

- Developing and implementing MOUs with community associations/cooperatives/NGOs to sustainably manage and monitored these ecosystems, in an adaptive manner
- Strengthening the capacity of the Provincial Administration to develop and facilitate an institutional framework for inter-district management of Lake Kivu and other shared ecosystems.

*Component 3: Support to sustainable livelihoods by strengthening community based institutions and structures for natural resources management*

The ultimate goal of the project is to promote sustainable, equitable livelihoods i.e. those natural resources are utilized for poverty reduction and economic transformation in a manner that does not degrade them, which could escalate the poverty situation. The focus in this regard is to empower communities to manage the natural resources sustainably, through adapting innovative technology applications.

These innovative practices will be implemented on district level in collaboration with the communities living in the affected areas. Support to innovative livelihood practices to establish increased and improved environmental management is of crucial importance. The EDPRS urges communities to undertake soil conservation measures such as terracing and agro-forestry to increase agricultural and employment opportunities.

Interventions in this regard will revolve wide range of sustainable livelihood activities as shown below:

- Scaling-up and integrating Environmental competitions among farmers into agricultural extension plans & budgets. The farmers competitions encouraged environmentally friendly farming and were perceived as a major success primarily because; it generated interest among farmers to practice the techniques. The positive results realized could serve to generate interest and self-drive for further adoption and scale-up.
- Building and strengthening capacity of local NGOs, CBOs, Cooperatives & Associations and small scale NRM-based enterprises
- Implementing innovative practices and applying appropriate technologies through fostering partnerships between communities, local authorities and technology generation centres.
- Popularising modern animal husbandry practices through one cow per household
- Instituting participatory community based NRM planning and environmental monitoring
- Extending projects in Rain Water Harvesting Technology-Construction of rain water harvesting tanks in selected villages.
- Developing skills of local association for designing and managing natural resource-based income generating micro-projects (e.g. ecotourism, crafts making, intensive farming of high value crops such as vegetables and fruits, constructing terraces, tree nurseries, etc.).

## **5.0. Management Arrangements**

### **5.1. Project Implementation**

Responsibilities for activity planning and implementation will be undertaken by beneficiary and implementing agencies. The detailed design of the project components, expected outputs and activities are in the project log frame (see annex 1).

### **5.2. Institutional arrangements for Implementation**

The implementation modality is the National Execution (NEX), with MINIRENA/REMA as the principal agency responsible for the coordination and policy oversight of the project. To facilitate effective implementation, a specific project management unit will be responsible for day-to-day management of the project. The lead ministries and public agencies to be actively involved are presented in table 5 below.

*Table 5: Lead Agencies in the implementation of DEMP II*

Ministry/ Agency	Roles/ interests
MINIRENA	Overall national institution under which the project will be implemented. As, it was in phase one, the Secretary General of the ministry will be the National Coordinator of the Project.
REMA	Responsibility for overseeing the implementation of the project
MINECOFIN	Concerned with mainstreaming environment into DDPs and budgets, and the financial implementation progress of the project.
MINAGRI	Agricultural extension policy; linking the project's farming activities to the agricultural transformation strategy (PSTA)
RADA	Advisory, extension and quality assurance in terracing, provision of quality seeds,
RARDA	Provision of advisory services in the livestock procurement and distribution to beneficiaries;
MINICOM, RIEPA	Cooperatives and local associations to be organized and strengthened to participate in environmentally sound income generating projects
MINALOC	Coordination and capacity building oversight on decentralized service delivery, and local government. Will assist review the district and level organigram to make natural resources positions more prominent with more budget allocations
MININFRA	Re-settlement of people displaced from the Lake Kivu shores; physical infrastructures established in compliance with environmental best practices e.g. water harvesting facilities on public buildings; provision of advisory role in the procurement of works for infrastructures under the project.
Beneficiary district authorities	Responsible for mobilization of communities, selection of project sites, planning and coordination of project activities in districts; contracting local service providers

### 5.2.1 Project Steering Committee (PSC)

The project will be executed by MINIRENA/ REMA on behalf of government. The overall supervision of the project implementation shall be undertaken by a high level Project Steering Committee (PSC) chaired by the Secretary General of MINIRENA responsible for overseeing the PSC and ensure that it's consistent with the overall policy agenda of the GoR.

A small and more focused PSC with technically competent and committed membership to guide and add value to project management should be instituted.

In addition to MINITERE, the PSC shall be comprised of the following stakeholder institutions:

- (a) UNDP (Deputy Resident Representative or Head of Environment Unit);
- (b) REMA
- (c) MINAGRI (RADA, RARDA could also be co-opted);
- (d) MINALOC;
- (e) MININFRA
- (f) RNE
- (g) Women and youth representatives.
- (h) Province and district representatives.

The Project Steering Committee (PSC) is expected to:

- Meet at least once every quarter (i.e. at least 4 times a year) to receive progress and financial reports, annual summary progress reports and all substantive reports and outputs and use them to review the progress of work in the project as a whole.
- Advise on implementation problems that emerge, and on desirable modifications to the work-plan.
- Monitor implementation progress and advise on steps to improve it.

The PSC will ensure that the following key principles are upheld:

*Table 6: Project Management Principles*

Management Aspect	Activity
Management structure	Monitor that responsibilities are clearly understood
Work flow	Verify that the project is maintaining its proposed work plan as assessed by the reporting framework
Financing	Ensure that required resources are secured and any shortfalls are mitigated within reasonable time frame; that disbursements are followed up to make sure they are made on time and without complications.
Implementation	Verify that work on project implementation is progressing as planned, and any problems are anticipated and addressed in time.
Budget and financial management	Verify that work is progressing according to budget plans and that expenditures are in accordance with the project plan expectations

Reporting	Ensure that work progress is reported comprehensively and on time with critical analysis included
Stakeholder involvement	Ensure that all stakeholders are involved throughout the project
Communication	Ensure that communication within and between those involved in the project is open and reasonably frequent
Leadership	Ensure that the project meets its needs (both short and long term) without compromising quality
Political influence	Ensure that the project continues to meet political expectations, cognizant of the dynamic policy and institutional environment in which it will be implemented.

### **5.2.2. District Project Monitoring and Advisory Committee**

At the district level the day-to-day responsibilities for the project rests with a district staff appointed by and accountable to the Executive Secretary. There will be a Project Monitoring and Advisory Committee consisting of the CDC sub-committee, two representatives of the environmental committees and CBOs one of the private sectors operating in the district. The main responsibility of this committee will be tracking the performance of the project and providing timely feedback to the Steering Committee copying the implementing partners. This in a sense will contribute to enhancing capacity for development management in the district.

### **5.2.3. National Project Manager**

The National Project Manager (PM), subject to satisfactory performance, works for the 5years duration of the project. The PM shall be responsible for the overall co-ordination, management and supervision of all aspects of the Project. He/she will report to the Secretary General of the Ministry responsible for Environmental Affairs (currently MINIRENA t be responsible, on day-to-day basis, to the Project Steering Committee). He/she shall be responsible for all substantive, managerial, technical, administrative and financial issues for the project, directly as well as through supervision of field based staff and/ or volunteers.

The project manager will:

- Undertake regular visits to the project sites
- prepare quarterly, half-yearly and annual progress and financial accountability reports (financial and progress on technical activities) and submit the reports to the PSC, through the MINIRENA Secretary General and Minister responsible for Environment;
- carry out regular visits and checks of activities in progress

#### **5.2.4. District Project Implementation Committee**

In the framework of decentralization, most of the planning and monitoring of project activities will be undertaken at district level. The Unit responsible for planning will be the central coordination point. The district implementation committee will comprise of:

- Mayor (Chairperson and Vice Mayor in-charge of economic development)
- District Executive Secretary (as co-Chairperson)
- District Agricultural Officers
- District Planner (as coordinator)
- Environment and natural resources officers (Environment, Lands...)
- Infrastructure
- Women and Youth Council Coordinators
- At least 2 Civil society organizations
- Umbrella (or representative) of cooperatives

District project officers will be recruited in each of the 7 beneficiary districts to facilitate effective implementation and capacity support to relevant service units in the districts. These officers will be initially recruited for a period of 24 months, in the expectation that the districts will take over full implementation while the project is still on-going – to ensure smooth exit and to foster ownership and more active participation of district personnel. Where more support is required, however, the PSC will decide if additional resources can be provided to extend the Project officers' employment.

#### **5.2.5. DEMP technical support**

Phase 1 of DEMP used the service of UNVs to assist in providing technical backstopping to the project districts, help in organizing joint monitoring visits for representatives of executing agencies (MINITERE, REMA) and funding agencies (UNDP, RNE,..). As they were recruited under the UN system, they were remunerated and facilitated under UN regulations for staff and Volunteers. Although they were regarded by district authorities as Local Project Coordinators their remuneration and incentives were lower than that of district technical staff (district counter-parts). All the UNVs were not ready to continue working under the same terms during the DEMP 2.

However, the Mid-Term Review mission recommended exploring the following two options:

(a) To retain the present UNVs by absorbing them into their ranks and paying them salary, while the project continues to provide facilitation and possibly top-up to motivate them to train and facilitate the project activities in the district

(b) to request, as a condition, districts to designate their staff (preferably Environment Officers who have worked as counter-part staff to the UNVs) to take up responsibilities for project implementation.

The DEMP Phase 2 recommends changing the designation of UNVs to project coordinators and be paid according to their experience, expertise as a motivation, as it has been done in other government projects.

#### **5.2.6. Financial Arrangement**

The Financial and Administrative Assistant will assume overall responsibility for the successful execution and implementation of the project toward achieving the outcomes and outputs.

The Project Manager assumes operational management of the project in consistency with the project document and policies and procedures for UNDP projects. The person reports to the National Project Director and liaises closely with UNDP Environment Unit. The PM is responsible for certifying all transactions of the project. The signature of the PM indicates that the project expenditures are consistent with the project document and work plan and that funds are available in the budget line to cover the expenditure.

The FAA will be accountable and therefore the responsibilities indicated in the job description are crucial to the success of the project. Wherever there are issues where substantive decisions and funds are disbursed, the approval of the FAA is required even if a request is raised by the PM.

It is recommended that for the financial management of this project both the Country Office Support Method and the Advance Method will be used. When following the Country Office Support Method, Government requests UNDP to pay for the expenditures as supported by documentation. A request for direct payment is made to UNDP for individual or for a number of items. In comparison with the Advance Method, which provides the Government with quarterly advances upon request, this method will considerably reduce the time for day-to-day administrative issues of the Project Manager. Instead of focusing on many administrative responsibilities, the Project Manager can focus on planning and achieving results.

At project level, no one person commits the funds and authorizes payment. The commitment of funds creates an obligation against UNDP resources, such as signing a contract. The approval of a payment is an authorization to disburse these funds. The Country Office Support method, prescribes that the DAF authorizes/commits the request for services and the Project Manager will authorize the request for payment. Once receiving the request for payment, the UNDP country office will pay.

#### **6.0 Audit arrangements.**

This project will be audited in accordance with the process for regular audit Country Office. Any recommendations arising from such audit will be discussed by the Project Technical and Steering Committee to direct the PMU to take remedial action and report on this the Steering Committee.

## **7.0 Monitoring and Evaluation**

One of the observations from DEMP I implementation was the need to strengthen M&E and follow-up capacity of implementing partners. To ensure sustainability and the need to build effective M&E systems for future follow-up and ex-post impact assessment purposes, M&E framework is included as part of the components of the project. An M&E system will enable to assure effectiveness and efficiency, but also to build sustainability and a culture of accountability. An M&E plan will be designed with clear roles for the implementing agencies and other stakeholders – emphasis will be on building the capacity of communities and local government authorities (through provision of participatory monitoring tools, skills and facilitation). The indicators included in the project log frame could be adapted to beneficiaries' priorities or, better still, scaled down (or up) as the beneficiaries agree with the implementing teams, as long as there are good reasons to do so, and provided they do not compromise attaining the project objectives.

The Project Coordination Unit (PMU) will have a strong component of monitoring and coordination support, as this phase will focus on developing the capacity of local partners (beneficiary ministry, districts local communities and community-based institutions) to plan and manage project activities.

There will be an Annual Review Meeting at which the Annual Progress Report and other performance issues will be considered and resolved. Additionally, the project will be subjected to a Mid-Term Review and evaluation organized by UNDP, which also will oversee the delivery of the project to ensure adequate transparency and accountability in the use of projects resources.

UNDP and MINIRENA/REMA organize careful documentation of the performance of project for purposes of distilling lessons and good practices to be shared with development partners within and outside Rwanda.

### **7.1. Reporting Requirements**

The PMU will prepare monthly, quarterly and annual work plans to ensure proper planning and coordination of activities. Progress reports will be prepared for project monitoring and evaluation purposes. Both the work plans as well as the progress reports will include a narrative and financial section.

Regular reporting on progress and evaluation (mid-term and final evaluation) will be done on the basis of the agreed milestones in the log frame presented in Annex 1, and through annual work plans prepared by district project implementation Committees. The monitoring will be based on UNDP general guidelines but would be modified, where necessary, to take into consideration the GoR guidelines. The logical framework will have in-built flexibility to incorporate any unanticipated changes.

The standard format on progress, mid term and final reporting will include:

- monthly reports from project implementing units, consolidated into quarterly progress report;



- a consolidated summary of the six-monthly progress reports.
- the project log frame attached to each report and progress reported against outcome and output indicators;
- review of delays and problems encountered, and of actions proposed to deal with them;
- Audit of accounts for project management and expenditures.

## **8. 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 Rwanda and the United Nations Development Programme, signed by the parties on February 2<sup>nd</sup>, 1977. 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.

UNDP /RWANDA is playing a key role on overall donor – government coordination through its Aid Harmonization Coordination Unit and its lead role in the Development Partners Coordination Group (DPCG). At the national scale, UNDP draws its interventions from the UNDAF (UN Development Assistance Framework) and the UNDP Common Cooperation Framework (CCF). Both documents support and feed into the EDPRS, which is the guiding development strategy at country level. The CCF specifically includes environment as a cross-cutting issue: “

*The UNDP Country Director in Kigali is authorized to effect in writing the following types of revision to this Project Document, 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*

## **9. Risks**

The following are some of foreseen risks:

- Capacity substitution instead of capacity building
- Ownership of the project activities by the government institutions local entities that will be developed through the project government
- Timeline for implementation of the project activities.

Through the successful implementation of the project, the above risks could be minimized through the following:

- Project support from its implementing institution is maintained
- District decentralisation process remains on course
- District support and communities enthusiasm maintained
- District Development Plans incorporate environmental management issues.
- Contractors improve and deliver quality work in timely manner.

## ANNEX I: PROJECT RESULTS AND RESOURCES FRAMEWORK

<p><b>UNDAF result 4:</b> Management of environmental, natural resources and land is improved in a sustainable way.</p> <p><b>UNDAF outcome 2:</b> Capacity at national, district and community levels to restore and protect ecosystems of national and global importance against potential degradation strengthened.</p> <p><b>COD output 2.1:</b> Strategies and action plans for rehabilitation of critical ecosystems developed, operationalized and made available to local Governments.</p> <p><b>COD key activities 2.1.3:</b> Support of formulation of strategies and action plans both at the national and decentralized levels and of advocacy towards protection and rehabilitation of valuable ecosystems.</p> <p><b>Partnership Strategy :</b> EDPRS (2008-2012)</p> <p><b>Project title and ID (ATLAS Award ID):</b> Decentralization and Environment Management Project (DEMP) Phase II (July 2008-July 2013)</p>				
Intended Outputs	Output Targets for (years)	Indicative Activities	Responsible parties	Budget
<p>Strengthening the capacity of MINIRENA/REMA to fulfill its mandate</p>	<p>Sectoral policies, strategies &amp; actions within are harmonised by 2010</p> <p>Level of information exchange between sectoral Departments/ Units in REMA enhanced by 2009</p>	<p>Provide technical support to enhance environmental management i.</p> <p>Provide short-term technical assistance (TA) to REMA in environmental policy Implementation and monitoring.</p> <p>Train district officers in environmental policy analysis &amp; coordination</p> <p>Train Environmental committees in environmental monitoring &amp; information management</p> <p>Develop environmental policy analysis tools and guidelines ( EIA specific and sector guidelines )</p>	<p>MINITERE/REMA PMU UNDP</p>	<p>1,151,535</p>
<p>1.1 provide short –time technical assistance (TA) to REMA in environmental policy implementation and monitoring</p> <p>1.2. Capacity of Local Government authorities and local environmental committees at district, sector &amp; cell level at n policy coordination, analysis and</p>	<p>Local leaders sensitized and closely following up environmental protection activities by 2010 District &amp; Sectors setting aside</p>	<p>Raise environmental management awareness for district leaders (including Mayors, District &amp; Sector Councilors) through workshops</p>	<p>PMU UNDP  PMU</p>	<p>360,000  140,000</p>

<p>monitoring and linking environmental issues to poverty and development enhanced</p>	<p>budgets for environmental management from 2009</p>	<p>Raise environmental awareness for technical &amp; administrative officers in districts, sector &amp; cell through workshops; Identify &amp; train interest groups in environmental issues &amp; management strategies for youth &amp; women council leaders Develop &amp; disseminate environmental advocacy tools in all districts Train sector &amp; district technical officers (Agronomists, Environmental Officers, Cooperative Officers, Gender &amp; Youth Officers) in resource mobilization and project design; Train CDCs in projects design &amp; management, environmental impact assessment &amp; Monitoring;</p>	<p>Districts Sectors PMU UNDP</p>	<p>300,000</p>
<p>1.3 District Capacity to identify, design and manage environmentally sustainable projects enhanced ,follow up and monitoring</p>	<p>A number of local government leaders and technical staff (at district, sector &amp; cell levels) well versed with project conceptualization, design &amp; management by 2011. Environment demonstration projects replicated in many areas of districts by 2010.</p>	<p>Most districts using data from environment profiles to prepare state of environment reports by 2011. Districts established environmental databases/ information systems by 2010. 15 districts have prepared district state of environment reports 2010</p>	<p>Districts Sectors PMU UNDP</p>	<p>301,535</p>
<p>1.4: The remaining 23 districts supported to develop their district environment profiles as well as capacity to develop district state of the environment reports.</p>	<p>Provincial Administration has operational Coordination framework by 2010. Budget for long term inter-district cooperation set aside by 2009. Inter-district coordination guidelines in place by 2009</p>	<p>Undertake consultancy work to support 23 districts to develop District Environmental Profiles, and district environmental information databases Train district and sector technical staff in acquisition, updating and application of environmental information. Undertake preliminary work of assembling environmental information for the State of the Environment Reports</p>	<p>Provinces Districts PMU</p>	<p>50,000</p>
<p>1.5: Capacity of Provincial Administration to facilitate coordination of shared ecosystems enhanced</p>				

		<p>Train workshops for district mayors &amp; District Councillors on cross-border management of natural resources;</p> <p>Organise training workshops for district &amp; sector technical personnel (Environment Officers, Agronomists, Planning Officers,...) and intervention agencies in cross-border resource management</p> <p>Develop guidelines &amp; protocols for collaborative management of shared ecosystems (lake &amp; lake shores, rivers,...) &amp; relevant infrastructure</p> <p>Strengthen the capacity of the Provincial Administration to develop and facilitate an institutional framework for inter-district management of Lake Kivu and other shared ecosystems.</p> <p>Develop &amp; seek approval of joint ministerial protocols (MINITERE &amp; MINALOC) to support</p>		
<p>Project Outcome 2: Conservation and management of Environment and Natural Resources of Lake Kivu Shores and associated riverbanks reinforced through field demonstration.</p>				
<p>Intended Outputs</p>	<p>Output Targets for (years)</p>	<p>Indicative Activities</p>	<p>Responsible parties</p>	<p>Budget</p>
<p>2. Adopting collaborative planning and management of Lake Kivu and other critical ecosystems developed &amp; operationalised</p>	<p>All shorelines (land within 50 metres) of Lake Kivu protected with vegetation cover by 2009.</p> <p>All areas in the 7 districts susceptible to erosion protected with terraces by 2010.</p>	<p>Mobilise, sensitise and train communities around L. Kivu and upstream on hill slopes in sustainable NRM.</p> <p>Protect and conserve Lake Kivu shores to cover all threatened ecosystems, building on achievements of DEMP I;</p>	<p>PMU Districts Sectors</p>	<p>2,666,896</p>

	<p>No. of farmers within the 50-metre Lake Kivu protection zone trained in livestock and modern agricultural practices by 2009.</p>	<p>Scale-up the investments to cover areas in the Kivu ecosystem that has not been covered.</p> <p>Survey the remaining area of the shoreline;</p> <p>Adhere to tendering process to contract NGOs, CBOs, Cooperatives &amp; private contractors to work with farmers to plant protective vegetation cover;</p> <p>Mobilise community groups &amp; training beneficiaries within the L.Kivu protection zone on environmentally sustainable land use;</p> <p>Finalisation of the distribution of breed cows</p> <p>Finalisation of the provision of all districts of western province in GPS.</p>	202,957
<p>2.1 collaborative management of lake kivu and other fragile ecosystems in the country developed and operationalised</p>	<p>Sustainable management activities undertaken in Nkombo and Bugarura Islands by 2011.</p>	<p>Mobilise, sensitise and train communities in Nkombo and Bugarura Islands in sustainable NRM.</p> <p>Identify degraded areas as recommended in Management Plans</p> <p>Rehabilitate and manage degraded areas</p> <p>Prepare a land use plan of each island</p> <p>Undertake zoning of various activities in respective islands</p>	1,753,939
<p>2.2: Nkombo Island in Rusizi District and Bugarura Island in Rutsiro District sustainably protected and managed.</p>		<p>PMU Districts Sectors</p>	

<p>2.3 All banks of river systems which drain in L. Kivu covered with vegetation</p>	<p>Length of rivers &amp; stream banks (in Km) fully or partially protected with a vegetation belt by 2012..</p>	<p>Undertake mapping &amp; inventory of drainage networks/ river from upstream to down stream; Rehabilitate the remaining part of river banks in the Province. Protect and conserve river banks to cover all threatened ecosystems, building on achievements of DEMP I; Mobilise, sensitise and train communities along riverbanks in sustainable NRM. based on livelihoods Develop and implement MOUs with community associations/cooperatives to sustainably manage and monitor these ecosystems, in an adaptive manner</p>	<p>PMU Districts Sectors</p>	<p>560,000</p>
<p>2.4: Beneficiary districts supported to implement the Lake Kivu Integrated Management Plan</p>	<p>Lake Kivu Integrated Management Plans implemented by 2009. Area of slope land (hillsides) protected from erosion by 2010;</p>	<p>Implement Lake Kivu Integrated Management Plans; Implement demonstration projects in identified areas; Protect and conserve Nkombo Island in Lake Kivu</p>	<p>PMU Districts Sectors</p>	<p>150,000</p>
<p>Project outcome 3: Capacities of community based institutions and structures used in sustainable management of environment and natural resources while improving the living standard of the communities at large Project outcome indicators; Communities involved in sustainable livelihood activities</p>				

Intended Outputs	Output Targets for (years)	Indicative Activities	Responsible parties	Budget
<p>Support sustainable livelihoods by strengthening community based institutions and structures for natural resources management</p> <p>3.1: Communities (a) downstream i.e. around L.Kivu and (b) upstream (on hill slopes) Mobilised, sensitised and trained in sustainable NRM based livelihoods</p>	<p>80% of farmers in Western Province trained by 2011.</p> <p>70% of farmers in the Lake Kivu shoreline provided with livestock (a heifer for each household) by 2010</p> <p>Fish re-introduced in the small lakes in Nyabihu district by 2009</p>	<p>Mobilise and train communities in sustainable NRM based livelihood.</p> <p>Develop and implement MOUs with community associations/cooperatives to sustainably manage and monitor these ecosystems, in an adaptive manner</p> <p>Undertake a study on the level of conflict around L. Kivu</p> <p>Develop criteria and guidelines for provision of livestock</p>	<p>PMU Districts Communities Technical staff RADA RARDA</p>	<p>963,740</p> <p>200,000</p>
<p>3.2: Environmental competitions among farmers scaled-up, and integrated into agricultural extension plans &amp; budgets</p>	<p>No. of smallholder farmers practicing environmentally sustainable farming by 2009</p> <p>District set aside budgets for environmental competitions among farmers every year</p>	<p>Mobilise farmers for environmental competitions at sector &amp; cell levels;</p> <p>Organise study tours for local farmers &amp; organised groups to other districts, provinces &amp; countries to learn how environmentally friendly farming &amp; other natural resource based income generating activities undertaken;</p> <p>Purchase heifers, farm implements &amp; other prizes for competition winners;</p> <p>Formulate and provide guidelines for competitions</p>	<p>PMU Districts Farmers Technical staff RADA</p>	<p>70,000</p>