

## 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 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 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)

