



**GOVERNMENT OF
MOZAMBIQUE**



UNDP/GEF

Project Document

Government of Mozambique

United Nations Development Programme -

GEF Medium-Size Project (MSP)

Coping with Drought and Climate Change

The Republic of Mozambique is vulnerable to the effects of climate change characterized by the occurrence of extreme events such as severe tropical cyclones, floods and droughts. The most vulnerable regions of the country include the Lower Limpopo Zone, Semi-Arid Interior Zones of Gaza and Inhambane, and the Upper Limpopo Zone. The combination of vulnerability to climate change and the need to create synergies with existing/ongoing efforts on drought mitigation, have favored the selection of a pilot site within the Limpopo Basin area, namely the Guijá district.

The implementation of this project will contribute to enhancing food security and the capacity to adapt to climate change in agricultural and pastoral systems in Mozambique, through activities generating the following outcomes: (1) Farmers/pastoralists in the selected pilot sites are able to cope with drought; (2) Early warning systems provide timely and relevant information to farmers/pastoralists to assist them in coping with drought; (3) Drought preparedness and mitigation policies support farmers/pastoralists in coping with drought; (4) Farmers/ pastoralists inside and outside the pilot sites deploy and replicate successful approaches to cope with drought.

The Government of Mozambique through the Ministry for Coordination of Environmental Affairs (MICOA) has requested the UNDP for technical and financial assistance in matters related with adaptation to the climate changes, in consistency with the implementation of the local NAPA. The UNDP provided MICOA with the required assistance in order to apply to GEF funding under the Climate Change Focal Area.

SIGNATURE PAGE

Country: Mozambique

UNDAF Outcome(s)/Indicator(s):

(Link to UNDAF outcome, If no UNDAF, leave blank)

Expected Outcome(s)/Indicator (s):

Outcome 1: Governance - Government and CSO capacity at national, provincial and local level strengthened to plan, implement and monitor socioeconomic development in a transparent, accountable, equitable and participatory way in order to achieve the MDGs.

UNDAF Outcome 4: Economic Development - Increased and more equitable economic opportunities to ensure sustainable livelihoods for women and men.

(CP outcomes linked to the SRF/MYFF goal and service line):

Outcome 2.2: The level and quality of participation of communities, civil society and the private sector in local governance processes and service delivery improved.

Output: 2.2.2 Community capacities in participatory development and project planning, management, monitoring and evaluation strengthened.

Output: 2.2.4 Level of community access to relevant knowledge and information to support their development processes increased.

Expected Output(s)/Indicator(s):

(CP outcomes linked to the SRF/MYFF goal and service line)

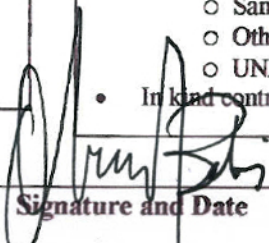
Implementing partner: Ministry for Coordination of Environment Affairs (MICOA)

(Designated institution/Executing agency)


Other Partners: Ministry of Agriculture; Ministry of Public Works and Housing; National Institute of Meteorology (Ministry of Transport and Communication); Mozambique Red Cross; Samaritan's Purse

Programme Period: 2007-2009 Programme Component: Decentralization & Local Development, Outcome 2.1 Output 9 Project Title: Coping with Drought and Climate Change Project ID: PIMS 3786, Atlas Proposal 00047928, Project 00057849 Project Duration: 4 years Management Arrangement: Execution by UNDP CO, implementation by MICOA	Total budget: US\$1,889,840 Allocated resources: <ul style="list-style-type: none">• GEF: US\$960,000• Government: US\$729,840• Other:<ul style="list-style-type: none">○ Samaritan's Purse US\$70,000○ Others (ICPAC) US\$125,000○ UNDP US\$5,000• In kind contributions: MOZ Red Cross
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Agreed by: Oldemiro Baloi, Minister MINEC
(Government)


Signature and Date

Agreed by: Alcinda de Abreu, Minister MICOA
(Implementing partner/Executing agency)


Signature and Date

Agreed by: Ndolamb Ngokwey, ResRep
(UNDP)

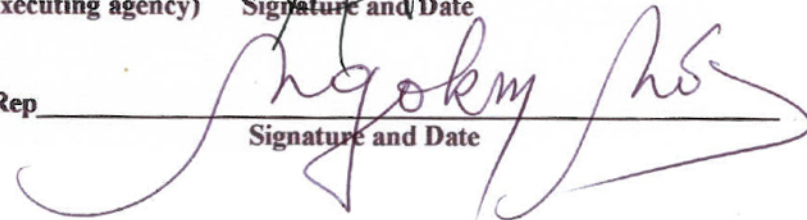

Signature and Date

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Acronyms

ARA-SUL:	Water Resources Authority for the Southern Provinces
ATAP:	Agro-pastoralists Technicians Association
CVM:	Mozambique Red Cross
DAPSA:	Early Warning Unit of Food Security and Nutrition
DINAT:	National Directorate of Land
DMC:	Drought Monitoring Center
DNA:	National Directorate of Water
DNGA:	National Directorate of Environmental Management
DNDR:	National Directorate of Rural Development
DNER:	National Directorate of Rural extension
DNFFB:	National Directorate of Forestry and Wild Animals
DNGA:	National Directorate of Environmental Management
DNPDR:	National Directorate for Promotion of Rural Development
DNSA:	National Directorate of Agrarian Services
ENSO:	El Niño Southern Oscillation
FAO:	Food and Agriculture Organization
FDC:	Community Development Foundation
FEWSNET:	Famine Early Warning Systems Network, a USAID-funded activity
FEZ:	Food Economy Zones
GTZ:	German Technical Cooperation Agency
GEF:	Global Environment Facility
GEF-SCCF:	Global Environmental Facility – Strategic Plan of Action
IIAM:	National Institute for Agrarian research
INAM:	National Institute of Meteorology
INC:	Initial National Communication
INE:	National Institute of Statistics
INGC:	National Institute of Disaster Management
ITCZ:	Inter-Tropical Convergence Zone
MATC:	Ministry of Transports and Communications
MICOA:	Ministry for Coordination of Environmental Affairs
MINAG:	Ministry of Agriculture
MIND:	Mozambique Information Network for Decision-Making
MINEC:	Ministry of Foreign Affairs and Cooperation
MOPH:	Ministry of Housing and Public Works
MPD:	Ministry of Planning and Development
MSP:	Medium Sized Project
NAP:	National Action Plan
NAPA:	National Adaptation Programme of Action
NDVI:	Normalized Difference Vegetation Index
NGO:	Non-Governmental Organizations
PIR:	Project Implementation Review
PARPA II:	Second Generation PRSP - Action Plan for the Reduction of Absolute Poverty
RANET:	Radio-Internet (Satellite based-information system)
SADC:	Southern Africa Development Community
SETSAN:	Technical Secretariat for Food Security and Nutrition
SPA:	Strategic Priority on Adaptation
SCCF:	Special Climate Change Fund
UEM:	Eduardo Mondlane University
UNDP:	United Nations Development Programme
UNDP-CO:	United Nations Development Programme Country Office
VAC:	Vulnerability Assessment Committee
WFP:	World Food Programme

WRSI:	Water Requirements Satisfaction Index
ACC:	Administrative Committee on Coordination
AGEX:	Agency Execution
COA:	Country Office Administrative
DCI:	Department of International Cooperation (MICOA)
ERP:	Economic Recovery Program
MDG:	Millennium Development Goal
MOU:	Memorandum of Understanding
MYFF:	Multi Year Funding Framework
NEX:	National Execution
PDF-B:	Project Development Facility - block B
PIR:	Project Implementation Review (of the GEF)
TOR:	Terms Of References
UNDAF:	United Nations Development Assistance Framework
UNFCCC:	United Nations Framework Convention on Climate Change

SECTION I: ELABORATION OF THE NARRATIVE

PART I: Situation Analysis

Mozambique is located on the South-eastern coast of the African Continent, between the parallels 10°27' and 26°52' South and the meridians 30°12' and 40°51' East. The Mozambique territory covers a surface area of 799 380 km², with 786 380 km² constituting the land and the remaining 13 000 km² consisting of water bodies. It has a terrestrial border with 4 445 km long and a coastal line length of 2 515 km. The climate is tropical with two seasons: one hot and rainy season, from October to April, and the other cold and dry, from May to September. The rainfall is more abundant in the North of the country, where the annual average varies between 800 and 1200 mm becoming exceptionally high, 1500 mm, in the Zambezi and Lichinga Plateaus. The centre and the whole coastal line receive rainfall amounts that vary between 800 and 1000 mm. The South of Mozambique is generally drier with an average rainfall lower than 800 mm, decreasing to 300 mm in Pafuri District. The country's population is estimated, according to the 1997 census, at 15.28 million inhabitants (about 19,792,000 according to July 2005 estimate). This population mainly relies on agriculture, which is the main land use. Agriculture occupies approximately 80% of the labour force, contributing to about 40% of the Gross Domestic Product (GDP) and generating almost 70% of the revenue in foreign currency.

Due to its geographical location and other factors, such as weak ability to foresee extreme weather events, the deficient dissemination process of early warning messages and high degree of absolute poverty, Mozambique is extremely vulnerable to natural hazards of meteorological origin, such as droughts, floods and tropical cyclones.

Of all of the natural hazards affecting Mozambique, drought is the most common and the most devastating. The unprecedented floods in 2000 focused global attention on the Limpopo Basin, but droughts are historically more frequent and impact more people than floods (Limpopo Basin Atlas, 2003). As a slow onset hazard that often extends for more than an entire year, droughts also have the potential to cause longer-term economic disruption than a rapid onset hazard; however estimates are difficult to calculate. Although the risk of drought is high in many places, households within the Basin have developed a strong resilience to the effects of drought. Rivierine planting reduces dependence on rainfall, and small and large-scale irrigation schemes along the river also help ameliorate the effects of regular droughts. Severe droughts appear to occur every seven to eleven years within the Basin (for example, the 1982/83 and 1991/92 droughts associated with the El Niño phenomenon), with less severe events occurring more regularly. But in recent years, the timing of severe droughts have become more frequent: 2001/02, 2002/03 and recently in 2004/05.

The drought of 1991-92 was the most severe in recent memory, affecting the entire Basin and most of the Southern Africa region. Generally, there are strong indications that droughts appear on a cyclical basis in southern Africa, but it is still not possible to predict them with a high degree of certainty. Scientists have discovered that there is a relationship between the El Niño Southern Oscillation (ENSO) signal and drought in southern Africa.

PART II: Strategy

The strategy adopted in this project builds on the development baseline, and includes additional activities to increase adaptive capacity to cope with drought under changing climatic conditions. This includes the identification, development and/or up scaling of adaptive strategies, which are the result of indigenous knowledge and experiences, contemporary knowledge including scientific and technological innovations, and social and economic issues, and which have led to sustainable livelihoods in arid and semi-arid lands. In order to achieve the project objective the project is

structured around four Outcomes. Each outcome is followed by two or more outputs and these are followed by a number of indicative activities. While specific activities will be formulated by the implementing agencies through an interactive process with local authorities and communities during the inception process, the activities described in the approved MSP are indicative.

PART III: Management Arrangements

Responsibilities

UNDP-CO will execute the project by managing the funds allocated by GEF and the disbursements. It will also be responsible by ensuring the compliance of the process with the relevant guidelines set by GEF and by the UNDP for project implementation and for adaptation processes.

MICOA will represent the Government of Mozambique in the project process. Its main role will be to carry out the implementation, liaising with other stakeholders including other governmental institutions at the various levels, ensuring project compliance with relevant frameworks such as the Five-Year Plan, the PARPA II, the pertinent legislation and international conventions. MICOA's role was crucial during the project formulation phase where it was engaged in mobilizing the required co-financing from stakeholders and partners. During the implementation phase the pledges of co-financing will have to be made effective and such challenge is expected to be entirely faced by MICOA. MICOA will establish a National Steering Committee (NSC) and a Project Management Unit (PMU).

The NSC will be chaired by MICOA through the National Directorate of Environmental Management (DNGA). The committee will be comprised by Project Coordinator, representatives of UNDP, key government participating Institutions at national level (planning and development, agriculture/forestry/livestock, water, meteorology, disaster management and research agencies), provincial and district level (agriculture and environment) and representatives from the key participating NGOs (Samaritan's Purse, Red Cross and FDC).

The NSC will provide policy guidance, review and approve work plan and assist in integrating adaptation across sectors. The NSC will meet twice annually to review and evaluate the performance of the project in terms of the identified outcome and output indicators. The NSC has the role of overseeing project planning and performance of the PMU.

The PMU will be comprised by a Project Manager (PM) and a Project Secretariat (PS). The PMU will be sitting at the DNGA and will liaise with the National Director of the DNGA, the UNFCCC focal point at MICOA and the UNDP-CO project representative. The project Secretariat will include support staff and will function in accordance with internal established mechanisms at the DNGA. The project manager will be recruited in accordance with the TORs included below.

The PMU will ensure the implementation of the work plan in coordination with the executing agency (UNDP-CO), implementing agency (MICOA-DNGA), key participating institutions (government and NGOs) and communities at the selected site.

Besides the stakeholders listed to assume specific responsibilities for implementing the project under the overall leadership role of MICOA, existing associations of farmers and pastoralist in Guijá will carry out project activities. This strategy will allow for fund raising for non-project supported costs (fertilizers and other inputs).

Collaborative arrangements

To achieve its success the project expects to engage stakeholders in a more collaborative arrangement that will create synergies between several institutions, NGOs and ongoing initiatives, particularly at the project site. It will consist of a combined effort of local government staff, extension workers and local beneficiaries. The participatory approach used in formulation of the project strategy revealed that such commitment does currently exist.

The pattern of collaboration will be based on the roles and capacities expressed by the stakeholders during the consultation process. The main aspects of that collaboration are illustrated in the table below.

Table 1. Key Stakeholder Roles

Key Stakeholder Roles		
Organization	Role	Technical Capacity
Ministry for Coordination of Environmental Affairs (MICOA)	Policy	Policy formulation
UNDP- CO	<ul style="list-style-type: none"> Accountability to GEF for funds disbursement to for overall delivery of the project results 	<ul style="list-style-type: none"> Ensure project implementation adheres to guidelines of the SCCF and also alignment with UNDP – GEF’s Adaptation Portfolio
National Directorate of Environmental Management (DNGA)	<ul style="list-style-type: none"> Project coordination. Hosting of a project secretariat annual basis. Reporting to GEF Implementation of selected activities 	<ul style="list-style-type: none"> Environmental management
National Directorate of Agrarian Services (DNSA)	<ul style="list-style-type: none"> Production data management Agriculture early warning Provision of Agro-climate information Agriculture strategies 	<ul style="list-style-type: none"> Agriculture management
National Directorate of Agrarian Services (DNSA)	<ul style="list-style-type: none"> Technical support for livestock development 	<ul style="list-style-type: none"> Livestock production
National Directorate of Rural extension (DNER)	<ul style="list-style-type: none"> Provision of extension support to communities 	<ul style="list-style-type: none"> Land use planning, soil and water conservation, agricultural research, training and extension
National Directorate of Agrarian Services (DNSA)	<ul style="list-style-type: none"> Technical support for irrigation development, Operation and maintenance 	<ul style="list-style-type: none"> Irrigation development
National Directorate of Land (DINAT)	<ul style="list-style-type: none"> Land access facility 	<ul style="list-style-type: none"> Policy, GIS, Mapping
National Directorate of Forestry and Wild Animals (DNFFB)	<ul style="list-style-type: none"> Production of the land-use information Data analysis for drought risk mapping 	<ul style="list-style-type: none"> GIS and Remote Sensing
National Directorate of Water (DNA)	<ul style="list-style-type: none"> Provision of hydrological data and information Technical support on water 	<ul style="list-style-type: none"> Hydrological modelling Catchments management

	resources management	
National Directorate for Promotion of Rural Development (DNPDR)	<ul style="list-style-type: none"> • Support in rural development strategies 	<ul style="list-style-type: none"> • Policy
National Institute of Disaster Management (INGC)	<ul style="list-style-type: none"> • Creation of drought preparedness plan 	<ul style="list-style-type: none"> • Disaster management
National Institute of Meteorology (INAM)	<ul style="list-style-type: none"> • Provision of climatic information 	<ul style="list-style-type: none"> • Weather instruments, climate monitoring and forecasting
National Institute for Agrarian Research (IIAM)	<ul style="list-style-type: none"> • Provision of innovative agricultural techniques 	<ul style="list-style-type: none"> • Agricultural research
Technical Secretariat for Food Security and Nutrition (SETSAN)	<ul style="list-style-type: none"> • Food Security Assessment 	<ul style="list-style-type: none"> • Vulnerability and Food Security Assessment
Regional and International Organizations	<ul style="list-style-type: none"> • Technical support 	<ul style="list-style-type: none"> • Not applicable
Non-Governmental Organizations and Community Based Organizations	<ul style="list-style-type: none"> • Community facilitation • Livelihoods training • Advocacy • Co-sharing/co-financing 	<ul style="list-style-type: none"> • Community facilitation • Resource mobilization
Communities	<ul style="list-style-type: none"> • Decision making on adaptation projects. • Community projects implementation 	<ul style="list-style-type: none"> • Local knowledge of study site problems and adaptation strategies
Private Sector companies	<ul style="list-style-type: none"> • Products and services • Marketing 	<ul style="list-style-type: none"> • Business

Consultative process

The National Directorate of Environmental Management participated in an international inception workshop, held in Nairobi, 29-30 August, 2005, as part of the PDF-B which was originally intended to generate a single regional project (see “Consultation, Coordination and Collaboration between and among Implementing Agencies, Executing Agencies, and the GEF Secretariat”, below).

Following this, a national stakeholder consultation workshop was held on 30 September 2005. In this event, stakeholders had the opportunity to discuss the selection piloting-district for project implementation, since piloting phase could cover only one district. Based on available data from VAC on the most affected districts within the Limpopo basin and the drought risk map, three districts had been short listed: Chibuto and Guijá in Gaza province and Funhalouro in Inhambane province. In a participatory process (working groups), Guijá district in Gaza province has been unanimously selected.

The UNFCCC focal point, as head of the DCI (International Cooperation Department) has been consulted on an on-going basis, since the development of the original concept.

References to GEF

In order to accord proper acknowledgement to GEF for providing funding, a GEF logo shall appear on all relevant GEF project publications, including among others, project hardware and vehicles purchased with GEF funds. Any citation on publications regarding projects funded by GEF should also accord proper acknowledgment to GEF. The UNDP logo should be more prominent and separated from the GEF logo if possible, as UN visibility is important for security purposes.

PART IV: Monitoring and Evaluation Plan and Budget

Project monitoring and evaluation will be conducted in accordance with established UNDP and GEF procedures and will be provided by the PMU, SC and the UNDP Country Office (UNDP-CO) with support from UNDP-GEF.

The Logical Framework Matrix provides *performance* and *impact* indicators for project implementation along with their corresponding *means of verification*. These will form the basis on which the project's Monitoring and Evaluation system will be built. Evaluation and reporting meetings include the Project Inception Workshop, Periodic monitoring, Annual Monitoring and The Project Implementation Review (PIR). An independent Mid-Term Evaluation will be undertaken at the end of the second year of implementation and an independent Final Evaluation will take place three months prior to the terminal tripartite review meeting, and will focus on the same issues as the mid-term evaluation. The Terms of Reference for both evaluations will be prepared by the UNDP-CO based on guidance from the Regional Coordinating Unit and UNDP-GEF. The total cost of the alternative is estimated to be \$2,289,840. Of this total, the costs of the baseline scenario are estimated to be \$400,000, and the additional costs of the alternative are \$1,889,840. Of this total, \$929,840 will be contributed from sources of co-financing, including the national and local governments (in-kind support), UNDP, and bilateral donors. These contributions are listed in section D3, of the approved MSP. The contribution requested from the SCCF amounts to \$960,000, which represents the costs associated with activities necessary to build capacity to adapt to long-term climatic changes. SCCF funds will be applied primarily in relation to activities designed to enhance adaptive capacity, which are relevant to each of the four Outcomes. However, in terms of ratio of SCCF to Co-financing, the ratio is lowest for Outcome 1, which deals to a large extent with food security, with only relatively minor contributions to enhance adaptive capacity under conditions of climate change. In contrast, the ratio is highest for Outcome 4, which is almost exclusively associated with adaptation to climate change. Section D1, of approved MSP, shows the distribution of SCCF and Co-financing funds.

The PMU will contribute towards as well as prepare the following reports to MICOA and UNDP:

a. Inception Report (IR)

The inception report will be prepared by the PMU with the assistance of MICOA and UNDP CO. The IR will be prepared no later than three months after project start-up of the UNDP/GEF component and will include a detailed multi-year work-plan and budget, M&E Framework, first Budget Revision for the duration of the project, progress to date on project establishment, details of start-up activities and any proposed amendments to project activities or approaches. The report will be circulated to all the involved parties who will be given a period of one calendar month in which to respond with comments or queries. UNDP CO and UNDP/GEF will review the report to ensure consistency with the objectives and activities indicated in the Project Document. The Report will be discussed at the Inception Workshop before finalized, and approved at the first PSC meeting.

b. Quarterly financial reports

The PMU shall provide the Executing Agency and UNDP with quarterly financial reports summarizing both progress on achievements and project expenditure over the past quarter. These quarterly reports will set out budget requested, with justification for the following quarter. MICOA approves these reports. Quarterly reports will be based on prior agreement of formats and content between MICOA and UNDP.

c. Bi-annual progress reports

These will follow the outcomes / outputs set out in the Logical Framework and M&E framework, in the Project Document. Such reports will be produced every 6 months. These reports will be the major documents feeding into the Project Steering Committee.

d. Annual Project Report (APR) and Project Implementation Review (PIR)

The Annual Project Report (APR) and Project Implementation Review (PIR) are combined into a single annual report, sent to UNDP HQ and GEF, and is designed to obtain the independent views of the main stakeholders of a project on its relevance, performance and the likelihood of its success. The APR/PIR aims to: a) provide a rating and textual assessment of the progress of a project in achieving its objectives; b) present stakeholders' insights into issues affecting the implementation of a project and their proposals for addressing those issues; and c) serve as a source of inputs to the Tripartite Review (TPR). The main project stakeholders participate in the preparation of the APR. The Project Coordinator, with the support from UNDP CO, will be responsible to incorporate all the inputs into the APR/PIR process. UNDP CO will be responsible for the timely submission of PIR to UNDP/GEF RCU. The APRs will detail activities undertaken since the last APR, milestones reached, key results and achievements, problems encountered and any other issues that need to be highlighted. The APR will use the format of the streamlined APR/PIR provided by UNDP/GEF. Information from this document will be used by the UNDP CO and Regional Coordinator of UNDP/GEF to compile the PIR for GEF Secretariat.

e. Occasional Status Reports and Briefing notes

As and when called for by MICOA or UNDP/GEF, the Project Manager will prepare Status Reports, focusing on specific issues or areas of activity as stipulated by the requesting agency. The request for a Status Report will be in written form, and will clearly state the issue or activities that need to be reported on. These reports can be used as a form of specific oversight in key areas, or as troubleshooting exercises to evaluate and overcome obstacles and difficulties encountered. The parties are requested to minimize their requests for Status Reports, and when such are necessary will allow reasonable timeframes for their preparation.

f. Technical Reports

Technical Reports are detailed documents covering specific areas of analysis or scientific specializations within the overall project. As part of the Inception Report the Project Coordinator will prepare a draft "Reports List", detailing the technical reports that are expected to be prepared by project staff and partners, on key areas of activity during the course of the Project, and tentative due dates. Where necessary this Reports List will be revised and updated, and included in subsequent APRs. Technical Reports may also be prepared by consultants as Final Reports for their technical inputs, and should be comprehensive, specialized analyses of clearly-defined areas of research within the framework of the project and its sites. Technical reports will be of high quality detailing progress of the Project.

g. Project Publications

Project Publications will form a key method of disseminating the results and achievements of the Project. Publications will be scientific or informational texts in the form of books, journal articles or multimedia publications. These Publications will form a visible public output of the Project, and should be prepared and presented to the highest scientific and technical standards.

h. Project Terminal Report (PTR)

During the last three months of the project, the Project Coordinator will prepare the Project Terminal Report, which will summarize all activities, achievements and outputs of the Project, lessons learnt, objectives met and not met structures and systems implemented, etc. This will be the definitive statement of the Project's activities over the three-year duration. It will set out recommendations for any further steps that may need to be taken to ensure sustainability and replicability of the Project's activities.

Monitoring & Evaluation

a. Tripartite Review (TPR)

The tripartite review (TPR) is the highest policy-level meeting of the parties directly involved in the implementation of a project. The project will be subject to Tripartite Review (TPR) at least once every twelve months by representatives of the Government, the executing agency and UNDP. The

Project Steering Committee forms the basis of the TPR, which is chaired jointly by the donor and Government. The first such meeting will be held within the first twelve months of the start of full implementation. The Project Coordinator will prepare an Annual Project Report (APR) and together with other documents of mainstreams (including standard agenda) to be ready two weeks prior to the TPR. APR/PIR will be used as one of the basic documents for discussions in the TPR meeting. The Project Coordinator presents the APR to the TPR, highlighting policy issues and recommendations for the decision of the TPR participants.

b. Terminal Tripartite Review (TTR)

The terminal tripartite review is held in the last month of project operations. The Project Coordinator will be responsible for preparing the Terminal Project Report. It shall be prepared in draft sufficiently in advance to allow review and technical clearance by the executing agency at least two months prior to the terminal tripartite review. The Terminal Report will serve as the basis for discussions in the TTR. The TTR considers the implementation of the project as a whole, paying particular attention to whether the project has achieved its immediate objectives and contributed to the broader environmental objective, and decides whether any actions are still necessary.

c. Project Implementation Review (PIR (see above))

The PIR is a major tool for monitoring the GEF portfolio and extracting lessons. The PIR has become an essential management and monitoring tool for project managers and offers the main vehicle for extracting lessons from ongoing projects. The PIR is mandatory for all GEF projects that have been under implementation for at least one year at the time that the exercise is conducted. A project becomes legal and implementation activities can begin when all parties have signed the project document. The PIR questionnaire is sent to the UNDP country office, usually around the beginning of June. It is the responsibility of the Project Coordinator to complete the PIR questionnaire, together with the UNDP Country Office, and to forward the PIR to UNDP-GEF Headquarters.

d. Final Evaluation

An independent Final Evaluation will take place three months prior to the terminal tripartite review meeting. The final evaluation will look at early signs of potential impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental goals. The Final Evaluation should also provide recommendations for follow-up activities. The organization, terms of reference and timing of the final evaluation will be decided after consultation between the parties to the project document.

e. Regular Monitoring and Evaluation

Monitoring and evaluation will have several objectives: accountability, informed decision making and learning. At the beginning of the project, the Logical Framework Analysis will be updated and a monitoring and evaluation framework will be prepared on the basis of this analysis. The project will regularly monitor the activities, the deliverables from these activities, the changes occurring because of the project (outputs) and the risks and assumptions underlying the project. Yearly reviews will be conducted, lessons learned extracted and analyzed and project activities adapted on the basis of the results of the review.

TABLE 2. Indicative Management - Plan And Budget For Monitoring And Evaluation

Type of M&E activity	Lead responsible party in bold	Budget	Time frame
Inception Report	PMU	In reporting lines	At the beginning of project implementation
APR/PIR	MICOA, UNDP Country Office, PMU, UNDP / GEF Task Manager, and Target Groups	None	Every year, at latest by June/July of that year
TPR and TPR report	MICOA, UNDP Country Office, PMU, UNDP / GEF Task Manager, and Target Groups (Secretariat in consultation with the Chair)	None	Every year, upon receipt of APR

Progress reports	PMU	None	To be determined by Executing Agency Quarterly
Final External Evaluation	PMU, UNDP/GEF HQ, UNDP/GEF Task Manager, UNDP Country Office, MICOA	\$15,000	At the end of project implementation, and Ex-post: following project completion
Terminal Report	UNDP Country Office, UNDP/GEF Task Manager, PMU and MICOA	In reporting lines	At least one month before the end of the project
Audit	MICOA, UNDP Country Office (NEX), PMU	\$6,000	At the mid-point of project implementation and end of project
Lessons learnt/annual work planning	UNDP/GEF, GEF SEC, PMU, MICOA, Drylands Development Centre, Target audiences.	Average \$2000	Yearly
Project Steering Committee	Project Manager (CwD-Mozambique), MICOA, UNDP/GEF, UNDP CO	Average \$3,000 per meeting	Yearly

Audit Requirements

All funds disbursed through National Execution modalities are subject to audit procedures. Audit procedures are governed by UNDP Rules and Regulations, as spelled out in the UNDP Manuals and UNDP reserves the right to carry out extra audit procedures as may be required.

PART V: Legal Context

This Project Document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement between the Government of Mozambique and the United Nations Development Programme, signed by the parties on 15 of September 1976. The host country implementing agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government co-operating agency described in that Agreement.

The UNDP Resident Representative in Mozambique is authorized to effect in writing the following types of revision to this Project Document, provided that he/she has verified the agreement thereto by the UNDP-GEF Unit and is assured that the other signatories to the Project Document have no objection to the proposed changes:

- a) Revision of, or addition to, any of the annexes to the Project Document;
- b) Revisions which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangement of the inputs already agreed to or by cost increases due to inflation;
- c) Mandatory annual revisions which re-phase the delivery of agreed project inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility; and
- d) Inclusion of additional annexes and attachments only as set out here in this Project Document

SECTION II: STRATEGIC RESULTS FRAMEWORK

PART I: Logical Framework Analysis

TABLE 3. Objectively Verifiable Impact Indicators

See approved MSP proposal in section IV of the PRODOP.

TABLE 4. Indicative Outputs, Activities And Quarterly Work plan

Outputs	Activities	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q		
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20		
1.1 Diversity and resilience of community food and income sources improved	1.1.1 Increase quality and improve control of seeds distributed at fairs;	X	X	X	X	X	X	X	X														
	1.1.2 Intensifying the surveillance of illegal hunting and improper felling of trees;	X	X	X	X	X	X	X	X														
	1.1.3 Promote reforestation with native species;	X	X	X	X	X	X	X	X														
	1.1.4 Provide access to a wider range of certified seeds and other agriculture inputs;	X	X	X	X	X	X	X	X														
	1.1.5 Provision of agriculture technical assistance	X	X	X	X	X	X	X	X														
	1.1.6 Encourage initiation of pisciculture;			X	X	X	X	X	X														
	1.1.7 Intensify control/treatment of <i>Oidium</i> in cashew, and of the post-harvest plague <i>Prostephanus truncatus</i> .	X	X	X	X	X	X	X	X														
	1.1.8 Encourage communities to grow drought resistance crops as a strategy to reduce hunger and mal-nutrition in the future.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X						
	1.1.9 Apply new agriculture technique for soil conservation including mulching	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X						
1.2 Diversity and productivity of livestock population increased	1.2.1 Support livestock breeding including small species such as chickens, ducks, etc.;	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X							
	1.2.2 Rehabilitation and/or reconstruction of infrastructures to water the animals (dams and boreholes), to guarantee animals watering even during the drought period;	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X							
	1.2.3 Production and conservation of food for drought season, thus avoiding animal loss during that season and so reinforcing food security;	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X							
2.1 Integrated drought information system established	2.1.1 Support in the establishment of disaster risk management committees;	X	X																				
	2.1.2 Train volunteers and communities on disaster preparedness and mitigation;			X	X																		
	2.1.3 Incorporate RANET into the community radio;					X	X																
	2.1.4 Establish a flow of information mechanism from the information producer to the end users (communities); Guarantee that the flow of information from information producers to the end user is disseminated in a timely fashion.							X	X														

2.2 Capacity of community level institutions and practitioners in application of climate information in decision support developed	2.2.1 Assessment of local and traditional approaches to coping with drought;	X	X																				
	2.2.2 Identification of gaps in local adaptive capacity;	X	X																				
	2.2.3 Provision of technical support to overcome barriers to increased adaptive capacity;			X	X	X	X	X	X	X	X	X	X	X	X	X							
	2.2.4 Design and implementation of community awareness programme.			X	X																		
3.1 Community Based Drought Mitigation and Preparedness Plans implemented	3.1.1 During the first four months, measure the rate of land degradation in the targeted site to be used as the reference value;	X	X																				
	3.1.2 Develop community-based plans through a participatory approach;	X	X	X	X																		
	3.1.3 Promote technical expertise required to enhance capacity to cope with drought and to reduce land degradation;			X	X	X	X																
	3.1.4 Monitor the capacity to cope with drought and land degradation rate;	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X							
	3.1.5 Undertake public awareness campaigns	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X							
	3.1.6 Establishment of disaster risk management committees;	X	X	X	X	X	X	X	X														
3.2 Access to land as postulated by the law	3.2.1 Analysis of local opportunities for equitable access to land;	X	X	X	X	X	X	X	X														
	3.2.2 Enhance the capacity of local governments agencies to process land documents in an equitable, timely and transparent manner;	X	X	X	X	X	X	X	X														
	3.2.3 Support community members in gaining access and developing land assigned under the 1995 Land Policy	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X							
3.3 Water access and better management	3.3.1 Promote the use of rainwater for agro and animal husbandry purposes, including the promotion of weirs;	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X							
	3.3.2 Support in the management of existing irrigation systems, reconditioning of damaged water pumps, accompanied by training in management and maintenance aspects;	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X							
	3.3.3 Provide small irrigation systems for agricultural activities in the rural areas;	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X							
	3.3.4 Promote training courses for trainers, on methods of collecting and using water that may be replicated in other places;			X	X	X	X	X	X	X													
	3.3.5 Involve provincial and district directorates in supporting small-scale community projects in the field of water use and water management;	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X							
	3.3.6 Support communities in the targeted area in their efforts to construct water dams for small water reservoirs;	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X							
4.1 A platform for exchange of knowledge.	4.1.1 Documentation and reporting of good practices and success-stories.																		X	X	X	X	
	4.1.2 Learning tours.			X				X			X			X									
4.2 Technical support to the national project team	4.2.1 Design and mobilization of technical support missions																			X	X	X	X

[NOTE: Outputs and activities should be verified and confirmed during Inception and yearly meetings/workshops]

SECTION III: Total Budget and Workplan

TABLE 5. Total Budget And Workplan

Award ID:	00047928
Award Title:	PIMS 3786 Mozambique Project Title :- Coping with Drought and Climate Change
Project ID:	00057849
Business Unit:	MOZ10
Project Title:	PIMS 3786 Mozambique Project Title:- Coping with Drought and Climate Change
Implementing Partner (Executing Agency)	NEX : MICOA/UNDP-CO

GEF Outcome/Atlas Activity	Responsible Party/Implementing Agent	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Amount Year 4 (USD)	Amount Year 5 (USD)	Total (USD)	Budget notes
OUTCOME 1:	GEF	62180	SCCF	71200	Internat. Consultants	0	0	0	0	0	0	1
Livelihood strategies and resilience of vulnerable farmers in the selected pilot sites improved and sustained to cope with drought and climate change				71300	Local Consultants	10,000	10,000	0	0	0	20,000	2
				71400	Contractual services	40,000	40,000	20,000	20,000	10,000	130,000	3
				74500	Inception workshop	1,000	1,000	1,000	1,000	1,000	5,000	4
				71600	Travel	10,000	10,000	10,000	10,000	5,000	45,000	5
					sub-total GEF	61,000	61,000	31,000	31,000	16,000	200,000	
OUTCOME 2:	GEF	62180	SCCF	71200	Internat. Consultants	0	0	0	0	0	0	6

Enhanced use of Early Warning information in agricultural systems at the selected pilot sites				71300	Local Consultants	10,000	10,000	0	0	0	20,000	7
				71400	Contractual services	70,000	50,000	30,000	25,000	25,000	200,000	8
					sub-total GEF	80,000	60,000	30,000	25,000	25,000	220,000	
OUTCOME 3:												
Drought mitigation and preparedness activities integrated across sectors and programmes at various levels of society in the pilot sites	GEF	62180	SCCF	71200	Internat. Consultants	5,000	5,000	5,000	0	0	15,000	9
				74500	Local Consultant	5,000	5,000	5,000	0	0	15,000	10
				71300	Contractual services	76,000	80,000	50,000	10,000	0	216,000	11
				71600	Travel	10,000	10,000	5,000	5,000	0	30,000	12
					sub-total GEF	96,000	100,000	65,000	15,000	0	276,000	
OUTCOME 4												
Farmers/Pastoralists outside the pilot sites replicate successful approaches to cope with drought	GEF	GEF	SCCF	71200	International consultant	10,000	10,000	10,000	10,000	10,000	50,000	13
				71300	Local consultant	0	0	4,000	4,000	4,000	12,000	14
				74500	Contractual services	0	0	4,000	4,000	4,000	12,000	15
					sub-total GEF	10,000	10,000	18,000	18,000	18,000	74,000	
OUTCOME 5: MONITORING, LEARNING, ADAPTIVE	GEF	62180	SCCF	71200	Internat. Consultants	2,000	2,000	2,000	2,000	2,000	10,000	16
				71300	Local Consultants	1,000	1,000	1,000	1,000	1,000	5,000	17

FEEDBACK & EVALUATION					Contractual services	1,000	1,000	1,000	1,000	1,000	5,000	18
					sub-total GEF	4,000	4,000	4,000	4,000	4,000	20,000	
Project MANAGEMENT UNIT	GEF	62180	SCCF	71200	Internat. Consultants	0	0	0	0	0	0	
				71300	Local Consultants	30,000	30,000	30,000	30,000	30,000	150,000	19
				71600	Project Secretariat	4,000	4,000	4,000	4,000	4,000	20,000	20
					sub-total	34,000	34,000	34,000	34,000	34,000	170,000	
					Project Total	285,000	269,000	182,000	127,000	97,000	960,000	- 960,000

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Summary of Funds:

[1]

						Year 1	Year 2	Year 3	Year 4	Year 5	Total	
GEF						\$285,000	\$269,000	\$182,000	\$127,000	\$97,000	\$960,000	
UNDP						\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$5,000	
National Gov Agencies (in kind)						\$150,000	\$150,000	\$150,000	\$150,000	\$129,840	\$729,840	
Samaritan's Purse (in kind)						\$14,000	\$14,000	\$14,000	\$14,000	\$14,000	\$70,000	
ICPAC (in kind)						\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000	
TOTAL						\$475,000	\$459,000	\$372,000	\$317,000	\$266,840	\$1,889,840	

Explanation *for Budget Estimation for each Outcome:*

Outcome 1:

Budget Note 1. No international consultancy is envisioned for this activity

Budget Note 2. This estimate is based on a rate of \$100 per day for 100 days each year to support the achievement of outcome 1. Specific TORs will be developed during the project's inception workshop.

Budget Note 3. This estimate is made for contractual services in lieu of pilot demonstration activities as outlined in the approved MSP. Procurement will follow established UNDP procedures.

Budget Note 4. This estimate is for the cost of conducting an inception meeting including covering miscellaneous organizational costs.

Budget Note 5. This estimate is based on rate of US\$0.50 per mile for 25000 km of all project related travel within the country related to outcome 1 and 2.

Outcome 2:

Budget Note 6. No international consultancy is envisioned for this activity

Budget Note 7. This is estimated at a rate of \$100 for 200 days for local consultant(s) support over the project first year in lieu of outcome 2. This amount includes the cost of preparing and publishing relevant materials in support of outcome 2.

Budget Note 8. This amount is set aside for contractual services required to set up a functioning EWS system including the measures to promote and build capacity to use the system in planning processes (at least in the pilot sites). Detailed terms of reference must be outlined by the project manager and approved by the Steering Committee prior to contracting. This estimate is made for contractual services in lieu of pilot demonstration activities as outlined in the approved MSP. Procurement will follow established UNDP procedures.

Outcome 3:

Budget Note 9 and 10: It is estimated for 50 days at a rate of \$ 300 per day in order to develop tools and methodologies for mainstreaming of Climate Change into development plans.

Budget Note 11: This estimate is made for contractual services in lieu of pilot demonstration activities as outlined in the approved MSP. Procurement will follow established UNDP procedures.

Budget Note 12. This estimate is intended to cover all travel expenses (this include travel expenses for the three outcomes).

Outcome 4:

Budget Note 13. At a rate of US\$500 per day for 20 days, an international consultant will provide technical guidance in lieu of outcome 4. Key tasks include developing strategy for replication of lessons learned. Draft terms of reference is attached. However, more detailed terms of reference for this input must be outlined by the project manager and approved by the Steering Committee prior to contracting.

Budget Note 14. At a rate of US\$100 per day for 50 days, a national consultant(s), under the guidance of an international consultant, will provide technical guidance in lieu of achieving outcome 4. Key tasks include supporting the development of a strategy for replication of lessons learned.

Draft terms of reference is attached. However, more detailed terms of reference for this input must be outlined by the project manager and approved by the Steering Committee prior to contracting.

Budget Note 15. This amount is set available for contractual services in lieu of outcome 4. Funds will be used to implement adaptation activities, based on the lessons learned in the pilot region, in new areas. The funds will be used strategically to leverage additional funding. The Steering Committee must approve the disbursement of funds based on a work plan and recommendation by the project manager.

Outcome 5:

Budget Note 16-18: Detailed approximate costs of M&E is outlined in the approved MSP (annex 5: M&E Plan). The funds will be used for M&E activities on adaptation as well as standard UNDP requirements. Activities will be conducted by an international consultant and national consultants under the guidance of the RTA Adaptation (based in Pretoria) and using methodologies approved by UNDP HQ. Detailed terms of reference for this input must be outlined by the project manager and approved by the Steering Committee prior to contracting. International consultants will be remunerated at the rate of US\$500 per day (80 days over the project lifetime) and national consultants at a rate of US\$200 per day (for 200 days over the project lifetime). Any other contractual obligations with regards to M&E will be taken from the line item titled “contractual services” and following the issuance of detailed terms of reference prepared by the project manager and approved by the Steering Committee.

Budget Note 19. At a rate of maximum of US\$150 per day, this will cover the cost of the National Project Manager during 20 days per month for 12 months per year (the indicated rate is the maximum proposed rate, it can be lowered depending on consultant qualifications).

Budget Note 20. This will cover the costs of the project secretariat.

SECTION IV: ADDITIONAL INFORMATION

PART I:

Approved MSP proposal

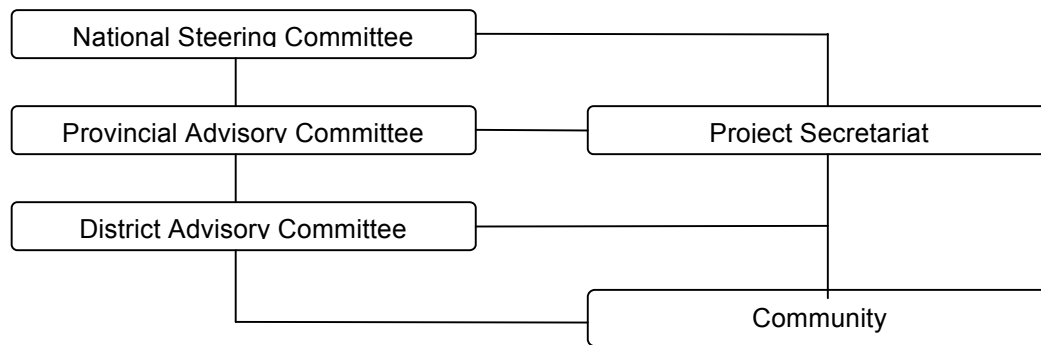
See Annex I

Other agreements

See annex I

PART II : Organigram of Project

FIGURE 1. Organigram of Project



PART III: Terms of References for key project staff and main sub-contracts

Background

(This background is common for all Terms of References but changes can be made according to specific goals for each TOR)

The Initial National Communication (INC) from Mozambique indicates that impacts of climate change are particularly serious for Mozambique, where the effects of the doubling of the current concentration of CO₂ in the atmosphere is likely to increase the mean air temperature, reduce rainfall, increase the solar radiation and increase the evapo-transpiration by between (see Mozambique Initial Communication to the UNFCCC). Very recent and past droughts are known to have had devastating environmental and socio-economic impacts on the country, particularly in rural areas where livelihoods are natural resource dependent. The IPCC-WGII (2001) concluded that southern Africa will find it difficult to cope with climate change impacts given the current low level of preparedness and adaptive capacity.

This project on Coping with Drought and Climate Change seeks to develop and pilot a range of coping mechanisms for reducing the vulnerability of small-holder farmers and pastoralists in rural Mozambique to future climate shocks. Drought prone Guijá District was selected as a pilot site. The project is structured around four outcomes: (i) promoting sustainable livelihoods for drylands, (ii) enhancing use of early warning systems, (iii) integrating climate risk management across sectors,

institutions and society, and (iv) upscaling adaptation lessons learned outwards to other geographic areas and upwards to national policy level.

In line with UNDP-GEF Adaptation Policy Framework reasoning, these outcomes recognize that adaptation occurs through public policymaking and decisions made by stakeholders, including individuals, groups, organizations (government entities, non-governmental organizations and private companies) and their networks. The project addresses the future impacts of long-term climate change, increasing the adaptive capacity of local and national stakeholders to cope with increased frequency and intensity of drought, which the INC has identified as a major consequence of climate change. This means that project stakeholders need to build their capacity to adapt to changing climatic conditions. The project strategy presented here builds capacity to continually review the sustainability of land management systems and adapt them as the impacts of climate change alter the underlying drivers of productivity.

The Ministry for Coordination of Environmental Affairs (MICOA) through the National Directorate of Environmental Management (DNGA) supported by UNDP will oversee implementation of the project assisted by a local executive Project Secretariat comprising a Project Coordinator, a National, Provincial and District Steering Committee(s) supported by a Project secretariat to assist communities to participate in project activities. Government departments (particularly the Environmental, Agricultural and Extension Services, Livestock, Meteorological, Water and Forestry services), Non-Governmental Organizations, Research and academic institutions and private sector companies will make major inputs to field activities.

Objective

This assignment aims at ensuring effective and timely implementation of the project activities, provision of administrative and technical assistance required by the Reference Group and other parties involved in the project, and coordinate any activities taking place in the project site.

The main area of focus of the project is to ensure full implementation of proposed activities in the Mozambique MSP document in coordination with reference actors.

3.1 Terms of References For the National Project Manager (PM)

Tasks and Responsibilities

The National Project Manager (PM) will ensure effective and timely implementation of the project, provide administrative and technical assistance required by the project implanting partners and other parties involved in the project, and coordinate any activities taking place in the project site.

The PM will liaise with the National Director of the National Directorate of Environmental Coordination, the focal points of the participating institutions, the focal points of the conventions, and the UNDP Country Office. The PM will works under the supervision and guidance of the UNDP-CO project representative and together with other PM forms part of a team, which implements the PDF B activities. Frequent communication with the other team members is expected from the PM. The activities for which the PM is responsible include:

- Establish coordinating Project Steering Committee at central level.
- Establish provincial and district coordinating committee by stocktaking exercise at province and district-level.
- Provide strategic guidance to the Project Steering Committees.
- Develop a collaborative planning framework for all phases of project management and delivery.
- Ensure effective project implementation in line with the Project Documents including the workplan.
- In coordination with UNDP country Office and MICOA, ensure delivery and disbursement of UNDP-GEF funds, in order to achieve the stated Projects' Outputs and Outcomes

- Develop project workplans for undertaking the CwDCC project activities.
- Ensure the timely implementation of planned activities as identified in the workplan.
- Develop Terms of Reference for procurement of technical services.
- Supervise and review the work done by indicated technicians and consultants.
- Define assessment methodologies according to the GEF guidelines for the planned capacity stocktaking work at the project site.
- Ensure UNDP/GEF manuals and procedures and financial rules and regulations are followed.
- In coordination with UNDP country Office and MICOA, and in accordance with project document guidance's, ensure preparation and delivery of the following project reports:
 - Inception Report, Quarterly Financial Reports, Bi-annual Progress Reports, Annual Project Report, Project Implementation Review, Occasional Status Reports and Briefing Notes, Technical Reports, Project Publications, Project Terminal Report.
- Review existing capacity assessment literature compiled in preparation of CBD, UNFCCC and UNCCD national communication.
- Prepare briefing documents, develop and update information materials to ensure that stakeholders have a common understanding of the project.
- Monitor and evaluate the implementation of the project every six months, and report to the PM through the Reference Group.
- Provide inputs to the drafting of the project brief and project document.
- Organize meetings on behalf of the project team including stakeholder meetings.
- Organize meetings with the central, provincial and district project steering committees at regular basis to evaluate the project progress.
- Monitor other regional and national environmental projects (GEF or non-GEF), and streamline the UNDP-GEF Projects' activities with these initiatives.
- Perform any other duty relevant to the assignment

Output

- Project Document outcomes, work plan, budget and terms of reference of project staff and project management structures taking into account the prodoc logframe

Qualifications and Experience

At least a Bachelor's degree in a field related to environmental management, agricultural science, meteorology and other related sciences. Experience in drought issues. Knowledge of climate change, drought preparedness and mitigation and biodiversity issues. Familiarity with GEF guidelines/procedures including logical framework, project development/management. A good understanding of development and environmental/agriculture or climate issues in Mozambique. Familiarity with the UN Convention on Biological Diversity, the UN Convention to Combat drought and desertification, and the UN Framework Convention on Climate Change. At least 5 years of work experience (including in project management).

Skills:

- Leadership skills;
- Team player;
- Diplomatic and negotiation skills;
- Sensitive to government and civil society interactions;
- Advanced reporting skills;
- Strong managerial and administrative background, especially in accounting, procurement, disbursement, monitoring & evaluation;
- Conversant and at pace with funding opportunities;
- Trouble shooter and problem solver;
- Pro-active, adaptive management skills;
- Strong economics / financial background;
- Project identification and development skills
- Ability to establish priorities and to plan and coordinate work;
- Ability to effectively coordinate a multi-stakeholder project;

- Excellent communication skills;
- Ability to lead, manage and motivate teams of international & local consultants and other stakeholders to achieve results;
- Committed to and diligently working towards achieving results for sustainable change;
- Fully Computer literate.

Duration of assignment

The total duration of this assignment is 5 (five) years during which the consultant will work 5 (five) working days over a period of one week. The PM will work under the guidance of the UNDP-CO project representative and report directly to the UNDP Country Office, Project focal point at MICOA and steering Committee. The PM will perform his duties from the office at the National Directorate of Environmental Management (DNGA).

3.2 Terms of reference of the National Project Steering Committee

Introduction

To succeed in this project and especially to build a national consensus, a Climate Change Adaptation Road Map for the project area will be instrumental in identifying the social and technical systems needed and climate change related challenges that the agricultural sector, and rural agro-pastoralists in semi-arid regions will be facing in the next ten years. Government, Non-governmental, private and international development agencies have been recognized as vital key strategic partners for this project. It is the desire that these players unite their efforts in bringing fruition to this project. These core organizations shall work closely together as part of a steering committee responsible for providing overall guidance on this project.

The project proposal provides a detailed background to the Project, and a project plan has been developed to support implementation of the project.

Role of the Steering Committee

- In coordination with the PM, facilitate the establishment of the coordinating Project Steering Committee at central level;
- Take responsibility for the achievement of project outcomes;
- Address any issue (s) that has major implications to the project;
- Provide overall direction and advice to the Project Manager;
- Sign off on relevant aspects of the project;
- Represent various interests of stakeholders and facilitate strategic alliances with these sections.

Project Steering Committee Functions

The Project Steering Committee will:

- Contribute to the project-planning phase, particularly on stakeholder identification and appropriate communication strategies;
- Provide overall directions for the development of the Climate Change Adaptation Road Map for the project area and approve: the procedures to achieve this goal (project plan), communication strategy, sites and strategies for trying new practices and reports;
- Provide input to the membership of any other Working Groups, as required;
- Guide the preparation of the final product prepared by the Project Manager;
- Approve the contents of the Climate Change Adaptation Road Map documents released to the public and Government authorities, as required;
- Provide input on a potential strategy for the implementation, as appropriate, of some or all Climate Change Adaptation Road Map recommendations;
- Act as liaison between the "National Project Steering Committee" and their own professional organization;

Composition

- Each partner organization will have the privilege of self-appointing one representative who will participate in all the activities of the Steering Committee.
- The Project Steering Committee will be comprised by representatives from the government, NGOs, International Development Partners, Private Sector, Project manager and the secretariat representative.

Membership Rotation

Appointments will be for the duration of the project. While it is not expected that rotation will be required, circumstances may arise when a member of the Steering Committee may need to be replaced. The represented organization will be responsible for the new appointment and will ensure continuity in the representation.

Communication with the Public

- All inquiries with respect to this project shall be channeled through the co-Chairs of the Project Steering Committee or through the Project Manager's Office.
- All correspondence with the public which could be interpreted as reflecting the views of the Committee shall be signed by the co-Chairs, the appointed Project Manager or other persons authorized by the co-Chairs.
- Only the co-Chairs and the Project Manager or other persons designated by the Chair, are authorized to speak on behalf of the Steering Committee.
- Requests from the public for general explanations of the project process/ documents will be responded to by the Project Manager's Office staff directly involved with the project. Such explanations shall be confined to information only.

Secretarial Support

- The Project Manager will provide secretarial support for the Project Steering Committee.
- The Project Manager, will act as Secretary to the Committee. Secretarial support will be provided for the organization of meetings, preparation of the agenda in co-operation with the Project Steering Committee co-Chairs, preparation of meeting minutes and informing the Project Steering Committee members of project developments through regular communications channels.
- The Project Manager will be responsible for reporting to the Project Steering Committee on all issues pertinent to the management of the project.

Travel Expenses

Each organization represented on the Steering Committee is responsible for the travel expenses of its representative, unless specifically requested in writing by the project, in which case the project travel guidelines will apply.

Attendance and Participation at Meetings

- Attendance and participation at meetings of the Committee by non-members shall be at the discretion of the co-Chairs.
- Members of the public intending to attend a committee meeting shall notify the Committee Chair of such intent.
- Participation in Committee discussions shall normally be limited to Committee members and assigned staff. Invited guests and other members of the public may participate with the approval of the co-Chairs.
- Committee members are not permitted to name alternates.

Communication guidelines

All formal communications between members of the Steering Committee will be copied to other members.

Project documents that will be supplied to members

- Project Proposal
- Steering Committee Terms of reference

- Communication strategy
- Project plan
- Status reports
- Agendas and minutes from meetings

3.3 Terms of Reference for National Consultants

This TORs is only indicative. Specific and more detailed TORs will be developed in the project inception workshop or during the project lifetime according to the requirements of each consultancy (contractual service).

The indicative tasks of the local consultants include:

- Establish an internet based information delivery system;
- Conduct training on forecasting climate change and climate variability;
- Develop educational materials for training;
- Assist in the establishment of an early warning system;
- Production of educational materials for training of project staff;
- Develop tools for mainstreaming of climate change into development plans and provide training on the method of preparation of mitigation plan;
- Undertake specific technical tasks to address project activities as per indication of the Project Management Unit.

3.4 Terms of Reference for the International consultant

This TORs is only indicative. Specific and more detailed TORs will be developed in the project inception workshop or during the project lifetime according to the requirements of each consultancy (contractual service).

The indicative tasks of the international consultants include:

- Establish drought information system and data base establishment in the pilot area;
- Organize training to build the capacity of relevant stakeholders to use climate change information;
- Design risk management system and prepare educational materials for risk management;
- Organize training on the promotion of integrated climate risk management;
- Assist in the preparation of community based drought mitigation plan;
- Conduct marketing survey to identify the potential to market dry land products from the pilot areas;
- Undertake specific technical tasks to address project activities as per indication of the Project Management Unit.

3.5 Terms of References for Project Secretariat

Duties and Responsibilities:

The Project Secretariat will have to deal with all activities that are relevant under the project. The Project Secretariat will provide administrative, logistical and financial support to project implementation in line with UNDP rules and procedures and GEF requirements where requested, including:

- Support with preparation and update of the project workplans, progress reports, as requested by the Project Manager

- To assist with the planning of the work to be executed under the project and in particular arranging the programme of workshops to be undertaken under the programme.
- Attendance at workshops and company visits seminars etc as requested by the Project Manager to provide administrative support.
- To act as the secretary to the programme quarterly review meetings.
- To work on the promotion and publicity programme for the project including overseeing production of publicity material
- To assist with the arrangements for meetings of the National Steering Committee and Provincial Project Advisory Committee
- To make as directed the administrative arrangements for the visits of Short Term Experts to the Programme and to ensure all relevant documentation is kept consistent with UNDP programme requirements
- To supervise the administrative arrangements for visits of Regional experts
- Perform as a UNDP liaison on administrative and finance issues for the Coping with Drought Project Manager
- Prepare background materials for and keep minutes of project-related events;
- Support with preparation of budget revisions, financial reports;
- Support with procurement of goods and services, including contracts administration;
- Process payments through UNDP and follow up on their status:
- Verify data and check appropriateness of supporting documents to requests/invoices submitted for payment;
- Perform Budget Check function after the voucher is certified, make necessary corrections if there is a budget error;
- Make and submit copies of advance payment documents for payment; file originals to the special folder accordingly.
- Payments processing:
- Collect copies of payment confirmations from Finance Section and file them appropriately;
- Verify advance payments and file respective payment confirmations into the special folder accordingly;
- Provide feedback on the status of payments to the Project Manager;
- Maintain project files and keep information and reference material in a manner, which allows easy reference and retrieval;
- Assist in travel administration functions where relevant;
- Assist in the audit process and preparation of documents to be included, working together with the Project Manager.

3.6 Terms of References for Provincial and District Advisory Committees

Job Summary

The provincial and district representatives under the supervision of the Project Manager, will be responsible for assisting the PMU team in attaining the Objectives set out in the Project Document. This will involve all levels of planning and participation in project activities set out in the Project Work Plan. In addition the Provincial and district reps will maintain direct working linkages with the NGO community in the Pilot Project Area. The reps will also take part in project activities concerning involvement of various stakeholder groups and with related information dissemination and training activities. The reps will liaise with corresponding activities of other donors in the field. Rep's duties will also include daily administrative tasks assigned to their institutions by the Project Manager associated with the overall management of the project.

Duties and Responsibilities:

The Provincial/District reps will have the following specific duties:

- Provide technical support to project management activities, workshops and related events that lead to the attainment of Project Objectives;

- Provide technical support to the Pilot projects;
- Coordinate technical support to the Pilot project area NGO community for their easy access to information and participation in project activities and outputs;
- Assist in organizing consultations (including meetings) with other stakeholder groups, for introducing and implementing programme activities;
- Assist in publishing of project reports in hard copy and electronic form;
- Collaborate with the project Information Management regarding transfer of project reports, news etc to the Coping with Drought web-site;
- Assist with the administration of the project management unit where required by the Project Manager.

Note: TORs for sub-contracts will be developed during the project's inception workshop

NOTES

UNDAF Outcome and Indicator(s)

The signature page details the UNDAF outcome(s) as well as the Outcome(s) and Output(s) related to the project. If the UNDAF lists outcomes, they should be included in the signature page. When UNDAF outcomes are not clearly articulated, country teams may decide to either revisit the UNDAF to clarify the outcomes or leave the field blank.

UNDAF Outcome indicators should be listed here.

Expected Outcome(s) and Indicator(s)

Expected Outcomes are Country Programme (CP) outcomes. They should reflect MYFF/SRF outcomes and ACC sector, which will be in the ERP).

Outcome indicator(s) should be listed here.

Expected Output(s) and Indicator(s)

Expected Outputs are Country Programme outputs. They should reflect MYFF/SRF outputs.

Output indicator(s) should be listed here.

Implementing partner:

Same as designated institution in the simplified project document – name of institution responsible for managing the programme or project (formerly referred to as executing agency). Implementing partners include Government, UN agencies, UNDP (see restrictions in Programming Manual Chapter 6) or NGOs.

Other partners:

Formerly referred to as implementing agencies in the simplified project document—partners that have agreed to carry out activities within a nationally executed project. This would include UNDP when it provides Country Office Support to national execution. Private sector companies and NGOs hired as contractors would generally not be included. The agency (i.e. Government, UN agency) that contracts with the private sector company and/or NGO is the responsible party. ‘Other partners’ can also apply to other execution modalities.

When an NGO contributes to an output, it can be noted along with the responsible party with which it contracts (e.g., UNDP/NGO, Govt/NGO). Consistent with current practice the rationale for selecting an NGO as a contractor, must be documented.

Programme period: Refers to the Country Programme period

Programme component: MYFF Goal

Project title, project code, project duration (self explanatory)

Management arrangement: Indicate NEX, AGEX, NGO Execution, DEX

Budget: Total budget minus the General Management Services Fees

General Management Services Fees: This was formerly COA (Country Office Administrative fee) for cost sharing and UNDP Administrative Fee for Trust Funds.

Total budget: Includes the budget and General Management Services Fees. In-kind contributions can be listed under ‘other’ resources. Unfunded amounts cannot be committed until funds are available.

Signatures:

The Implementing partner is the institution responsible for managing the programme or project. (The institution now commonly referred to as the “executing agency” but will now be referred to as the “implementing partner”)

UNDP is the UNDP Resident Representative.

The Government counterpart is the government coordinating authority.

Annexes

Annex I – Approved MSP proposal