprise the following:

Ministry of Finance and Development Planning

Coordinator of Rural Development –	Mr N.J. Manamela
Government Statistician -	Ms. A. Majelantle
Division of Economic Affairs	Ms. N. Gaetsewe

Ministry of Agriculture

Chief Crop Production Officer -	Mr. P. Montsiwa
A. Principal Scientific Officer -	Ms. G. Kelebemang

Ministry of Local Government

District Commissioner (Kgatleng) -	Mr. S. Ongadile
Council Secretary (North East) -	Mr. C. Mpedi
Director of Social Services -	Ms. G.N. Mabua
Principal Development Officer -	Mr. C. Motlhakaja

Ministry of Labour and Home Affairs

Deputy Permanent Secretary -	Ms. L. Mpotokwane
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Ministry of Minerals, Energy and Water Resources

Director of Water Affairs -	Mr. G.G. Gabaake
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Ministry of Lands and Housing

Director of Housing	Ms. E. Serati
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Ministry of Health

Principal Health Officer I (Nutrition) -	Ms. K. Mompati
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Ministry of Trade and Industry

Chief Industrial Officer -	Mr. D. Okullo
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Ministry of Environment, Wildlife and Tourism

Principal Wildlife Officer -	Mr. E.S. Gobuamang
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United Nations Development Programme

National Economist (UNDP) -	Mr. S. Obuseng
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Botswana Council of Non Governmental Organizations (BOCONGO)

Executive Director, Thusano Lefatsheng	Mr. T. Matlhare
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Botswana Chamber of Commerce, Industry and Manpower (BOCCIM)

BOCCIM	Mr. L. Ketlaaleka
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Botswana Institute of Development Policy Analysis (BIDPA)

Executive Director, BIDPA -	Dr. H.N. Fidzani
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ANNEX 2: RESPONSIBILITIES OF KEY OFFICES IN THE PROGRAMME

A. Terms of Reference for Programme Steering Committee (P.S.C.)

Including the Chairperson, the PSC will comprise of members representing at a minimum the following organisations: Ministry of Finance and Development Planning (MFDP), Ministry of Trade and Industry, Ministry of Local Government, Ministry of Lands and Housing, UNDP, Women's Finance House Botswana, Botswana Council of Non-Governmental Organisations (BOCONGO).

The Programme Co-ordinator¹⁷ will act as secretary to the PSC. The PSC will provide guidance on Programme Management and will have the following terms of reference:

- 1) Provide guidance to the programme to ensure compliance with government policies and strategies.
- 2) Receive, review and approve progress report and programme review reports.
- 3) Constitute sub-committees on major sub-programme areas. The sub-committee will be formed on the basis of technical issues and will incorporate key stakeholders in the respective programme areas.
- 4) PSC will meet at least once every six months.
- 5) Discuss policy issues emerging from programme implementation.
- 6) Evaluate and sanction recommendations of the Secretariat.
- 7) Recommend policy changes to enhance achievement of programme goals.

B. Programme Secretariat¹⁸ (PS)

The Programme Secretariat will be chaired by the Programme Co-ordinator. The Secretariat will perform the following tasks:

- 1) It will serve as a co-ordinating arm of the programmes within the executing/implementing institution.
- 2) It will be responsible for the day to day planning and implementation of the programme at all levels.
- 3) It will administer the resources allocated to the programmes and provides financial reports to both the Government and UNDP.
- 4) It will provide periodic reports to both the Programme Steering Committee and the Technical Committee with clear recommendations and analysis of issues.
- 5) It will organise meetings and serve as secretariat of the PSC.
- 6) It will organise programme reviews and evaluations at the agreed frequency.
- 7) It will organise and ensure annual auditing for the programme.
- 8) Monitor the attainment of Programme benchmarks by activities.
- 9) Provide secretarial services to both the PSC and the Technical Committee.
- 10) Facilitate coordination between the various programme activities.
- 11) Establish networks between the various programme actors.
- 12) Work with coordinators in establishing fora for all programme implementers, to come together and exchange experiences.
- 13) Provide support services to sub-programme coordinators, consultants, and staff.
- 14) Undertake any other assignment given by the PSC.

C. Terms of reference of the Technical Committee¹⁹

¹⁷ This will be the Rural Development Coordination Division of the Ministry of Finance and Development Planning

¹⁸ To be comprised of the Programme Coordinator (RDGD) and UNDP

¹⁹ This is the MSCPR.

- a) receive and discuss reports from the Programme Secretariat including work plans, implementation of progress reports, programme proposals, technical papers etc.;
- b) discuss proposals from the Programme Secretariat on terms of reference for programme studies, surveys as well as monitoring and evaluation.;
- c) discuss progress reports from implementing agencies;
- d) discuss papers from programme coordinators, consultants and any other staff.;
- e) receive and discuss reports from consultants and researchers and;
- f) undertake any other assignment given by the P.S.C etc.

D. Programme Coordinators.

- a) Act as Secretary to the Programme Steering Committee.
- b) Convene and chair the meetings of the Technical Committee.
- c) Co-ordinate the activities of the programme components.
- d) Monitor the sub-programme component co-ordinator in performance of their tasks and in particular the finalisation of the workplans, submission of all reports including financial reports needed by the donor, facilitation of audit and completion of programme reviews and evaluations.
- e) Advise the Government and other actors on the best options to take in programme implementation.

E. Sub-Programme Co-ordinators²⁰ from other implementing partner ministries/ departments²¹

- a) assist implementing agencies on the design of their work plans;
- b) help in designing modalities for programme implementation;
- c) advise on modalities for enhancing community ownership and implementation;
- d) assist in identifying and developing mechanisms for continuous monitoring and evaluation;
- e) assist in the identification and assessment of programme consultants and staff;
- f) assist in developing networking between the programme and other programmes and projects;
- g) take part in Technical Committee meetings;
- h) assist in ensuring follow-up on decisions taken by the PSC and the advice from Technical Committee;
- i) act as the link between the Technical Committee and implementing agencies;
- j) advise PSC on issues emerging from programme implementation;
- k) ensure documentation of programme experiences and;
- l) undertake any other assignment given by the PSC etc.

In addition, the sub-coordinators will be responsible for:

- Preparation of Programme Component Proposals.
- Preparation of budgets for Programme Component activities.
- Co-ordination of technical work under the Programme Component..
- Preparation and submission of Programme reports for the particular programme component..
- Monitoring Programme Components expenditure to ensure that they conform to the approved work plan and are within approved resources.

²⁰ These should be representative of the key component implementing ministries and departments.

²¹ This should be comprised of the key component implementing ministries and departments.

F. Other implementing partner ministries/departments²²

1. Regularly monitor the physical and financial implementation of assigned activities.
2. Maintaining an updated inventory of equipment, motor vehicles etc procured through the programme and reporting on the status of such equipment and motor vehicles etc.
3. Co-ordinating activities with other related activities.
4. Preparing relevant progress and financial reports.
6. Preparing periodic technical and terminal reports.
7. Advising the Programme Coordinator on matters related to programme implementation.

²² Different components of the programme will be implemented by different ministries/departments consequently, this also refers to component implementing ministries and departments.

ANNEX 3: TERMS OF REFERENCE FOR THE POVERTY SENIOR ADVISOR

I. Introduction

The Rural Development Coordination Division would like to engage a consultant to help implement the National Strategy for Poverty Reduction, direct functions of the Poverty Strategy Coordination Unit and advise on possible ways to strengthen institutional capabilities for implementing, monitoring, measuring and evaluating poverty reduction programmes and strategies within different line ministries concerned including assisting such Ministries and stakeholders to sharpen the anti-poverty focus of their programmes.

2. Background

Poverty is generally persistent in Botswana with the worst forms of Poverty concentrated in most of the remote areas of the country particularly the West, where people predominantly depend on Government welfare and illiteracy rates are significantly high while opportunities for formal sector employment are by and large low. The majority of Botswana live in rural areas with the elderly, the Remote Area Dwellers, the Youth and women headed households being the most vulnerable to poverty.

Causes of poverty have been attributed to limited access to employment opportunities; small domestic market; slow progress in export growth and diversification; lack or limited access to credit for productive land use; drought and the resultant high risk for investment in farming; Inadequate skills and knowledge both for formal and productive self employment and poor natural endowments for arable agriculture etc.

For the past two decades since the early 1980s Government of Botswana designed and implemented a wide range of programmes to reduce the incidence of poverty and mitigate its impact. Most of these programmes focused on creating employment opportunities, empowering citizens to seize economic opportunities in the country, assisting citizens who are unable to earn a means of livelihood on their own, and creating rural-based social and economic infrastructure. Despite Government investment in capacity building, rural development, employment creation, welfare support etc. poverty continued to be a major set-back. It is against this background that the Government identified poverty as a top priority development challenge and developed an overarching National Strategy for Poverty Reduction to provide a policy framework for the design, implementation and monitoring of poverty related programmes with a view to empowering those who are under privileged.

The main objectives of the strategy are to:

- i) Synthesise all anti-poverty initiatives in Botswana and refocus them on key emerging strategic issues;
- ii) Harmonise all sectoral initiatives relating to poverty into a coordinated effort towards poverty reduction;
- iii) Strengthen national capacity to systematically measure and monitor poverty and to track "... overall progress towards its reduction on an ongoing basis" and ;
- iv) Identify "... the specific means by which the Vision's poverty-related goals and objectives are to be achieved". "The Vision" is Botswana's Long term Vision (1997-2016), popularly referred to as Vision 2016.

Consistent with Presidential Directive 14/2003, which approved the National Strategy for Poverty Reduction and its implementing mechanisms, a Multi-Sectoral Committee on Poverty Reduction was established as an implementing machinery of the Rural Development Council. Consequently, a programme of action which covered the broad areas of: Sustainable Rural livelihoods, Enhancing Capabilities, Enhancing Participation, Strengthening Local

Government Institutions and Strengthening National Development Management Capacity as outlined in the National Strategy for Poverty Reduction, was developed. There is therefore an urgent need to strengthen the capacity of the Rural Development Coordination Division and the Multi- Sectoral Committee on Poverty Reduction to implement the programmes of the Strategy as well as to monitor measure and evaluate poverty reduction programmes with a view to informing policy makers and the relevant stakeholders. For that reason, a Poverty Expert is required to facilitate implementation of the Strategy.

3. Terms of Reference for the Poverty Advisor

Oversees, facilitates, guides and monitors the implementation of the National Strategy for Poverty Reduction (NSPR) and its programmes.

- Initiates and coordinates the formulation of policies and strategies on poverty reduction including the review of the NSPR..
- Reviews and guides the work of the Principal Poverty Strategy Coordinator II..
- Compiles situational reports for presentation to the Multi-Sectoral Committee on Poverty Reduction and other relevant structures established for purposes of overseeing poverty reduction initiatives and follows up actions.
- Monitors and links district and Community level initiatives aimed at poverty reduction.
- Assesses and advises on strengthening of institutional capabilities for monitoring, measuring and evaluating poverty reduction programmes and strategies within different line ministries concerned..
- Drafts preliminary routine reports and documents on poverty reduction initiatives.
- Represents the Division in various fora dealing with poverty reduction issues.

4. Qualifications

A Masters degree in Economics or higher, from a recognized University with a minor in Rural Development, Agriculture, Statistics or Demography is required.

5. Experience

The incumbent should have 11 years relevant experience in the design, implementation and management of poverty related interventions in a multi-sectoral environment and should demonstrate ability to direct functions of the Poverty Strategy Coordination Unit. Further, the incumbent should demonstrate outstanding supervisory, managerial and administrative capabilities and high degree of professional competence in executing work at this level particularly; the ability to formulate sound policy recommendations on poverty issues.

6. Expected Outputs/Deliverables

Anti-poverty programmes/initiatives in place

Sound policies on poverty reduction and a review of the National Strategy for Poverty Reduction

Poverty reports and briefs

Sound poverty monitoring tools

Poverty indicators and measures

Capacity building on poverty reduction