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1. Project Management

The management structure is outlined below and a more detailed description of the institutional, coordination and implementation arrangements can be found in Annex 6.

The **Regional Project Steering Committee (RPSC)** is the policy advisory body for the project for the overall Kagera basin and coordination with relevant Lake Victoria and Nile basin processes. It will be composed of up to ten persons, including representatives of environmental coordination bodies and Ministries of Agriculture of the four countries and FAO. Representatives from NELSAP, LVEMP and donors will be invited to participate as observers, when appropriate. The Kagera TAMP National Project Managers (NPM) for each country will attend as observers and act as secretary when the meeting is hosted by their country. Members of the RPSC will be responsible for representing their country / institution at technical and policy/administrative levels. The RPSC will meet or teleconference annually to review and approve the annual work plan, and at other times will work through e-mail and, as required, teleconference facilities, and will oversee timely implementation and delivery of project outputs and outcomes. RPSC meetings will be hosted by one of the project countries (on rotation), facilitated by the Regional Coordinator who will also serve as the Secretary to the RPSC. Draft Terms of reference (TOR) of the RPSC are provided in Annex 6.B and will be reviewed and adopted by the RPSC at its first meeting.

The **Regional Technical Advisory Committee (RTAC)** will be inter-sectoral and have the mandate to provide independent technical guidance taking into account the views of environment and agriculture sectors, research bodies, local government, key donors and NGOs and civil society organizations. The RTAC will facilitate co-operation at policy, technical, transboundary and local levels. There will be ten official members of the RTAC (two National Experts per country, two International experts nominated by RPSC). The initial meeting attended by FAO and donor partners, will review and provide advice on initial proposed project sites and interventions and agree on the baseline and monitoring process and collaboration with research. Subsequently, the RTAC should largely function through email and telephone to provide technical guidance in coordination with FAO-NRL and the RPSC: members will only meet on a needs basis. Any specific RTAC tasks will be developed and updated by the RPSC on the basis of suggestions by national PSCs, NPMs, and the Regional Coordinator. FAO and donor partners will attend RTAC meetings to the extent possible. The TORs for the RTAC will be developed at the launching workshop and approved by the RPSC.

The **National Project Steering Committees (PSC – one per country)** will provide policy and technical guidance focusing on inter-sectoral collaboration and liaison for integrated ecosystem management with particular attention to land degradation, biodiversity conservation and carbon sequestration, as well as agricultural productivity, food security and poverty alleviation. It will be composed of technical and policy experts (not more than fifteen members), including representatives from district and provincial/regional levels, and NGO/CSO representatives. Members of the NPSC will be responsible for representing their country / institution at technical and policy/administrative levels.

The NPSC will meet at the start of the project (stakeholder launching workshop) and two other times during the project's lifetime, linked with visits and participation in workshops/training on policy, legal and institutional issues. The Kagera TAMP National Project Managers (NPM) for each country will attend as secretary. At other times the NPSCs will work through e-mail and as required teleconference facilities, and will oversee timely implementation and delivery of project outputs and outcomes. NPSC meetings will be held where possible in the beneficiary districts to allow national-district and policy-partner interaction. The TOR of the NPSC are provided in Annex 6A.

The Kagera TAMP Regional Co-ordination Unit (RCU) will be based in Kigali, Rwanda (as agreed by PDF-B PSC in Entebbe, in November 2005) in an office provided by the government and/or shared with the NELSAP IWRM Project to improve complementarity and synergies between the two projects. The RCU will be staffed by a **Regional Project Coordinator (RPC)**, specialised in integrated natural resources and agro-ecosystems management with overall responsibility for management of the project across the four countries. The RPC will be selected by a panel with FAO and country representatives. This unit will be supported by consultants to provide in depth technical advice and expertise as required. A letter of agreement will be developed with the selected partner GIS/RS centre for technical support across the basin and in each country as required. The RPC will establish close communication with the National Project Managers and designated national focal points for the project and will organize Regional PSC meetings and TAC meetings to provide guidance to the project to achieve its goals and ensure cost effectiveness and sustainability. The unit will be supported by consultants to provide in depth technical advice and expertise as required. A letter of agreement will be developed with the selected partner GIS/RS centre for technical support across the basin for natural resources and land use monitoring, and to the extent possible, with a focus on one selected pilot district in each country. A large proportion of the time of the RPC will concern policy and technical advice, working with partners in the basin (national institutions, projects, regional bodies) and supervising NPMs to ensure a coherent technical strategy and process at all levels (community, district, country, basin) and mobilising required policy support for achieving project outcomes. Project management will account for an estimated 12 months (3 months per year) of the RPCs time. He/she will be supported by FAO Headquarters and Country Representations on financing and budgeting, human resources and procurement issues. Detailed TOR of the RPC are provided in Annex 6B.1

National Technical Units (NTUs) will be established in each participating country to facilitate the execution of project-supported activities. The NTUs will be hosted in a suitable government office (research, planning) with space for national/international consultants, GIS/map work and good communication facilities (Internet connection supported by the project as required). They will be led by a **National Project Manager (NPM)**, in each country, recruited on a fixed term contract for the project duration. They will be selected on the basis of experience in agro-environmental management and knowledge of the region and participating districts (from Government/external candidates) through vacancy announcement and a selection panel in accordance with FAO procedures. The NPMs will establish close collaboration and working arrangements with an interdisciplinary team composed of members of decentralized public services, NGOs, private sector and other professional associations, to ensure timely conduct of country activities, including contractual arrangements if required. The NPMs will work in close contact with the RPC who will provide technical and financial project guidance, in close consultation with the FAO lead technical

unit, NRL. In regard to policy and institutional issues the NPMs will be guided by the national PSC and designated national project focal point (in the capital city). Their work will be supported by international/national consultants, and if possible a VNU/APO, a driver (casual labour basis) and a 4WD vehicle in each country. The greater proportion of their time will concern technical advice, working with partners in the basin and supervising the field work in target communities, catchments and land units. Project management will account for an estimated 1 month per year of the time of the NPMs. They will be supported by FAO Headquarters and Country Representations on finance and budgeting, human resources and procurement issues. Detailed TOR for the four NPMs are provided in Annex 6B.2

The District Project Facilitators (DFs) with appropriate agricultural and environmental expertise in each of the twenty-two target districts (6 districts in Uganda, 4 districts in Tanzania, 6 districts in Rwanda and 6 provinces in Burundi) will be selected with the district authorities and designated to coordinate the activities, and contractual arrangements with the beneficiary districts will be facilitated (motorbike; office equipment; stationery) to supervise and coordinate project interventions in target communities, micro-catchments and land units through close consultation with district authorities and wider beneficiary populations. The NPMs will work closely with the DPFs, in liaison with district authorities, to ensure appropriate technical support to local communities/ actors by establishing a close-knit *interdisciplinary team* of interested and competent district officers, extension workers and partners. The DFs will help ensure synergy and avoid duplication with other actors/projects/interventions in the district. The involvement of the DPF and district team will be agreed upon through a memorandum of understanding/Letter of Agreement with each district and will be assessed annually (if required the DPF could be replaced). Draft Terms of reference are provided in Annex 6B.3

The RPC and the four NPMs (long term consultants) will supervise the short term international and national consultants that will be recruited and the national institutions that will be contracted to provide specific policy and technical support. Terms of reference for these consultants and contracts will be developed and reviewed at the regional launching and national stakeholder workshops, and updated as required by the regional and national PSCs to respond to project needs during implementation. This includes:

International expertise (short term)

- Land/Agro-ecosystem management /planning (12 months, up to 9 missions)
- Land tenure/access to resources (2 months, 4 missions)
- Participatory Natural resources management/M&E (3 months; 3 missions)
- Sustainable agro-ecosystems incentives & policy (2 months; 2 missions)
- Adviser SLM Farmer Field School process (6 months and required travel costs covered using GEF resources and a further 6 months and travel supported through co-funding as required)
- International/regional project evaluation (Mid-term 1.3 months and Final evaluation 2 months)

- Finance and budget advisory support (14 months)
- Human resources and procurement advisory support (13.8 months)

National consultants (short term)

- SLM Baseline (3 months Burundi; 1 month each in Rwanda, Tanzania and Uganda)
- SLM Trainers and Workshop Facilitators (10 months)
- FFS Master Trainers (5,5 months)
- Communications & website consultants (11 months)
- National SLM experts for project evaluation (Mid-term 4 x 0.2 months and Final evaluation 4 x 0.3 months)

Contracts with competent national/international institutions/organizations

- GIS/RS Database and Monitoring (initial LOA years 1-3, second LOA years 3-5)
- Target studies/monitoring environmental impacts: pastures, wetlands, energy, C-sequestration, burning, land degradation, biodiversity (average of 3 LOAs per country)
- Agro-ecosystems/biodiversity management (crop & livestock based) (2 LOAs per country)
- Monitoring of sustainable livelihood (SL) benefits/impacts (2 LOAs per country)
- Community/landscape planning for SLM and land tenure (2 LOAs per country)
- SLM technologies training + equipment demonstration– conservation agriculture, holistic livestock management, water harvesting (average of 3 LOAs per country)
- Data/information systems management (1 LOA per country)
- On hands training and curriculum development for SLAM (NGOs, colleges)- continuous support (1 LOA per country)
- District land use planning and SLAM support (22 LOAs) including support for facilitators and interdisciplinary teams who will be co-funded by the Governments
- Design and testing of incentive measures (6 LOAs on a regional or national basis)

More details on these contracts are provided in Annex 6.A.

2. CO-ORDINATION WITH OTHER IMPLEMENTING AGENCIES AND EXECUTING AGENCIES

Links to other IA and EA Programmes

As Implementing and Executing Agency, FAO has a key technical and coordination role consistent with its contributions to the GEF programme for achieving global environmental benefits, and partnership with the IAs in supporting major environment-development initiatives such as TerrAfrica/SIP, implementation of the UN Convention to Combat Desertification, and NEPAD's Comprehensive Africa Agriculture Development Programme (CAADP) and Environment Initiative. In accordance with its mandate, FAO is assisting its member countries and partners in developing and implementing policies, strategies, programmes and projects to enhance food security and sustainable agriculture and rural development worldwide and is able to draw on its wealth of experience and expertise in supporting projects such as Kagera TAMP which focus on land and agro-ecosystem management.

The Land and Water Division (NRL), the lead technical unit of the project, contributes to "*Sustainable food and agricultural systems*" and "*Sustainable Natural Resources Management*" by providing the essential knowledge-base for sustainable use of land and water resources through their improved management, development and conservation, in order to increase food security, alleviate poverty and secure a healthy environment as they contribute to the Millennium Development Goals. It provides policy and technical advisory services to help improve access to and increase efficiency and productivity of land and water resources in agriculture (irrigation and rainfed) while maintaining land and water quality and addressing transboundary management issues. FAO will draw, inter alia, on its inter-departmental working groups and interdisciplinary programmes on Desertification and Biodiversity for Food and Agriculture.

Linkage to Other GEF Projects

Firstly, links will be established with the umbrella **GEF TerrAfrica/Strategic Investment Programme (SIP)** and **Partnership Platform** (www.terrafrica.org) which aim at building capacity and providing an enabling environment to implement Sustainable Land Management (SLM) across Sub-Saharan Africa (SSA). Recognizing that land degradation is a major development issue that cuts across poverty, health, the environment and economic growth, this regional initiative will enable governments of SSA, the international development community and other global, regional and national stakeholders to better work together to scale up financing and mainstreaming of effective and efficient country-driven SLM. FAO as a key Terrafrica/SIP partner and as the IA for Kagera TAMP, will work closely with the Kagera countries in developing their Country Strategic Investment Frameworks (CSIF) in liaison with the TerrAfrica conveners (the World Bank, UNCCD and NEPAD) and other partners (IFAD, UNDP, UNEP, AfDB, Global Mechanism, European Commission, Regional and Sub-regional African Organisations, NGOs and bilateral donors). Lessons and experiences from Kagera TAMP will feed into the country and Africa wide process.

Contacts will be made with the **Nile Transboundary Environmental Action Project (NTEAP)** to identify and, if possible, work with persons in the districts trained in environmental management and monitoring and prevention of transboundary erosion and pollution and to identify opportunities for communities and NGO partners to apply for micro-grants for their actions to reduce soil erosion, desertification, pollution and control invasive water weeds.

For land-use change analysis during Kagera TAMP, the GIS/RS centre will draw on models and maps of **LUCID** and their use for assessing biodiversity loss and land degradation. Kagera TAMP will also draw upon the methodologies and expertise developed through the **East African Cross Borders Biodiversity project** through district and research staff in Bukoba district in Tanzania and Rakai district in Uganda.

Close collaboration with **Lake Victoria Environmental Management Program (LVEMP-II)** will identify with stakeholders opportunities for making use of LVEMP data, maps and studies, especially water monitoring, and sharing Kagera TAMP products, for training of Kagera TAMP staff /partners and support in disseminating best practices, and identifying opportunities for larger investments with target communities such as wetland management, catchment afforestation. Kagera TAMP management will coordinate closely with LVEMP (and with EAC and LVBC) to ensure information sharing among water, land and agriculture sectors and complementary actions.

More specifically in regard to sustainable wetland management, Kagera TAMP will benefit from lesson learnt by the **Integrated Management of Critical Ecosystems (IMCE)** project in Rwanda and will coordinate with MINITERE and MINAGRI to share its own experiences in watershed and buffer zone management to reduce pressure on protected areas. Kagera TAMP will focus on a watershed approach and harmonising cross-border strategies to reduce agricultural encroachment and pressures on critical wetlands, protecting wetland fringes and identifying opportunities for development with attention to maintaining ecosystem services where parts of wetlands are reclaimed for crop and livestock production (flood control, flow stabilisation, siltation and purification of water etc.).

Kagera TAMP will share experiences with the GEF/World Bank project on **Novel forms of livestock and wildlife integration adjacent or protected areas in Africa-Tanzania** on participatory land use planning and integration of pastoralism, cropping and wildlife management and benefit sharing mechanisms.

3. INSTITUTIONAL AND IMPLEMENTATION ARRANGEMENTS

TRANSBOUNDARY AGRO-ECOSYSTEM MANAGEMENT PROGRAMME FOR THE KAGERA RIVER BASIN

1. Nile Basin Operational Structure and Decision-making Bodies

The Kagera River Basin lies within the Nile Basin which has developed a partnership among member states and a joint operational structure.

The Nile Basin Initiative (NBI) is a regional partnership, among the basin states of the Nile (Congo DR, Rwanda, Burundi, Uganda, United Republic of Tanzania, Ethiopia, Sudan, Kenya, Egypt) which provides a forum for cooperative development of the water resources of the Nile River. Its vision is to achieve sustainable socioeconomic development through the equitable utilization of, and benefit from the common Nile Basin water resources.

The NBI-Operational Structure consists of the **Council of Ministers** of Water Affairs of the Nile Basin Countries (Nile-COM), which provides policy guidance and makes decisions on matters relating to the Nile Members; the **Technical Advisory Committee** (Nile-TAC), set up in 1998, which renders technical advice and assistance to the Nile-COM; and the **Nile Basin Initiative Secretariat** (Nile-SEC), which executes decisions and provides administrative and financial services to the Nile-COM and Nile-TAC. The Nile-TAC is made up of one representative from each riparian country and one alternate (18 members); the chair rotates yearly. The **Nile Basin Trust Fund** (NBTF), established in 2003, is administered by the World Bank with support of many donors including Canada, Denmark, Netherlands, Norway, Sweden and the United Kingdom.

The NBI Strategic Action Programme consists of

- i) **a Shared Vision Program (SVP)**, a basin wide grant funding collaborative action, exchange of information and training, which has seven thematic projects (environment, power trade, agriculture, water resources planning/management, applied training, confidence building/stakeholder involvement and benefit sharing) and for developing investment programmes
- ii) **the Eastern Nile Subsidiary Action Program** (ENSAP) includes Egypt, Sudan and Ethiopia; and

- iii) **the Nile Equatorial Lakes Subsidiary Action Program (NELSAP)** includes Burundi, Democratic Republic of Congo, Kenya, Rwanda, Tanzania and Uganda, as well as support of downstream Sudan and Egypt. NELSAP is developing joint investment projects aiming to reduce poverty by promoting economic growth and reversing environmental degradation.

2. Kagera TAMP Organisational Structure

The organization of the Kagera TAMP is illustrated in Annex 6.C.

2.1. Donors

The **Global Environment Facility (GEF)** provides incentives and financial support for national and local institutions to promote sustainable land management to reverse land degradation and generate global environmental goals. The Project's regional approach, with GEF support, will make financial resources available to recipient countries, to meet the "incremental costs" of addressing priority transboundary environmental problems in the Kagera Basin and generating global environmental benefits through reversing land degradation, conserving biodiversity, enhancing carbon sequestration and mitigating climate change and contributing to protection of international waters. GEF funds will assist in providing linkages and harmonizing national and local actions with regional environmental objectives and leveraging additional donor and government support.

Co-Funding Partners are an essential partner to the Kagera TAMP. GEF resources are catalytic in nature and additional sources of financing and expertise are essential to achieving the identified project objectives and Kagera TAMP overall goal and specific development and environmental goals in the longer term. Sources of finance represent a mix of government in kind contributions and support through national priorities and programmes, donor support through complementary existing projects/support mechanisms and additional funds, as well as support of FAO as implementing/executing agency. FAO will collaborate with other GEF Implementing Agencies especially the TerrAfrica/SIP partners (especially UNEP, UNDP, IFAD and the World Bank), as appropriate, for sharing lessons learnt.

2.2. Policy and Advisory Bodies

2.2.1 Regional Project Steering Committee (RPSC) – draft Terms of Reference

The RPSC is the policy setting body for the project for the overall Kagera basin and coordination with relevant Lake Victoria and Nile basin processes. It will be composed of up to ten persons, including

representatives of environmental coordination bodies and Ministries of Agriculture of the four countries and FAO. Representatives from NELSAP, LVEMP and donors will be invited to participate as observers, when appropriate. The TAMP National Project Managers (NPM) for each country will attend as observers and act as secretary when the meeting is hosted by their country. Members of the RPSC will be responsible for representing their country / institution at technical and policy/administrative levels. The RPSC will meet or teleconference annually to review and approve the annual workplan and at other times will work through e-mail and as required, teleconference facilities. RPSC meetings will be hosted by one of the project countries (in rotation), facilitated by the Regional Coordinator who will also serve as the Secretary of the RPSC. The RPSC will elaborate and adopt its own TORs on the occasion of the first session.

The RPSC will be responsible for the following specific tasks, *inter alia*:

- Reviewing and approving annual project work plans and budget;
- Assessing progress in the implementation of the project and recommending necessary actions and measures to be taken towards smooth achievement of the project objectives;
- Reviewing TORs for international project posts, contracts and consultants;
- Examining the recommendations of the regional Technical Advisory Committee (TAC)
- Agreeing on criteria for selection of target micro-catchments and other intervention areas and on the number of sites in each country;
- Agreeing on mechanisms for networking, database and website development / maintenance;
- Approving TAMP communication and dissemination mechanisms and partnerships;
- Monitoring inputs of international and national partners, ensuring that project obligations are fulfilled in a timely and co-ordinated fashion;
- Providing guidance to the NPMs and the TAMP Regional project Coordinator.

2.2.2 National Project Steering Committee (NPSC) - draft Terms of Reference

The NPSC (one per country) is the intersectoral policy setting and technical coordination body for the project at national level. (It will take over from the TAC of the PDF-B). It will be composed of up to fifteen members, including representatives from agriculture and environment, district and provincial/regional levels, and NGOs/CSOs representatives. Members of the NPSC will be responsible for representing their country / institution at technical and policy/administrative levels. The NPSC will meet at the start of the project (stakeholder launching workshop), and two other times during the project, if possible through visits to participate in workshops/training on policy, legal and institutional issues. The TAMP National Project Managers (NPM) for each country will attend as secretary. At other times the NPSCs will work through e-mail and as required teleconference facilities, and will oversee timely implementation and delivery of project outputs and outcomes. NPSC meetings will be held where possible in the beneficiary districts to allow national-district and policy-partner interaction. The TORs for the NPSCs will be reviewed and adopted by the RPSC at its first meeting.

The NPSC will be responsible for the following specific tasks, *inter alia*:

- Facilitate cooperation at policy, technical and local levels through information exchange, the dissemination of documents and reports, liaison and collaboration among concerned programmes and projects and sectors;
- Steer /guide the technical execution of the project taking into account relevant development policies, programmes and interventions, with a focus on inter-sectoral collaboration and liaison for integrated ecosystem management, considering issues of land degradation, biodiversity, carbon sequestration, protection of international waters and other environmental concerns alongside agricultural productivity, food security and poverty alleviation;
- Approve TORS and selection process for national project managers:
- Review and clear project work plans and associated budgets, on a quarterly or six monthly basis, including draft agenda of exchange visits and workshops (training, review);
- Advise on the selection and involvement of specific research and development bodies, agencies and resource persons to draw on the best institutional support and expertise available within the agricultural and environmental sectors;
- Liaise with host bodies and district authorities to ensure that they provide the requisite support to the project team for successful implementation of activities at regional and district levels.

2.2.3 Regional Technical Advisory Committee (RTAC)

The RTAC will be inter-sectoral and will have the mandate to provide independent technical guidance taking into account the views of environment and agriculture sectors, research bodies, local government, key donors and NGOs and civil society organizations. The RTAC will facilitate co-operation at policy, technical, transboundary and local levels. It will review technical reports and outputs of the project, SLAM strategies and demonstrations and provide suggestions for private sector involvement and collaboration with research networks. There will be ten official members of the RTAC (two National Experts per country, two International experts nominated by RPSC). They will include scientific and technical practitioners, researchers, university staff, selected on the basis of their competence in trans-boundary land and natural resources management and with good knowledge of the Kagera agricultural ecosystems and biodiversity. The initial meeting attended by FAO and donor partners, will review and provide advice on initial proposed project sites and interventions and agree on the baseline and monitoring process and collaboration with research. Subsequently the RTAC should largely function through email and telephone to provide technical guidance in coordination with FAO-NRL and the RPC : members will only meet on a needs basis. Any specific RTAC tasks will be developed and updated by the RPSC on the basis of suggestions by national PSCs, NPMs, and Regional Coordinator. FAO and donor partners will attend RTAC meetings to the extent possible. The TORs for the RTAC will be developed at the launching workshop and approved by the RPSC.

3. Project Implementation and Execution Arrangements

The **Food and Agriculture Organization of the United Nations (FAO)**, as Implementing Agency, will be responsible for overall project supervision to ensure consistency with GEF policies and procedures, and will provide guidance on linkages with related FAO and GEF-funded activities. The FAO/GEF co-ordination unit (in TCI) will monitor implementation of activities undertaken during project execution and will be responsible for clearance and submission of progress reports to GEF. The FAO Finance Division will submit financial reports to the GEF Trustee, in accordance to the Financial Procedures Agreement. FAO, in its capacity as Executing Agency, will also provide overall co-ordination and technical and financial management of the Project. FAO will see that the necessary human resources and equipment inputs are provided in a timely manner to ensure smooth implementation of the project and delivery of project outputs, and timely preparation and clearance of project progress and financial reports.

The **FAO Lead Technical Unit (LTU)**, the Land and Water Division (NRL), will recruit: i) a **Finance and Budget Adviser part time** (14 months total) and ii) a **Human Resources and Procurement Adviser part time** (13.8 months total) to provide support, in consultation with RPC and NPMs as required (equivalent to 1.5 days per month per country including project reporting). The LTU will also recruit a **Secretary /operations clerk** (5 months total or 1 week per country per year) to support the responsible technical officer and help maintain FAO HQ records on project operations, minutes, decisions and recommendations of meetings/workshops.

In consultation with the participating countries, FAO will recruit a **Regional Project Coordinator (RPC)**, specialised in integrated natural resources and agro-ecosystems management, to assume overall responsibility for management of the project across the four countries under the close supervision and direct technical and financial authority of FAO. He/she will be selected through a panel (FAO task force members, FAO representation, participating countries and if desired an independent expert from another IA) and will be confirmed in the fixed term position after a probationary period, in accordance with FAO procedures. Detailed TOR are provided in Annex 6.B below.

The RPC will head the **Regional Project Coordinating Unit (RPCU)**, and will provide required technical and administrative support, in close consultation with the national project units, stakeholders and partners, to guide the project activities and outputs and ensure effective management of GEF and co-funding resources across the four countries. FAO will also facilitate and ensure the sharing and flow of information and will provide technical support to the project, tapping into the wide expertise and experience from its programmes on land and water planning and management, watershed and river basin management, land tenure, forestry, sustainable development, biodiversity for food and agriculture, enterprise development, legal advice, etc. The **RPCU** will be based in Kigali, Rwanda (as agreed by the RPSC in Entebbe, in November 2005) in suitable offices provided by the government, with adequate space for regional, national and international consultants, GIS/map work and good communication facilities. If possible the project offices will be shared with the NELSAP IWRM Project to ensure complementarity, synergies and joint planning between the two projects.

The RPC will be supported by a **bilingual secretary/clerk part time** with up-to-date communications skills (**12 months** paid by the project and co-funded by the Government). He/she will support the RPC, as required, including coordinating financial and administrative management of the project across the four countries and maintaining records on project operations, minutes, decisions and

recommendations of meetings/ workshops. The RPC and NPMs will be supported by part time clerical/secretarial staff and drivers, as required also co-funded by the Governments.

In consultation with the participating countries, FAO will recruit **National Project Managers (NPMs)**, in each beneficiary country, selected on the basis of appropriate experience in agro-environmental management and in depth knowledge of the Kagera region. The four NPMs will be recruited fixed term (external or seconded from a relevant technical institution), following selection by a panel (FAO task force members, FAO representation,, participating countries and if desired an independent expert from another IA), and will be confirmed in position after a probationary period, in accordance with FAO procedures. The NPMs will work in close contact and under the technical and financial authority of the LTU (NRL) and the Regional Project Coordinator, and under the guidance of the regional and national PSCs. The NPMs will head the **National Technical Units (NTUs)** and establish close collaboration and working arrangements with an interdisciplinary team composed of members of decentralized public services, NGOs, private sector and other professional associations, to ensure timely conduct of country activities, including contractual arrangements as required. The **NTUs** will be established in each participating country to facilitate the execution of project-supported activities, and will be hosted in a suitable offices allocated by the participating governments, with adequate space for national/international consultants, GIS/map work and good communication facilities. The NPMs will be supported by temporary clerical staff and drivers as required (to be co-funded with the Government). Detailed TORs are provided in Annex 6.B below.

Under the overall responsibility of the District authorities but with the technical supervision of the NPMs, and as required FAO Lead Technical Unit, **District Project Facilitators (DPFs)** will be selected and designated in each target district to facilitate and support project interventions with local communities, micro-catchments and other agro-ecological units through close consultation with district authorities and wider beneficiary populations. The DPFs will ensure appropriate technical support to local communities/ actors with support of a close-knit interdisciplinary team of interested and competent district officers, extension workers and partners. The work of the DPFs, the involvement of the interdisciplinary team and and SLAM activities in the district, will be agreed upon through a letter of agreement/contract with the district authorities, with an annual workplan and budget that will be revised and updated on a quarterly basis as required. The DPFs will be responsible for ensuring complementarity and avoiding duplication with other actors/projects/ interventions in the district. Draft TORs for the DPFs are provided in Annex 6.B below, to be detailed during formulation of each district contract.

Other international and national consultants will be recruited and institutions contracted, as required and on the basis of comparative advantage for professional competence and sustainability, to conduct policy and legal reviews, provide capacity building in integrated land and agro-ecosystem approaches, support monitoring and evaluation of project performance and local, national and global benefits generated. TOR for the following consultants and contracts will be developed at the start of the project through the regional launching and national stakeholder workshops or regional /national PSCs in consultation with FAO LTU.

International Consultants

- **Land/Agro-ecosystem management /planning consultant** (P4 equivalent, 15 months - 4 months years 1 and 2, 2.5 months years 3 and 4 and 2 in year 5) will ensure technical expertise to the project in close consultation with the LTU and project task force members as required, to support timely execution of project activities including partnerships, action planning, SLAM activities, training, incentive measures and inter-sectoral processes management. He/she will primarily provide technical support on SLAM and the achievement of global environmental benefits and will strengthen capacity of the country teams through involvement in training and workshops. He/she will also provide a link to the LTU and country offices during missions to facilitate and overcome problems in project management. He/she will maintain close liaison with RPC and NPMs, and assist them in reviewing work plans and budgets and progress reports, in preparing technical and workshop reports, exchange visits, training, consultants/contracts, etc.)
- **Land tenure/access-to-resources officer/consultant** (P5 equivalent, 3 months; 4 missions) will provide technical expertise to the project in close consultation with the LTU and project task force members as required, to support land tenure/administration, access to resources and development of bye laws and institutional strengthening for scaling up. He/she will provide technical support for developing required byelaws and ensuring more effective application of existing laws and regulations and find ways to address various land tenure issues arising. This will, include support in establishing a participatory and negotiated community territory /landscape approach as part of community action plans for encouraging investment in managing common property as well as private lands. He/she will strengthen capacity of the country teams through involvement in training and workshops.
- **Participatory natural resources management/M&E consultant** (3 months with 3 missions) will provide support in establishing a baseline for participatory monitoring of project performance and impacts using indicators in project logframe.
- **Sustainable agro-ecosystems incentives & policy consultant** (2 months with 2 missions) will provide support in harmonizing policies across sectors and testing incentive measures for farmers, herders, communities (PES and non financial rewards - water supply, biodiversity, C-sequestration and restoring degraded lands).
- **Adviser SLM Farmer Field School process (6 months and several missions funded with GEF resources; 6 months or more plus travel to be cofunded as required)** will be recruited in the region and will provide continuous support to all four countries in setting up and guiding FFS on SLAM including organising curriculum development process, training of trainers workshops, allocation of FFS grants and mobilising technical and institutional support as required building on experiences in Kenya, Uganda and Tanzania and elsewhere in East and Southern Africa).

- **International/regional project evaluation consultant** will be recruited to guide the independent **Mid-term Evaluation** (1,2 months) and **Final Evaluation** (1,7 months) in accordance with the log-frame indicators and drawing on the project M&E system.

National consultants (in addition to RPC and NPMs)

- **SLM Baseline consultants** (6 months - 3 in Burundi and one month in each of the other countries) with required expertise will be recruited to conduct required baseline studies in Burundi (3 months as was not included in the PDF) and in selected target land areas in the basin.
- **SLM Trainers and Workshop Facilitators** (10 months) will be recruited as required to support hands-on training and workshops in the basin.
- **FFS Master Trainers** (5,5 months) will be recruited as required to develop and implement the training of trainers for FFS facilitators on SlaM and provide support in curriculum development, hands-on training and workshops.
- **Communications & website consultants** (11 months) will be recruited to provide support in the design and implementation of a project communication strategy, to mobilise buy-in /support by all stakeholders and for development and maintenance of national and regional project websites linked to FAO website.
- **National SLM consultants** with relevant interdisciplinary expertise will be recruited to contribute to the Mid-term evaluation (4 x 0.2 months) and Final Evaluation (4 x 0.3 months)

Contracts

National/international institutions will be selected and contracted to provide the following expertise to the project aiming to ensure timely execution, cost effectiveness and sustainability:

- **GIS/RS Database and Monitoring:** The most competent GIS/RS unit in or nearby the basin will be selected on the basis of bids (equipped, updated, expertise for training, cost-effective proposals etc) and contracted to undertake basin-wide data collation, analyses and distribution of near real-time remote sensing data (i.e. second generation Meteosat) for monitoring the status and trends of natural resources and SLM interventions in target land units. The centre will work

under the guidance of the LTU, RPC and NRM/M&E consultant, and make use of and complement relevant natural resource monitoring and early warning systems e.g. by the Nile and Lake Victoria basin programmes. Recognizing structural limitations for scaling up (limited computing capacity and electricity supply in certain parts of the basin), the selected regional body will support the establishment of pilot district-level GISs (Outcome 1, Output 3) providing certain sustainability criteria can be met: close enough to allow regular technical support, reliable electricity, information technology and expertise. The regional unit will, as appropriate, work through subcontracts with established RS centres in each country for access to national information and support in collecting and analysing data from target areas with district staff. The University of Makerere, Uganda, and Tanga Agricultural Research Institute, Tanzania, could continue with this role as during the PDF-B, however, it is proposed to seek alternatives nearer to the Kagera basin and a suitable institution in Burundi as well as the University of Butare. (To allow flexibility there will be an initial letter of agreement (LOA) for years 1-3 US\$25,000; and a further LOA years 3-5 US\$25,000).

- **Data/information systems management.** The collection and analysis of data on the ground is critical in order to demonstrate the social, economic and environmental benefits of the various SLM practices at farm and catchment/landscape level. In each country a competent body will be contracted to work with the project team, under the guidance of the RPC and NRM/M&E consultant, to establish a database and information system for participatory monitoring of progress and impacts at community, district and project levels. This will include socioeconomic and biophysical indicators identified with the various stakeholders and, where possible, the information will be geo-referenced for integration in the basin wide GIS. The contracted bodies will help analyse project results and prepare advocacy tools that demonstrate the local, national and global benefits of investing in SLM at a catchment/ landscape level and in the long term. (1 LOA per country each US\$16,000).
- **Target studies/monitoring environmental impacts:** Selected representative land units will be identified in each country and cross-border areas for SLM interventions and competent research/technical institutions will be contracted to work with the NPM and project team under the guidance of the LTU and RPC, to design and conduct target studies on the ground to assess and monitor status and causes (direct and indirect) of resource degradation (land, water, biological resources) and impacts of improved management practices and approaches in a range of land units: crop lands, pasture/ rangeland, wetlands, watersheds, buffer zones to protected areas. Attention will be placed on comparing degrading practices, such as burning, overgrazing, poor crop management and improved SLM practices in terms of resources status, productivity, energy, biodiversity, climate change adaptation and mitigation notably C-sequestration and resilience to drought. WOCAT and LADA¹ tools will be used and adapted as appropriate. The outcomes will

¹ FAO Land and Water Division has been developing and validating tools for assessing and land degradation and SLM practices through LADA - Land Degradation Assessment in Drylands project and WOCAT - World Overview of Conservation Approaches and Technologies partnership.

include technical reports, and targeted briefs for extension, media and policy makers. (Up to 3 LOAs for a total of US\$10,000 per country).

- **Agro-ecosystems/biodiversity management:** Competent research/technical institutions will be contracted to work with the NPM and project team, under the guidance of the LTU and RPC, to assess effects of current and traditional management practices on agricultural biodiversity in crop and livestock based farming systems and to propose and assess improved SLM practices in terms of biodiversity conservation and sustainable use with particular attention to the ecological functions of nutrient cycling, effective water use/hydrological cycle, carbon sequestration and biocontrol of pests and diseases. This will include inter alia, effects of crop specialisation, communal grazing, deforestation, land fragmentation, and improved farm and catchment management with smallholder and commercial farmers. These studies will be linked to the studies above mentioned above but are expected to require additional specialised agricultural biodiversity expertise. Outcomes will include technical reports and targeted briefs for extension, media and policy makers. (Up to 2 LOAs for a total of US\$8,000 per country).
- **Monitoring of sustainable livelihood (SL) benefits/impacts.** Contracts will be established with competent bodies to work with the NPM and project team, under the guidance of the LTU and RPC, to provide socioeconomic expertise to the above studies and the overall project M&E process to understand and assess livelihood impacts of current management practices and improved SLM practices and approaches and help ensure participatory processes with the range of stakeholders. These will use available tools and approaches for sustainable livelihoods analysis. These could be addenda to the above contacts or stand-alone contracts. (Up to 2 LOAs for a total of US\$8,000 per country).
- **District land use planning and SLaM support.** Contracts will be established with each of the 22 beneficiary districts to work with the NPM and project team under the guidance of the LTU and RPC, to provide support in land use planning, policy guidance, awareness raising and coordination of SLaM activities in the district. The contracts will include support for district facilitators and interdisciplinary teams who will be co-funded by the Governments. They will also oversee the setting up of farmer field schools (FFS) and community bank accounts for the transfer of FFS grants directly to farmers groups and the development and support for community action planning. The project will set up SLM funds in each district to be operated as part of these district contracts. Arrangements will be made for part funding, where possible, and subsequent replenishment of the funds for scaling up of proven SLaM activities by the Government through relevant national programmes and budget support by donors. There will be two separate funds per district:

1) FFS Fund (US\$ 720,000 with an average of US\$32,727 per district): For the allocation of **Grants for Farmer Field Schools (FFS)** for SLaM activities and associated income generating activities and for **FFS networking** for sharing experiences among the FFS in the Kagera basin

and other FFS in the wider region. Building on experience from the Kenya FFS programme, an approval and monitoring mechanism, including selection criteria, will be established to ensure equity and effective use of the funds. The FFS grants will cover the FFS facilitator, ad hoc technical support, inputs for the study plots, graduation and exchange visits.

2) Community Fund (US\$600,000 with an average of US\$27,272 per district): For the allocation of **Grants for community/ territorial action plans** in selected land units that will include catchment/landscape management and improved land tenure arrangements (tenure security, bye-laws, etc). These grants will cover inputs for SLM activities and district expertise and exchange visits for experience sharing among communities and to build on experiences of Landcare and other projects in the Kagera countries and wider region in community action planning and improved land tenure.

- **Community/landscape planning, including incentives for SLM adoption and improved land tenure arrangements.** A major challenge for sustainable land management is upscaling from farm to catchment and landscape level so as to ensure not only improvements in productivity but also to generate significant environmental benefits for the local community and contributions to national and global targets. Contracts will be developed with competent NGOs, research networks or private sector bodies (such as Care International, Katoomba expert group, Ecotrust, Africa 2000, etc.) with expertise and experience in community action planning and designing and establishing payments for environmental services (PES) and non-financial rewards for the generation of environmental benefits (water supply, biodiversity conservation, C-sequestration (above and below ground), restoring degraded lands, climate change adaptation). The contracted bodies will work with the NPM and project team, under the guidance of the LTU and RPC, together with beneficiary districts to:

1) **Design and test appropriate incentive mechanisms** in close collaboration with government authorities and the private sector for the longer term provision of incentives such as improved marketing, labelling and other support services. (Up to 6 LOAs on a regional or national basis for up to \$15,000 per contract and an average of US\$22,000 per country); and,

2) **Develop community/ territorial action plans** for implementing SLM across selected catchments and landscapes that include mechanisms for addressing and improving land tenure, access to resources and long term management of common property resources. (Average of 2 LOAs per country for a total of US\$20,000).

- **Sustainable pastoral development:** A large share of the basin is used for extensive livestock production, however, as these are common property resources there is no or minimal investment in the maintenance or improvement of pastures or controlled grazing of livestock and these drier lands face typical pastoral problems of overstocking, absentee herd owners, lack of investment and hence severe degradation. Linkages and appropriate contractual arrangements will be set up with the holistic management training centre in Zimbabwe and relevant pastoral

projects in the region for expertise and training in improved pasture and range management, rotational grazing and improved breeding, feeding and marketing of livestock. Improved marketing of livestock products will be important to incentivate better management of livestock and pastures. Improved pasture development will also be key for enhanced carbon sequestration across large areas, so specific expertise will be solicited on monitoring carbon and exploring carbon trading arrangements if possible.

- **SLM technologies training + equipment demonstration.** In many cases the adoption of SLM techniques requires an initial investment in inputs and equipment for farm and community interventions as well as on-hands training and adaptive management for specific contexts. For example, among the cost effective SLM practices already identified: i) the shift to conservation agriculture requires no till tools /equipment for direct seeding and seeds of adapted cover crops; ii) holistic livestock management requires controlled grazing through fencing and increased fodder production; iii) water harvesting for crops, livestock and household use may require investments for water storage and use; iv) woodlots and agroforestry require planting materials and seedling nurseries. Competent bodies/projects will be contracted to work with the NPM and project team under the guidance of the LTU and RPC, to provide specific training and to establish supply services for technical support and equipment. (Average of 3 LOAs for a total of US\$37,000 per country according to expertise).
- **On hands training and curriculum development for SLaM.** To ensure sustainability and continuous support, training and curriculum development activities will be contracted to NGOs and training colleges in the region to work with the NPM, project team, under the guidance of the LTU and RPC in close consultation with districts. This will include development of curricula for FFS facilitation, for community action planning and district land use planning, as well as *ad hoc* training of technical and extension staff on specific SLM activities. (1 LOA per country for an average of US\$62,500 equivalent to US\$15,625 per year).

FAO backstopping missions will be fielded as required drawing on the expertise of the project task force (land and water management, land tenure, crop, livestock and forestry production, environment, extension/training, gender, food security). These will be largely provided through cofunding arrangements.

A regional inception workshop will be organized and held in Kigali, Rwanda, the host of the RCU, to formally launch the project to which representatives of the full-range of regional, national and local stakeholders will be invited to participate including the PSC members who will, at the end of the workshop, review and endorse workshop proposals and recommendations.

National stakeholder workshops (4) and subsequent annual meetings will be held in the four countries to plan each year's activities and provide feedback to the RCU on national and district working

arrangements. This will facilitate information sharing and collaborative arrangements with government bodies and other partners in project implementation, development of selection criteria for project sites and partners, and subsequent consideration of workshop/meeting recommendations and adoption of the annual national work plan by the PSC. Meetings will involve the NPM as secretary, representatives of the ministries of agriculture and environmental coordinating body, other national project staff /consultants, and representatives of technical services, NGO, other partners and communities as well as private sector and donor representatives, as required. The first meeting will be held in the town/city hosting the NPU in each country and subsequently in other districts, to the extent possible (logistics, communications).

The participation of local communities in integrated agro-ecosystems management activities, including farmers' associations, and the creation of appropriate local organizational arrangements will be an important element of project implementation. The local organization structure will be designed with and agreed by the local communities, taking into account existing successful schemes both within and outside the project area. Local authorities and representatives of customary authorities will be co-opted to strengthen support at the community level. Appropriate arrangements will be agreed with local communities upon the start up of the Project, taking into consideration: (i) local development plans; (ii) existing thematic consultative groups for water use/management, land and forest management, livestock management and (iii) available local capacities.

The Project SLM activities are designed to be executed by local community groups, authorities and NGOs, with the support of governmental technical services. The project team will develop criteria to guide national and decentralized technical services, farmers/pastoral associations, NGOs, private sector, etc. who will participate in project execution. Draft TORs and letters of agreement for various activities will be reviewed/ approved by the NTU and RCU and NPSC and RPSC as appropriate under the supervision of the LTU.

The project will provide technical and financial support for organization and consolidation of local community structures that will be involved in project implementation. In particular, the project will promote agro-ecosystems and biodiversity management strategies that build on local/indigenous knowledge and innovations and traditional systems. Community contributions to the implementation of project activities at field level will be made in kind. These contributions will be costed and indicated in the Action Plans or local development plans prepared with and approved by the communities themselves. Linkages will be developed with other national and donor financed natural resource management projects in the area.

Coordination and Complementarity of Kagera TAMP with NBI-NELSAP and LVEMP Projects

Project Title and Countries	Project Description	Possible Complementarity and collaboration with Kagera TAMP	Project Budget and Potential Co-funding
<p>Lake Victoria Environmental Management Programme</p> <p>- Phase I 1997-2005, \$77.6million (Uganda \$28.1M, Kenya \$26.9M, Tanzania \$22.6M; World Bank/GEF and IDA)</p> <p>Bridging phase: 2006-7</p> <p>Phase II 2008+15</p>	<p>LVEMP-I focused on knowledge development, R&D, data collection and analysis, policy review, strategy development, and support services for sound management of the Lake Victoria ecosystem. This included fisheries management and research, wetland management and water quality including water hyacinth control, training, community-based micro projects, soil and water conservation, afforestation and land use management. The land management component focused on Rakai district, Uganda (also Mwanza and Mara Tanzania outside the Kagera basin) and mainly addressed soil erosion and agro-chemical monitoring, safe use of chemicals and soil and water conservation.</p> <p>Bridging phase: continued certain activities and project offices and the preparation of phase II in Kenya, Uganda and Tanzania</p> <p>LVEMP-II) will build on the knowledge base for achieving environmentally and socially sustainable development in the lake basin with a focus on biodiversity conservation, water quality and poverty eradication. Activities will include: support EAC</p>	<p>TAMP will build on results of LVEMP-I: soil erosion studies and maps, monitoring/safe use of agro-chemicals, data and analysis, policy/ strategy development, expertise (support services) in land use and wetlands management, catchment afforestation.</p> <p>TAMP will complement LVEMP-II by focusing on promoting sustainable and viable agro-ecosystems.</p> <p>Of particular relevance are LVEMP activities on water quality, ecosystem and wetland management, soil and water conservation, land suitability mapping, rural land use management, catchment afforestation, capacity building, micro-projects.</p> <p>TAMP management will coordinate closely with LVEMP (and EAC and LVB Commission) to ensure information sharing among water, land and agriculture sectors and complementary actions.</p> <p><u>TAMP component 1:</u> The knowledge management system will be developed with a view to integration/ information sharing with LVEMP (also NELSAP/ other databases/ information systems in the basin).</p>	<p>Bridging phase, 2006-mid 2007 (EU- Euro 2.5 million, Japan (in Tanzania US\$ 720,000), SIDA and GEF Phase II GEF-US\$37mn, IDA-US\$48mn; countries US\$10mn)</p> <p>Specific co-funding to be elaborated in an MOU when with details elaborated with Environmental Management Officers and Committees at district, ward and village levels as appropriate</p> <p>LVEMP co-funding could support specific activities such 1. EIA study of preventing or controlled burning, IPM , SWC etc. (C sequestration;</p>

<p>years US\$165 million; (World Bank \$80M/GEF \$30 million, SIDA, NORAD + EU 40M)</p> <p>- Uganda Ministry of Water & Environment</p> <p>- Tanzania, Ministry of Water (MOW)</p> <p>- Burundi ...</p> <p>- Rwanda....</p>	<p>capacity in transboundary environmental management; integration and sustained use of databases; research and capacity building and dissemination of best practices; investment for remedial measures (control of water hyacinth; reducing pollution and eutrophication) and private-public partnerships. - Strengthen governance of water + fisheries resources.</p> <p>LVEMP II has plans to extend land management activities in the Kagera region with farmers and local NGOS with which collaboration and cofunding will be sought.</p> <p>Possible areas for collaboration in Uganda (Rakai district)</p> <ol style="list-style-type: none"> 1. Capacity building/awareness of district/ extension staff: pollution prevention (IPM/reduced burning), land husbandry/SWC, catchment management, farm forestry, product value addition and marketing. 2. Ecosystem monitoring - surface+ ground water; atmospheric deposition; GIS (land use, hydrology, biodiversity) and control of non-point sources of pollution in selected sub-catchments (N+P, sediments, agrochemicals) 3. Community support in rehabilitating priority degraded sub-catchments to reduce non-point 	<p><u>TAMP component 2:</u> in developing its strategic planning framework, the inter-sectoral process (to include LVEMP actors) will ensure synergy with strategies/ plans developed through LVEMP. TAMP will make use of (not duplicate) water resources and hydrological studies.</p> <p><u>TAMP component 3:</u> LVEMP expertise will be drawn upon to support TAMPs capacity building activities.</p> <p><u>TAMP component 4:</u> Links will be made with LVEMP for investment at community and catchment level for improved land and agro-ecosystem management.</p> <p>Possible areas for collaboration in Tanzania</p> <ol style="list-style-type: none"> 1. Applied research on land and wetlands: erosion rates; nutrient losses; wetlands functions and use impacts; integrated soil and water management; guidelines for soil and wetlands rehabilitation; RS/GIS for land suitability studies; water harvesting; agrochemicals management. 2. Agricultural support: access to improved seeds and inputs; farmer training on appropriate technologies and use of agrochemicals; small scale irrigation and 	<p>atmospheric deposits in water, biodiversity, etc)</p> <ol style="list-style-type: none"> 2. Support to FFS for inputs 3. Joint training/execution of community SLaM projects 4. Use of environmental guidelines and environmental monitoring <p>LVEMP-II will be responsible for water hyacinth control including the Kagera River Basin (not retained as part of NELSAPs or TAMPs portfolio).</p>
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	<p>source pollution - matching grants in SWC and livelihoods improvement</p> <p>4. Links with private Carbon Finance mechanisms for afforestation/reforestation in areas with secure land tenure</p> <p>5. IPM to reduce effluents in water resources from flower farms, sugarcane, livestock, tea, coffee (fertilizers; pesticides)</p>	<p>water harvesting; explore potential investments: biofuel crops (Jatropha; palm), animal feeds (cotton cake; maize/rice hulls) and vegetable oil production; processing plants (fruit, sweet potato, cassava, millet; poultry/dairy production and processing;.</p> <p>Details of LVEMP –II have just been posted on the GEF website</p>	
NBI-NELSAP Project Title	NBI-NELSAP Project Description	Possible Complementarity and collaboration with Kagera TAMP	Project Budget and Potential Co-funding
<p>NELCOM Priority Area: Watershed Management</p> <p>Kagera River Basin Integrated Water Resources Management Project (BUR, RWA, TAN, UGA)</p>	<p>The overall objective is to develop tools and permanent cooperation mechanisms for the joint, sustainable management of water resources in the Kagera River Basin in order to prepare for sustainable development-oriented investments to improve the living conditions of the people and to protect the environment. Specific objectives are:</p> <p>i) establishment of a sustainable framework for joint management of the shared water resources of the Kagera River Basin; ii) development of an investment strategy (long term) and conduct of pre-feasibility studies; iii) building capacity at all levels for sustainable management and development of Kagera River Basin; iv) implementing small-scale (community level) investment projects.</p>	<p>Both operate across the Kagera basin, but IWRM focuses on water resources and TAMP on land resources management. The two projects are highly complementary and mutually supporting:</p> <p>1) The IWRM baseline assessment (basin monograph; water allocation/development scenarii) should be integrated with TAMP baseline information with a view to developing an integrated land and water resources information/management system (accessible across sectoral institutions);</p> <p>ii) IWRM small-scale investment scheme may include such issues as biodiversity/ wetlands protection: precise interventions are not identified, but</p>	<p>Implementation costs US\$ 4M).</p> <p>Collaboration and cofunding will be substantial (at least US\$836,000, however, as IWRM has just been set up details will be developed and agreed through an MOU during initial months of TAMP.</p>

<p>(NB Though geographically distinct, links could also be made to share lessons experiences with the sister NBI-NELSAP Mara river basin and Malakisi-Malaba-Sio River Basin projects.)</p>	<p>Activities include: capacity building of national and basin level water resource management staff with emphasis on transboundary management; community awareness of transboundary implications of water use activities; a communication program on the evolving capacity in the Basin for transboundary investments; rehabilitation and upgrading of the hydrometeorological network across the basin; a water quality survey as a baseline for subsequent investment projects; sharing of water quality data between countries. Some small-scale investment projects (potentially scalable; if possible with transboundary benefits) will be implemented to provide early benefits to communities, build confidence, provide practical experience and lessons in investment.</p>	<p>collaboration will avoid overlap/enhance synergy.</p> <p>iii) The institutional set-up of the 2 projects is similar e.g. RPSC, national PMU. Collaboration will ensure that all 4 TAMP components are linked with IWRM:</p> <p><u>TAMP component 1</u>: to ensure that integrated land and water resources management is the basis of the permanent transboundary cooperative framework among countries for sustainable management and development of the Kagera river basin through joint planning and coordination of PSC meetings, sharing of project offices if feasible, data and information sharing, intersectoral linkages.</p> <p><u>TAMP component 2</u>: to coordinate the policy and legal reviews and subsequent actions;</p> <p><u>TAMP component 3</u>: to cooperate capacity building activities at all levels (e.g. water resources officers part of TAMP technical advisory teams);</p> <p><u>TAMP component 4</u>: to link stakeholders SLaM priorities with IWRM long term (e.g. afforestation) and short term (community level) investments and help ensure they also contribute to poverty alleviation, viable agriculture (not just water).</p>	
<p>NELCOM Priority Area: Water Use in</p>	<p>The project aims to improve productivity of small scale agriculture and animal industry through a</p>	<p>High relevance to TAMP component 4:</p> <ul style="list-style-type: none"> • During TAMP implementation, as and when, 	<p>WUA 1.1 Preparation cost US\$1.2M.</p>

<p>Agriculture (WUA)</p> <p>Enhanced Agriculture Productivity Project</p> <p>(BUR, RWA, TAN, UGA, also DRC, KEN)</p>	<p>program coordinated across participating countries to improve and develop water use. At regional level it will create a favourable environment for private sector involvement in small -scale irrigation development. It will invest in participatory development of water harvesting /conservation techniques, small scale irrigation and livestock management alongside agricultural extension for subsistence low-output farming in each country.</p> <p>The preparation phase included a feasibility study, country baseline surveys and drafting of detailed project documents that are being implemented.</p>	<p>activities related to small scale irrigation, water harvesting/ conservation, livestock watering are prioritised by stakeholders, links will be made with this NBI-NELSAP project to seek investment support.</p> <ul style="list-style-type: none"> • TAMP will provide technical expertise to ensure such activities are integrated in SLM plans and actions at all levels. • TAMP will make available its knowledge base to assist in the development of this WUA project; in turn WUA could share its baseline surveys. 	<p>Implementation cost US\$45M.</p> <p>Period: 5 years</p> <p>Potential investment in collaborative activities cannot be estimated until detailed project documents are prepared</p>
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Kagera TAMP Workplan (with summarised outputs and activities, timing and responsibilities)

KAGERA TAMP OUTPUTS AND ACTIVITIES	BY WHO	Y1	Y2	Y3	Y4	Y5
1.1 Transboundary dialogue, planning, policy harmonisation and coordination						
1.1.1 Four national workshops to develop policy/legal agreements for transboundary cooperation/conflict resolution	NPMs, PSC, FAO, Ministries, Community Representatives					
1.1.2 Institutional mechanisms developed (guidelines, protocols, funding) for dissemination/ use	NPMs, RPC, Districts, FAO, consultants					
1.1.3 Regional workshop and PSC agree on policy/legal interventions and institutional mechanisms, for subsequent ministerial adoption	RPSC, RPC, RTAC, NPMs, FAO, Partners, Ministries					
1.1.4 Public information and awareness-raising on benefits of SLaM across basin and policy, legal and planning, decision making support	RPC, NPMs, PSC, FAO, Districts					
1.1.5 National and transboundary mechanisms for coordinated policy and legal approaches and increased support to communities/districts	RPC, NPMs, RPSC, PSC, Districts, FAO guided by ad-hoc basin-wide policy task force (4p x 1,5mths)					
1.2 Basin-wide knowledge management system established						
1.2.1 Environmental monitoring and information system supported by GIS/RS – central and national units	RPC, RGIS, NPMs, national partners, Districts, FAO					
1.2.2 District level GIS piloted in each country and staff trained	NPMs, Districts, RPC, RGIS, FAO					
1.2.3 District/Community information centres used for local records, updating land use plans, etc	NPMs, Districts, FAO					
1.2.4 Project information and communication system (central and national links)	FAO, RPC, NPMs, Countries					
1.3 M&E, progress and financial reports prepared and used in decision making						

KAGERA TAMP OUTPUTS AND ACTIVITIES	BY WHO	Y1	Y2	Y3	Y4	Y5
1.3.1 Continuous M&E, trained project beneficiaries, PM&E tools and regular reporting to FAO, GEF, funding partners	RPC, NPMs, FAO, experts					
1.3.2 A mid term (year 3) review and final (year 5) project evaluation, progress and impacts assessed	FAO-LTU and FAO-GEF, GEF, Evaluation Team, RPC, NPMs					
1.3.3 Project M&E system developed with support of a consultant	FAO, RPC, NPMs,					
1.3.4 Project staff and partners trained in data collection and reporting	RGIS, NPM, Districts, FAO					
1.4. TAMP project management structures						
1.4.1 Project management structures established	FAO, RPC, NPMs, Countries					
1.4.2 Project staff recruited	FAO, Countries					
1.4.3 Offices available and equipped	Countries, FAO					
1.4.4 Project information sharing/coordination mechanisms in place	FAO, RPSC, NPSCs, RTAC, Ministries, RGIS					
1.4.5 Resource mobilisation strategy/ funding plan developed/updated	FAO-LTU and FAO-GEF, Countries, Partners					
2.1 Sustainable land & agro-ecosystems implemented and mainstreamed (national and basin levels)						
2.1.1 Mechanisms to improve synergy among national action plans/programmes for SLaM implementation across the basin	NPMs, PSC, RTAC, Consultants, FAO					
2.1.2 SLaM piloted, promoted and mainstreamed into NAPs/basin wide processes for restoring degraded lands, ecosystem function, biodiversity and improving agricultural livelihoods	NPMs, GEF Focal points, Districts, Consultants, Ministries					
2.1.3 Inter-sectoral workshops for endorsement of SLaM by ministries and institutions	NPMs, PSCs, RTAC, FAO, ministries					
2.1.4 Knowledge/expertise provided to districts/communities on	FAO, NPMs, PSCs, DPFs					

KAGERA TAMP OUTPUTS AND ACTIVITIES	BY WHO	Y1	Y2	Y3	Y4	Y5
conventions, national strategies to support implementation						
2.2 Regulatory actions developed/used to promote SLaM or remove existing barriers						
2.2.1. Community sensitization, training, negotiation contributing to implementation of policies, (by)-laws to address transboundary issues	DPFs, Districts, policy/legal & technical experts					
2.2.2 Monitoring and enhanced conflict resolution capacities and instruments to address cross-border issues	RPC, PSC, NPMs, Districts					
2.2.3 Experiences/lessons shared for wider application of successful regulatory mechanisms and opportunities	NPMs, Districts, Experts, Ministries					
2.3 Coherent strategic planning framework developed and implemented to support SLaM (river basin, district, community levels)						
2.3.1 District consultations to review and agree on synergies, actions and intersectoral mechanisms to achieve TAMP goals	NPMs, Districts, FAO					
2.3.2 Status and trends of land degradation on croplands and costed options for SLaM	National Consultant, NPMs, FAO					
2.3.3 Status & trends of pasture/rangelands and costed options for improved livestock /pasture management	National consultant, NPMs, FAO					
2.3.4. Status and trends and balanced options to reduce pressures on wetlands and maintain functioning	National consultant, NPMs, FAO					
2.3.5 District consultations to promote /mainstream conservation, sustainable use of agro-biodiversity and generate livelihood benefits	Contract, NPMs, Districts, FAO					
2.3.6 Review conducted of basin-wide energy issues and options to reduce use of woody biomass	Regional consultant, RPC, NPMs, FAO					
2.3.7. Dialogue on risks and management/control of crop & livestock disease & pest transmission	NPMs, Expert Team,					

KAGERA TAMP OUTPUTS AND ACTIVITIES	BY WHO	Y1	Y2	Y3	Y4	Y5
2.3.8. District planning and technical officers enabled to develop and implement intersectoral plans and actions and national & local government staff trained in land use planning/policy enforcement	NPMs, Districts, DPFs, FAO Consultants					
2.3.9. Communities & districts supported to implement action plans (improved pasture/range/wetland management, agrobiodiversity conservation, energy supply)	NPMs, PSC, Districts, experts					
3.1 Participatory “action-research” methods/approaches to promote SLAM developed and tested						
3.1.1 District meetings to assess capacities & needs, agree on intervention, methods, approaches	NPMs, Districts, FAO					
3.1.2 Representative pilot micro-catchments selected and intervention areas agreed for demos, study plots and scaling up	NPMs, RTACs, Districts, NARS, FAO					
3.1.3 Knowledge base developed on status and trends (resources; degradation; socioeconomic) through participatory diagnosis and review of interventions in target areas	NPMs, Districts					
3.1.4 Training methods and materials for SLaM (curricula, training materials, manuals, TOT sessions etc.)	NPMs, consultants, FAO					
3.1.5 Awareness raising literature produced (leaflets, posters, maps) and disseminated to promote wider uptake of SLaM	NPMs, Districts, Ministries, FAO, Consultants					
3.1.6 Extension, scaling up, income generation and marketing strategies for farmer groups/communities (links to savings&credit strategies and investment partners)	NPMs, Consultants, Districts, NGOs, Partners, FAO					
3.1.7 Community awareness training workshops on effects of practices on-farm and in generating ecosystem services	NPMs, Districts, Experts					
3.1.8 On farm demonstrations and study plots leading to local adaptation and feedback and building on local innovations	NPMs, districts, NGOs, FAO					

KAGERA TAMP OUTPUTS AND ACTIVITIES	BY WHO	Y1	Y2	Y3	Y4	Y5
3.2 Quality services and intersectoral approaches provided to communities build on local knowledge and innovations						
3.2.1. Training workshops for service providers/community leaders on agro-ecosystems approaches and benefits of agricultural biodiversity	Experts, NPMs, Districts, FAO					
3.2.2 TOT on PLAR (FFS/JFFLS) approaches for diverse/productive farm-livelihood systems	NPMs, FAO, consultants					
3.2.3 Short courses, study tours, exchange visits conducted for knowledge sharing among service providers/innovators	NPMs, Districts, FAO					
3.2.4 Community/farmer linkages with private sector suppliers and research (inputs; training, tools)	Experts, NPMs, Districts FAO					
3.2.5 Collaboration among research and land user/farmer groups promoting diversified production systems	NPMs, NARS, Districts, NGos					
3.2.6 Awareness raising and community actions identified for effective water use and management including water harvesting	NPMs, Districts, NGOs, experts					
4.1 Participatory land management plans in target communities, micro-catchments, land units						
4.1.1 Training and development of participatory land use plans (community, micro-catchments, AEZ)	NPMs, RGIS, national GIS partners, Experts, Districts, FAO					
4.1.2 Capacity for implementation and monitoring of action plans	NPMs, Districts, Experts					
4.1.3 Review pilot results (PY2) with stakeholders, promote wide application (tools, processes)	NPMs, Consultants, Districts					
4.2 Improved land use and agro-ecosystem management practices adopted and replicated						
4.2.1. Target communities/land users sensitized on agro-ecosystems approaches and multiple benefits	NPMs, PSC, Districts, Ministries					
4.2.2 Support provided for wide adoption of improved agricultural	NPMs, NARS, Districts , Ministries					

KAGERA TAMP OUTPUTS AND ACTIVITIES	BY WHO	Y1	Y2	Y3	Y4	Y5
systems and management practices						
4.2.3 Training/technical support (agro-ecosystems/district) diverse systems/agro-ecological approaches	NPMs, Experts, FAO					
4.2.4 Community inventory/ assessment on status/ threats to agricultural biodiversity & knowledge	NPMs, Districts,\ Experts, FAO					
4.2.5 Land users/farmer groups/communities in micro-catchments benefiting from diversified farms...	Districts, NGOs,					
4.3 Market opportunities/cost-benefit sharing mechanisms for environmental services (PES) identified and in use						
4.3.1 Mechanisms identified/supported for benefit sharing of SLaM (up-downstream, farmer-herder, sustainable harvesting, PES)	RPC, NPMs, Experts, FAO					
4.3.2 Improved farmer/community organization and business management and links between FFS, common interest groups, farmers associations and credit institutions and/or relevant investment projects;						
4.3.3 Review/testing of incentive measures leading to farmer benefits and reduced costs	RPC, NPMs, FAO, Donors, Districts, NGOs, Credit Institutions					
4.3.4 Review of constraints to adoption of diversified systems and needs identified for added value/improved marketing of local products	Experts, NARS, NGos					
5. Project management operational and effective						
Output 5.1: Project management, institutional & admin.structures in place and linked to national/regional decision making structures	RPC, NPMs, PSC, NPSCs					
Output 5.2: Project M&E system and reporting supporting project management and execution.	RPC, NPMs, PSC, NPSCs					

4. TERMS OF REFERENCE FOR PROJECT STAFF

REGIONAL PROJECT COORDINATOR – DETAILED TERMS OF REFERENCE

INTRODUCTION

Under the overall responsibility and direct supervision of FAO Lead Technical Unit, the regional project coordinator will provide overall leadership, management and technical guidance to ensure the achievement of project objectives and delivery of project outputs across the four countries in close consultation with the national project units, stakeholders and partners. The RPC will head the Regional Project Coordinating Unit (RPCU) and provide required technical and administrative support to guide the project activities and outputs and ensure effective management of GEF and co-funding resources through close communication with FAO, the National Project Managers and designated national focal points for the project. The RPC will report to and be guided by the Regional Project Steering Committee (RPSC) and Regional Technical Advisory Committee (RTAC) to ensure the project achieves its goals and ensure cost effectiveness and sustainability.

SCOPE OF WORK

The primary duties of the Regional Project Coordinator will include:

- Provide technical guidance to the NPMs and their partners, identifying and addressing key issues, harmonizing technical objectives and approaches, formulating guidelines for the participatory identification, demonstration, testing/adaptation and replication of sustainable land and agro-ecosystem management practices in and across the basin;
- Prepare and monitor the annual Work Plans and budget of the overall project, based on proposed annual national work plans and budgets, and adhere to approval processes (this will include liaising with NPMs for timely preparation and implementation of TORs, procurement, monitoring, participation and training plans);
- Identify potential candidates for the Regional TAC, in consultation with NPMs, NPSCs and FAO, and mobilise RTAC members to provide support and review draft contracts/TORs and products (studies; reports, training, etc.)
- Provide overall technical and management guidance to the National Project Managers (NPMs) and National Technical Units in the execution of the project in the participating countries to ensure quality and timeliness of project work;
- Plan the recruitment and supervision of experts/contract institutions as required to undertake tasks of a regional transboundary nature in accordance with annual workplan;
- Ensure effective liaison and maintain good communication with regional partners and other stakeholders including NGOs and Nile and Lake Victoria basin organisations, including mobilizing co-financing with partners and donors;
- Draft contracts with selected partners (MoUs; LOAs), for approval by RPSC and FAO, and supervise work, including contracting of a GIS/RS centre for technical support across the basin for natural resources and land use monitoring, including support to one selected pilot district/country;
- Maintain records, with support of the administrative assistant, on technical and financial aspects of project operation, including monitoring of project activities and their outcomes; as well as

minutes, decisions and recommendations of meetings and workshops for support and guidance of PSC members and FAO;

- Organise RPSC meetings, regional workshops and other inter-country activities with guidance of RPSC (to be rotated among the countries as appropriate) including workshops for sharing experiences in thematic areas and exchange visits among stakeholders and project sites, in accordance with the annual work plan;
- Provide suggestions on harmonising strategies, policies and regulatory measures with a view to mainstreaming sustainable land and agro-ecosystems management and agricultural biodiversity conservation and developing synergies among regional and national sectoral plans and policies;
- Disseminate relevant documentation and experiences to the NTUs and partners, building from experiences in other programmes and river basins in the region;
- Prepare timely and quality project progress and implementation reports for submission to FAO (in accordance with reporting procedures);
- Synthesize successful results and prepare and disseminate reports and guidance on best practices and approaches and incentive mechanisms for their wider replication and use.

DURATION, LOCATION AND NATURE OF APPOINTMENT

The appointment will be for 4.5 years in the Regional Project Coordinating Unit in Kigali, Rwanda, subject to probationary period and performance and extendable as necessary to reflect ultimate completion date of the project. The Regional Project Coordinator will work from the RPCU and travel as required in the basin and in the wider region, as well as briefing and debriefing missions to FAO headquarters.

QUALIFICATIONS

The Regional Project Coordinator will be recruited competitively following announcements in regional and international press, and will have the following qualifications:

- At least 15 years working experience in agricultural and environmental management or related fields with recognised technical expertise;
- A Bachelor and a Master's level degree or PhD in natural resources management, agriculture, geography or related field;
- Extensive experience in the management of complex projects at national or regional levels;
- Strong management skills including ability to provide strategic guidance, technical oversight, mentor staff, build strong teams, develop workplans, and manage budgets and project expenditures;
- Good multi-cultural and interpersonal skills with experience in networking with partners at all levels (ministry, donors, private sector, NGOs and local community based organizations);
- Experience working with or in international and donor organizations with implementation of participatory projects;
- Proven written, analytical, presentation and reporting skills and demonstrated computing skills;
- Fluency in spoken and written English, preferably bilingual, but at least working knowledge (spoken and written) of French;

- Experience working in, and preferably originating from, the Nile basin countries or a similar region in Africa

2) NATIONAL PROJECT MANAGERS - DETAILED TERMS OF REFERENCE

INTRODUCTION

Under the overall responsibility and technical and financial supervision of the FAO Lead Technical Unit and Country Representations, the **four National Project Managers (NPMs)** will head the National Project Units (NPUs) in Burundi, Rwanda, Tanzania U.R. and Uganda respectively, with responsibility for management of the project in their own country, in close consultation with stakeholders and partners. The NPMs will provide required technical and administrative support to coordinate and implement project activities at national level as well as linkages to basin-wide project objectives and activities. He/she will ensure effective management of GEF and co-funding resources through close contacts and guidance of FAO and the Regional Project Coordinator. The NPMs will report to and be guided and supported by the National Project Steering Committee (NPSC), and the designated national project focal points (agriculture and environment, based in the capital city), which will provide policy and technical guidance to ensure that the project achieves its goals, as well as cost effectiveness and sustainability.

SCOPE OF WORK

The primary duties of the National Project Managers will include:

- Supervise and coordinate the planning and implementation of the national project activities, providing proposals and liaising with the RPC in developing workplans, procurement, consultancies, recruitment, logistics, budgeting and disbursements.
- Establish close collaboration and working arrangements with an interdisciplinary team composed of experts from decentralized public services, NGOs, private sector and other professional associations, to ensure timely conduct of country activities, including contractual arrangements.
- Within country, liaise with government departments, Nile basin and Lake Victoria staff/projects and other partner organisations and projects, to ensure good coordination and collaboration, including co-funding arrangements;
- Monitor and supervise the execution of national activities, and national components of regional activities in country, ensuring in particular close working relations with national and local authorities, and providing technical support and general supervision of District Project Facilitators (DPFs). Inform the RPC of problems and obstacles that need attention and specific assistance;
- Prepare the terms of reference and identify consultants/institutions to undertake national level assignments in accordance with the approved annual Work Plan, and submit required documentation to the RCU and FAO for approval;
- Monitor and supervise the work of consultants, institutions, government staff and other partners, facilitate meetings and, as far as possible, ensure the timely and responsive delivery of outputs and reports;

- Provide support to the RPC and FAO missions and consultants visiting/engaged in assignments in country, including preparing itineraries, appointments and liaising with the Country Representatives to assist with travel and other logistical arrangements;
- In consultation with the RPC and NPSC determine dates, agendas, budgets and participation for national workshops and exchange visits, and upon approval of these plans by the RPC and FAO, undertake the organization and conduct of the workshops and exchange visits;
- Participate in regional project meetings and workshops and other activities as required;
- Work in close collaboration with the National Focal Point and National Project Steering Committee members providing them with periodical reports on the progress of project activities and issues arising;
- Maintain close contacts with partners and projects, ensuring adequate communication of national activities to the DPFs and all stakeholders including Government, private sector and NGO partners, and invite and encourage multi-stakeholder participation, in particular local groups, in national activities and consultations as appropriate;
- Prepare an annual national Work Plan for submission to the RPC and FAO and updates on a quarterly basis with explanations of any changes. The annual plan will comprise reviews of activities undertaken and/or completed over the last year, as well as proposals for national project activities to be conducted the following year (scope, specifications and timeframe and expected products);
- Convene, as required, thematic sub-groups to provide guidance and revise products/ reports on specific technical, policy and legal issues in consultation with the NPSC;
- Assist in the identification of sustainable integrated land and agro-ecosystem management practices for testing and replication, building on local/indigenous knowledge and innovations and recent research findings, in close collaboration with the DPFs, RPC and FAO. Ensure that equipment, technical assistance and services are provided to beneficiaries efficiently and with timely action;
- In close collaboration with the local authorities, organize training activities at all levels and in accordance with the annual work plans;
- Liaise with government staff and the NPSC to promote an enabling national environmental and regulatory environment that would facilitate mainstreaming sustainable land and agro-ecosystems management and agro-biodiversity conservation into district and sectoral plans and policies;
- In close collaboration with the RPCU and national and district authorities, mobilize funds /resources from other development partners and institutions to complete the financing of the GEF supported Kagera TAMP programme.

DURATION, LOCATION AND NATURE OF APPOINTMENT

The appointment will be for 4.5 years in the National Project Unit as appropriate in: Kigali/Rwanda, Kabale/Uganda, Bujumbura/Burundi or Bukoba/Tanzania, subject to probationary period and performance and extendable as necessary to reflect ultimate completion date of the project. The NPMs

will work from the NPU in his/her country and travel as required in the basin, and in the country and wider region, as required, with a briefing mission to FAO headquarters.

QUALIFICATIONS

The National Project Manager will be recruited competitively following announcements in regional and national press, and will have the following qualifications:

- At least 10 years of working experience in agricultural and environmental management or related fields with recognised technical expertise;
- A Bachelor and a Master's level degree or PhD in natural resources management, agriculture, geography or related field;
- Strong management skills including ability to provide strategic guidance, technical oversight, build strong teams, mentor staff, develop workplans, and manage budgets and project expenditures;
- Good interpersonal skills with experience in networking with partners at all levels (ministry, donors, private sector, NGOs and local community based organizations);
- Experience working with or in international and donor organizations with implementation of participatory projects;
- Demonstrated written, analytical, presentation, reporting and computing skills and familiarity with modern communication systems (internet, worldwide web, email etc);
- Fluency in spoken and written English, bilingual in French or least working knowledge (spoken and written) of French if in Burundi or Rwanda;
- Preferably with experience with work and travel to other Nile basin countries or other parts of Africa.

3) DISTRICT PROJECT FACILITATORS - DRAFT TERMS OF REFERENCE

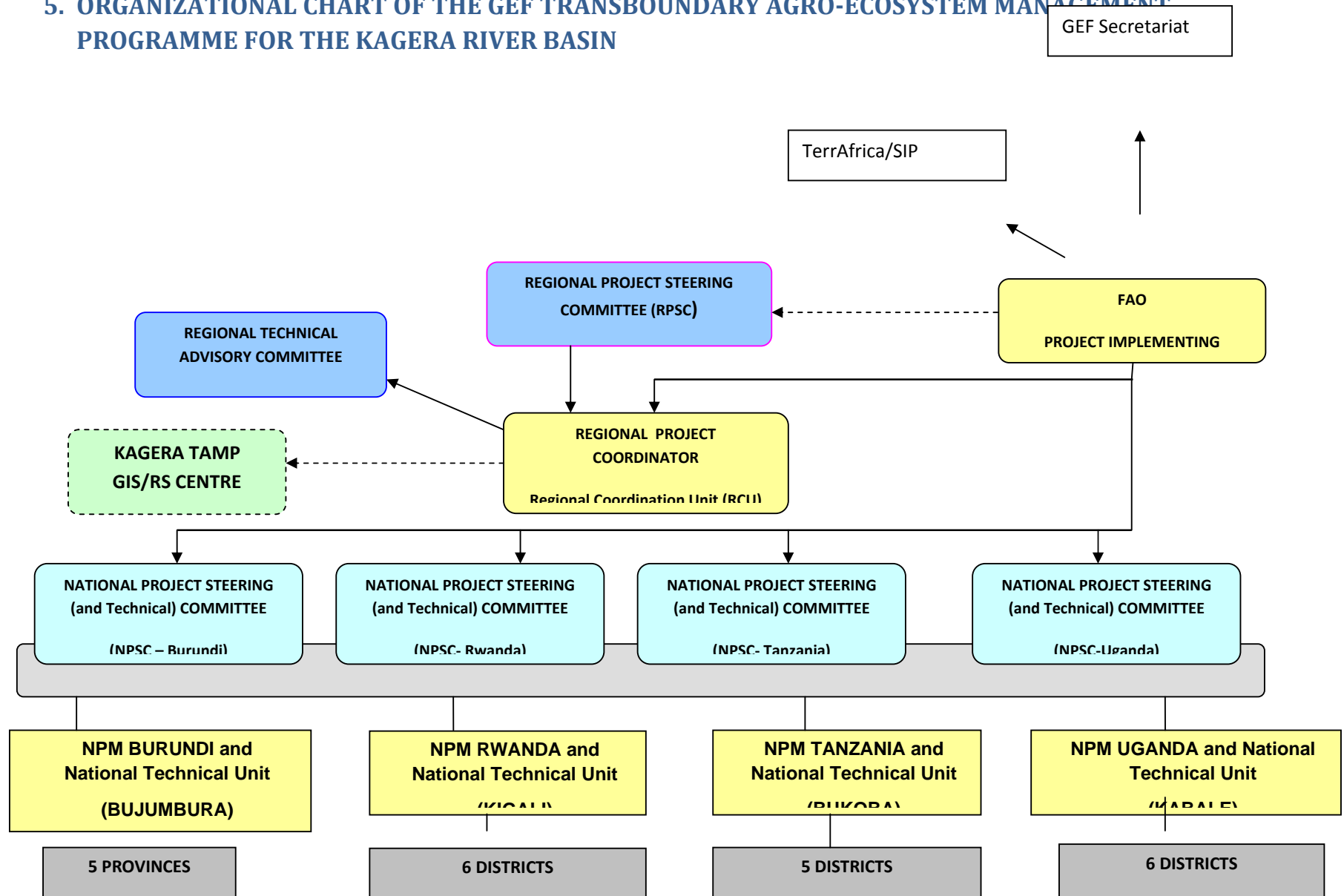
Under the overall responsibility of the District authorities but with the technical supervision of the NPM the District Project Facilitators (DPFs) in each target district will be expected to support project interventions with local communities, micro-catchments and other agro-ecological units through close consultation with district authorities and wider beneficiary populations. The DPFs will ensure appropriate technical support to local communities/ actors by establishing a close-knit interdisciplinary team of interested and competent district officers, extension workers and partners. They will be responsible for ensuring complementarity and avoiding duplication with other actors/projects/interventions in the district. The involvement of this team will be agreed upon through a Memorandum of Understanding with the district.

The DPFs in close consultation with the NPM and district authorities, will inter alia:

- Ensure that indigenous knowledge and tradition systems are taken into consideration in designing the project's land and agro-ecosystems planning and management activities that will be undertaken with communities in the district;

- Assist target communities in the preparation and implementation of local development plans, monitor their implementation and keep the NPM informed of progress and issues arising;
 - Identify and prioritize the targeted populations' support needs in accordance with the project objectives and agreed areas of focus;
 - Coordinate project activities at target communities, micro-catchments and agro-ecological zones, and ensure coordination with other ongoing and planned activities, such as those of civil society organisations/associations, government technical services, NGOs, development partners, private operators and other institutes, in the project area; and
 - Carry out awareness-raising activities on the project's objectives and activities and to sensitize local communities about the importance of sustainably managing the Kagera basin resources and agro-ecosystems and their biodiversity, with attention to potential positive impacts on livelihoods, incomes and well being, and about the project's objectives and activities.
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5. ORGANIZATIONAL CHART OF THE GEF TRANSBOUNDARY AGRO-ECOSYSTEM MANAGEMENT PROGRAMME FOR THE KAGERA RIVER BASIN



6. FINANCIAL MANAGEMENT AND REPORTING

Financial Records

FAO shall maintain a separate account in United States dollars for the project showing all income and expenditures. Expenditures incurred in a currency other than United States dollars shall be converted into United States dollars at the United Nations operational rate of exchange on the date of the transaction. FAO shall administer the project in accordance with its regulations, rules and directives

Financial Reports

FAO shall prepare, for internal project monitoring purposes, six-monthly expenditure accounts for the project, showing amount budgeted for the year, amount expended since the beginning of the year, and, separately, the unliquidated obligations as follows:

1. Details of project expenditures on an activity-by-activity basis, reported in line with project budget codes as set out in the Project Document, as at 30 June and 31 December each year.
2. Final accounts on completion of the project on an activity-by-activity cumulative basis, reported in line with project budget codes as set out in the Project Document
3. A final statement of account in line with FAO Oracle project budget codes, reflecting actual final expenditures under the project, when all obligations have been liquidated.

These financial reports are prepared for review and monitoring by the budget holder of the project and the FAO GEF Coordination Unit.

Financial reports for submission to the donor will be prepared in accordance with the provisions in the GEF Financial Procedures Agreement.

Report on Co-Financing

Within 60 days of the reporting period, FAO project management shall prepare a yearly co-financing report for the project for inclusion in the “project implementation report (PIR).which would include, to the extent possible, the following information:

1. Amount of co-financing realized compared to the amount of co-financing committed to at the time of project approval, and
2. Co-financing reporting by source and by type:
 - Sources include the agency’s own co-financing (in-kind and cash), government counterpart commitments (in kind and cash); contributions mobilized for the project from other multilateral agencies, bilateral development cooperation agencies, NGOs, the private sector and beneficiaries.
 - Types of co-financing. Cash include grants, loans, credits and equity investments. In-kind resources are required to be:
 - dedicated uniquely to the GEF project
 - valued as the lesser of the cost and the market value of the required inputs they provide for the project, and
 - monitored with documentation available for any evaluation or project audit undertaken by FAO.

With regards to reporting on in-kind co-financing provided by government and other institutions, FAO will encourage the partners to provide the information in a timely manner and the information will be made available upon request and without certification to the GEF Secretariat and GEF

Budget Revisions

Semi-annual budget revisions will be prepared in accordance with FAO standard guidelines and procedures.

Responsibility for Cost Overruns

The budget holder is authorized to enter into commitments or incur expenditures up to maximum of 20 per cent over and above the annual amount foreseen in the project budget under any budget sub-line provided the total cost of the annual budget is not exceeded.

Any cost overrun (expenditure in excess of the budgeted amount) on a specific budget subline over and above 20 per cent flexibility should be discussed with the FAO GEF Coordination Unit with a view to ascertaining whether it will involve a major change in project scope or design. If it is deemed to be a minor change, the budget holder shall prepare a budget revision in accordance with FAO standard procedures. If it involves a major change in the project's objectives or scope, a budget revision and justification should be prepared by the Budget Holder for discussion with the GEF Secretariat.

Savings in one budget sub-line may not be applied to overruns of 20 per cent in other sub-lines even if the total cost remains unchanged, unless this is specifically authorized by the FAO GEF Coordination unit upon presentation of the request. In such a case, a revision to the Project Document amending the budget will be prepared by the Budget Holder.

Under no circumstances can expenditures exceed the approved total project budget or be approved beyond the NTE date of the project. **Any over-expenditure is the responsibility of FAO.**

Audit

The project shall be subject to the internal and external auditing procedures provided for in FAO financial regulations, rules and directives and in keeping with the Financial Procedures Agreement between the GEF Trustee and FAO.

The audit regime at FAO consists of an external audit provided by the Auditor-General (or persons exercising an equivalent function) of a member nation appointed by the governing bodies of the Organization and reporting directly to them, and an internal audit function headed by the Inspector-General who reports directly to the Director-General. Both functions are required under the Basic Texts of FAO which establish a framework for the terms of reference of each. Local audits undertaken by independent accounting firms of imprest accounts, records, bank reconciliation and asset verification take place at FAO field and liaison offices.

