

UNITED NATIONS DEVELOPMENT PROGRAMME

**Programme of the Government of the Republic of Botswana
Programme Support Document**

Project number: BOT/03/002
Project title: Support to the Botswana Environment Programme for 2003-05
Project short title: Environment Programme

LPAC Review Date :
BPAC Review Date :
Programme Officer :

Estimated starting date : 01/10/03

Estimated end date: 31/11/05
Management arrangement: National Execution
Designated institution: Ministry of Environment, Wildlife and Tourism
United Nations implementing agency:
Programme support site: Throughout Botswana
Beneficiary country: Botswana

Summary of UNDP and cost-sharing inputs [as per attached budgets]

UNDP:	
TRAC (1 & 2) -	378,000
TRAC (3) -	0
STS -	0
Other -	1,508,286
TOTAL -	1,886,286
Cost-sharing:	
Government -	2,744,547
Country Office Administrative:	84,883
Total Govt. C/S	2,829,430
TOTAL:	\$4,715,716

Government inputs (local currency) :

In kind	BWP 2,633,505
In cash	0

Description: A number of strategic documents exist in Botswana which indicate the commitment of the Government and people to safeguard the environment and ensure its sustainability. The National Development Plan 9 proposes and makes budgetary provisions for a number of interventions arising from these strategies and commitments. These interventions, which will be carried out over the next six years, are spread out across various ministries and departments as well as beyond the Government sector. There is a need for these disparate strategies, commitments and initiatives to be recognized and coordinated as a cohesive NATIONAL ENVIRONMENT PROGRAMME. The UNDP-supported National Environment Programme will provide this recognition and coordination. It will also provide direct support to a number of initiatives already identified and budgeted for under NDP-9. This support will be primarily aimed to ensure effective implementation. This will be done by targeting upstream levels through capacity-building, policy, regulatory and legal frameworks, support for increased cohesion, institutional capacity and data collection and monitoring and often testing the proposals through pilot projects. In addition, the Programme will also have complementary projects to remedy information gaps and enhance the overall effectiveness of environmental protection and management in Botswana. Coordination of the various initiatives which make up the National Environment Programme implies a harmonious approach to environmental management, contributing to common goals, sharing of experiences and lessons learnt, economies of scale such as through combined training events, mutual support and backstopping, sharing of a comprehensive environmental information management system, and a coordination office to overcome difficulties with delivery. A steering Committee will serve as a body for policy recommendations related to enhancement of programme implementation and attainment of objectives. The various activities/projects will be implemented in the most appropriate venues ranging from central Government organizations with relevant responsibilities as identified in NDP-9, to partners within local government, the private sector, NGOs and communities. A coordinated approach to environmental management will be made available through this proposal, will provide opportunities for the integration of environment with good governance as well as environment with poverty alleviation by targeting an increase in choices and enhancing...

**PERMANENT SECRETARY
MINISTRY OF FINANCE &
DEVELOPMENT PLANNING**

2003 -11- 27

Date Name/Title
P / BAG 008 GABORONE
REPUBLIC OF BOTSWANA

On behalf of:
Government
Designated Institution
UNDP

Signature




5/12/03

CONTENTS

1. INTRODUCTION AND BACKGROUND	3
1.1 Situation analysis.....	3
1.2 The Government’s response to the situation.....	4
1.3 Strategy and Objective for UNDP support.....	5
2. RESULTS AND RESOURCES FRAMEWORK	7
3. EXECUTION MODALITY AND IMPLEMENTATION ARRANGEMENTS	18
3.1 National execution (NEX).....	18
3.2 The National Programme Director and Steering Committee.....	18
3.3 The Programme Coordination Office.....	19
3.4 The Chief Technical Advisor	19
3.5 Appointment procedures.....	19
3.6 Roles and responsibilities	20
3.7 Exit Strategy	20
4. MONITORING AND EVALUATION	20
4.1 Monthly monitoring at the operational level	21
4.2 Quarterly monitoring at the partners and primary stakeholders level.....	21
4.3 Six-monthly meetings of the Steering Committee.....	21
4.4 Evaluations and audits.....	21
4.5 Monitoring and Evaluation Schedule.....	22
5. LEGAL CONTEXT.....	22
6. BUDGET	23
6.1 According to Outputs	23
6.2 According to Budget Line categories (FIM)	24
ANNEX 1: TASKS OF KEY BODIES AND KEY PERSONNEL.....	26
ANNEX 2: MEMORANDUM OF AGREEMENT	33
ANNEX 3: REPORT OF THE PSD FORMULATION TEAM	37

1. INTRODUCTION AND BACKGROUND

1.1 Situation analysis

Botswana is endowed with valuable natural resources and an environment that can potentially sustain its development processes and its people into the future. Over 34% of the total land area is under protection in national parks, game reserves or wildlife management areas. Some of these areas contain unique habitats of ecological importance (such as the Okavango Delta) and cultural significance (such as the Tsodilo Hills). Wetland systems, some of which are now historic such as Lake Ngami and the Boteti River, form part of the Okavango Delta river system. Being the only source of permanent surface water within hundreds of kilometres at its southern reaches, the Okavango Delta attracts an enormous diversity of wildlife and people.

Vast parts of Botswana still remain undeveloped with industrialisation confined mainly to the eastern parts of the country. Though Botswana boasts of unique ecological features they are however vulnerable and the prime challenge is to achieve sustainable management of renewable natural resources in a semi-arid environment amidst a rapidly growing human population. Other challenges include competing land-uses, poverty, inadequate coordination of natural resource-use regimes, and lately the HIV/AIDS epidemic. If left unmanaged, these influences could lead to a general decline in the natural resources base typified by low agricultural yields, reduced wildlife populations and distribution, reduced yields in fishing and veldt products, and consequently reduced opportunities and choices especially for rural communities.

Rural dwellers have traditionally relied on natural resources for their food, housing materials, medicines, household implements, energy and cultural activities, on a sustainable basis. However, the lack of economic options and increasing poverty are threatening this balance, as people tend to harvest beyond even what they know as sustainable levels, just to meet immediate needs, in turn compromising the regeneration capacity of the resource. As the natural resource base continues to diminish, rural dwellers, especially women, will progressively become impoverished. Poverty levels were recorded at 47% of the population in 1997, according to the UN Common Country Assessment, 2001. Arresting this situation requires a range of interventions from policy and legislative reform, to coordination of environmental protection with national development efforts.

Livestock farming and arable agriculture are the most common forms of land use but over the years, the role of agriculture in rural economies has continued to decline partly through livestock predation and crop damage. In a few areas, local communities have, through utilisation of wildlife and veldt products attracted considerable private sector investments and in the process increased rural incomes. These efforts however continue to be undermined by the human-wildlife conflict. As recognition of the value of wildlife and veldt products increases, and previously unoccupied areas begin to have regular presence of tourists, issues of invasive species, over-harvesting of resources (especially veldt products) and plagiarism of indigenous knowledge systems begin to emerge.

In the drier parts of the country, veldt products and forage have a very important role in human sustenance. These wild products in the form of berries, tubers, herbs, nuts, fruits, grasses, caterpillars and locusts, provide food for domestic consumption and can generate income for rural households. Woodlands and forests are found on state land, freehold land and communal land. Wood resources are important for energy in rural areas, as well as house construction and furniture. Because of these demands, wood resources are being depleted in turn reducing the capacity of forests to regulate water flow and leading to the destruction of ecological habitats.

Wildlife continues to be the main driving force for tourism in Botswana and some species such as springbok show a significant decline. Among some of the strategies to arrest the decline of wildlife populations is the devolution of use and management of wildlife to local communities. However, the management capacity of most rural communities is still low and the provision of the necessary technical support to rural communities managing wildlife is a huge task.

In addressing environmental concerns, public education and awareness activities are being undertaken by environmental organisations within and outside Government and the last decade has seen an increase in public participation in management and use of natural resources. This has been facilitated mainly by Government's decision to devolve natural resources management and user rights to local communities in the form of CBNRM. The draft EIA legislation makes provision for public participation, and requires consultation with communities most likely to be affected by major developments.

Participation by the private sector in environmental management has been limited. On-going reforms and attempts to rationalize the roles and responsibilities of Government departments dealing with environment will be looking at opportunities for private sector participation.

Recent institutional reforms within Government have seen the creation of a new Ministry of Environment, Wildlife and Tourism (MEWT) with a mandate to coordinate environmental conservation and protection. A rationalization of all environment-related functions transferred to MEWT is currently underway and should lead to a clearer identification of the core functions of the Ministry and linkages

1.2 The Government's response to the situation

The last decade has seen extensive policy and legislative reforms as well as institutional and planning interventions aimed at promoting sustainable development, reducing environmental degradation, increasing efficiency in natural resource utilisation and reducing poverty, especially in rural areas.

The National Policy on Natural Resources Conservation and Development, also known as the NCS, was adopted in 1990. The Policy has the twin objectives of increasing the effectiveness of natural resources use and management to maximise the benefits and minimise undesirable side effects; and of integrating environmental work and considerations throughout the operations of all Ministries. To oversee the implementation of the Strategy, and to coordinate the various environment and natural resources institutions of Government, the National Conservation Strategy Advisory Board (NCSAB), was established, with the National Conservation Strategy Coordinating Agency (NCSA) as its Secretariat.

In 1997, *Vision 2016* outlined the Government's development initiatives and recognised the need to address environmental issues in order to achieve sustainable development. In line with the pillar "*A Prosperous, Productive and Innovative Nation*", the *Vision* advocates for sustainable economic growth and development which takes into consideration efficient use of both renewable and non-renewable resources, equitable distribution of assets, community participation in natural resources management, poverty eradication, and minimum land, water and air pollution.

In line with Vision 2016, an *Environmental Keynote Paper* was prepared early in 2002, paving the way for the integration of environmental considerations into the ninth *National Development Plan* (NDP-9). The keynote paper informed Government on environmental concerns for Botswana and how they could be integrated into the development planning process. Development targets outlined in NDP9 range from policy, legislative and institutional reforms, and include environmental and economic instruments and public awareness campaigns. All these contribute to the realization of *Vision 2016*.

In addition to the above “domestic” measures, Botswana has also accepted its role within the international community by participating in global events such as the UN Conference on Environment and Development and the World Summit on Sustainable Development. It has also acceded to a number of global environmental conventions.

However, in spite of this progress, a lot remains to be done. Implementation of the policy has fallen short of expectations. Effective coordination has been hindered by the absence of legislative backing. The NCS Agency lacks sufficient powers to execute some decisions and to monitor the environmental performance of other sectors. The need for an overarching environmental law has been identified and drafting has commenced but progress is slow. The NCS Agency has changed mother ministries four times since its establishment and its continuing lack of capacity has resulted in administrative delays for major programmes and activities.

1.3 Strategy and Objective for UNDP support

At the country level

The UNDP Country Programme for Botswana (2003-2007) provides the direction for UNDP support in addressing the development challenges of Poverty, HIV/AIDS, and Environmental Protection. The Country Programme is based on the Common Country Assessment (CCA) and the United Nations Development Assistance Framework (UNDAF) and contributes to their objectives.

The Environment objectives identified by the Country Programme are : strengthening institutional capacity to manage and monitor the environment, strengthening national capacity to implement global conventions, supporting CBNRM and NGO/CBO driven activities, and improving natural resources management and environmental education and awareness. These objectives are all in support of the policies and objectives identified by the National Development Plan 9 which forms the departure point for this PSD.

At the corporate level

The UNDP Strategy Results Framework (SRF), Goal 3 : Environment, seeks “*environmentally sustainable development to reduce human poverty*”; and Sub-Goal 1 sets the target as “*sustainable environmental management to improve the livelihoods and security of the poor*”.

This PSD addresses Strategic Area of Support 2 (SAS-2) by strengthening the capacity of national institutions to plan, implement and finance integrated approaches to environmental management (under its Objectives 1 and 2). It also addresses Strategic Area of Support 3

(SAS-3) by enhancing access to environmental information for improved decision-making and better public awareness (under Objective 3).

2. RESULTS AND RESOURCES FRAMEWORK

The **Outcome** that is targeted by this intervention is : The effective protection and management of Botswana's environment and natural resources so as to obtain maximum benefits which are equitably shared, with minimum impacts, on a sustainable basis, as enshrined in Vision 2016.

This intervention would have been successful if, within the next five years, there is an increase in household incomes among those communities participating in the Programme activities, with the increase measured according to the Human Development Report; if the decline in the population of a selected indicator wildlife species has been halted and reversed, as measured by the figures arising from Wildlife Department census statistics; if public sensitivity to environmental issues is leading to a reduction in litter in selected areas; and if public awareness and interest have increased as measured by the number of "visits" to the NCSA and the Programme websites.

It will achieve this by working towards three **Objectives** -

- 1 To support MEWT and other organizations so they are better able to satisfy their mandates for environmental protection and management.
- 2 To strengthen the systems for conservation and sustainable use of natural resources.
- 3 To establish a national environmental information management system, which can be applied to national development planning, environmental protection and management, research and other applications, within and outside Government.

To this end, a number of **Activities** will be carried out and these will result in the following **Outputs** -

- 1.1 Enhanced capacity for environmental protection and management through training and similar initiatives
- 1.2 Mandates, roles and responsibilities for environmental protection and management clearly defined
- 1.3 Enhanced public awareness of environmental issues and sensitivity to environmental values and vulnerability
- 1.4 Effective EIA Process to prevent new impacts
- 1.5 Financial mechanism for environmental protection and management
- 2.1 Capacity for landscape scale management planning enhanced
- 2.2 Protected Species Recovery Planning developed and implementation facilitated
- 2.3 Best practices identified for the management of natural resources by communities
- 3.1 Fully operational national environmental metadatabase
- 3.2 Improved reporting on the status of the Botswana environment
- 3.3 The Botswana Atlas of Natural Resources

In attempting to achieve the above Outputs, there are two salient **risks** that may impede the achievement of Outputs and Objectives :

Firstly, capacity is lacking and institutions are weak. Programme design has internalised mitigation measures for these weaknesses and many activities aim to build capacity. In addition, the lessons learnt from the last PSD have been applied to this area of risk in particular. For example, many pilot projects are proposed to serve as learning opportunities and for capacity building before attempting full-scale implementation of initiatives.

Secondly, in the past there has been a lack of momentum on the part of Government institutions to "process" outputs such as draft policies and legislation and recommendations for action. The proposed Deputy Permanent Secretary status (as suggested by DPSM) of

the Chief Technical Advisor, and the seniority of the National Programme Director (Permanent Secretary), are expected to lead to more timely consideration of Programme outputs and more incisive follow-up action by Government.

Outcome : Effective protection and management of Botswana’s environment and natural resources so as to obtain maximum benefits which are equitably shared, with minimum impacts, on a sustainable basis, as enshrined in Vision 2016
Outcome indicators : An increase in household incomes among those communities participating in Programme activities, measured according to the Human Development Report; decline in the population of a selected indicator wildlife species has been halted and reversed, measured by Wildlife Department statistics; public sensitivity to environmental issues is leading to a reduction in litter in selected areas; public awareness and interest have increased, as measured by number of “visits” to NCSA and Programme websites
Strategic Results Framework : Sub-Goal 1 : Sustainable environmental management to improve the livelihoods and security of the poor. Strategic Area of Support 2 – Institutional barriers to implementing policy reforms by strengthening the capacity of national institutions to plan, implement and finance integrated approaches to environmental management (Objectives 1 and 2). Strategic Area of Support 3 – Strengthening capacity to monitor and assess environmental sustainability in order to expand access to environmental information and improve decision-making (Objective 3)
Key Partners: Ministry of Environment, Wildlife and Tourism, Ministry of Finance and Development Planning, Ministry of Housing and Lands, Ministry of Local Government, Ministry of Education, other Government organizations, environmental NGOs, CBOs, and the private sector
Programme Support title and number : Support to the Botswana Environment Programme 2003-07 (BOT/03/002)

Programme Support Objective 1 : TO SUPPORT MEWT AND OTHER ORGANIZATIONS SO THEY ARE BETTER ABLE TO SATISFY THEIR MANDATES FOR ENVIRONMENTAL PROTECTION AND MANAGEMENT

Output	Scheduling	Indicative activities	Key Partners	Inputs
<i>Output 1.1</i> Enhanced capacity for environmental protection and management through training and similar initiatives	By Q2 of Y2	1.1.1 Assess the human resources needs and capacity of MEWT and other government organizations, required to satisfy their mandate for environmental protection and management. Integrate this with the National Capacity Self Assessment being supported by GEF and focusing on capacity for MEAs. Report to Government and GEF.	National Consultant/s together with DPSM and small Working Groups in each key Ministry as Govt in-kind.	
<i>Indicators</i> Capacity assessments undertaken and Report available. Training plan formulated for Govt sector and civil society.	By Q2 of Y2	1.1.2 Assess the human resources needs and capacity in the private sector, NGOs and CBOs to enable them to assume an appropriate role and responsibilities for environmental protection and management in partnership with the Government sector. Integrate this with the National Capacity Self Assessment being supported by GEF and focusing on capacity for MEAs. Report to Government, GEF and other stakeholders.	National Consultant/s assisted by key exponents and reps of private sector and civil society.	National Consultancy, 9w/m - \$54,000 Domestic travel - \$4,500 Consultation meetings - \$5,000 Various training - \$400,000 Reporting - \$5,000
	Throughout Y2 and Y3	1.1.3 Identify and access the most appropriate opportunities for capacity building through academic training, professional improvement, on-the-job training.	National Consultant/s with PC and DPSM.	Total: \$468,500
	Throughout Y2 and Y3	1.1.4 Arrange for similar capacity building activities among the private sector, NGOs and CBOs to enable them to assume an effective partnership role with Government in the protection and management of the environment and natural resources.	National Consultant/s with PC.	

Output	Scheduling	Indicative activities	Key Partners	Inputs
<p><i>Output 1.2</i> Mandates, roles and responsibilities for environmental protection and management clearly defined</p> <p><i>Indicators</i> Legal basis for environmental management, including coordination responsibilities, secured. MEWT organizational structure implemented. Guidelines for mainstreaming of environment in land use planning process, being implemented.</p>	<p>Review by Q1 of Y2 Redrafting support continues through to Q2 of Y3</p> <p>Between Q1 and Q2 of Y2</p> <p>From Q4 of Y1 to Q2 of Y3</p> <p>Between Q2 and Q4 of Y2</p>	<p>1.2.1 Review the scope of legislative mechanisms which provide, or are intended to provide, for the protection and management of the environment and natural resources. Identify in particular overlapping statutory responsibilities, inconsistencies and other weaknesses in the system and recommend improvements. Review overseas experience and propose systems and approaches for Botswana to provide cohesive protection and management for its environment. Support redrafting and other corrective actions.</p> <p>1.2.2 Explore the modalities and feasibility for achieving coordination and harmony between agencies of Government (including local government) and beyond charged with the administration, planning and management of aspects of the environment or natural resources. Report with recommendations to Government.</p> <p>1.2.3 Confirm the proposed MEWT organizational structure and provide an objective "outsider's" perspective to assist with the drafting of job descriptions, performance "contracts", delegation and accountability, reporting functions, redeployment of personnel and other aspects of the implementation process for the new structure.</p> <p>1.2.4 In close collaboration with the Ministries of Lands & Housing and Local Government, develop ways and means for the effective implementation of existing guidelines for environmental protection and management in the land use planning process.</p>	<p>Nat and Int Consultants with collaboration from AG Chambers and MEWT.</p> <p>Nat and Int Consultants assisted by DPSM, MEWT Policy Group and MLG.</p> <p>Int Consultant/s with DPSM and MEWT Dept Min Management</p> <p>Nat Consultant/s with MEWT personnel in collaboration with staff of ML&H and MLG</p>	<p>National Consultancy, 15w/m - \$90,000 International Consultancy, 4w/m - \$62,000 Workshops X15 - \$15,000 Domestic Travel - \$10,500 Reporting - \$5,000</p> <p>Total: \$182,500</p>

Output	Scheduling	Indicative activities	Key Partners	Inputs
<p><i>Output 1.3</i> Enhanced public awareness of environmental issues and sensitivity to environmental values and vulnerability</p> <p><i>Indicators</i> Public Information Strategy being implemented. Environmental Education Programme implemented. Reports on barriers and opportunities.</p>	<p>Strategy by Q4 of Y1 Implementation from Q1 of Y2 right through to Q4 of Y3</p> <p>Q2 and Q3 of Y2 Award annually</p> <p>From Q3 of Y2 to Q1 of Y3</p> <p>Between Q3 of Y2 and Q4 of Y3</p> <p>Between Q3 of Y2 and Q1 of Y3</p> <p>Between Q2 and Q4 of Y3</p>	<p>1.3.1 Develop a strategy for public environmental information and support its implementation through, for example, an interface between MEWT and the public, the use of news media, and the use of electronic means.</p> <p>1.3.2 Mobilize environmental journalists from all media on their role in environmental protection and management and establish an annual award for the best example of environmental journalism which contributes to the conservation of the environment through informing the public.</p> <p>1.3.3 In collaboration with the Ministry of Education, develop an environmental education programme for schools through which they assume responsibilities for meaningfully contributing to the protection and management of their local environmental assets; trial in 2-3 pilot schools and formulate guidance for other schools to follow.</p> <p>1.3.4 Investigate the barriers that hinder public participation and design ways and means of overcoming these barriers with special attention to the role of women, youth and disadvantaged groups. Report to Government.</p> <p>1.3.5 Identify the most effective mechanisms and opportunities for the participation of the public, as partners, in the protection and management of the environment and natural resources. Report to Government.</p> <p>1.3.6 Identify the most effective mechanisms and opportunities for partnerships with the private sector in the protection and management of the environment and natural resources. Report to Government and the private sector.</p>	<p>Nat Consultant/s with MEWT and Contractors to produce and deliver material.</p> <p>Nat Consultant/s and MEWT in collaboration with NGOs.</p> <p>Nat Consultant/s with MOE and selected 2-3 schools (students and teachers) for Pilots.</p> <p>Nat Consultant/s through wide consultation.</p> <p>Nat Consultant/s with CBOs and NGOs and advice from AG Chambers.</p> <p>Nat Consultant/s with small Working Group of reps of private sector.</p>	<p>National Consultancy, 5w/m - \$30,000 Contracts (Publicity, etc) - \$270,000 Training - \$29,000 Domestic Travel - \$4,500 Reporting - \$10,000 Pilot Projects seed money - \$20,000 Multi-media Projector - \$6,000</p> <p>Total: \$369,500</p>

Output	Scheduling	Indicative activities	Key Partners	Inputs
<p><i>Output 1.4</i> Effective EIA Process to prevent new impacts</p> <p><i>Indicators</i> Pilot Project ProDoc. Training sessions conducted. Evaluation Report produced.</p>	<p>Between Q4 of Y1 and Q3 of Y2</p> <p>Between Q2 and Q4 of Y2</p> <p>Q2 to Q4 of Y2 and Q1 of Y3</p>	<p>1.4.1 Test the new EIA Process in a pilot, but real-life, situation with a real development proposal. This will be a test of the entire procedure with appropriate public involvement from scoping to monitoring.</p> <p>1.4.2 Following the pilot, refine the draft Process to take into account the lessons learnt and submit a final proposal to Government for adoption.</p> <p>1.4.3 In parallel, organize sessions to train those who will be expected to participate in the new Process and produce utilizing the EIA Manual currently under preparation.</p>	<p>Nat Consultant with MEWT EIA Unit and collaboration of selected Developer.</p> <p>MEWT EIA Unit with advice from AG Chambers.</p> <p>Nat Consultant with MEWT EIA Unit and MEWT Public Relations</p>	<p>National Consultancy, 4.5w/m - \$27,000 Domestic Travel - \$3,000 Training - \$15,000 Pilot Project seed money - \$10,000</p> <p>Total: \$55,000</p>

Output	Scheduling	Indicative activities	Key Partners	Inputs
<p>Output 1.5 Financial mechanism for environmental protection and management</p> <p><i>Indicators</i> Charter or similar instrument in place. Audited statements of the Fund available each year. Fund turnover increasing annually.</p>	<p>Q4 Y2 and Q1 Y3</p> <p>During Q1 of Y3</p> <p>Between Q1 and Q2 of Y3</p> <p>During Q3 of Y3</p> <p>From Q3 of Y3 to Q2 of Y3</p>	<p>1.5.1 Review overseas experience and after consultations with Government financial managers and the private sector, develop/review the system of fees, concessionaires and other cost recovery strategies appropriate for local circumstances to ensure the sustainability of environmental protection and management activities.</p> <p>1.5.2 Assist with the setting up of the Environment Enhancement Fund, to receive income arising from the sustainable use of the environment and natural resources, sponsorship arrangements, donations, etc, and to disburse it for protection and management activities.</p> <p>1.5.3 Consult widely and develop a Charter or similar instrument to guide the operations of the Fund.</p> <p>1.5.4 Assist with the establishment of the most appropriate administrative arrangement for the Fund comprising representatives of the main stakeholders.</p> <p>1.5.5 Develop and implement a publicity campaign to inform the general public on the availability of the "Fund" and provide guidance on formulating proposals for accessing it.</p>	<p>Int and Nat Consultants with MEWT Departments, MFDP and small Working group of Tourism and other Private Sector interests.</p> <p>Int and Nat Consultants with MFDP and MEWT.</p> <p>Int and Nat Consultants with Working Group of Private Sector interests and advice from AG Chambers.</p> <p>Nat Consultant and appropriate MEWT unit.</p> <p>Contractor with MEWT Public Relations, assisted by NGOs</p>	<p>International Consultancy, 3w/m - \$52,000 National Consultancy, 4w/m - \$24,000 Workshops X14, plus Training - \$52,000 Publicity Contract - \$20,000 Reporting - \$5,000</p> <p>Total: \$53,500</p>

Programme Support Objective 2 : TO STRENGTHEN THE SYSTEMS FOR CONSERVATION AND SUSTAINABLE USE OF NATURAL RESOURCES

Output	Scheduling	Indicative activities	Key Partners	Inputs
<p><i>Output 2.1</i> Capacity for "Landscape scale" management planning enhanced</p> <p><i>Indicators</i> Project Document for establishment of a Pilot. Evaluation Report (including Best Practices). Procedures for landscape scale management planning.</p>	During Q3 and Q4 of Y2	<p>2.1.1 Assist with the establishment of a Joint Management Group comprising the Land Board, the Tribal Administration and the Department of National Museum, in respect of a selected locality such as the Tsodilo Hills Landscape.</p>	Int and Nat Consultants with Land Board, the Tribal Administration and the Department of National Museum functioning as a Joint Management Group.	<p>International Consultancy, 2w/m - \$32,000 National Consultancy, 6w/m - \$36,000 Domestic Travel - \$15,000 Workshops X3 - \$18,000 Consultation meetings X25 - \$25,000 Reporting - \$5,000 Pilot Project support - \$28,000</p> <p>Total: \$159,000</p>
	Between Q1 of Y3 and Q3 of Y3	<p>2.1.2 Design and implement a Pilot Project to trial draft procedures for Landscape scale management planning at the selected locality addressing in particular, wildlife corridors, indigenous knowledge, Veldt products such as medicinal herbs, and other issues and opportunities to be identified locally.</p>	Int and Nat Consultants, the Joint Management Group, and staff at the site, together with local communities.	
	During Q4 Y4 and Q1 Y3	<p>2.1.3 Evaluate the Pilot Project seeking lessons that can be learnt and best practices.</p>	Int and Nat Consultants and the Joint Management Group, with local communities.	
	Q1 and Q2 of Y3	<p>2.1.4 Finalize and adopt procedures for Landscape scale management planning including provision for wildlife corridors.</p>	Int and Nat Consultants with Land Board, the Tribal Administration and the Department of National Museum functioning as a Joint Management Group.	

Output	Scheduling	Indicative activities	Key Partners	Inputs
<p><i>Output 2.2</i> Protected Species Recovery Planning developed and implementation facilitated</p> <p><i>Indicators</i> Inventory of species at risk. Project Documents for pilot projects. Evaluation Report of pilots and best practices. Procedures for Protected Species Recovery Planning.</p>	During Q4 Y2 and Q1 Y3	<p>2.2.1 Review of the statutory basis and international obligations arising from MEAs (especially CBD, CITES, Berne) for the protection of species at risk.</p>	Int and Nat Consultants with MEWT Units and Agric Research	<p>International Consultancy, 5w/m - \$80,000 National Consultancy, 6,w/m - \$36,000 Domestic Travel - \$13,500 Workshops X13 - \$39,000 Reporting - \$5,000 Pilot Projects (X2) seed money - \$20,000</p> <p>Total: \$193,500</p>
	From Q4 Y2 to Q3 Y3	<p>2.2.2 Review available literature and undertake any additional survey as necessary to compile an inventory of indigenous plants and animals recognizing those that are rare, threatened or endangered.</p>	Int and Nat Consultants with MEWT Units and Agric Res in collaboration with Univ of Botswana	
	From Q3 Y3 to Q2 Y3	<p>2.2.3 Design and support a Pilot Project which will develop and implement a Recovery Plan for a selected indigenous species of animal at risk.</p>	Int and Nat Consultants with MEWT Units (Wildlife, etc)	
	From Q3 Y3 to Q2 Y3	<p>2.2.4 Design and support a Pilot Project which will develop and implement a Recovery Plan for a selected indigenous species of plant at risk.</p>	Int and Nat Consultants with MEWT Units (Forestry), Agric Research	
	During Q2 and Q3 of Y3	<p>2.2.5 Evaluate the pilot projects and reflect the lessons learnt in new procedures for Protected Species recovery planning.</p>	Int and Nat Consultants with MEWT Units and Agric Res	

Output	Scheduling	Indicative activities	Key Partners	Inputs
<p><i>Output 2.3</i> Best practices identified for the management of natural resources by communities</p> <p><i>Indicators</i> Project Document for selected Pilot Project. Evaluation and best practices Report available. NRM Guidelines & Procedures for communities.</p>	From Q4 Y2 to Q2 of Y3	<p>2.3.1 Appraise trials that have been undertaken in localities where the responsibilities for management have been passed on to the community for aspects such as :</p> <ul style="list-style-type: none"> • Management planning • Application of indigenous knowledge • Resource Inventory • Resource Monitoring and systematic observations • Problem Animal Control • Fuel wood availability • Etc, etc, etc 	Int and Nat Consultants with MEWT and relevant NGOs and CBOs	<p>International Consultancy, 3w/m - \$52,000 National Consultancy, 7.5w/m - \$45,000 Domestic Travel - \$19,000 Workshops X15 - \$45,000 Contracts - \$50,000 Reporting - \$10,000 Pilot Projects (X2) seed money - \$22,300</p> <p>Total: \$193,300</p>
	From Q1 Y2 to Q2 of Y3	<p>2.3.2 Identify any necessary new aspects or those which should be investigated further and test in Pilot Project/s</p>	Int and Nat Consultants with MEWT and relevant NGOs and CBOs	
	During Q3 and Q4 of Y3	<p>2.3.3 Evaluate the Pilot Project/s and identify best practices.</p>	Int and Nat Consultants with MEWT and relevant NGOs and CBOs	
	Q1 and Q2 of Y3	<p>2.3.4 Incorporate the results into NRM Guidelines on the allocation (guardianship rights) and management of natural resources by communities.</p>	Int and Nat Consultants with MEWT and relevant NGOs and CBOs	
	Q1 and Q2 of Y3	<p>2.3.5 Encourage replication of the identified best practices.</p>	MEWT	

Programme Support Objective 3 : TO ESTABLISH A NATIONAL ENVIRONMENTAL INFORMATION MANAGEMENT SYSTEM, WHICH CAN BE APPLIED TO NATIONAL DEVELOPMENT PLANNING, ENVIRONMENTAL PROTECTION AND MANAGEMENT, RESEARCH AND OTHER APPLICATIONS, WITHIN AND OUTSIDE GOVERNMENT

Output	Scheduling	Indicative activities	Key Partners	Inputs
<p><i>Output 3.1</i> Fully operational national environmental metadatabase</p> <p><i>Indicators</i> Metadatabase developed together with protocols for access to source databases. Website for metadatabase showing an increasing number of "visits" on a weekly basis. Weekly updates of website data.</p>	Between Q2 and Q4 of Y2	3.1.1 Note existing policies on environmental information management and record and characterize existing environmental data-bases in terms of data quality, reliability, availability and the protocols required for access, maintenance / support, hardware quality and software platform used.	Int Consultant/s with assistance from GSO, GCB and IT in MEWT	International Consultancy, 5w/m - \$82,000 Database Contract - \$36,000 Training - \$40,000 Publicity Contract - \$20,000 Equipment (D-base hardware) - \$20,000 Total: \$198,000
	During Q4 of Y2 and Q1 of Y3	3.1.2 Consult widely (especially with GCB) to identify the likely clients/users of the proposed system and record their required data; match their needs with what is available and identify gaps.	Int Consultant/s with assistance from GCB and IT in MEWT	
	From Q4 Y2 to Q2 Y3	3.1.3 Negotiate the arrangements necessary with data owners for data to be made available for access.	Int Consultant/s with assistance from GCB and IT in MEWT	
	Starting Q2 Y2 and until Q1 of Y3 (to be confirmed with contractor)	3.1.4 Review developments undertaken towards the establishment of data management facilities in NCSA and develop a web-based metadatabase utilizing databases identified above to produce tailor made products for clients/users.	D-Base Contractor and Int Consultant/s with MEWT IT assisted by GCB	
	Part of above	3.1.5 Develop protocols for the use of the metadatabase, assess capacity needs and provide for enhanced capacity as required at the contributing databases.	D-Base Contractor and Int Consultant/s with MEWT IT assisted by GCB	
	From Q4 of Y2 to Q3 of Y3	3.1.6 Establish a framework for data collection, processing, and archiving together with standards for quality control.	D-Base Contractor and Int Consultant/s with MEWT IT assisted by GCB	
	Same as above	3.1.7 Training of personnel to provide them with skills for operation of the metadatabase.	D-Base Contractor and Int Consultant/s	
	Starting Q3 of Y3 and until Q4 of Y3 at least	3.1.8 Develop and implement a publicity campaign to inform the general public about the availability of the system, the information it can provide, and how they can access it.	Publicity Contractor with MEWT IT	

Output	Scheduling	Indicative activities	Key Partners	Inputs
<p><i>Output 3.2</i> Improved reporting on the status of the Botswana environment</p> <p><i>Indicators</i> Environmental indicators developed together with Environmental Monitoring Strategy. Interactive web-based Status of the Botswana Environment. Biennial hardcopy of Botswana State of the Environment Report.</p>	<p>From Q1 of Y2 to Q4 of Y2</p> <p>Following on from above - Q4 of Y2 to Q2 Y3</p> <p>From Q1 to Q3 of Y3</p> <p>Q1 to Q4 of Y3</p> <p>Q1 to Q4 of Y3 for training</p> <p>Q4 of Y2 to Q3 of Y3 while training on the job: and Q4 of Y2 to Q4 of Y3</p>	<p>3.2.1 Review existing indicators for sustainable development, Millennium, Development Goals, etc, and develop a set of environmental quality indicators for each of selected aspects of the Botswana environment through a broad consultative and participatory process.</p> <p>3.2.2 Develop a monitoring strategy for each indicator with clear protocols for data collection, analysis and transmission to the central coordination centre.</p> <p>3.2.3 Identify and assess existing environmental monitoring programmes with special attention on the quality and reliability of the data and information obtained and how they can be utilized for the purposes of this initiative.</p> <p>3.2.4 Link up with the National Environmental Information Management System to enable it to offer as one of its products, the Status of the Botswana Environment in an interactive manner on the WWW.</p> <p>3.2.5 Establish a small unit of trained experts to maintain the website and enhance its products through analysis, interpretation and response to feedback.</p> <p>3.2.6 Produce the biennial Botswana State of the Environment Report and publish it in hardcopy to reach those who do not have access to the electronic, interactive products.</p>	<p>Int Consultant and Nat Consultants with Workshop participants</p> <p>Int Consultant and Nat Consultants with MEWT</p> <p>Int Consultant and Nat Consultants with MEWT SOE Unit</p> <p>Int Consultant and Nat Consultants</p> <p>Int Consultant and Nat Consultants with MEWT, DPSM and GCB</p> <p>MEWT SOE Unit with Printing Contractor</p>	<p>International Consultancy 3w/m - \$50,000 National Consultancy 9w/m - \$54,000 Workshops X3 - \$9,400 Domestic Travel - \$3,000 Short Term Training X4-5 - \$6,000 Printing, etc (contract) - \$25,000</p> <p>Total: \$147,400</p>

Output	Scheduling	Indicative activities	Key Partners	Inputs
<p><i>Output 3.3</i> The Botswana Atlas of Natural Resources</p> <p><i>Indicators</i> CD-ROM version of Atlas available for retail. Hardcopy version of Atlas available for retail</p>	<p>Between Q1 of Y3 to Q3 of Y3</p> <p>From Q3 of Y3 to Q4 of Y3 for text drafting and illustrations</p> <p>Q2 and Q3 Y3 and Q4 of Y3 if necessary – may need mock-ups of final</p> <p>Q3 and Q4 of Y3</p> <p>Concurrent with above - Q3 and Q4 Y3</p> <p>From Q1 of Y3 to Q4 of Y3</p> <p>From Q1 of Y3 to Q4 of Y3</p>	<p>3.3.1 Determine the scope and prescription of Atlas maps and text after extensive consultation with prospective users. Undertake market survey.</p> <p>3.3.2 Establish a Working Group and assign responsibilities for drafting specific components of the text which is then compiled by the Editor-in-chief; arrange for any necessary illustrations to be produced.</p> <p>3.3.3 Identify potential co-funding partners (from the private sector) with the aim of keeping the retail cost of the Atlas within the means of the general public.</p> <p>3.3.4 Undertake Book Design, formatting and layout of text pages.</p> <p>3.3.5 Develop map design and generate maps using the National Environmental Information Management System.</p> <p>3.3.6 Design, produce and publish an interactive CD-ROM version of the Atlas.</p> <p>3.3.7 Print and publish the hardcopy version of the Atlas.</p>	<p>Nat Consultant and Market Survey Contractor</p> <p>Nat Consultant with Text Writing Contractors and Illustrations Contractor</p> <p>Nat Consultant with Programme Coordinator</p> <p>Book Design Contractor</p> <p>Map Design Contractor</p> <p>CD Version Contractor</p> <p>Printing Contractor</p>	<p>National Consultancy 5w/m - \$30,000 Workshops X2 - \$6,000 Domestic Travel - \$3,000 Contract (market survey) - \$3,000 Text writing contracts 8-10 - \$60,000 Illustrations Contract - \$20,000 Contract (book design) - \$4,000 Contract (map design etc - \$20,000 Contract (CD-ROM version) - \$5,000 CD production - \$1,000 Printing etc contract (excl sponsor) - \$5,000</p> <p>Total: \$157,000</p>

3. EXECUTION MODALITY AND IMPLEMENTATION ARRANGEMENTS

The Programme Support will be executed through the National Execution (NEX) modality and overseen by a Steering Committee (SC) chaired by the National Programme Director and with technical advice from a Technical Advisory Group (TAG). Day-to-day management and coordination of activities will be the responsibility of the National Programme Director assisted by the Chief Technical Advisor. Annex 1 provides a fuller description of the tasks envisaged for key personnel and key bodies as well as an organization chart of the implementation framework. A brief summary is provided below.

3.1 National execution (NEX)

The Programme Support will be Nationally Executed or, in other words, managed by the Government which, through the Ministry of Finance and Development Planning, has overall responsibility for all UNDP-supported activities. The Ministry of Environment, Wildlife and Tourism (MEWT) will be the Executing Agency, designated to manage the UNDP Programme Support. A number of other Ministries and Departments, together with NGOs and CBOs and exponents of the private sector are expected to serve as implementing organizations.

At the commencement of the Programme Support, the capacity of MEWT to carry out the required functions will be assessed and this assessment is considered as a pre-requisite for the successful implementation of Programme Support under the NEX modality. Training will be provided to the individuals who will be assigned to NEX duties. Additional NEX training will be held, at least once a year to update Programme Support staff and train any new staff, using the NEX Training Manual developed by the UNDP Regional Bureau for Africa.

3.2 The National Programme Director and Steering Committee

The Government will appointment a senior official to serve as National Programme Director (NPD), and will inform UNDP accordingly. The NPD is an internally appointed person and is considered as part of the Government in-kind contribution to the Programme.

The NPD is the focal point responsible and accountable in the National Execution Agency. In other words, he/she assumes overall responsibility for the successful execution and implementation of the Programme Support and for achieving the outcomes and outputs. The NPD should be able to devote a reasonable amount of time to this responsibility. He/she is the chair of the Steering Committee (SC), and is the approving officer for the Programme. Annex 1 indicates the duties and responsibilities of the NPD.

The Steering Committee sets the policies and provides guidance (institutional, political and operational) and direction for the Programme. It also provides an oversight for all the components of the Programme Support and facilitates communication to the Programme Support from throughout the public and private sectors and the donor community and vice-versa. In particular, the SC will provide a forum where donor partners who are supporting related initiatives, such as the support to the Wildlife Department by the European Union, can link up with the Programme and strive towards the synergies which should be possible.

3.3 The Programme Management

The Programme Management will comprise of a NDP, Chief Technical Advisor, three Component Managers, an Administrative Assistant, a Finance Assistant, and two Drivers. Programme Support components will be the responsibility of the Chief Technical Advisor and the three Component Managers, assisted as necessary by Consultants (both national and international), National Experts and Sub-Contractors.

3.4 The Chief Technical Advisor

The Chief Technical Advisor (CTA) will be recruited on a competitive basis. He/she will be appointed before Programme Support activities commence. It is the responsibility of the CTA to ensure effective communication between the partners and to monitor progress towards achieving the expected results. He/she will supervise the work of implementing agencies, Programme staff and consultants.

The Advisor will operate within the rules and regulations of the Botswana Government and maintain consistency with the Programme Support Document and the policies and procedures for NEX projects. He/she will report to the NPD and will liaise closely with UNDP operational and programme staff. Annex 1 indicates the duties and responsibilities of the CTA.

3.5 Appointment procedures

Appointments to the programme and to other contract positions will be made by the Executing Agency and the SC in consultation with UNDP. Where UNDP is required to recruit personnel, UNDP recruitment procedures shall apply.

All other things being equal, preference will be given to local experts and consultants. Where possible, NGOs will be involved in the implementation of specific programme activities. However, the requirements of the Programme Support will always be paramount. As this is primarily a capacity building initiative, all International and National Consultants and Experts will be required to work closely with, and in support of, local counterparts and incumbents so as to transfer skills, know-how and knowledge.

A number of Consultancies have been provided for under the budget. These positions could be filled by one or more contracts, conversely, consultancies could be amalgamated, according to the exigencies prevailing at the time. While budget provisions have been made for specific Consultancies at International or National level, those implementing the Programme Support may decide to engage United Nations Volunteers (UNVs) or United Nations International Short Term Advisory Resources (UNISTAR) instead.

A number of Contracts have also been identified. These are usually more complex tasks than those assigned to Consultants. However, those implementing the Programme Support should aim to obtain the best value for money and may decide to convert some Consultancies to Contracts and vice-versa.

3.6 Roles and responsibilities

UNDP will support the executing and implementing agencies by providing technical support as appropriate and necessary. It also may, at the request of the executing and implementing agencies, provide the following services:

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

The exact nature and scope of the support services are described in the Memorandum of Agreement between the Government of Botswana and UNDP (Annex 2).

The Implementing Organizations are national institutions, for example Government Departments or NGOs, that are responsible for ensuring that certain Programme Support activities are undertaken. It is their responsibility to ensure that the actual work is carried out, while the EA is responsible for oversight. Frequently, execution and implementation are responsibility of the same institution but at different levels of the organisation.

3.7 Exit Strategy

An exit strategy and plan will be developed by the Chief Technical Advisor by the beginning of the final year of the Programme Support for approval by the SC. The strategy will ensure that every Programme Support component is wound down and terminated in an orderly manner with full responsibilities and accountabilities remaining until after the final evaluation. When a component is declared closed off, the decision of the UNDP Resident Representative will be sought on whether equipment will be formally handed over or withdrawn for use elsewhere.

The implementation plans under each Output will have terminal activities and identifiable products which will clearly indicate the end of the Programme Support phase. Many of these, including all the Pilot Projects, will terminate well before the final year of the Programme and each would have benefited from its own exit strategy. However, as this is a capacity building initiative, most of the activities are intended to be continued as the legacy of the Programme Support.

The metamorphosis from activities of the Programme Support to day-to-day responsibilities of environmental management organizations, should be a managed, phased process involving the expertise of the Chief Technical Advisor. This transfer of responsibilities should take place in an orderly and phased manner, according to a clear time plan and should include any necessary additional training and resourcing. Support and advice may still be required after the formal handing over of responsibilities and the successor to the Programme Coordination Office could set up a "help desk" type of facility to provide this backup.

4. MONITORING AND EVALUATION

Programme activities will be monitored on a day-to-day basis by the Chief Technical Advisor, the Executing Agency and UNDP, and formal monitoring meetings will be held regularly. There will also be audits, monitoring visits, annual programme reviews and a mid-term and terminal evaluation of the programme involving a stakeholders' survey.

4.1 Monthly monitoring at the operational level

The National Programme Director will receive, through the CTA, monthly reports from Component Managers, Consultants and Sub-Contractors, assessing progress against agreed indicators, according to the agreed time scale and within the agreed budget. Delivery problems, which may arise, will be resolved within the implementation team which will meet for this purpose every month.

4.2 Quarterly monitoring at the partners and primary stakeholders level

Every quarter the Programme partners and primary stakeholders will meet to be advised of progress, as well as to ascertain that Programme Support activities and tasks are occurring in the set time frame and within allocated resources. They will also address problems/issues faced in delivery and adjust interventions as necessary. The Executing Agency will provide UNDP with quarterly reports on progress and a forecast of what is expected to be achieved in the coming quarter. These reports will be posted on the websites of both UNDP-Botswana and MEWT as a form of outreach and accountability to the broader circle of stakeholders and beneficiaries.

4.3 Six-monthly meetings of the Steering Committee

There will be a meeting of the Steering Committee at least every six months to discuss general concerns regarding the Programme direction/approach, including new threats and/or opportunities that may affect the Programme Support. The Chief Technical Advisor will provide an assessment of progress with respect to achieving Programme objectives, to each SC meeting.

4.4 Evaluations and audits

As required by the UNDP Programming Manual, audits of the Programme Support will be undertaken at least once a year and will review: the rate of delivery; financial accounting monitoring and reporting; management systems for recording, documenting and reporting on the use of resources; equipment use and management; management structures, including adequacy of appropriate internal controls and record keeping mechanisms.

UNDP and Government will review the corrective actions prescribed in the audit report as soon as the document is available but no later than the following annual review.

The UNDP Country Office (CO) is responsible for planning and organizing the Independent Mid-term Review/Evaluation and Terminal Evaluation using the UNDP Strategic Results Framework.

Annual Programme Evaluations will be undertaken. These will be structured so as to satisfy the requirements of both the Ministry of Finance and Development Planning and UNDP.

4.5 Monitoring and Evaluation Schedule

MONITORING	RESPONSIBILITY	YEAR 1	YEAR 2	YEAR 3
Annual Workplans - Operational Level	Chief Technical Advisor / Component Managers / Consultants / Sub-contractors	Start project	Start second project year	Start third project year
Progress Reports - Operational Level	Component Managers / Consultants / Sub-contractors	Monthly	Monthly	Monthly
Progress Meetings at Operational Level	Chief Technical Advisor / Component Managers / Consultants / Sub-contractors	Monthly	Monthly	Monthly
Progress Report for UNDP	Chief Technical Advisor / Executing Agency	Quarterly	Quarterly	Quarterly
Partners / Stakeholders Meeting	Chief Technical Advisor / Executing Agency	Quarterly	Quarterly	Quarterly
Progress Report for Steering Committee	Chief Technical Advisor	Sep. 2003 (Inception Report)	Feb. 2004	Feb. 2005
Progress Meeting - Steering Committee	Chief Technical Advisor / Executing Agency	Oct. 2003 (Inception Meeting)	Mar. 2004	Mar. 2005
Annual Programme Report	Chief Technical Advisor	Two weeks before TPR	Two weeks before TPR	Two weeks before TPR
Annual Review – Steering Committee (TPR)	Chief Technical Advisor / Executing Agency	Towards end of Year 1	Towards end of Year 2	Towards end of Year 3
Scheduled Programme Monitoring Visits	GoB/UNDP	Twice Annually	Twice Annually	Twice Annually
Audit	GoB/UNDP	Between Jan-31 Apr.	Between Jan-31 Apr.	Between Jan-31 Apr.
Mid-term	UNDP		During third project year	
Terminal	UNDP			Towards end project

5. LEGAL CONTEXT

This Programme Support Document (PSD) shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of the Republic of Botswana and United Nations Development Programme, signed by the parties on 14 May 1975. The Memorandum of Agreement in Annex 2 sets out the commitments of the two partners.

6. BUDGET

6.1 According to Outputs

OUTPUTS, ETC	TOTALS ¹	PERSONNEL			MONITOR & EVAL	CONTRACTS	TRAINING ²	EQUIP & SUPPLIES	MISCELLANEOUS			
		INTERNAT	NATIONAL	ADMIN					REPORTS	TRAVEL	CONTING	NEX FEE
1.1 Enhanced capacity for environmental protection and management through training and similar initiatives	468,500	0	54,000	0	0	0	405,000	0	5,000	4,500	0	0
1.2 Mandates, roles and responsibilities for environmental protection and management clearly defined	182,500	62,000	90,000	0	0	0	15,000	0	5,000	10,500	0	0
1.3 Enhanced public awareness of environmental issues and sensitivity to environmental values and vulnerability	369,500	0	30,000	0	0	270,000	49,000	6,000	10,000	4,500	0	0
1.4 Effective EIA Process to prevent new impacts	55,000	0	27,000	0	0	0	25,000	0	0	3,000	0	0
1.5 Financial mechanism for environmental protection and management	153,500	52,000	24,000	0	0	20,000	52,500	0	5,000	0	0	0
2.1 Capacity for Landscape scale management planning enhanced	159,000	32,000	36,000	0	0	0	71,000	0	5,000	15,000	0	0
2.2 Protected Species Recovery Planning developed and implementation facilitated	193,500	80,000	36,000	0	0	0	59,000	0	5,000	13,500	0	0
2.3 Best practices identified for the management of natural resources by communities	193,300	52,000	45,000	0	0	0	67,300	0	10,000	19,000	0	0
3.1 Fully operational national environmental metadatabase	204,000	82,000	0	0	0	56,000	46,000	20,000	0	0	0	0
3.2 Improved reporting on the status of the Botswana environment	147,400	50,000	54,000	0	0	25,000	15,400	0	0	3,000	0	0
3.3 The Botswana Atlas of Natural Resources	157,000	0	30,000	0	0	118,000	6,000	0	0	3,000	0	0
Programme administration, management and servicing ³	1,890,000	0	990,000	150,000	110,000	0	0	610,000	0	30,000	0	0
SUB-TOTALS	4,173,200	410,000	1,416,000	150,000	110,000	489,000	811,200	636,000	45,000	106,000	0	0
Contingency Fund (10%)	417,320	0	0	0	0	0	0	0	0	0	417,320	0
Programme Servicing fee (3%)	75,163	0	0	0	0	0	0	0	0	0	0	75,163
GRAND TOTAL	4,665,683											

¹ These amounts reflect only the costs to the Programme Support. There are additional costs which will be contributed by the Government in-kind, and these are itemized in **Error! Reference source not found.**

² Training includes Workshops, other consultations, Pilot Projects, and more formal training events.

³ See **Error! Reference source not found.** for a breakdown of these costs.

6.2 According to Budget Line categories (FIM)

Programme No :	BOT/03/002	Revision code :
Programme Title :	Support to the Botswana Environment Programme, 2003-07	Source of Fund :
Management arrangement :	National Execution	Status :
Designated Institution :	Ministry of Environment, Wildlife and Tourism	

BUDGET LINE	DESCRIPTION	TOTALS		YEAR 1		YEAR 2		YEAR 3	
		w/m	\$	w/m	\$	w/m	\$	w/m	\$
10	PROGRAMME PERSONNEL (numbers refer to outputs)								
11	International Consultants		410,000						
11-99	Subtotal	25	410,000						
13	ADMINISTRATIVE SUPPORT								
13-01	Data Administration		90,000						
13-02	Advocacy and Public Affairs		60,000						
13-99	Subtotal		150,000						
15	MONITORING AND EVALUATION								
15-01	Mid-Term Evaluation Mission	2	120,000						
15-02	Terminal Evaluation Mission	2	60,061						
15-03	Stakeholder Evaluation Survey	2	25,000						
15-99	Subtotal	6	205,061						
17	NATIONAL PROFESSIONALS								
17-01	Chief Technical Advisor	60	270,000						
17-02	National Programme Officer (UNDP)	60	180,000						
17-03	Component Manager (Nat Res Mgmt)	60	180,000						
17-04	Component Manager (Env Info Mgmt)	60	180,000						
17-05	Component Manager (Environmental Governance)	60	180,000						
	National Consultants :		990,000						
17-99	Subtotal	377	990,000						
19	Component Total	604	1,755,061						
20	CONTRACTS								
20-01	Environmental Awareness Campaign (1.3)		270,000						
20-02	Publicity for Trust Fund (1.5)		60,000						
20-03	Environmental Database Development (3.1)		36,000						
20-04	Publicity for Database Availability (3.1)		20,000						
20-05	Printing of Biennial SoE Report (3.2)		25,000						
20-06	Environmental Atlas Market Survey (3.3)		30,000						

BUDGET LINE	DESCRIPTION	TOTALS		YEAR 1		YEAR 2		YEAR 3	
		w/m	\$	w/m	\$	w/m	\$	w/m	\$
20-07	Environmental Atlas Text Writers (3.3)		60,000						
20-08	Environmental Atlas Illustrations (3.3)		40,000						
20-09	Environmental Atlas Book Design (3.3)		20,000						
20-10	Environmental Atlas Map Design, etc (3.3)		20,000						
20-11	Environmental Atlas CD-ROM version (3.3)		60,000						
20-12	Environmental Atlas Printing (excl sponsor) (3.3)		40,000						
29	Component Total	-	681,000						
30	TRAINING								
32	Other Training								
32-01	National Workshops		20,000						
32-02	Local Workshops, Consultation meetings		164,000						
32-03	Short Courses (domestic)		182,500						
32-04	Short Courses (overseas)		136,000						
32-05	Study Tours		70,400						
32-06	Group training		84,000						
32-07	Seminars, etc		60,000						
32-08	Pilot Projects (X8)		100,300						
32-99	Subtotal	-	817,200						
39	Component Total	-	811,200						
40	EQUIPMENT & SUPPLIES								
45-01	Expendable (Office supplies)		120,000						
45-02	Non-Expendable office equipment		156,000						
45-03	Office equipment servicing and maintenance		120,000						
45-04	Vehicles (X2) servicing and maintenance		240,000						
45-99	Subtotal	-	636,000						
49	Component Total	-	636,000						
50	MISCELLANEOUS								
52	Reporting costs								
52-01	Major Reports, Discussion Papers, etc		150,000						
53	Sundries								
53-01	Official Domestic Travel		120,000						
53-02	Contingency Fund (10%)		471,572						
53-03	NEX Support and Servicing Fee (3%)		84,883						
59	Component Total	-	826,455						
99	PROGRAMME TOTALS		4,715,716						

ANNEX 1: TASKS OF KEY BODIES AND KEY PERSONNEL

The Terms of Reference for Programme Support personnel will be developed by the Chief Technical Advisor in consultation with the Programme Steering Committee, the Government and UNDP. Following are brief summaries of the tasks, roles and responsibilities of key bodies and personnel. The stakeholders will have their own requirements for contractual purposes and the material below will need to be recast in the required format.

The Steering Committee

The Programme Support will be directed by a Steering Committee (SC) chaired by the National Programme Director, with technical advice from a Technical Advisory Group (TAG). The primary task of the Steering Committee is to set the policies and provide guidance (institutional, political and operational) and direction for the Programme Support to ensure that it remains within the agreed framework. The SC also provides an oversight for all the components of the Programme Support and facilitates communication to the Programme Support from throughout the public and private sectors and the donor community and vice-versa. With these main objectives in mind, the SC regulates its own procedures as guided by the Chairperson. It achieves its aims through the Chief Technical Advisor who will attend meetings but who will not have a vote. The Chief Technical Advisor will be responsible for the implementation of SC policy and direction and for reporting back to the SC on progress with all aspects of the Programme Support. Membership of the SC will be on an honorary basis and no fees will be paid. However, any actual and reasonable expenses incurred by Programme Support personnel and Government representatives will be reimbursed.

Membership should comprise one representative from the Ministry of Finance and Development Planning, The Ministry of Environment, Wildlife and Tourism, and UNDP together with other major stakeholders, the private sector and the NGO community with the addition of the Chief Technical Advisor, ex-officio. Observers, advisors and other participants will attend on the invitation and at the discretion of the Chair. Secretarial support will be provided by the Programme Administrative Assistant. SC business is conducted on a consensus basis.

The SC will meet at least every six months, or more frequently if required. A small Executive Group comprising the Chair, UNDP and Ministry of Finance and Development Planning, with the Chief Technical Advisor in attendance, may be established to attend to salient matters which require attention between meetings.

The Technical Advisory Group (TAG)

The Technical Advisory Group (TAG) ensures the quality control for the products which are to arise from the Programme Support and it serves as a source of objective technical advice to all those involved at the policy, planning, management and implementation levels. Members will be appointed by the Steering Committee according to the required technical expertise and sit in their personal capacity. They will be accountable to the Chairperson of the SC but will be accessible to all SC members, the Chief Technical Advisor and others involved with the Programme Support and requiring technical advice.

In the interest of effectiveness, the maximum number of core members should be no more than 8-10 and it is preferable if they are local experts. However, the prime objective is to

get the best, most reliable and most objective advice. The core members may be augmented from time to time through temporary appointments to reflect current issues in hand. The TAG will conduct most of its business electronically, but will meet at least every six months, to formulate advice before the SC meeting. The Chairer of the TAG will be appointed by the SC and in addition to the duties of all members of the TAG he/she will also be required to provide an independent assessment of progress with implementation of the Programme Support to the SC meeting, with a particular emphasis on the technical and scientific quality of the products.

The availability of a technical advisory group to the decision-makers' forum is a mechanism that is also found in the CBD.

National Programme Director

The National Programme Director (NPD) is the focal point for responsibility and accountability in the National Execution Agency, which is the Ministry of Environment, Wildlife and Tourism. He/she assumes overall responsibility for the successful execution and implementation of the programme Support towards achieving the outcomes and outputs.

The NPD is an internally appointed person and is considered as part of the Government in-kind contribution to the Programme. He/she works on the Programme on a part time basis and should be able to devote a reasonable amount of time to Programme activities. He/she is the chair of the Steering Committee (SC), and is the approving officer for the Programme.

Other duties and responsibilities are:

- Ensure the proper use of project resources.
- Ensure that Government inputs for the Programme are available.
- Lead and coordinate partners in the selection of the Chief Technical Advisor.
- Supervise the Chief Technical Advisor and facilitate the work of the Chief Technical Advisor and all staff.
- Ensure that the required programme workplan is prepared and updated in consultation and agreement with UNDP and distributed to the Government (Counterpart Ministries).
- Lead and arrange the recruitment of programme professional and support staff in line with laid out recruitment process.
- Authorise commitments of resources for inputs including staff, consultants, goods and services and training. May appoint an alternate that can support the Programme Support work in the absence of the NPD.
- Present the National Execution Agency at Programme Support meetings and annual reviews.
- Lead efforts to build partnerships for the support of outcomes indicated in the Programme Support Document.
- Support resource mobilisation efforts to increase resources in cases where additional outputs and outcomes are required.

Chief Technical Advisor (CTA)

The Chief Technical Advisor (CTA) will be recruited locally according to UNDP recruiting procedures and appointed by UNDP to serve as the full-time advisor on the Programme and will be located in the Ministry of Environment, Wildlife and Tourism.

The CTA will be an experienced manager, with a good understanding of the government system, a good leader and organizer, with demonstrated sensitivity to environmental protection and management. He/she will have had first-hand experience in as many as possible of the various activities that are to be undertaken during the Programme Support - e.g. environmental institutions and organizational structures, legislation, protected area management planning, public information and participation methodologies, information management systems, etc. He/she will have standing and credibility among colleagues and the community with whom he/she will need to work. He/she will have excellent inter-personal skills, and be able to listen and communicate effectively both orally and in writing with politicians and senior decision-makers as well as with scientists and technical experts, industrialists, the teaching profession, NGOs, community leaders, special interest groups, the private sector and the general public.

This is a full-time position, with delegated executive authority (financial, recruitment, etc) and adequate flexibility. The CTA is fully accountable to the SC and, through the SC, to the Government, UNDP and other stakeholders. The CTA has the responsibility for the day-to-day Programme Support administration and management including financial resources, coordination, monitoring and progress reporting, liaison, etc. He/she has the ultimate responsibility for delivery of the Programme Support outputs and for its ultimate success – but can only achieve this through the Component Managers, the various Consultants, Experts and Sub-Contractors, so he/she must have full trust in them, and command their loyalty.

Other duties and responsibilities are:

- Ensure that implementing agencies mobilize and deliver inputs in accordance with agreements and that payments are made accordingly.
- Ensure that funds are made available when needed by taking proactive steps and prerequisites for the release of funds.
- Ensure that appropriate accounting records are kept although all records are maintained by the UNDP Country Office.
- Ensure that financial procedures for NEX are followed.
- Facilitate and cooperate with audits processes.
- Manage the Programme resources, e.g. vehicles, office equipment.
- Supervise Programme staff and consultants.
- Prepare the required reports as scheduled and liaise with UNDP staff to organize the annual review, evaluation missions and project visits.

Component Managers

There will be three Component Managers appointed under this Programme Support, one for each Component namely, Environmental Governance, Natural Resources, and Environment Information Management.

These positions are to be filled by locals. They will be technical experts in their own right and would have demonstrated clear abilities in the subject areas to be covered. They will also be experienced managers who can motivate staff, work effectively in a corporate team situation, relate equally well to decision-makers, specialists and members of the general public, communicate clearly and effectively, meet deadlines and achieve results.

The Component Managers are responsible for leading their colleagues in the execution of assigned tasks and activities, according to agreed schedules and within allocated budgets. They will manage their activities in an effective and professional manner, and report to the Chief Technical Advisor as requested. While retaining overall responsibility for their respective clusters of activities, the Component Managers will be able to delegate responsibility for discrete and sizeable tasks to colleagues and to Consultants and/or Contractors recruited for the purpose by the Programme Support management. They are ultimately accountable to the Chief Technical Advisor to whom they will be required to furnish regular progress reports on outputs, budgets and any other aspects.

Programme Administrative Assistant

The Programme Administrative Assistant will be recruited locally according to procedures and Terms of Reference established for such positions by UNDP, and will serve as part of Programme Management at MEWT. He/she will be an organized, tidy person, methodical in his/her approach to the office environment; with good judgement in balancing the need to follow orders and take initiatives. He/she must be able to follow instructions and implement directions as well as work in a supportive role to the Chief Technical Advisor, with whom he/she will work in partnership and to whom he/she will be accountable. He/she must be experienced in office management equipment and systems and possess highly developed computer skills covering word processing, electronic communications, spreadsheets, etc. The appointee will be expected to be familiar with the project administration procedures of Government and UNDP or be willing to learn.

The Programme Administrative Assistant will serve as the secretary/rapporteur for the SC. As such, he/she will be responsible for all the preparatory work leading up to each meeting including the compilation of the draft agenda and the preparation and circulation of all documentation. He/she will also be responsible for finalizing the draft record of the meeting in good time, circulating it for comments, and implementing any necessary amendments.

Other duties and responsibilities are:

- Advise Programme staff on administrative and National Execution (NEX) reporting, clearance procedures on finance, procurement, recruitment, travel, etc.
- Arrange period project meetings with the Chief Technical Advisor.
- Assist in organizing Steering Committee and Technical Advisory Group meetings, and prepare minutes of the meetings.
- Compile background material, working papers, and statistical data for briefing sessions.
- Advise Programme staff on administrative management of the Programme.
- Arrange Programme visits and preparation of reports.
- Assist in organizing training.
- Draft routine correspondence and follow up and respond to queries on Programme matters.
- Collect, maintain, and update data relevant to the Programme.
- Maintain a consultancy database for the Programme.
- Maintain an assets registry record.

The person should hold a first degree in a related area (e.g. secretarial/ administrative). A minimum of three years work experience is required.

Programme Finance Assistant

The Programme Finance Assistant will be recruited locally according to procedures and TORs established for such positions by UNDP and will serve as a member of the Programme Management.

He/she will be a trustworthy and well-organized person, methodical in his/her approach to the management of the Programme's financial affairs; with good judgement in balancing the need to follow orders and take initiatives. He/she must be able to follow instructions and implement accounting procedures as directed as well as work in an advisory and supportive role to the Chief Technical Advisor and the Programme Administrative Assistant, with whom he/she will work as a team. He/she will be accountable to the Chief Technical Advisor in the first instance, however, he/she will also work very closely with the UNDP finance section. He/she must be experienced in financial management systems and possess highly developed computer skills covering spreadsheets, database, word processing, electronic communications, etc. The appointee will be expected to be familiar with the financial management procedures of Government and UNDP or be willing to learn.

Other duties and responsibilities are:

- Monitor payment request within the Programme; obtain necessary clearances and ensure payments are effected promptly.
- Manage funds in conformity with the administrative and financial procedures of UNDP.
- Advise and assist international staff, experts, consultants, and other staff on all aspects of allowances, salary advances, travel claims and other financial matters.
- Prepare detailed cost estimates and lead budget analysis and projections as required.
- Ensure that funds are advanced by UNDP in a timely fashion that does not hinder the work of the Programme Coordinating Office.
- Collect quotations for equipment and materials for the Programme and prepare and follow up on procurement requests.

The person should hold a first degree in a related area (e.g. finance, accounting, secretarial/administrative). A minimum of three years work experience is required.

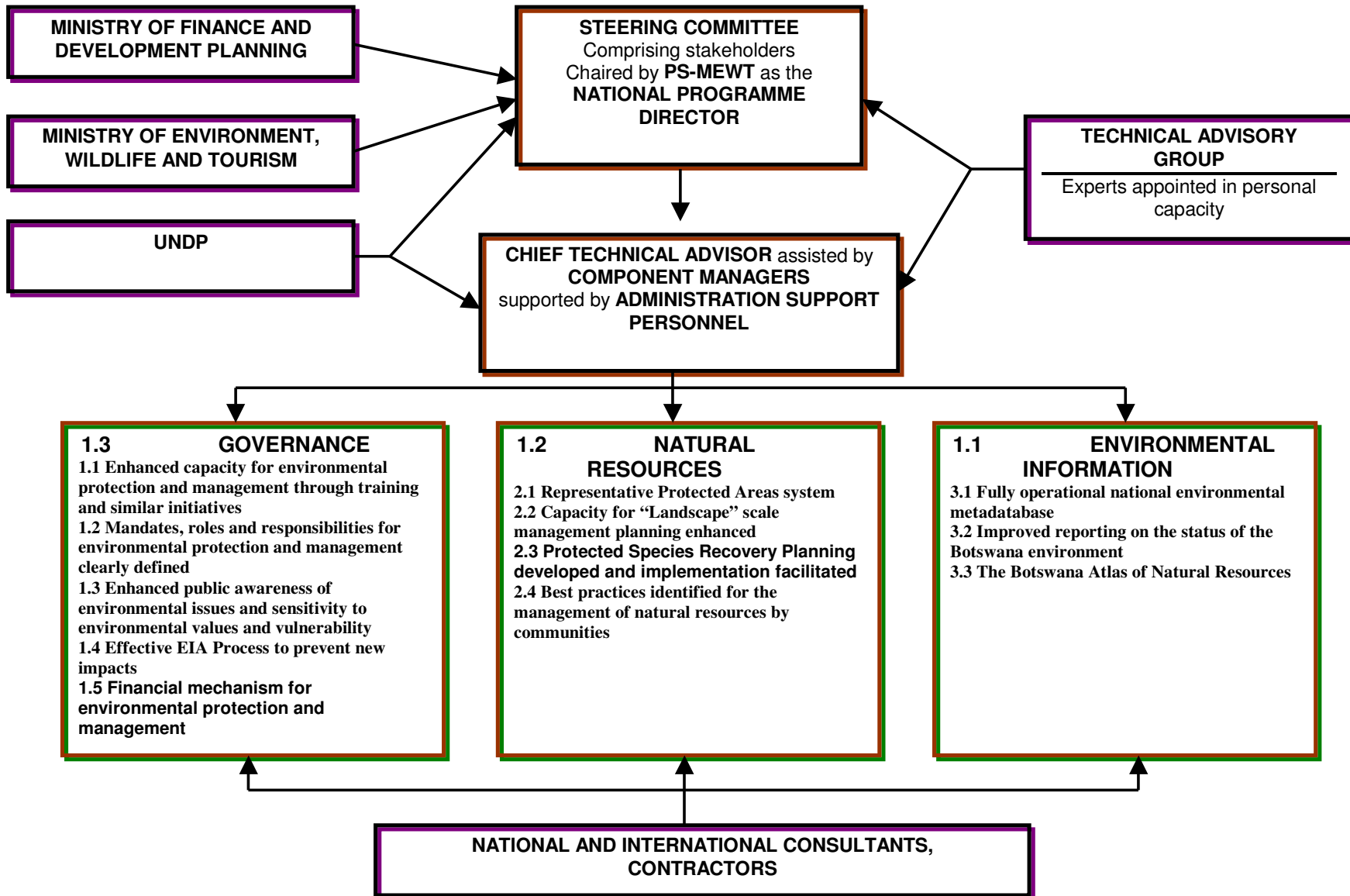
Programme Driver/Messenger

The duties and responsibilities are:

- Transport Programme staff and consultants within and outside Gaborone and to project sites.
- Meet officials/personnel at the airport and facilitate immigration and customs formalities.
- Timely delivery and collection of Programme documents.
- Log official trips, daily mileage, gas consumption, oil changes, greasing, etc, and ensure passenger signs log sheets.
- Responsible for the day-to-day maintenance and cleanliness of the assigned vehicle. This includes checking oil, water, battery, brakes, tyres, etc; recording servicing needs and renewal of road license; perform minor repairs and report all irregularities to the supervisor.
- Undertake steps required by rules and regulations in case of involvement in accident or theft, including reporting to the office and police immediately.
- Assist with photocopying and binding Programme documents.

- Undertake any other duties as per exigency of work.

The person should have completed primary education and should be in possession of a valid driving licence. In addition, the person should have a minimum of four years experience as a driver for the Government of Botswana, the private sector or equivalent.



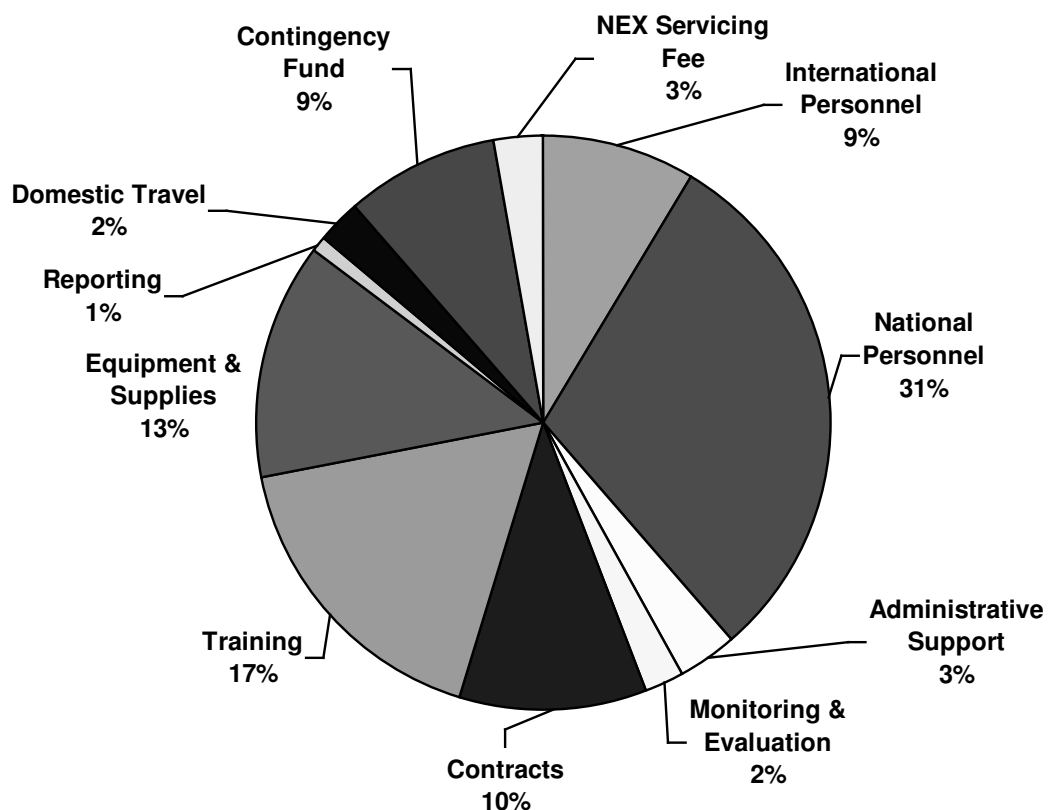
ANNEX 2: MEMORANDUM OF AGREEMENT

Between the Government (Min Fin) and UNDP on the respective roles and responsibilities and the administrative support to be provided for NEX by UNDP operating as a business centre.

CALCULATION OF THE GOVERNMENT'S CONTRIBUTION, IN-KIND, TO THE PROGRAMME

The Government's contribution in-kind to the Programme comprises three main elements – staff time, office furniture and accommodation. It has been estimated that over the 60 months of the Programme, the Government's in-kind contribution will be equivalent to just over 2.5 million Pula (over US\$0.5 million). This is made up as follows :

	W/m	Salary + overheads package/month	Cost in Pula	Cost in US\$
STAFF TIME				
Within the country (for training)	60	8,000	480,000	
Outside the country (for training)	60	8,000	480,000	
Workshops	92	8,000	736,000	
Collaboration meetings	72	8,000	576,000	
SUB-TOTALS	212		2,272,000	454,000
	Area in m ²	Cost in Pula per m ² /month	Total cost in Pula	In US\$
ACCOMMODATION				
PCO Office space (4 rooms)	78	55 X 60 months	257,400	
Pilot Projects (X8)	144	38X12 months	65,664	
SUB-TOTALS	222		323,064	64,613
	Unit cost	Quantity	Total in Pula	In US\$
PCO OFFICE FURNITURE				
Desk (exe)	2,700	1	2,700	
Desk (3 D L-shaped)	1,100	2	2,200	
Desk (6 D)	1,003	2	2,006	
Table	814	1	814	
Chair (swivel mm)	338	3	1,014	
Chair (swivel exe)	1,480	1	1,480	
Bookshelf	436	8	3,488	
Easy chair	1,022	4	4,088	
Coffee Table	369	1	369	
Filing Cabinets (4 drawer)	543	5	2,715	
Chair (Typist swivel)	327	1	327	
PILOT PROJECTS FURNITURE				
Desk (6D)	1,003	8	8,024	
Chair (swivel mm)	338	8	2,704	
Working table	814	8	6,512	
SUB-TOTALS			38,441	7,788
GRAND TOTALS			P2,633,505	\$526,401



INPUTS

By far greatest input is National Personnel (31%) – this Programme is implemented nationally

Next input is Training (17%) – reflecting current low levels of capacity

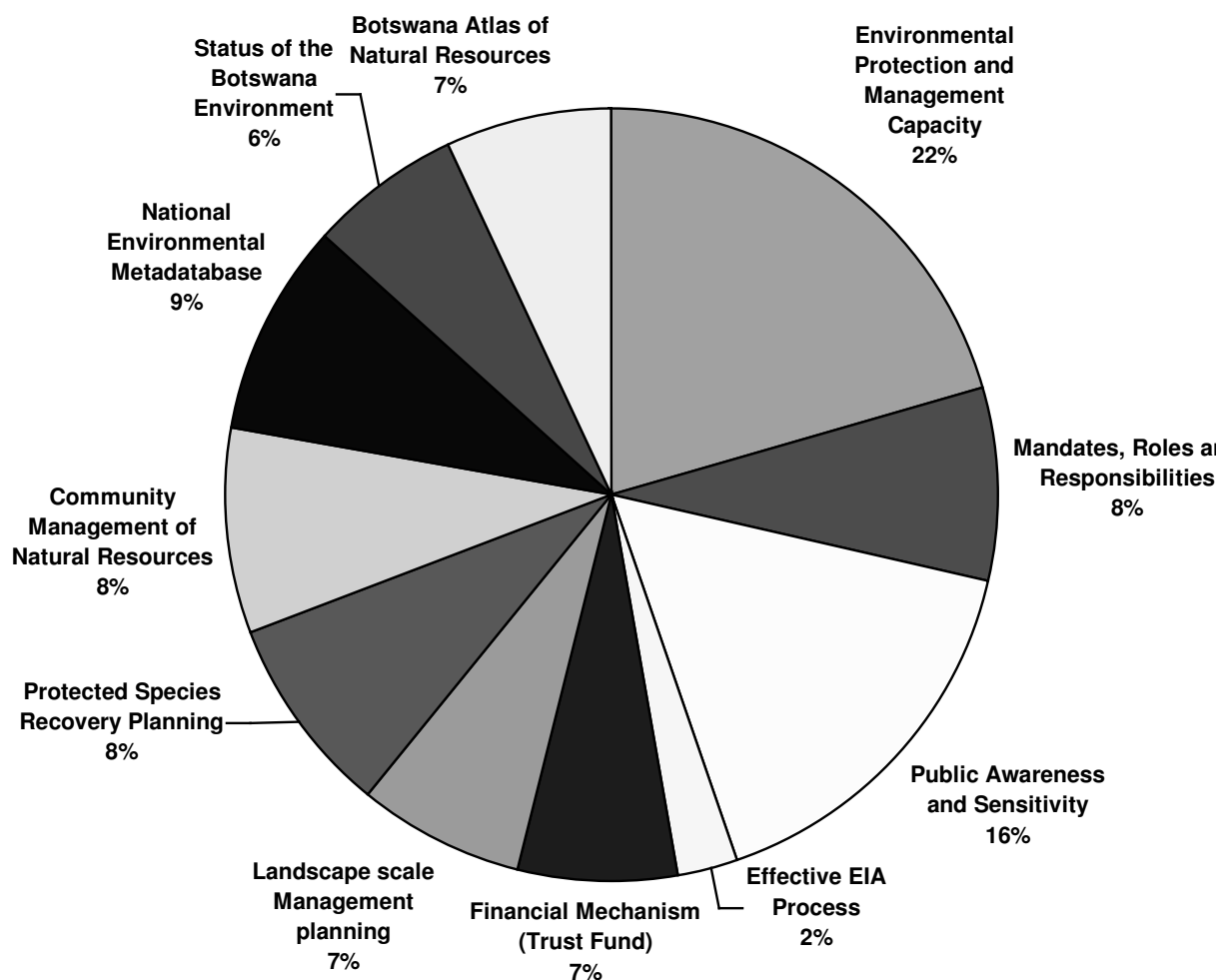
Equipment also significant (13%)

Contracts (10%) reflect the partnership aims of the Programme

International Personnel (9%) reflects the need for global perspectives, without undermining local expertise.

Contingency Fund at 9% is an insurance against uncertainty over a 3-year period

The rest are comparatively minor inputs



OUTPUTS

Major Output is direct Capacity Building (22%)

Followed by Public Awareness (16%) – also a form of capacity building

Mandates (8%) is also a capacity building output

Cluster of Environmental Information Management (8%, 7%, 6%) is capacity building and public info

Likewise Community involvement in resource management (8%)

ANNEX 3: REPORT OF THE PSD FORMULATION TEAM

This Report, usually referred to as the Mission Report, will be appended to the PSD at the end of the PSD Formulation Team's assignment. It will record how the Formulation Team conducted its work and will provide an insight into the rationale that led to particular elements of the PSD. The report is expected to serve as a useful reference source for those charged with the implementation of the PSD, especially with the passage of time.