

## **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 participation 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.

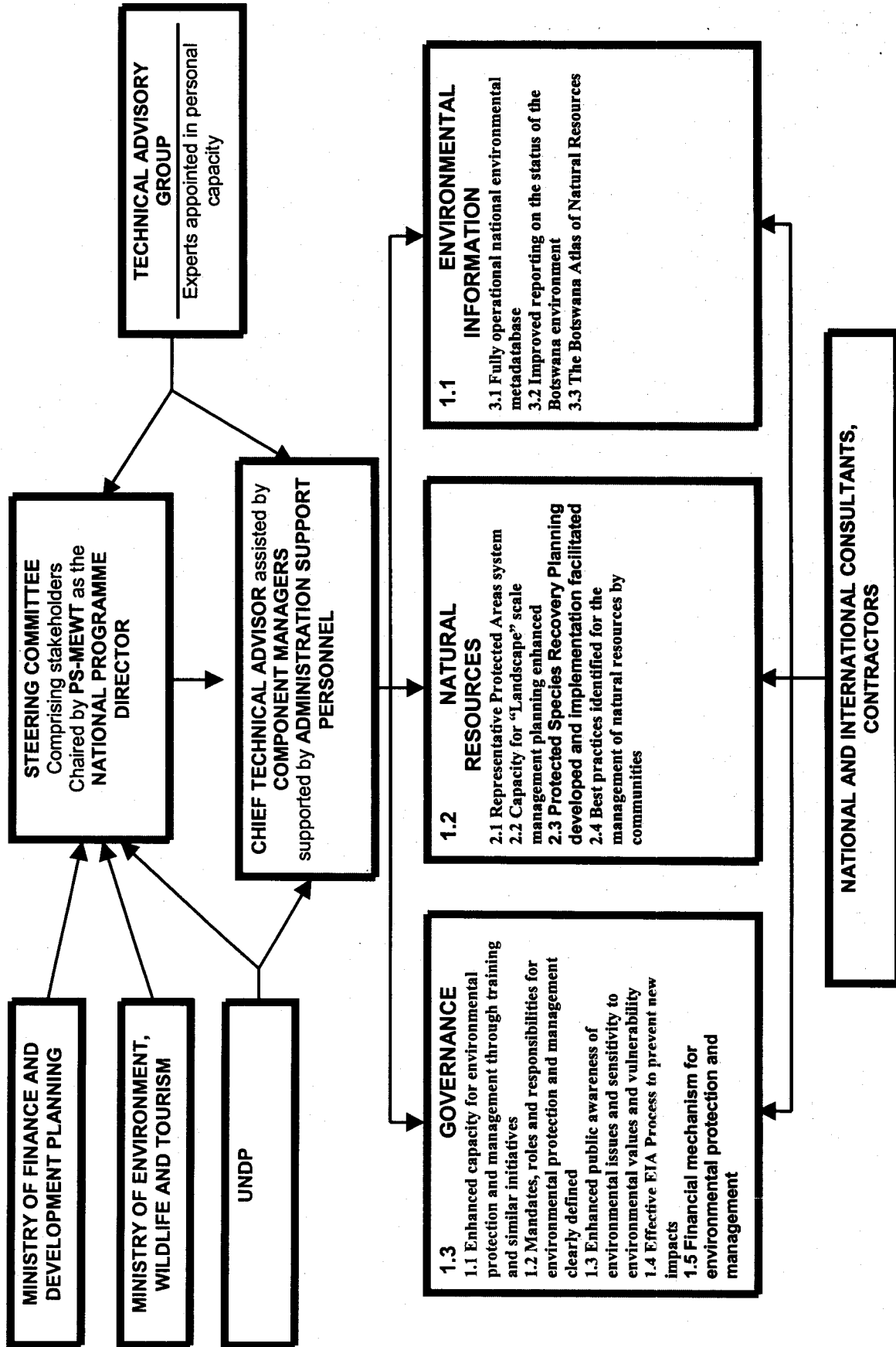
## **Programme Driver/Messenger**

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 cleanness 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**

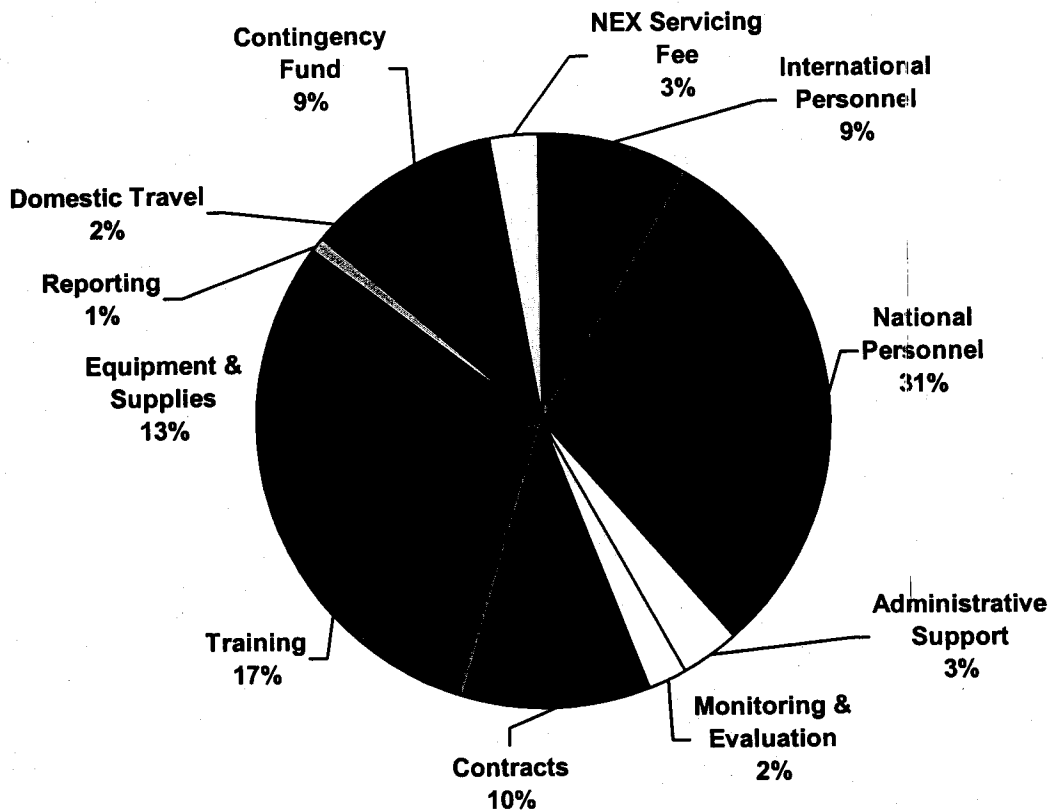
**Between the Government (Min Fin) and UNDP on the respective roles and responsibilities and the administrative support to be provided for NEX by UNDP operating as a business centre.**



## 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	In US\$
<b>STAFF TIME</b>				
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	
<b>SUB-TOTALS</b>	<b>212</b>		<b>2,272,000</b>	<b>454,000</b>
<b>ACCOMMODATION</b>				
	Area in m <sup>2</sup>	Cost in Pula per m <sup>2</sup> /month	Total cost in Pula	In US\$
PCO Office space (4 rooms)	78	55 X 60 months	257,400	
Pilot Projects (X8)	144	38X12 months	65,664	
<b>SUB-TOTALS</b>	<b>222</b>		<b>323,064</b>	<b>64,613</b>
<b>PCO OFFICE FURNITURE</b>				
	Unit cost	Quantity	Total in Pula	In US\$
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	
<b>PILOT PROJECTS FURNITURE</b>				
Desk (6D)	1,003	8	8,024	
Chair (swivel mm)	338	8	2,704	
Working table	814	8	6,512	
<b>SUB-TOTALS</b>			<b>38,441</b>	<b>7,788</b>
<b>GRAND TOTALS</b>			<b>P2,633,505</b>	<b>\$526,401</b>



#### 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

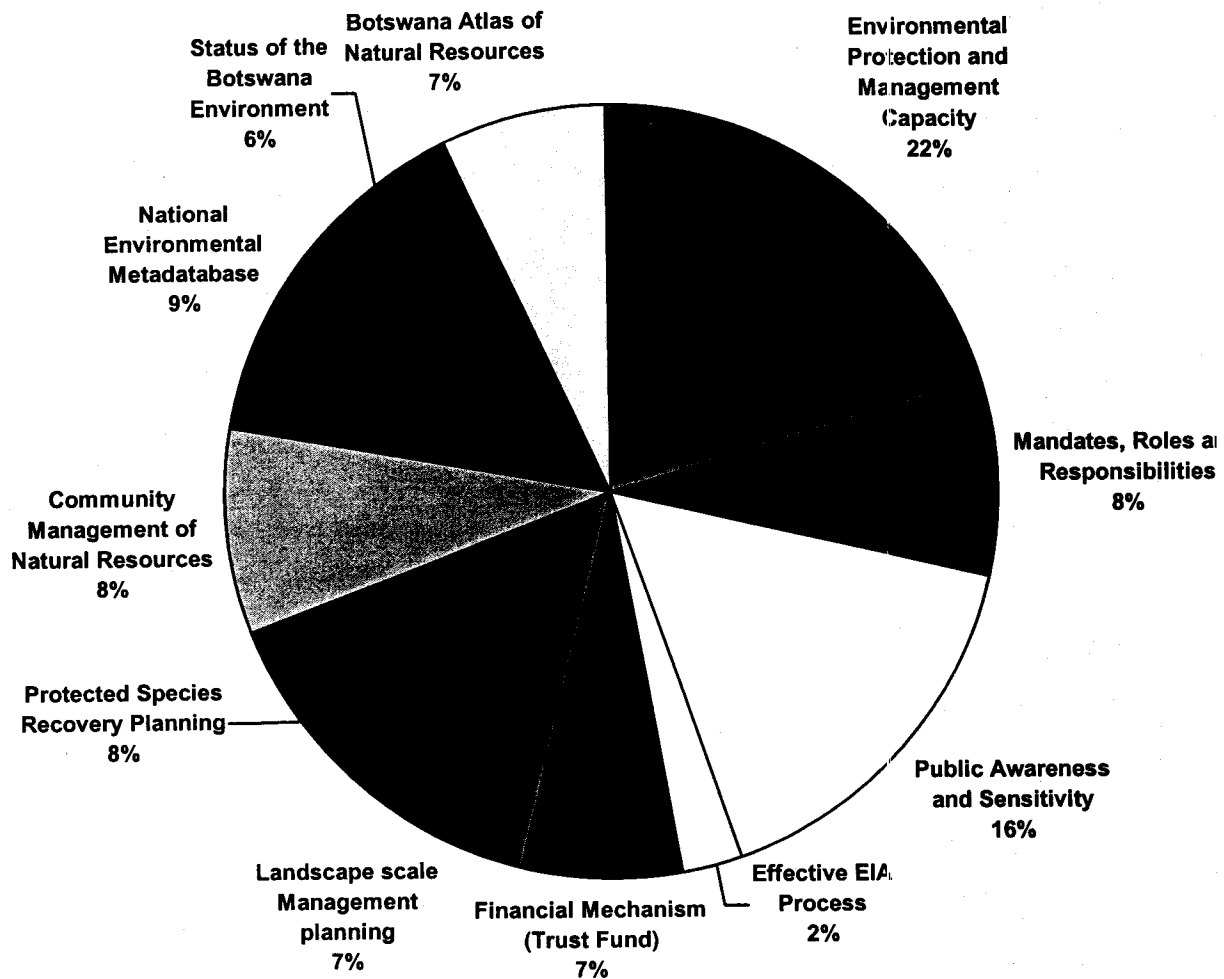
Equipment also significant (13%)

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.