

**Aide Mémoire**  
**Mission of Sally Bunning, Lead Technical Officer, FAO Land and Water Division**  
**(NRL), to Rwanda and Burundi, 19-29 April 2010**

**Start up of Transboundary Agro-ecosystem Management Programme for the Kagera**  
**River Basin (GCP/RAF/424/GFF)**

**Objectives:**

- to inform project partners of project start up and initiate collaboration;
- to develop initial three month work plan and budget (mid April- mid July); and
- brief M. Joseph Anania, Regional project coordinator on the project and FAO procedures.

**Executive Summary**

The mission met with the Minister of Agriculture and the Minister of Environment and Lands in Rwanda, and with the Minister of Agriculture and Livestock and the Minister of Water, Environment, Land Use and City Planning in Burundi, to inform them of the project objectives and expected outputs and the start up process, to present the Regional project coordinator, Joseph Anania, and to discuss required support for project implementation. The mission also met with officials of government agencies responsible for environmental coordination and agricultural and environmental programmes and projects to update on the opportunities for collaboration and co-funding. During the mission the project document was signed by the Ministry of Foreign Affairs and Cooperation, Government of Burundi, so regional and national activities can commence.

The Regional project coordinator (RPC) was briefed on the project and FAO project management procedures, and the FAO Representation in Rwanda welcomed the opportunity for Rwanda to host the regional project and agreed to support the project, to the extent possible, on programmatic and administrative issues. A 3 month work plan and budget was prepared for project start up, including a visit of the RPC to the other countries in May/June to initiate project start up and a visit to FAO Headquarters for briefing in mid June, if possible, including a stopover in the Sub-regional office in Addis Ababa. This is timed to enable participation in climate change share days organised by FAO Natural Resources and Environment Department (NR). A debriefing was held with FAO-RW staff at the end of the mission with a draft Aide Mémoire. This more detailed version and a summary for wider distribution were subsequently completed. **Annexes 1 and 2** provide the Schedule and purpose of the mission and List of persons met.

**Key Dates for Kagera TAMP**

- Initial project submission after two-year project development process (GEF PDFB grant) in September 2006 (however no funds left in GEF-3 Land Degradation portfolio);
- Resubmitted under TerrAfrica/SIP- Strategic Investment Programme for sustainable land management in Sub-Saharan Africa (approved by GEFSec. in June 2007 under GEF-4);
- Kagera TAMP project document and CEO endorsement template revised and approved by GEF Sec. and FAO in June 2009; and after translation in French, submitted for Government signatures in October 2009 and
- Project document signed by: the Vice President's Office, Government of Tanzania Democratic Republic, on 8 September 2009; the Ministry of Agriculture and Animal Resources, Government of Rwanda, on 10 November 2009; the PS/Secretary to the Treasury, Ministry of Finance, Planning and Economic Development, Government of the Republic of Uganda, on 10 December 2009; and the Ministère des Relations Extérieures et de la Coopération Internationale, Republic of Burundi, on 26 April 2010 (during the current mission);
- Regional Project Coordinator, Mr. Joseph Anania, selected through a competitive process and recruited by FAO on 12 April 2010.

## **Conclusions, Recommendations and Follow up to the mission**

1. In Rwanda, the Honourable Ministers of Agriculture and Animal Resources (MINAGRI), and Environment and Lands (MINELA), respectively welcomed the project and agreed to support project implementation and participate actively and jointly in regional and national project steering committees (PSC). An annual rotation of the NPSC chair is proposed between environment and agriculture in Rwanda, and similarly in the other countries. The office location is problematic due to shortage of space and will require facilitation among FAOR, the two ministries and their agencies to identify furnished offices in Kigali for the Regional Project Coordinator (RPC) and National Programme Manager-Rwanda (NPM-RW). The GEF national focal point, REMA, suggested that the project and its offices should be hosted by MINAGRI, as project signatory, or by RADA or one of its partner projects. The FAOR agreed to provide a temporary office for a few months until a suitable furnished premises is located (options include release of offices due to a project termination or planned relocation of MINAGRI in new premises). Action: RPC and FAO-RW to follow up.

2. In Burundi, the Honourable Ministers of Agriculture and Livestock (MINAGRIE) and Water, Environment, Land Use and Town Planning (MEEATU), respectively welcomed the project and agreed to support project implementation and participate actively and jointly in regional and national PSCs. The MINAGRIE and GEF national focal point agreed to support the search for a suitable furnished office for the NPM and a part time secretary in Bujumbura with one of the two lead ministries or a partner agency/project. Action: RPC and FAO -BU to follow up.

3. Presidential elections are planned this year in both Rwanda (May-June) and Burundi (May-September) which could hold up project implementation. Action: RPC should facilitate establishment of required project steering committees (PSCs) urgently before this process.

4. The Regional PSC should be established, composed of 3 members from 1) Land-Environment, 2) Agriculture - crop & livestock and 3) the Water or Forest sectors from each country in view of the focus of the project on watershed and land resources management (soil, water, biodiversity) across the Kagera river basin. FAO will also participate and act as Secretary. An annual rotation of the RPSC chair is proposed between beneficiary countries. Action: RPC with support of LTU to prepare a letter, with draft TOR attached, to request Government designation of RPSC members with required profiles. RPSC composition and its terms of reference should in turn be agreed upon by invited members during the first meeting.

5. The National PSCs should be established in each country and composed of the following members, with a required quorum of 12 persons for meetings:

- Environment ministry or its coordinating body;
- Agriculture ministry or its executing agency (crop & livestock systems);
- Land (territorial and land use planning, land tenure)
- Water (focal point for NELSAP and/or LVEMP)
- Forestry
- Agricultural Research
- Local Government/Community Development
- District Representatives of environment and/or agriculture (5-6 i.e. each district)
- National/provincial remote sensing/GIS centre (if available)
- Farmer/Producer Organisation/Federation representative
- NGO or Private Sector organisation/federation representative (agriculture focus)
- FAO Representation/ FAO Lead technical unit, NRL, (HQ or subregional office SFE)
- Provincial level representative (if deemed essential).

Specifically, it is proposed that the NPSC-Rwanda could include, for example: REMA, MINAGRI, National Land Centre -NLC, NELSAP/LVEMP national focal point(s), NAFA, ISAR, MINALOC, 5 District environment and agriculture representatives, Imbaraga (Farmers organisation), NGO/private sector representative. Action: RPC with support of FAORs in the countries to prepare letters, with draft TOR attached, to request designation of NPSC members with required profiles, to be in turn approved during the first meeting of the NPSCs.

6. A three month workplan and budget, mid April - mid July, for project start up activities was prepared by the RPC and LTO and sent to the budget holder (Stefan Schlingloff, NRL, +39 570 54732) who will prepare and immediately send a field disbursement authorisation (FBA) to FAO-RW, as well as an initial budget for disbursement to the other countries. Full time secretaries and drivers are not budgeted under GEF funds (NB GEFSec considers such support staff should be supported by counterpart funds), however, temporary support is envisaged. On the basis of cost estimates by FAO-RW it is suggested that the budgetary implications of a bilingual secretary/ clerk and driver shared by the RPC and NPM Rwanda (full-time) and part time support for the other countries will be reviewed by the budget holder (BH). The RPC and FAO-RW, and in turn other FAORs, will be informed on what can be realistically included in the project knowing that this is difficult to obtain from co-funding at national level. Collaborative modalities should be explored for required additional district level secretarial/driver support for workshops, training and so forth to be provided through partner co-funding.

7. The budget holder will request FAORs in Rwanda, Tanzania, Uganda and Burundi to assist with immediate ordering of non-expendable equipment by international procurement for the project vehicles (1 4WD per country with security equipment), motorbikes for district facilitators, computers and printer/scanner etc. (for RPU and NPU) and other small equipment (telephones, cameras, etc.). In the short-term, and when RPC and NPC simultaneously require a vehicle, then the loan of a FAOR vehicle and/or car hire should be arranged. Action: If at all possible, eventual transfer of an additional vehicle from a closing regional or national project in Rwanda should be sought with support of the FAO-RW. RPC and BH to follow up procurement by FAORs. BH to discuss with Admin officer FAOR and seek a solution to the issue of transfer of motorbikes at project completion (GO Rwanda no longer has vehicles so could they be transferred to a partner NGO/CSO; after 4.5 years the bikes will probably be no longer worth much!).

8. The vacancy announcement for the NPM in Rwanda and the other countries was prepared and provided to the FAORs for immediate advertisement in local newspapers and relevant GO/ NGO/ project offices and newsletters. The VA has been sent to newspapers in Rwanda with deadline for applications, 19 May 2010 (NB FAO has changed the address for applications. **Action:** RPC to follow-up in Rwanda and other countries for wide diffusion of the VAs to solicit top level candidates. LTU (Sally/Lamourdia) to send the VA to possible interested projects/persons.

9. The selection process of NPMs will be jointly managed by LTU and RPC with agreed selection criteria and should be conducted as soon as possible in each country (end May /early June 2010). For the interview panel, it is suggested that the RPC, FAO Rep./Asst. Rep. and GO representative (to be identified) could meet face-to-face with candidates, while the LTU and BH in FAO-HQ and SFE-Addis Ababa (Bunning, Schlingloff and Thiombiano) could participate by teleconference. Action: RPC and LTU (Bunning, Grandi) to follow up to develop criteria for shortlist and organise interviews and FAORs to avail of teleconference facilities (e.g. at UNDP offices).

10. As the selected NPM candidate will normally need to provide at least a month's notice, a short term national SLM consultant, available immediately, should be identified by the RPC /FAOR to assist with Rwanda project start-up activities. Draft TOR were prepared by the LTU and include visits to beneficiary Districts and partners to update and validate the baseline of SLM activities

and projects and to update the co-funding plan in each country together with the RPC. Action: FAO-RW and RPC to review TOR and recruit a competent SLM consultant and to send TOR to the other FAORs requesting their support to identify candidates in the other countries. These national SLM consultants should, if possible, be selected and briefed during visits of RPC to the other countries (depending on timing of these visits and progress in selecting NPM). The RPC should finalise and make available the updated co-funding plans for consideration at the launching workshops. Kagera TAMP should be integrated in One UN planning with agencies in Rwanda for 2011 (i.e. as a co-funding partnership).

11. The Kagera TAMP regional project launching workshop and, as a final session, the first meeting of the RPSC should take place once all 4 NPMs are on board (estimated end July 2010). However, this could be preceded by the National Launching Workshop in Rwanda, as soon as the NPM-RW will have been selected and confirmed acceptance (i.e. available to participate even if recruitment ongoing). Action: RPC to discuss with the national coordinator of the SLM project of UNDP/MINAGRI as to whether launching workshop of Kagera TAMP in Rwanda could be held back-to-back with the planned workshop of the Rwanda SLM project i.e. postponed from May to June. RPC to prepare, with support of the FAORs, draft agenda, dates and participants lists for the 4 national workshops and NPSC meetings and for the regional workshop and RPSC meeting. LTU to provide inputs and plan participation (by Bunning or Thiombiano, or if not possible, by FAO-Harare -Martin Ager or Jan Venema, SLM consultant).

12. It is proposed that the RPC participate in a GEF SLM meeting being organised in Tanzania, 24 -28 May 2010 in Dar-es-Salaam, to present the project, meet with key stakeholders and initiate project start up with support of FAOR-TZ and Government of Tanzania D.R. If possible, a visit for project start up in Uganda should also be organised end May-early June. The RPC should also visit FAO-HQ in mid June for briefing, to attend the first project task force meeting and to participate in the climate change share days/training targeted at field project staff (21-23 June).

13. As follow up to the meetings held by the mission the RPC should send an email to the persons met in Rwanda and Burundi thanking them for the meetings and providing some background documentation i) summary of this Aide Mémoire (to be prepared by RPC with LTU) ii) project overview (pdf version of the ppt provided by the mission) and iii) project log frame, in French and English versions as appropriate. Further briefing meetings should be organised with other partners in Rwanda, such as, National Land Centre (NLC), Belgium technical cooperation, World Bank, and other organisations/donors supporting agriculture and environment sectors.

14. The LTU will discuss with its experts on geo-digital information systems and develop a proposal for RS/GIS support including the conduct of a basin wide land degradation assessment using LADA-QM as a basis for project impact monitoring and evaluation. An NRL mission is then proposed to discuss with University of Butare, Rwanda, and IGEBU, Burundi, on eventual partnership arrangements for work and capacity building in the basin and to develop contracts for geo-digital support by HQ and basin partners as appropriate. (Contacts: Freddy Nachtergaele/ Riccardo Biancalani/Monica Petri, LADA, and John Latham, GIS/RS)

15. It is proposed to strengthen the project team through soliciting a VNO and/ or APO to support specific aspects of project implementation for example, watershed management, SLM best practices review, FFS learning research process, farmer organisation and marketing. The VNU in FAO-RW (Isabelle Pardon) agreed to find out and inform RPC of process for soliciting a VNU. The LTU will also seek possibility to obtain an APO and find out required level of supervision (i.e. if a VNU/APO post could be based in Kabale/Bukoba or whether it would have to be in Kigali/Bujumbura for FAOR supervision).