United Nations Development Programme
Country: <u>Botswana</u>
Project Document

Project Title:

Programme Support for the Implementation of the National Strategy for Poverty Reduction (Phase II)

UNDAF Outcome(s):

Capacity for pro-poor socio-economic policy making, implementation, research, monitoring and evaluation

Expected CP Outcome(s):
(Those linked to the project and extracted from the CP)

1. Improved national capacity to monitor poverty and inequality
2. Participatory and pro-poor approaches to planning, implementation and monitoring of anti-poverty policies and programmes employed

Expected Output(s):
(Those that will result from the project)

Strengthened national capacity to measure, monitor and analyse poverty; pro-poor policy reforms, beginning with a revised NSPR, the Poverty Component of the 2010-2013 Country Programme

Executing Entity:

Socio-Economic Policy sub-division, Ministry of Finance and Development Planning (MFDP)

Cooperating Agencies[1]:

Central Statistics Office (CSO); Department of Industrial Affairs (DIA), Department of International Trade (DIT), Department of Trade & Consumer Affairs (DTCA); Department of Local Government Development Planning (DGLP)

Brief Description: This programme is a bridge between the 2005-07 Poverty Programme and the 2010 Country Programme. Its primary goal is to support the implementation of the National Strategy for Poverty reduction. It will consolidate work done between 2005-07 and prepare a strong evidence based successor programme for 2010-2013. It has four components as follows:

Capacity support for the implementation of the National Strategy for Poverty Reduction will deliver outputs in five critical areas, namely a) policy and programme analysis, b) policy and programme coordination, c) monitoring and evaluation, d) statistical capacity development, and e) advocacy. The **Trade, Investment and SMME Development** will promote and support pro-poor policy and institutional reforms on trade, investment and SMME development. The **Community Resilience Process (CRP)** is a community mobilisation initiative that aims to strengthen the confidence and capacity of communities to influence their own development. It will mobilise and strengthen local institutions and help communities take intentional action to advance their socio-economic development and to deal with adversities such as HIV/AIDS and crime. The final component, **Preparation of the 2010-2013 Poverty Component of the Country Programme,** will support key studies essential for a strong Country Programme. These are Access to Financial Services for poor people, Trade and Poverty linkages, Poverty and Environment linkages, the Informal Sector and a feasibility study on the establishment of an Enterprise Development Centre (EDC) at the University of Botswana.

Programme Period: 2008- 2009
Key Result Area
(Strategic Plan):   Poverty Reduction and
                    achievement of the MDGs
Atlas Award ID: 00050278
Start date: 01 July 2008
End Date: 31 December 2009

PAC Meeting Date: 12 June 2008
Management Arrangements: National Execution

Total resources required	**2,900,000**
Total allocated resources:	
• Government	**1,740,000**
• UNDP	**1,160,000**
o Regular	455,600
o Other:	704,400

Agreed by (Government) _____

Mr. S.S. G. Tumelo, PS, MFDP   *Date*

Agreed by (UNDP): _____

Ms. K.S. Lwin, RR, UNDP   *Date*

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[1] Formerly referred to as implementing agencies in the old document format, these are partners who will be responsible for the implementation of specific activities within the Poverty Programme.

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LIST OF ACRONYMS

ALDEP	Arable Lands Development Programme
CBO	Community Based Organisation
CCE	Centre for Community Enterprise
CED	Centre for Enterprise Development
CSO	Central Statistics Office
DIA	Department of Industrial Affairs
DIT	Department of International Trade
GDP	Gross Domestic Product
GoB	Government of Botswana
HIES	House Hold Income and Expenditure Survey
MFDP	Ministry of Finance and Development Planning
MLG	Ministry of Local Government
MSCPR	Multi-Sectoral Committee on Poverty Reduction
MTI	Ministry of Trade and Industry
NDP	National Development Plan
NGO	Non-Governmental Organisation
NSPR	National Strategy for Poverty Reduction
PDL	Poverty Datum Line
PSD	Programme Support Document
PSU	Poverty Statistics Unit
SEP	Socio Economic Policy
SMME	Small, Micro and Medium Enterprises
TOR	Terms of Reference
UB	University of Botswana
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
WTO	World Tourism Organisation

SITUATION ANALYSIS

Poverty, conceived as pronounced deprivation in human wellbeing, ranks high amongst Botswana's development priorities. In 1997, following the World Summit on Social Development (WSSD), Botswana adopted a 20 year national vision, popularly known as Vision 2016 and committed itself to "Prosperity, for All". A central pillar of "Prosperity for All" is rapid, broad based and sustainable economic growth as the means to full employment and the eradication of poverty by 2016. The baseline against which the poverty target was set is 47%, the poverty headcount ratio derived from 1993/94 Household Income and Expenditure Survey. Since then, the poverty headcount ratio has fallen significantly. It was estimated at 30% in 2002/03 (HIES) and is projected to decline to 15% by 2016, well below 23%, the target implied by the Millennium Development Goals, but well short of the national target of zero poverty.

Evidence from both the 1993/94 and 2002/03 HIES shows that poverty has some defined gender and geographical dimensions. On average, female headed households are more likely to be poor than male headed households. Furthermore, the poverty headcount rates increase the more rural the area is. In urban areas, the poverty headcount ratio ranged from 5-15% in 2002/03 compared to 30-50% in rural areas. Poverty is especially high in the Western region, where it ranges from 42% in the rural North West to 50% in the Rural South West. Even so, the majority of Botswana's poor, about 70%, are concentrated in the more densely populated rural areas of Eastern Botswana.

The distribution of poverty closely follows the distribution of income and growth. Median incomes of male headed households are higher than those of female headed households, though this is less so in rural areas. Furthermore, median incomes are on average higher and growing faster in towns and cities than in urban villages, and are higher and growing faster in urban villages than in rural areas. This basically means that urban areas offer better livelihood opportunities than rural areas, which explains the concentration of poverty in rural areas.

Botswana's success against poverty is due to a combination of robust economic growth and strong investment towards meeting basic needs such as those for education, health, sanitation and water. Yet, for a middle income country with Botswana's growth performance, averaging 9% in real terms since independence, Botswana's poverty head count ratio is general considered too high. The wedge between growth and poverty reduction is explained primarily by the low job content of growth. In 2005/06, unemployment was estimated at 17.6% despite rapid economic growth. Thus, a central challenge for Botswana is ensuring that growth is both rapid and pro-poor.

Ensuring sustained and broad based growth requires diversification from mining. This in turn requires significant growth in investment and trade in the non-mining private sector and the successful promotion of livelihood opportunities in rural areas. Part of the challenge of improving livelihoods in rural Botswana lies in raising productivity and incomes in agriculture, improving access to productive resources for the rural poor, and strengthening community participation in the development process.

The National Strategy for Poverty Reduction (NSPR) is alert to these imperatives. It also prioritises the proper coordination and monitoring of anti-poverty initiatives and the effective measurement, monitoring and analysis of poverty. Strengthening poverty statistics is especially critical because available data are inadequate in several critical dimensions, for instance, coverage, dis-aggregation, consistency and reliability.

Also critical in the national effort to reduce poverty is the role of natural resources. Botswana's rural poor depend on land and land resources for livelihoods. Thus, a central part of the challenge to reduce poverty in rural Botswana revolves around the effective and sustainable use of natural resources to promote livelihoods. In some parts of rural Botswana, tourism has proved to be an area with significant potential. In these areas, the Community Based Natural Resource Management Programme (CBNRM) should anchor the national response to poverty. CBNRM would also be critical in areas where potential exists in natural resources, for instance, the Mophane Worm in the Central and North Eastern parts of Botswana and Morama in the Kgalagadi and Gantsi Districts. In other rural areas, subsistence farming remains the primary option for strengthening household food security and nutrition.

PROGRAMME STRATEGY

This programme is informed primarily by three documents: the terminal review of the 2005-07 Poverty Programme; the 2003-2007 United Nations Development Assistance Framework (UNDAF) and the associated Country Programme Outline (CPO); and the 2008-2011 UNDP strategic Plan. The programme accommodates priorities set out by stakeholders within the boundaries set by these documents and based on two critical imperatives: completing initiatives from the 2005-07 programme and laying the foundation for a stronger poverty component of the Country programmes in the 2010-2016 UNDAF cycle. To this end, the programme will support the delivery of products in four areas as outlined hereunder.

a) **Capacity support for the implementation of the National Strategy for Poverty Reduction:** Through this component, the programme will deliver products and services in five critical areas, namely a) policy and programme analysis, b) policy and programme coordination, c) monitoring and evaluation, d) statistical capacity development, and e) advocacy. This component will provide two specialists, a Policy Advisor and a Policy Analyst, whose primary responsibility shall be to enhance the technical capacity of the secretariat of the Multi-Sectoral Committee on Poverty Reduction (MSCPR). The programme will also provide resources to support delivery on three key outputs. These are: (i) improved monitoring of poverty and vulnerability, with particular focus on four pro-poor programmes administered by the Ministries of Agriculture, Health and Local Government; (ii) mainstreaming poverty into National and District Development Plans; and (iii) improved national capacity to monitor poverty and inequality.

b) **Trade, Investment and SMME Development:** Botswana's long term prospects for sustainable pro-poor economic growth depend on the development of productive capacity outside mining. The levels of investment needed to create jobs and reduce poverty cannot be sustained unless Botswana raises its non-mineral exports significantly. Raising export performance requires the effective management of trade and investment relations to promote Botswana's development goals. Activities under this component of the programme will strengthen capacity within the Ministry of Trade and Industry and its supporting structures, e.g., line ministries and the National Committee on Trade Policy and Negotiations (NCTPN). The second set of activities seeks to strengthen the regulatory environment pro-poor investment in order to create employment opportunities. Of particular interest under this component will be activities related to Competition Law and the establishment of a Competition Authority. The third set is concerned with finalising the Garments Cluster pilot project that was initiated in the 2005-07 programme. The initiative, which targets a sector that employs low skilled women, will contribute towards the development of a Cluster Development Strategy to guide the development of artisan-based SMMEs.

c) **Community Resilience Programme (CRP):** This component aims at strengthening the capacity of communities to influence the direction and pace of their own development. It will consolidate work done in the first phase of the programme. In particular, it will strengthen the capacity of community level structures – the CRP Local Steering Committees, Village Development Committees etc. – to play their roles. It will also support the implementation of Community Actions Plans (CAPs), the development of CRP facilitation tools, and the introduction of CRP to NGOs and CBOs. It will also support preliminary work towards integrating housing into the CRP. This will entail a review of the Poverty Alleviation and Housing project of the Ministry of Lands and Housing and a review of constraints on housing for poor people. Housing does not only provide shelter. It is also a critical asset. The project is thus concerned not only with access to housing for poor people but also with enhancing the role of real estate as an economic resource poor people can leverage to get out of poverty.

d) **Preparation of the 2010-2013 Poverty Component of the Country Programme:** This programme is a bridge between the 2005-07 UNDAF and the 2010-2016 UNDAF. Thus in addition to consolidating work initiated in the 2005-07 programme, it lays the foundation for the preparation of a strong poverty component in 2010-2013 Country Programme. This component will support research in critical areas – Access to Financial Services for poor people, Trade and Poverty linkages, Poverty and Environment linkages, and the Informal Sector – and support a feasibility study on the establishment of a Enterprise Development Centre (EDC) at the University of Botswana. It will also support consultations towards the preparation of the poverty component of the country programme and the identification of programme poverty outcomes, outputs and supporting activities.

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RESULTS AND RESOURCES FRAMEWORK

UNADF Objective: To create an enabling environment for poverty reduction through strengthening capacity for pro-poor and engendered socio economic policy and implementation, research, monitoring and evaluation

Country Programme Outcome: Enabling environment for poverty reduction by strengthening pro-poor socio-economic policymaking, implementation, research, monitoring and evaluation

Outcome Indicators: A comprehensive HIES survey instrument; Enhanced poverty profile

Project title and ID (ATLAS Award ID): Programme Support for the Implementation of the National Strategy for Poverty Reduction (NSPR), Phase II

Component 1: Support for the Implementation of the National Strategy for Poverty Reduction (NSPR)

Intended Outputs	Output Targets For (Years)	Indicative Activities	Responsible Parties	Inputs
Output 1: Improved monitoring of Poverty, Inequality and Vulnerability *Baseline:* 1. Monitoring Template 2. Projects & Activity level M &E exists. 3. M & E Units exist in MOA, MOH, MLG, MLH 4. Time series data on destitution 5. Nutrition Data 6. 2006/07 Annual Poverty Monitoring Report 7. 2004 draft PDL Report 8. 2004 draft Poverty Map Report *Indicators:* 1. Sectoral baseline data Reports 2. ALDEP & LIMID Evaluation reports 3. Sectoral Impact Reports 4. Training Materials in place 5. No. of people trained on impact evaluation 6. Annual Poverty Monitoring Reports 7. Review report on national drought and food security assessment and management procedures 8. Poverty Datum Line (PDL) Report published and disseminated 9. National Poverty Map published & disseminated by August 2008 & Revised HIES (MTS) 10. Poverty Datum Line (PDL) Report published and disseminated August (2008) 11. MTS Data 12. National Strategy for the	1. Baseline data on ALDEP & LIMID established by December 2008 2. ALDEP and LIMID evaluation reports 3. 4 sectors trained on Impact Evaluation by end 2008 4. Destitute scheme impact survey designed 5. Destitute Scheme Impact Survey conducted and analysed by end 2009 6. Food and Nutrition Baseline survey designed by end 2008 7. Food & Nutrition Baseline Report by end 2009 8. 2007/08 Annual Poverty Monitoring Report 9. 2008/09 Annual Monitoring Poverty Report produced and disseminated 10. National drought and food security assessment and management procedures reviewed by December 2008 11. Poverty Datum Line (PDL) Report published and disseminated August (2008) 12. National Poverty Map published & disseminated by August 2008	**Activity Result 1:** Evaluation Reports of 2 Agricultural programmes(ALDEP and LIMID Report) *Actions:* 1. Development of ALDEP & LIMID M&E framework 2. Baseline data for LIMID and ALDEP established 3. Monitoring of ALDEP & LIMID 4. Evaluation of ALDEP and LIMID **Activity Result 2:** Capacity for Impact Evaluation strengthened for all sectors) *Actions:* 1. Design of training modules and tools 2. Training workshops 3. Aggregation of beneficiary-level data 4. Survey design and implementation 5. Survey data analysis and report writing 6. National stakeholder Workshop **Activity Results 3:** 2008 and 2009 Annual Poverty Monitoring Reports prepared and disseminated *Actions:* 1. Draft Annual Poverty Report prepared 2. Editing, design & layout and publication 3. Dissemination of Annual Report **Activity Results 4:** Review of National drought and food security assessment and management procedures *Actions:* 1. Drought and Food Security assessment conducted 2. Editing, design & layout and publication 3. Dissemination of Assessment Report **Activity Result 5:** Publication & dissemination of the PDL & Poverty Map published & disseminated *Actions:* 1. Publication of PDL and Poverty Map 2. Organisation of dissemination seminar	SEP, MOA, MSCPR, UNDP SEP, MSCPR, UNDP **Partnerships: MOA MOH, MLG, MLH** SEP, MOA, MSCPR, UNDP **Partnerships:** Govt Ministries, Civil Society, Private sector SEP, MOA, MSCPR, UNDP **Partnerships:** MOA MOH, MLG, MLH CSO, MSCPR, UNDP **Partnerships:** Govt	Local Consultants Project Personnel Local Travel & DSA Conference Costs Miscellaneous Local Consultants Project Personnel Local Travel & DSA Conference facilities Miscellaneous Local Consultants Project personnel Conference facilities Printing & publishing Local Travel and DSA Miscellaneous International & Local Consultants Conference facilities Printing & publishing Local Travel and DSA Local & international consultants: Editorial, design and layout, resource persons Printing and publishing Conference facilities International Travel & DSA

Development of Statistics				
		3. Publicity: press releases, conferences, interviews	Ministries, IDPs, Civil Society, Academia	Local Travel & DSA Miscellaneous
	13. Multi-Topic Survey (MTS) design completed by November 2008	**Activity Result 6**: MTS survey design completed. d *Actions:*	CSO, UNDP, RDCD	International Consultants Printing and publishing
	14. Revised HIES (MTS) Questionnaire and sample by November 2008	1. Development of MTS survey instruments 2. Design of the MTS, including sample & survey plan	**Partnerships**: Govt Ministries, IDPs, Civil Society, Academia	Conference facilities International Travel & DSA Local Travel & DSA
	15. Multi-topic survey implemented in 2009	3. Stakeholder seminar on the MTS 4. Training CSO staff on MTS 5. Implementation of the MTS – Data Analysis, report writing and dissemination		Miscellaneous
	16. Poverty data archiving system developed by December 2009	**Activity Result 7**: Poverty data archiving system developed *Actions:*	CSO, WB, UNDP	Local & international & Consultants International travel &DSA
		1. Development of Metadata 2. Development of Database		Local Travel and DSA
		3. HIES, Census and related survey data archived	**Partnerships**: (World Bank, MSCPR)	Conference facilities
		4. Development of data archiving protocols 5. Rollout of Microdata Management Toolkit		Printing & publishing Miscellaneous
	17. National Strategy for the Development of Statistics (NSDS) Developed (80% of activities implemented) by December 2008	**Activity Result 8**: National Strategy on the Development of Statistics Developed *Actions:*	CSO, IMF, WB, ADB	Local & international consultants
	18. Advocacy on the Development of the National Statistical System (NSS)	1. Development of NSDS 2. Development of a statistical literacy programme 3. Stakeholder seminars on NSDS [Legislators, Local Authorities, and other users]	**Partnerships**: Govt Ministries, IDPs, Civil Society.	
	19. Donor forum on the NSS by December 2008	4. Development of Memoranda of Agreement on the development of the NSS		
Output 2: Poverty Mainstreaming tools developed	1. Mainstreaming tools/guidelines developed by 2008	**Activity Result** : Report on the review of the National Strategy for Poverty Reduction (NSPR) produced and disseminated	SEP, MOA, MSCPR, UNDP	Local Consultants
Baseline: 1. Mainstreaming Study of 2007 2. The NSPR of 2003	2. Report on the review of the National Strategy for Poverty Reduction (NSPR)	*Actions:*		Project personnel
Indicators: 1. Review report of the NSPR		1. Development of mainstreaming tools 2. Establishment of Sector Working Groups Sector consultations on mainstreaming poverty		Conference facilities
2. Poverty Mainstreaming tools/guidelines		3. Review of the NSPR	**Partnerships**: all Line Ministries, Civil Society, Private sector	Printing & publishing
3. No. of sectors that have integrated poverty reduction		4. Integration of poverty into sector development process		Local Travel and DSA
				Miscellaneous
				International Travel & DSA Local Travel & DSA Printing and publishing Advocacy Miscellaneous

Component 2: Trade, Investment & SMME Development

Intended Outputs	Output Targets For (Years)	Indicative Activities	Responsible Parties	Inputs
Output 1: Botswana's capacity to negotiate pro-poor trade and Investment agreements towards diversification of the economy strengthened *Baseline:* 1. Professional Staff complement of 20 *Indicators:* 1. Enhanced tariff management 2. Enhanced Trade Negotiations	1. 10 officers (DIT & partners) trained in research/analysis & presentation skills by November 2009 2. 4 DIT officers trained on trade negotiations by October 2009 3. 4 DIT officers trained on tariff management by October 2009 4. A trade research programme is developed by December 2009 5. Trade & Investment Database (TID) and archiving system developed by October 2009 6. Stakeholder seminars on trade policy and trade facilitation (2008) 7. Legislators' briefing on trade policy (2009)	**Activity Result 1:** Botswana's trade positions are informed by rigorous & poverty sensitive analysis. *Actions:* 1. Training on trade research/analysis & presentation skills for relevant personnel in DIT & key partners 2. Coordination & technical support for the National Committee on Trade Policy and Negotiations (NCTPN) and its sub-committees 3. Development of a collaborative research programme to support trade policy, trade negotiations and the development of national capacity for trade research **Activity result 2:** A credible web enabled TIB, linked to the NSS and key global trade databases to support trade policy/decision making and research *Actions:* 1. Stakeholder consultations on trade and investment data & information needs 2. Development of a quality trade and investment indicator framework 3. Design of a web enabled TID **Activity Result 3:** Improved stakeholder awareness of the links between trade, human development & Botswana's trade policy positions *Actions:* 1. Development and implementation of an advocacy programme 2. Stakeholder sensitisation seminars/workshops 3. Development of advocacy material	MTI, UNDP **Partnerships:** WTO, UNCTAD, ITC, TRALAC, IDPs, BOCCIM, SBC, Civil society MTI, CSO, UNDP **Partnerships:** MFDP, BURS, BOCCIM, BEDIA, SBC IDPs (SADC, SACU, IMF, World Bank etc.), MSCPR, MTI, CSO, UNDP **Partnerships:** MFDP, BURS, BOCCIM, BEDIA, MSCPR, IDPs (SADC, SACU, IMF, World etc.)	Local & international consultants Short Courses Conference facilities Computer software & hardware International Travel & DSA Local Travel & DSA Advocacy Miscellaneous Local & international consultants Computer software & hardware Conference facilities Resource materials International Travel & DSA Local Travel & DSA Miscellaneous Local & international consultants Resource materials Advertising International Travel & DSA Local Travel & DSA Miscellaneous

Component 2: Trade, Investment & SMME Development

Intended Outputs	Output Targets	Indicative Activities	Responsible Parties	Inputs
Output 2: A stronger and more pro-poor regulatory environment for investment and competition *Baseline:* 1. Competition Policy of 2005 2. Draft Competition law 3. Consumer Protection Act of 1998. *Indicators:* 1. Competition Law approved 2. Competition Authority established 3. Layperson's Draft Revised Consumer Protection Act 4. Training programmes developed	1. Institutional framework/structure of the Competition Authority and regulations developed by December 2009.	**Activity Result 1:** Establishment of a Competition Authority (CA) *Actions:* 1. Stakeholder consultations 2. Design of the structure of the CA 3. Development of TOR for key CA structures and positions 4. Development of regulations & procedures for the CA	MTI, UNCTAD UNDP	Local & international consultants Resource materials Conference Facilities International Travel & DSA Local Travel & DSA Miscellaneous
	2. Critical staff & board members, and members of the Judiciary receive training on Competition Policy & Law by December 2009	**Activity Result 2:** Development capacity of the judiciary and board members on issues of Competition Policy and Law *Actions:* 1. Development of a training program for the CA board & staff on Competition Policy & Law 2. Orientation/training on Competition Policy & Law for judges and prosecutors 3. Development of advocacy materials	MTI, UNCTAD UNDP	Local & international consultants Resource materials Conferencing International Travel & DSA Local Travel & DSA Miscellaneous
	3. Layperson's draft Revised Consumer Protection Act prepared by December 2008	**Activity Result 3:** A Draft Revised Consumer Protection Act *Actions* 1. Inclusive review of the Recruit Technical Experts 2. Reference Group/stakeholder consultative reviews of drafts 3. Stakeholders workshop 4. Forward to Attorney General's Chambers for Drafting	MTI UNCTAD, UNDP	Local & international consultants Resource materials Conference Facilities International Travel & DSA Local Travel & DSA Miscellaneous
	4. Private sector sensitisation seminars on Competition Policy held 5. Stakeholder sensitisation seminars on Competition Policy held 6. Communication strategy on competition policy and consumer protection by 2009	**Activity Result 4:** Key stakeholders – business, consumers - become more aware of the objectives of competition policy and consumer protection *Actions* 1. Development of a communication strategy on competition policy and consumer protection [Role of print, audio and visual media critical] 2. Stakeholder seminars on competition and consumer protection [Government, business and consumers] 3. Participation in trade fairs and exhibitions 4. Sensitisation of key stakeholders, e.g., firms, on Competition policy issues	MTI, UNCTAD, UNDP	Local & international consultants Resource materials Conference Facilities International Travel & DSA Local Travel & DSA Miscellaneous

Component 2: Trade, Investment & SMME Development

Intended Outputs	Output Targets	Indicative Activities	Responsible Parties	Inputs
Output 3: Improved production and financial performance of the Molepolole and Thamaga clusters *Baseline:* 1. No figures on employee productivity 2. 1 Production Manager in place 3. Cluster Business Plan 4. Curriculum 5. Economic and regulatory study 6. Human Resource manual developed 7. Clusters exist as corporate entities *Indicators:* 1. Change in employee proficiency and productivity 2. No. of institutional customers secured and business volumes thereof 3. Clusters record surpluses by June 2009 4. Adequate financial and management controls in place at both clusters 5. Diagnostic review report for both clusters	1. Adequate performance management systems are in place at both clusters by October 2008 2. Improved sales and profitability at both clusters 3. Adequate financial & management information systems in place (FMIS)	**Activity Result 1:** Enhanced employee proficiency and productivity [Better *Actions:* 1. Recruitment of production manager 2. On the job training and documentation thereof 3. Development of performance management tools 4. Performance monitoring 5. Specialised training **Activity Result 2:** Improvement in the financial performance of both the Thamaga and Molepolole clusters *Actions:* 1. Diagnostic Review of each of the clusters 2. Preparation of revised business plans and marketing strategies 3. support implementation of revised business plans 4. Support market development **Activity Result 3:** Effective accountability for inventory and financial resources at both clusters. *Actions:* 1. Procurement and installation of FMIS at both clusters 2. Staff induction on the use of the FMIS at both clusters 3. Production of monthly management accounts and reports for the boards and PEC	MTI, UNDP, AMSCO MTI, UNDP, AMSCO MTI, UNDP, AMSCO	Local & international consultants Resource materials Conference Facilities International Travel & DSA Local Travel & DSA Training resources Miscellaneous Local & international consultants Resource materials Conference Facilities International Travel & DSA Local Travel & DSA Working capital Project personnel Miscellaneous Local consultants FIMS software Project personnel International Travel & DSA Local Travel & DSA Miscellaneous
Output 4: Botswana's Industrial Development Policy revised *Baseline:* o Industrial Development Policy of 1989 *Indicators:* o Review Report of Botswana's Industrial Policy	4. Industrial Development Policy (IDP) Review Report by end March 2009	**Activity Result 1:** A revised IDP for Botswana *Actions:* 1. Review of Botswana's IDP 2. Stakeholder consultations on the Revised IDP	MTI, UNIDO, UNDP **Partnerships:** UNIDO, UNCTAD, IDPs, BOCCIM, SBC, Civil society	Local & international consultants Resource materials Advertising International Travel & DSA Local Travel & DSA Miscellaneous

Component 3: Community Resilience Programme (CRP)

Intended Outputs	Output Targets	Indicative Activities	Responsible Parties	Inputs
Output 1: Community capacity to drive own development enhanced in the seven pilot sites *Baseline:* 1. Community Portraits 2. Community Action Plans 3. Implementation Structures (LSCs) *Indicator:* 1. No of CAPs finalised 2. No. of projects being through CRP 3. Community based tourism strategy developed 4. Revised CRP Manual 5. No. of CR training seminars held 6. No of organisations and individuals trained on Community Resilience 7. Community resilience project evaluation report	1. Updated Community Portraits (CP) & Action Plans by December 2008 2. At least one CRP project implemented in each of the pilot sites by end 2008. 3. All CAP projects appraised in all seven pilot sites 4. CRP Evaluation Report by December 2009 5. Tourism development strategies developed in at least two pilot sites by December 2008 6. New tourism projects developed in at least two pilot sites by June 2009 7. Revised CRP Manual published by December 2008 8. All DETS, VETS in three (3) of the seven pilot sites trained on CRP by Dec 2008-06-08 9. All DETS, VETS in all the seven pilot sites trained on CRP by December 2009	**Activity Result 1:** Communities in the seven (7) pilot sites implement their action plans *Actions* 1. Registration of LSCs as Community Trusts 2. Review and updating of Community Portraits (CPs) and Community Action Plans (CAPs) 3. Appraisal of CAP projects and mobilisation of resources for approved projects 4. LSC led community conversations on development 5. Evaluation of CRP **Activity Result 2:** Tourism development strategies developed in select pilot sites *Actions:* 1. Assessment of community tourism potential in the seven pilot sites 2. Development of tourism development strategies in seven sites 3. Development of tourism products and marketing strategies in the seven pilot sites in select pilot sites **Activity Result 3:** Enhanced National capacity to implement CRP *Actions:* 1. Revision and publication of the Community Resilience manual and associated tools 2. Design of a Community Resilience training modules and facilitation tools 3. CRP training/orientation workshops for DETS, VETS& village level structures 4. Introduction of Community Resilience to NGOs and CBOs 5. Synthesis of Community Resilience, CBNRM and the Community Based Strategy	DLGDP, UNDP, WTO **Partnerships:** MSCPR, Govt Ministries, NGOs, CBOs, IDPs DLGDP, UNDP, WTO, UNV **Partnerships:** MSCPR, Govt Ministries, NGOs, CBOs, IDPs DLGDP, UNDP **Partnerships:** MSCPR, Govt Ministries, NGOs, CBOs, IDPs	Local & international consultants Project personnel International Travel & DSA Local Travel & DSA Miscellaneous Technical Support Resource Persons/CCE Community resilience manual Conference Facilities Local Government Travel Recruitment of resource persons Development of advocacy material Stakeholder sensitisation workshops Recruitment of resource persons/experts Design of training modules Training workshops for DETS, VETS and select national NGOs
Output 2: Strategy on housing for poor people developed *Baseline:* 1. Housing Policy 2. Housing and poverty alleviation project *Indicators:* 1. Evaluation Report on the housing and poverty alleviation project 2. Strategy on housing for poor	10. Poverty Alleviation & Housing project evaluated by December 2008 11. Strategy on housing for the poor developed by December 2009	**Activity Result 1:** Improved regulatory environment for housing poor people *Actions:* 1. Review of the Poverty Alleviation & Housing project 2. Review of policies and laws with a bearing on housing 3. Stakeholder/community consultations on housing for poor people 4. Preparation of a strategy on housing for poor people	DLGDP, Dept. of Housing, MSCPR	Technical experts Conference Facilities Communities Travel Recruitment of technical experts/consultants Review of projects Preparation of evaluation report Reference Group/Stakeholders reviews

Component 4: Preparation of the Poverty Component of the Country Programme for 2010-2013

Intended Outputs	Output Targets For (Years)	Indicative Activities	Responsible Parties	Inputs
Output 1: Poverty Component of the 2010-2013 Country Programme *Baseline* 1. Poverty PSD 2005-2008 2. Terminal Review of the Poverty PSD 3. Finmark Report *Indicators:* 1. Sector specific analyses (key sectors) 2. Approved Poverty Component of the 2010-2013 Country Programme	1. Analytical report on Access to financial services for poor people by December 2008	**Activity Results 1:** A situational analysis of access to financial services for poor people and an assessment of policy and programme options to improve access. *Actions:* o Analysis of Finscope survey data o Preparation of advocacy materials o Finscope dissemination seminars o Review of policy & programme options for improving access to financial services for poor people	SEP, MSCPR, Finmark Trust, UNDP **Partnerships**: European Commission, EC, private financial institutions	Local consultants Printing & publishing Project personnel International Travel & DSA Local Travel & DSA Miscellaneous
	2. Assessment report on poverty and trade in Botswana by May 2009	**Activity Result 2:** An assessment of trade and poverty linkages and the attendant policy and programme implications *Actions:* 1. Research on trade and poverty in Botswana 2. National and sub-national dissemination seminars	MTI, SEP, UNDP **Partnerships:** Govt Ministries, BEDIA, BOCCIM, SBC, IDPs	Local Consultants Conference Costs Local Travel and DSA Miscellaneous
	3. An assessment report on the informal sector by June 2009	**Activity Result 3:** Assessment of the role of the informal sector in poor people's livelihoods and review of attendant policy and programme implications *Actions* 1. Assessment of the informal sector in Botswana 2. Stakeholder review of the findings of the survey	SEP, MTI, SBC **Partnerships:** Govt Ministries, BEDIA, BOCCIM, SBC, IDPs	Local Consultants Conference Costs Local Travel and DSA Miscellaneous
	4. Final Feasibility Report on the development of an Entrepreneurship Development Centre at UB by December 2009	**Activity Result 4:** Recommendations on the establishment of an Entrepreneurship Development Centre at UB *Actions:* 1. Stakeholder consultations on an EDC at UB 2. Design of an EDC structure and programmes 3. Mobilisation of partnerships for the EDC 4. at the university of Botswana	UB, MTI, LEA, UNDP **Partnerships:** BEDIA, SBC, MSCPR, IDPS	Local Consultants Conference Costs Local Travel and DSA Miscellaneous
	5. Poverty Component of the Country Programme and AWP approved by November 2009	**Activity Results 5:** Poverty Component of the Country Programme for 2010-2013 *Actions:* 1. Preparation of Concept Note 2. Preparation of Poverty Component of the Country Programme	SEP, UNDP **Partnerships:** Govt Ministries, BEDIA, BOCCIM, SBC, IDPs	Local Consultants Conference Costs Local Travel and DSA Miscellaneous

Annual Work Plan and Budget

Annual Work Plan: July-December 2008

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY
		Q1	Q2	Q3	Q4	
Component 1: Support for the Implementation of the National Strategy for Poverty Reduction (NSPR)						
Output 1: Improved monitoring of Poverty, Inequality and Vulnerability *Baseline:* 1. Monitoring Template 2. Projects & Activity level M &E exists. 3. M & E Units exist in MOA, MOH, MLG, MLH 4. Time series data on destitution 5. Nutrition Data 6. 2006/07 Annual Poverty Monitoring Report 7. 2004 draft PDL Report 8. 2004 draft Poverty Map Report *Indicators:* 1. Sectoral baseline data Reports 2. ALDEP & LIMID Evaluation reports 3. Sectoral Impact Reports 4. Training Materials in place 5. No. of people trained on impact evaluation 6. Annual Poverty Monitoring Reports 7. Review report on national drought and food security assessment and management procedures 8. Poverty Datum Line (PDL) Report published and disseminated 9. National Poverty Map published & disseminated by August 2008 10. Revised HIES (MTS) Questionnaire and sample by November 2008 11. MTS Data 12. National Strategy for the Development of Statistics	**Activity Result 1:** Evaluation Reports of 2 Agricultural programmes(ALDEP and LIMID Report) *Actions:* 1.Recruitment of consulting team 2.Baseline data for LIMID and ALDEP established					SEP MOA MSCPR UNDP
	Activity Result 2: Capacity for Impact Evaluation strengthened for 4 sectors *Actions:* 1.Design of training modules and tools 2.4 sectors trained on Impact evaluation 3. Food and Nutrition Baseline survey designed					SEP MSCPR UNDP
	Activity Results 3: 2008 Annual Poverty Monitoring Reports prepared and disseminated *Actions:* 1. Annual Poverty Report prepared 2. Editing, design & layout and publication					SEP MOA MSCPR UNDP
	Activity Result 4: Review of National drought and food security assessment and management procedures *Actions:* 1. Drought and Food Security assessment conducted 2. Editing, design & layout and publication					MSCPR UNDP
	Activity Result 5: Publication & dissemination of the PDL & Poverty Map published & disseminated *Actions:* 1. Publication of PDL and Poverty Map 2. Dissemination seminar					CSO MSCPR UNDP
	Activity Result 6: Multi Topic Survey design completed *Actions:* 1. Development of MTS survey instruments 2. Design of the MTS, including sample & survey plan 3. Stakeholder seminar on the MTS					CSO MSCPR UNDP
	Activity Result 7: Poverty data archiving system developed					CSO WB

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	Responsible
Actions: 1. Development of Metadata 2. Development of Database	UNDP
Activity Result 8: National Strategy on the Development of Statistics Developed *Actions:* 1. Development of NSDS 2. Development of a statistical literacy programme 3. Stakeholder seminars on NSDS [Legislators, Local Authorities, and other users]	CSO ,WB ,IMF ADB, UNDP
Output 2: Poverty Mainstreaming tools developed *Baseline:* 1. Mainstreaming Study of 2007 2. The NSPR of 2003 *Indicators:* 1. Review report of the NSPR 2. Poverty Mainstreaming tools/guidelines 3. No. of sectors that have integrated poverty reduction	
Activity Result : Report on the review of the National Strategy for Poverty Reduction (NSPR) produced and disseminated *Actions:* 1. Development of mainstreaming tools 2. Establishment of Sector Working Groups Sector consultations on mainstreaming poverty	MSCPR SEP MOA UNDP

Component 2: Trade, Investment & SMME Development

	Responsible
Output 1: Botswana's capacity to negotiate pro-poor trade and Investment agreements towards diversification of the economy strengthened *Baseline:* 1. Professional Staff complement of 20 *Indicators:* 1. Enhanced tariff management 2. Enhanced Trade Negotiations	
Activity Result 1: Botswana's trade positions are more strongly informed by rigorous analysis. *Actions:* 1. 2 officers trained in trade research/analysis & presentation skills for relevant personnel in DIT & key partners 2. Initiation of a collaborative research programme to support trade policy, trade negotiations and the development of national capacity for trade research	MTI UNDP
Activity result 2: A credible web enabled TID, linked to the NSS and key global trade databases to support trade policy/decision making and research *Actions:* 1. Stakeholder consultations on trade and investment data & information needs	MTI CSO UNDP
Activity Result 3: Improved stakeholder awareness of the links between trade, human development & Botswana's trade policy positions *Actions:* 1. Development and implementation of an advocacy programme 2. Development of advocacy material 3. Stakeholder seminars on trade policy and trade facilitation	MTI CSO UNDP
Output 2: A stronger and more pro-poor regulatory environment for investment and competition *Baseline:* 1. Competition Policy of 2005	
Activity Result 1: Establishment of a Competition Authority (CA) *Actions:* 1. Stakeholder consultations 2. Design of the structure of the CA 3. Development of TOR for key CA structures and positions	MTI UNCTAD UNDP

	Responsible parties
2. Draft Competition law 3. Consumer Protection Act of 1998.	
4. Development of regulations & procedures for the CA	
Activity result 2: Development capacity of the judiciary and board members on issues of Competition Policy and Law *Actions:* 1. Development of a training program for the CA board & staff on Competition Policy & Law 2. Development of advocacy materials	MTI UNCTAD UNDP
Indicators: 1. Competition Law approved 2. Competition Authority established 3. Layperson's Draft Revised Consumer Protection Act 4. Training programmes developed	
Activity Result 3: A Draft Revised Consumer Protection Act *Actions* 1. Recruit Technical Experts 2. Revision of Competition Act 3. Reference Group/stakeholder consultative reviews of drafts	MTI UNCTAD UNDP
Activity Result 4: Key stakeholders – business, consumers – become more aware of the objectives of competition policy and consumer protection *Actions* 1. Development of a communication strategy on competition policy and consumer protection [Role of print, audio and visual media critical] 2. Stakeholder seminars on competition and consumer protection [Government, business and consumers] 3. Participation in trade fairs and exhibitions 4. Sensitisation of key stakeholders, e.g., firms, on Competition policy issues	MTI UNCTAD UNDP
Output 3: Improved production and financial performance of the Molepolole and Thamaga clusters	
Activity Result 1: Enhanced employee proficiency and productivity *Actions:* 1. Recruitment of production manager 2. On the job training and documentation thereof 3. Development of performance management tools 4. Performance monitoring 5. Specialised training	MTI UNDP AMSCO
Baseline: 1. No figures on employee productivity 2. 1 Production Manager in place 3. Cluster Business Plan 4. Curriculum 5. Economic and regulatory study 6. Human Resource manual developed	
Activity result 2: Improvement in the financial performance of both the Thamaga and Molepolole clusters *Actions:* 1. Diagnostic Review of each of the clusters 2. Preparation of revised business plans and marketing strategies 3. Support implementation of revised business plans 4. Support market development	MTI UNDP AMSCO
Indicators: 1. Change in employee proficiency and productivity 2. No. of institutional customers secured and business volumes thereof. 3. Clusters record surpluses by June 2009 4. Adequate financial and management controls in place at both clusters 5. Diagnostic review report for both clusters	
Activity Result 3: Effective accountability for inventory and financial resources at both clusters. *Actions:* 1. Procurement and installation of FMIS at both clusters 2. Staff induction on the use of the FMIS at both clusters 3. Production of monthly management accounts and reports for the boards and PEC	MTI UNDP AMSCO

			Responsible
Output 4: Botswana's Industrial Development Policy Revised *Baseline*: 1. Industrial Development Policy of 1989 *Indicators*: 1. Review Report of Botswana's Industrial Policy	**Activity Result 4**: A revised IDP for Botswana *Actions*: 1. Recruitment of consulting team		MTI UNIDO UNDP

Component 3: Community Resilience Programme (CRP)

			Responsible
Output 1: Community capacity to drive own development enhanced in the seven pilot sites *Baseline*: 1. Community Portraits 2. Community Action Plans 3. Implementation Structures (LSCs) *Indicator*: 1. No of CAPs finalised 2. No. of projects being through CRP 3. Community based tourism strategy developed 4. Revised CRP Manual 5. No. of CR training seminars held 6. No of organisations and individuals trained on Community Resilience 7. Community resilience project evaluation report	**Activity Result 1**: Communities in the seven (7) pilot sites implement their action plans *Actions* 1. Registration of LSCs as Community Trusts 2. Review and updating of Community Portraits (CPs) and Community Action Plans (CAPs) 3. Appraisal of CAP projects and mobilisation of resources for approved projects 4. LSC led community conversations on development		DLGDP WTO UNDP
	Activity result 2: Tourism development strategies developed in select pilot sites *Actions*: 1. Assessment of community tourism potential in the seven pilot sites		DLGDP WTO UNV UNDP
	Activity Result 3: Enhanced National capacity to implement CRP *Actions*: 1. Revision and publication of the Community Resilience manual and associated tools 2. Design of a Community Resilience training modules and facilitation tools 3. CRP training/orientation workshops for DETS, VETS& village level structures 4. Introduction of Community Resilience to NGOs and CBOs		DLGDP UNDP
Output 2: Strategy on housing for poor people developed *Baseline*: 1. Housing Policy 2. Housing and poverty alleviation project *Indicators*: 1. Evaluation Report on the housing and poverty alleviation project 2. Strategy on housing for poor	**Activity Result 1**: Improved regulatory environment for housing poor people *Actions*: 1. Review of the Poverty Alleviation & Housing project 2. Review of policies and laws with a bearing on housing		DLGDP Dept. Housing UNDP

Component 4: Preparation of the Poverty Component of the Country Programme (2010-2013)					
Output 1: Poverty Component of the Country Programme (2010-2013)	**Activity Results 1**: A situational analysis of access to financial services for poor people and an assessment of policy and programme options to improve access. *Actions*: 1. Analysis of Finscope survey data 2. Preparation of advocacy materials 3. Finscope dissemination seminars				SEP MSCPR FinMark Trust UNDP
Baseline 1. Poverty PSD 2005-2008 2. Terminal Review of the Poverty PSD 3. Finmark Report	**Activity result 2**: An assessment of trade and poverty linkages and the attendant policy and programme implications *Actions*: 1. Recruitment of consulting team				MTI SEP UNDP
Indicators: 6. Sector specific analyses (key sectors) 7. Approved Poverty Component of the Country Programme and AWP for 2010-2013	**Activity Result 3**: Assessment of the role of the informal sector in poor people's livelihoods and review of attendant policy and programme implications *Actions*: 1. Recruitment of consulting team				SEP MTI SBC UNDP
	Activity Result 4: Recommendations on the establishment of an Entrepreneurship Development Centre at UB *Actions*: 1. Stakeholder consultations on an EDC at UB 2. Design of an EDC structure and programmes 3. Mobilisation of partnerships for the EDC at the university of Botswana				UB MTI LEA UNDP
Component 5: Implementation Support Services					
Output 1: Effective support to implementation of the Poverty PSD (Phase II)	**Activity Result 1**: Programme Management *Actions*: 1. Project Assurance 2. Project Implementation Support				UNDP
	Activity result 2: Monitoring and Evaluation *Actions*: 1. Monitoring 2. Evaluations 3. Audits				UNDP
	Activity Result 3: Partnership and resource mobilisation				UNDP

Annual Work Plan: January –December 2009

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY
		Q1	Q2	Q3	Q4	
Component 1: Support for the Implementation of the National Strategy for Poverty Reduction (NSPR)						
Output 1: Improved monitoring of Poverty, Inequality and Vulnerability	**Activity Result 1:** Evaluation Reports of 2 Agricultural programmes(ALDEP and LIMID Report)		▓	▓		SEP MOA MSCPR UNDP
Baseline:	*Actions:*					
1. Monitoring Template	1. Development of ALDEP & LIMID M&E framework					
2. Projects & Activity level M &E exists.	2. Evaluation of ALDEP and LIMID					
3. M & E Units exist in MOA, MOH, MLG, MLH	**Activity Result 2:** Capacity for Impact Evaluation strengthened for all sectors)			▓	▓	SEP MSCPR UNDP
4. Time series data on destitution	*Actions:*					
5. Nutrition Data	1. Destitute scheme impact survey designed, conducted and report developed					
6. 2006/07 Annual Poverty Monitoring Report	2. Food and Nutrition Baseline survey conducted and report prepared					
7. 2004 draft PDL Report	3. Dissemination of Report s					
8. 2004 draft Poverty Map Report	**Activity Results 3:** 2009 Annual Poverty Monitoring Reports prepared and disseminated	▓				SEP MOA MSCPR UNDP
Indicators:	*Actions:*					
1. Sectoral baseline data Reports	1. Draft Annual Poverty Report prepared					
2. ALDEP & LIMID Evaluation reports	2. Editing, design & layout and publication					
3. Sectoral Impact Reports	3. Dissemination of Annual Report 2008					
4. Training Materials in place	**Activity Result 4:** Review of National drought and food security assessment and management procedures		▓	▓		MSCPR UNDP
5. No. of people trained on impact evaluation	*Actions:*					
6. Annual Poverty Monitoring Reports	1. Dissemination of Assessment Report					
7. Review report on national drought and food security assessment and management procedures	**Activity Result 6:** Multi Topic Survey design completed			▓	▓	CSO MSCPR UNDP
8. Poverty Datum Line (PDL) Report published and disseminated	*Actions:*					
9. National Poverty Map published & disseminated by August 2008	1. Stakeholder seminar on the MTS					
10. Revised HIES (MTS) Questionnaire and sample by November 2008	2. Training CSO staff on MTS					
11. MTS Data	3. Implementation of the MTS – Data Analysis, report writing and dissemination					
12. National Strategy for the Development of Statistics	**Activity Result 7:** Poverty data archiving system developed	▓	▓		▓	CSO WB UNDP
	Actions:					
	1. HIES, Census and related survey data archived					
	2. Development of data archiving protocols					

Content	Timeline				Responsible
3. Rollout of Microdata Management Toolkit					CSO, WB, IMF, ADB, UNDP
Activity Result 8: National Strategy on the Development of Statistics Developed *Actions:* 1. Stakeholder seminars on NSDS [Legislators, Local Authorities, and other users] 2. Development of Memoranda of Agreement on the development of the NSS					MSCPR SEP MOA UNDP
Activity Result: Report on the review of the National Strategy for Poverty Reduction (NSPR) produced and disseminated *Actions:* 1. Review of the NSPR 2. Integration of poverty into sector development process					

Output 2: Poverty Mainstreaming tools developed

Baseline:
1. Mainstreaming Study of 2007
2. The NSPR of 2003

Indicators:
1. Review report of the NSPR
2. Poverty Mainstreaming tools/guidelines
3. No. of sectors that have integrated poverty reduction

Component 2: Trade, Investment & SMME Development

Output 1: Botswana's capacity to negotiate pro-poor trade and Investment agreements towards diversification of the economy strengthened

Baseline:
1. Professional Staff complement of 20

Indicators:
1. Enhanced tariff management
2. Enhanced Trade Negotiations

Content	Timeline				Responsible
Activity Result 1: Botswana's trade positions are more strongly informed by rigorous analysis. *Actions:* 1. 8 officers trained in trade research/analysis & presentation skills for relevant personnel in DIT & key partners 2. 4 DIT officers trained on trade negotiations 3. 4 DIT staff trained on tariff management 4. A trade research programme developed					MTI UNDP
Activity result 2: A credible web enabled TID, linked to the NSS and key global trade databases to support trade policy/decision making and research *Actions:* 1. Stakeholder consultations on trade and investment data & information needs 2. Development of a quality trade and investment indicator framework 3. Design of a web enabled Trade and Investment Database					MTI CSO UNDP
Activity Result 3: Improved stakeholder awareness of the links between trade, human development & Botswana's trade policy positions *Actions:* 1. Stakeholder sensitisation seminars/workshops 2. Legislators briefing on trade policy					MTI CSO UNDP

Output / Indicators	Activity Result / Actions					Partners
Output 2: A stronger and more pro-poor regulatory environment for investment and competition *Baseline*: 1. Competition Policy of 2005 2. Draft Competition law 3. Consumer Protection Act of 1998.	**Activity Result 1**: Establishment of a Competition Authority (CA) *Actions*: 1. Development of regulations & procedures for the CA					MTI UNCTAD UNDP
Indicators: 1. Competition Law approved 2. Competition Authority established 3. Layperson's Draft Revised Consumer Protection Act 4. Training programmes developed	**Activity result 2**: Development capacity of the judiciary and board members on issues of Competition Policy and Law *Actions*: 1. Orientation/training on Competition Policy & Law for judges and prosecutors					MTI UNCTAD UNDP
	Activity Result 4: Key stakeholders – business, consumers - become more aware of the objectives of competition policy and consumer protection *Actions* 1. Development of a communication strategy on competition policy and consumer protection [Role of print, audio and visual media critical] 2. Stakeholder seminars on competition and consumer protection [Government, business and consumers] 3. Participation in trade fairs and exhibitions 4. Sensitisation of key stakeholders, e.g., firms, on Competition policy issues					MTI UNCTAD UNDP
Output 3: Improved production and financial performance of the Molepolole and Thamaga clusters	**Activity Result 1**: Enhanced employee proficiency and productivity *Actions*: 1. On the job training and documentation thereof 2. Performance monitoring 3. Specialised training					MTI UNDP AMSCO
Baseline: 1. No figures on employee productivity 2. 1 Production Manager in place 3. Cluster Business Plan 4. Curriculum 5. Economic and regulatory study 6. Human Resource manual developed	**Activity result 2**: Improvement in the financial performance of both the Thamaga and Molepolole clusters *Actions*: 1. support implementation of revised business plans 2. Support market development					MTI UNDP AMSCO
Indicators: 1. Change in employee proficiency and productivity 2. No. of institutional customers secured and business volumes thereof 3. Clusters record surpluses by June 2009 4. Adequate financial and management controls in place at both clusters 5. Diagnostic review report for both clusters	**Activity Result 3**: Effective accountability for inventory and					MTI

Content	Responsible Parties
financial resources at both clusters. *Actions:* 1. Production of monthly management accounts and reports for the boards and PEC	UNDP AMSCO
Output 4: Botswana's Industrial Development Policy Revised *Baseline:* 2. Industrial Development Policy of 1989 *Indicators:* 2. Review Report of Botswana's Industrial Policy	
Activity Result 4: A revised IDP for Botswana *Actions:* 1. Review of Botswana's IDP 2. Revision of the IDP 3. Stakeholder consultations on the Revised IDP	MTI UNIDO UNDP

Component 3: Community Resilience Programme (CRP)

Content	Responsible Parties
Output 1: Community capacity to drive own development enhanced in the seven pilot sites *Baseline:* 1. Community Portraits 2. Community Action Plans 3. Implementation Structures (LSCs) *Indicator:* 1. No of CAPs finalised 2. No. of projects being through CRP 3. Community based tourism strategy developed 4. Revised CRP Manual 5. No. of CR training seminars held 6. No of organisations and individuals trained on Community Resilience 7. Community resilience project evaluation report	
Activity Result 1: Communities in the seven (7) pilot sites implement their action plans *Actions* 1. Appraisal of CAP projects and mobilisation of resources for approved projects 2. LSC led community conversations on development 3. Evaluation of CRP	DLGDP WTO UNDP
Activity result 2: Tourism development strategies developed in select pilot sites *Actions:* 1. Development of tourism development strategies in seven sites 2. Development of tourism products and marketing strategies in the seven pilot sites in select pilot sites	DLGDP WTO UNV UNDP
Activity Result 3: Enhanced National capacity to implement CRP *Actions:* 1. CRP training/orientation workshops for DETS, VETS& village level structures 2. Introduction of Community Resilience to NGOs and CBOs 3. Synthesis of Community Resilience, CBNRM and the Community Based Strategy	DLGDP UNDP
Output 2: Strategy on housing for poor people developed *Baseline:* 1. Housing Policy 2. Housing and poverty alleviation project *Indicators:* 1. Evaluation Report on the housing and poverty alleviation project 2. Strategy on housing for poor	
Activity Result 1: Improved regulatory environment for housing poor people *Actions:* 1. Stakeholder/community consultations on housing for poor people 2. Preparation of a strategy on housing for poor people	DLGDP Dept. Housing UNDP

Component 4: Preparation of the Poverty Component of the Country Programme (2010-2013)

Output 1: Poverty Component of the Country Programme (2010-2013)						
Baseline						
1. Poverty PSD 2005-2008						
2. Terminal Review of the Poverty PSD						
3. Finmark Report						
Indicators:						
1. Sector specific analyses (key sectors)						
2. Approved Poverty Component of the Country Programme and AWP for 2010-2013						
Activity Results 1: A situational analysis of access to financial services for poor people and an assessment of policy and programme options to improve access. *Actions*: 1. Review of policy & programme options for improving access to financial services for poor people						SEP MSCPR FinMark Trust UNDP
Activity result 2: An assessment of trade and poverty linkages and the attendant policy and programme implications *Actions*: 1. Research on trade and poverty in Botswana 2. National and sub-national dissemination seminars						MTI SEP UNDP
Activity Result 3: Assessment of the role of the informal sector in poor people's livelihoods and review of attendant policy and programme implications *Actions*: 1. Assessment of the informal sector in Botswana 2. Stakeholder review of the findings of the survey						SEP MTI SBC UNDP
Activity Result 4: Recommendations on the establishment of an Entrepreneurship Development Centre at UB *Actions*: 4. Stakeholder consultations on an EDC at UB 5. Design of an EDC structure and programmes 6. Mobilisation of partnerships for the EDC 7. at the university of Botswana						UB MTI LEA UNDP
Activity Result 5: Poverty Component of the Country Programme for 2010-2013 *Actions*: 1. Preparation of Concept Note 2. Preparation of Poverty Component of the Country Programme						SEP UNDP

Component 5: Implementation Support Services

Output 1: Effective support to implementation of the Poverty PSD (Phase II)						
Activity Result 1: Programme Management *Actions*: 1. Project Assurance 2. Project Implementation Support						UNDP
Activity result 2: Monitoring and Evaluation *Actions*: 1. Monitoring 2. Evaluations 3. Audits						UNDP
Activity Result 3: Partnership and resource mobilisation						UNDP

Programme Budget: 2008-2009

EXPECTED OUTPUTS	PLANNED ACTIVITIES TIMEFRAME	RESPONSIBLE PARTY	PLANNED BUDGET		
			Funding Source	Budget Description	Amount
Component 1: Support for the Implementation of the National Strategy for Poverty Reduction (NSPR)					
Output 1: Improved monitoring of Poverty, Inequality and Vulnerability	**Activity Result 1:** Evaluation Reports of 2 Agricultural programmes(ALDEP and LIMID Report)	SEP MOA MSCPR UNDP	GOB UNDP	International Consultants	30,000
Baseline:				National Consultant	20,000
1. Monitoring Template				Contractual services-Companies	5,000
2. Projects & Activity level M &E exists.				Travel	5,000
3. M & E Units exist in MOA, MOH, MLG, MLH				Miscellaneous Expenses	1,000
4. Time series data on destitution	**Activity Result 2:** Capacity for Impact Evaluation strengthened for all sectors)		GOB UNDP	Activities of Limited Duration	300,000
5. Nutrition Data				International Consultants	69,000
6. 2006/07 Annual Poverty Monitoring Report		SEP MSCPR UNDP		National Consultant	30,000
7. 2004 draft PDL Report				Contractual services-Companies	8,000
8. 2004 draft Poverty Map Report				Contractual services-Individuals	63,000
				Travel	15,000
Indicators:				Training and Education Services	4,000
1. Sectoral baseline data Reports				Miscellaneous Expenses	1,000
2. ALDEP & LIMID Evaluation reports	**Activity Results 3:** 2008 and 2009 Annual Poverty Monitoring Reports prepared and disseminated	SEP MOA MSCPR UNDP	GOB UNDP	Audio visual & Print and Production Costs	15,000
3. Sectoral Impact Reports				National Consultant	10,000
4. Training Materials in place				Contractual services-Individuals	5,000
5. No. of people trained on impact evaluation				Contractual services-Companies	4,000
6. Annual Poverty Monitoring Reports				Miscellaneous Expenses	1,000
7. Review report on national drought and food security assessment and management procedures	**Activity Result 4:** Review of National drought and food security assessment and management procedures	MSCPR UNDP	GOB UNDP	International Consultants	50,000
8. Poverty Datum Line (PDL) Report published and disseminated				National Consultant	20,000
				Contractual services-Companies	3,000
				Travel	6,000
9. National Poverty Map published & disseminated by August 2008	**Activity Result 5:**Publication & dissemination of the PDL & Poverty Map published & disseminated	CSO MSCPR UNDP	GOB UNDP	Miscellaneous Expenses	2,000
				Audio visual & Print and Production Costs	30,000
10. Revised HIES (MTS) Questionnaire and sample by November 2008				Contractual Services-Companies	10,000
11. MTS Data					
12. 12 National Strategy for the Development of Statistics	**Activity Result 6:** Multi Topic Survey design completed	CSO MSCPR UNDP	GOB UNDP	International Consultants	55,000
				Contractual services-Companies	2,000
				Travel	1,000
				Audio visual & Print and Production Costs	15,000
	Activity Result 7: Poverty data archiving system developed	CSO WB UNDP	GOB UNDP	International Consultants	50,000
				National Consultant	20,000
				Contractual services-Companies	5,000
				Travel	10,000
				Audio visual & Print and Production Costs	10,000
				Miscellaneous Expenses	2,000
	Activity Result 8: National Strategy on the Development of Statistics Developed	CSO ,WB, IMF ADB, UNDP	GOB UNDP	International Consultants	60,000
				National Consultant	25,000

Description	Partner	Funding	Budget Line	Amount
			Contractual services-Companies	5,000
			Travel	8,000
			Audio visual & Print and Production Costs	15,000
			Miscellaneous Expenses	3,000
Output 2: Poverty Mainstreaming tools developed			International Consultants	40,000
Baseline: 1. Mainstreaming Study of 2007 2. The NSPR of 2003	MSCPR SEP MOA UNDP	GOB UNDP	National Consultant	20,000
Indicators: 1. Review report of the NSPR 2. Poverty Mainstreaming tools/guidelines 3. No. of sectors that have integrated poverty reduction			Contractual services-Companies	4,000
Activity Result 1: Report on the review of the National Strategy for Poverty Reduction (NSPR) produced and disseminated			Travel	6,000
			Miscellaneous Expenses	1,000
Component Total				**1,064,000**
Component 2: Trade, Investment & SMME Development				
Output 1: Botswana's capacity to negotiate pro-poor trade and Investment agreements towards diversification of the economy strengthened			International Consultants	40,000
			National Consultant	20,000
			Contractual services-Companies	10,000
Baseline: 1. Professional Staff complement of 20			Contractual services-Individuals	70,000
Activity Result 1: Botswana's trade positions are more strongly informed by rigorous analysis.	MTI UNDP	GOB UNDP	Travel	6,000
			Training and Education Services	5,000
			Information Technology Equipment	4,000
			Miscellaneous Expenses	1,000
Indicators: 1. Enhanced tariff management 2. Enhanced Trade Negotiations			International Consultants	50,000
Activity result 2: A credible web enabled TID, linked to the NSS and key global trade databases to support trade policy/decision making and research	MTI CSO UNDP	GOB UNDP	National Consultant	15,000
			Contractual services-Companies	4,000
			Travel	2,000
			Miscellaneous Expenses	1,000
			International Consultants	15,000
			National Consultant	10,000
Activity Result 3: Improved stakeholder awareness of the links between trade, human development & Botswana's trade policy positions	MTI CSO UNDP	GOB UNDP	Contractual services-Companies	4,000
			Travel	3,000
			Miscellaneous Expenses	1,000
			Facilities and Administration	7,830
Sub-Component Total				**268,830**
Output 2: A stronger and more pro-poor regulatory environment for investment and competition			International Consultants	35,000
			National Consultant	10,000
Baseline: 1. Competition Policy of 2005 2. Draft Competition law 3. Consumer Protection Act of 1998.			Contractual services-Companies	5,000
Activity Result 1: Establishment of a Competition Authority (CA)	MTI UNCTAD UNDP	GOB UNDP	Travel	10,000
			Training and Education Services	2,000
			Information Technology Equipment	2,000
			Miscellaneous Expenses	1,000
Indicators: 1. Competition Law approved 2. Competition Authority established 3. Layperson's Draft Revised Consumer Protection Act 4. Training programmes developed			International Consultants	15,000
Activity result 2: Development capacity of the judiciary and board members on issues of Competition Policy and Law	MTI UNCTAD UNDP	GOB UNDP	National Consultant	10,000
			Contractual services-Companies	5,000
			Travel	8,000
			Miscellaneous Expenses	1,000
Activity Result 3: A Draft Revised Consumer Protection Act	MTI UNCTAD	GOB UNDP	International Consultants	30,000
			National Consultant	10,000

Description	Responsible Party	Funding Source	Budget Line	Amount
	UNDP		Contractual services-Companies	3,000
			Travel	10,000
			Miscellaneous Expenses	1,000
Activity Result 4: Key stakeholders – business, consumers - become more aware of the objectives of competition policy and consumer protection	MTI UNCTAD UNDP	GOB UNDP	International Consultants	20,000
			National Consultant	10,000
			Contractual services-Companies	2,000
			Travel	5,000
			Miscellaneous Expenses	1,000
			Facilities and Administration	5,880
Sub-Component Total				**201,880**
Output 3: Improved production and financial performance of the Molepolole and Thamaga clusters			Activities of Limited Duration	30,000
			International Consultants	10,000
			National Consultant	15,000
Baseline:	MTI UNDP AMSCO	GOB UNDP	Contractual services-individuals	170,000
1. No figures on employee productivity			Contractual services-Companies	10,000
2. 1 Production Manager in place				
3. Cluster Business Plan			Travel	2,000
4. Curriculum			Training and Education Services	5,000
5. Economic and regulatory study			Miscellaneous Expenses	1,000
6. Human Resource manual developed				
Indicators:			International Consultants	10,000
1. Change in employee proficiency and productivity				
2. No. of institutional customers secured and business volumes thereof.	MTI UNDP AMSCO	GOB UNDP	National Consultant	8,000
			Contractual services-Companies	10,000
3. Clusters record surpluses by June 2009			Travel	2,000
4. Adequate financial and management controls in place at both clusters			Miscellaneous Expenses	1,000
5. Diagnostic review report for both clusters			National Consultants	10,000
Activity Result 1: Enhanced employee proficiency and productivity				
Activity result 2: Improvement in the financial performance of both the Thamaga and Molepolole clusters				
Activity Result 3: Effective accountability for inventory and financial resources at both clusters.	MTI UNDP AMSCO	GOB UNDP	Contractual services-Companies	5,000
			Travel	2,000
			Miscellaneous Expenses	1,000
Output 4: Botswana's Industrial Development Policy Revised			International Consultants	30,000
	MTI UNIDO UNDP	GOB UNDP	National Consultant	15,000
Baseline:			Contractual services-Companies	2,000
1. Industrial Development Policy of 1989			Travel	5,000
Indicators:			Miscellaneous Expenses	1,000
1. Review Report of Botswana's Industrial Policy			Facilities and Administration	10,350
Sub-Component Total				**355,350**
Component Total				**826,060**

Activity Result 4: A revised IDP for Botswana

Component 3: Community Resilience Programme (CRP)

Activity / Description	Responsible Party	Source	Budget Description	Amount
Output 1: Community capacity to drive own development enhanced in the seven pilot sites				
Activity Result 1: Communities in the seven (7) pilot sites implement their action plans	DLGDP WTO UNDP	GOB UNDP	International Consultants	20,000
			National Consultant	10,000
			Contractual services-individuals	190,000
			Contractual services-Companies	10,000
			Travel	10,000
Baseline:			Training and Education Services	5,000
1. Community Portraits			Audio visual & Print and Production Costs	15,000
2. Community Action Plans			Miscellaneous Expenses	1,000
3. Implementation Structures (LSCs)				
Activity result 2: Tourism development strategies developed in select pilot sites	DLGDP WTO UNV UNDP	GOB UNDP	International Consultants	45,000
			National Consultant	10,000
Indicator:			Contractual services-Companies	6,000
1. No of CAPs finalised			Travel	10,000
2. No of projects being through CRP				
3. Community based tourism strategy developed			Miscellaneous Expenses	1,000
4. Revised CRP Manual				
5. No of CR training seminars held			International Consultants	30,000
6. No of organisations and individuals trained on Community Resilience			National Consultant	40,000
Activity Result 3: Enhanced National capacity to implement CRP	DLGDP UNDP	GOB UNDP	Contractual services-Companies	3,000
7. Community resilience project evaluation report			Travel	6,000
			Audio visual & Print and Production Costs	15,000
			Miscellaneous Expenses	1,000
Output 2: Strategy on housing for poor people developed			International Consultants	30,000
			National Consultant	10,000
Baseline:			Contractual services-Companies	3,000
1. Housing Policy				
2. Housing and poverty alleviation project				
Activity Result 1: Improved regulatory environment for housing poor people	DLGDP Dept. Housing UNDP	GOB UNDP	Travel	10,000
Indicators:				
1. Evaluation Report on the housing and poverty alleviation project			Miscellaneous Expenses	1,000
2. Strategy on housing for poor			Facilities and Administration	14,460
Component Total				**496,460**

Component 4: Preparation of the Poverty Component of the Country Programme (2010-2013)

| Activity / Description	Responsible Party	Source	Budget Description	Amount
Output 1: Poverty Component of the Country Programme (2010-2013)	**Activity Results 1:** A situational analysis of access to financial services for poor people and an assessment of policy and programme options to improve access.	SEP MSCPR FinMark Trust UNDP	GOB UNDP	International Consultants	50,000
			National Consultant	10,000
			Contractual services-Companies	5,000
			Travel	5,000
Baseline:			Miscellaneous Expenses	1,000
1. Poverty PSD 2005-2008	**Activity result 2:** An assessment of trade and poverty linkages and the attendant policy and programme implications	MTI SEP UNDP	GOB UNDP	National Consultants	25,000
2. Terminal Review of the Poverty PSD			Contractual services-Companies	5,000
3. Finmark Report			Travel	6,000
Indicators:			Miscellaneous Expenses	1,000
1. Sector specific analyses (key sectors)	**Activity Result 3:** Assessment of the role of the informal sector in poor people's livelihoods and review of attendant policy and programme	SEP MTI SBC	GOB UNDP	National Consultant	25,000
2. Approved Poverty Component of the Country Programme and AWP for 2010-2013			Contractual services-Companies	5,000

Description	Source	Fund	Budget Line	Amount
implications	UNDP		Miscellaneous Expenses	1,000
Activity Result 4: Recommendations on the establishment of an Entrepreneurship Development Centre at UB	UB MTI LEA UNDP	GOB UNDP	National Consultant	20,000
			Contractual services-Companies	4,000
			Miscellaneous Expenses	1,000
			National Consultants	10,000
Activity Result 5: Poverty Component of the Country Programme for 2010-2013	SEP UNDP	GOB UNDP	Contractual services-Companies	4,984
			Miscellaneous Expenses	1,000
			Facilities and Administration	5,400
Component Total				**185,384**
Component 5: Implementation Support Services				
Output 1: Effective support to implementation of the Poverty PSD (Phase II)			Activities of Limited Duration	90,000
			International Consultants	12,000
			National Consultant	30,000
Activity Result 1: Programme Management	UNDP	GOB UNDP	Contractual services-individuals	100,000
			Contractual services-Companies	9,000
			Travel	5,000
			Professional Services	12,000
			Miscellaneous Expenses	1,540
			International Consultants	15,000
Activity result 2: Monitoring and Evaluation	UNDP	GOB UNDP	National Consultant	8,000
			Contractual services-Companies	15,000
			Travel	10,000
			Miscellaneous Expenses	2,000
Activity Result 3: Partnership and resource mobilisation	UNDP	GOB UNDP	Miscellaneous Expenses	9,000
			Facilities and Administration	9,556
Component Total				**328,096**
GRAND TOTAL				**2,900,000**

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MANAGEMENT ARRANGEMENTS

As the ministry with portfolio responsibility for poverty reduction and the implementation of the NSPR, discharged through the Poverty and Food Security Policy Section, the Ministry of Finance and Development Planning (MFDP) shall remain the implementing agency and shall have overall responsibility for coordinating and managing the PSD.

The MSCPR shall have oversight responsibility for the PSD. In this function the MSCPR will provide policy guidance and direction. Beyond provision of policy guidance the MSCPR shall facilitate synergy with Sectoral programmes and communication among key programme partners.

Figure 1: Programme Management Structures
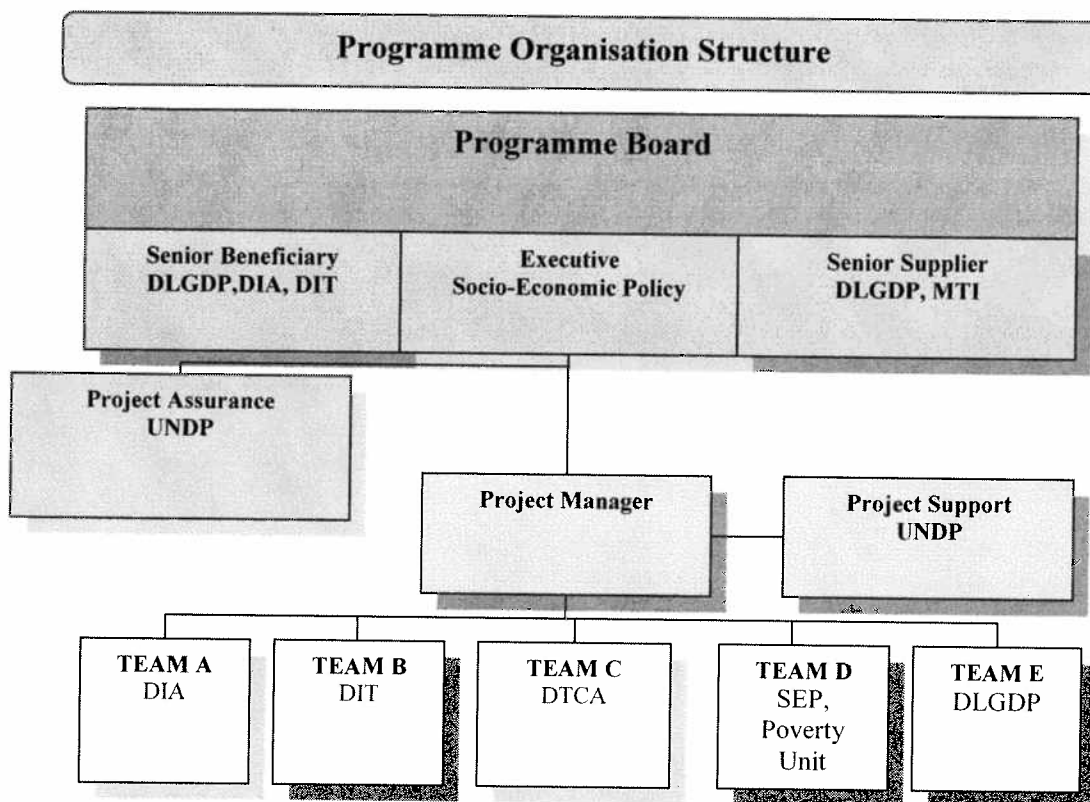
In managing the PSD the above management roles shall be adopted. The terms of reference for the roles outlined above are provided in annex 1. A Programme Board, chaired by the Permanent Secretary in the MFDP or his designated senior representative, shall have responsibility for making consensus management decisions for the PSD when guidance is required by the Project Manager, including recommendation for approval of project plans and revisions. The Programme Board shall be comprised of three roles namely the Executive, Senior Beneficiary and the Senior Supplier.

As the ministry with overall responsibility for the PSD, the MFDP shall assume the role of the Executive and shall chair the group. The Senior Supplier shall consist of key co-operating partners. In their capacity of Senior Supplier the primary function of these departments in this role is to provide guidance regarding the technical feasibility of the PSD. The role of Senior Beneficiary will have responsibility to ensure the realization of PSD results from the perspective of identified beneficiaries.

On behalf of the Programme Board, the UNDP Botswana Country Office (CO) shall take on the role of Programme Assurance. In this capacity UNDP shall support the Programme Board by carrying out objective and independent programme oversight and monitoring functions. In

addition to the role of Programme Assurance, the CO shall provide the implementing agency and other partners with support services to ensure the timely execution of programme activities. It will provide technical support as appropriate and may, at the request of the implementing agency, also provide the following services:

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

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

Audits of the PSD shall be conducted in accordance with UNDP rules and regulations regarding audits.

MONITORING AND EVALUATION

Monitoring and evaluation shall be in accordance with UNDP's programming policies and procedures. Within the annual programme cycle, the programme shall be monitored through the following:

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.

- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.

- Based on the initial risk analysis submitted (see annex 2), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.

- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.

- A project Lessons-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project

- A Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

During the life of the Programme, in addition to the above there shall be:

1. **An Annual Review Report** prepared by the Project Manager and shared with the Project Board.

2. **An Annual Project Review** during the fourth quarter of the year an annual project review shall be conducted to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. The report shall be based on the above Annual Review Report. In the last year, this review will be a final assessment. This review shall be driven by the Programme Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

LEGAL CONTEXT

This project document shall be the instrument referred to as "Project Documents or other instruments" in Article 1 of the Standard Basic Assistance Agreement between the Government of Botswana and the United Nations Development Programme, signed by the parties on 14th May 1975. The Government counterpart shall, for the purpose of the Standard Basic Assistance Agreement, refer to the Government cooperating agency described in that Agreement.

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

a)   Revisions in, or addition of, any of the annexes to the project document;

b)   Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of inputs already agreed to or by cost increases due to inflation; and

c)   Mandatory annual revisions, which re-phase the delivery of agreed project inputs or reflect increased expert or other costs due to inflation, or take into account cooperating agency expenditure flexibility.

ANNEXES

Annex 1: Programme Organisation Structure: Terms of Reference

In an effort to improve capacity to efficiently implement the Poverty Programme 2005-2007, the governance structures outlined below will be introduced into the project. The following roles explain the normal responsibilities and tasks of each member of the project management team.

Project Executive Committee

Overall responsibilities: The Project Executive Committee (PEC) is responsible for the overall direction and management of the project and has responsibility and authority for the project within the remit set by the project Steering Committee.

The PEC reviews and approves project plans and authorizes any major deviation from these agreed plans. It is the authority that signs off on the completion of each stage plan as well as authorizes the start of the next stage plan. It ensures that required resources are committed and arbitrates on any conflicts within the project and/or negotiates a solution to any problems between the project and external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities.

Basically, the PEC is the group responsible for making *executive management decisions* for the project when guidance is required by the Project Manager, including approval of project plans and revisions. This group is consulted by the Project Manager for decisions when project manager tolerances have been exceeded.

Project Manager

Overall responsibilities: The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Project Executive Group (PEG) within the constraints laid down by the Group. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the deliverables specified in the PID, to the required standard of quality and within the specified constraints of time and cost.

Project Assurance

The Project Assurance role supports the Project Executive Group (PEC) by carrying out objective and independent project oversight and monitoring functions, which are mandatory for all projects. Project Assurance is the responsibility of the PEC. It can be carried out by the PEC itself, or can be delegated. Project Assurance has to be independent of the Project Manager; therefore the PEC cannot delegate any of its assurance responsibilities to the Project Manager.

The implementation of the assurance responsibilities needs to answer the question "What is to be assured?". The following list includes the key suggested aspects that need to be checked by the Project Assurance throughout the project as part of ensuring that it remains consistent with, and continues to meet, a business need and that no change to the external environment affects the validity of the project.