

5. Management Arrangements and Coordination

5.1 Management and Coordination

The Ministry of Local Government is the designated government agency responsible for the overall management and coordination of the Integrated Development Project. Other government ministries are equally involved and will have lead roles in the implementation of specific outputs. NGOs and civil society organizations will be partners in the implementation of program activities under this UN initiative.

In line with the government's directive to use single project implementation units, the IDP project will be directly implemented under the coordination of the Ministry of Local Government. The national coordinator of the IDP will act as the project coordinator and will be responsible for coordinating all the components and activities of the project. He/she will ensure timely delivery of program outputs and effective linkages with other programs to ensure optimal and well synchronized results. This person will report directly to a Steering Committee.

National Steering Committee: The project will use the existing national structures to effectively coordinate and management the implementation of the IDP project. A national steering committee will provide overall oversight for the implementation of the project. The IDP Ministerial Committee comprising the following ministries MINALOC, MINECOFIN, MINAGRI, MINELA, MINIFOM, MININFRA, MINICOM, and Governors. The UN Resident Coordinator will represent the UN at the Committee in relation to the UN support to the IDP project. The SC will meet quarterly or as deemed necessary review progress made, ensure that program implementation is in consonance with laid-down procedures and work-plans, and would make recommendations for strengthening the implementation. A TOR will spell out details of responsibilities.

National Technical Committee: The National Technical Committee will provide technical guidance and supervision for the implementation of project activities. The committee will comprise of members from the same ministries above and will be chaired by the Permanent Secretary in MINALOC. The UN will be represented at the National Technical Committee by a designated UN Agency. On the UN side, a UN *Technical Coordination committee* will be established representing all UN agencies involved in the IDP project. The UN Technical Coordination Committee will meet regularly to effectively coordinate the respective UN agencies support for the project. The ToR for both committees will outline the details of their roles and responsibilities as well as the inter relationship. The ToR of the National Steering Committee can be found in Annex 7.

Implementation Committee: All project activities will be implemented at the District or Provincial levels and hence the role of the implementation committee will be to directly supervise and ensure the effective implementation of project activities. This committee will be chaired by the Executive Secretary of the Province and composed of District vice Mayors, District Executive Secretaries, the IDP project team, UN designated agency among others.

The **UN Technical Working Committee** comprising technical representatives of participating agencies will ensure that all component activities of the joint initiative are agreed upon through a common work plan. The role and responsibilities for coordination of the various interventions of each participating UN agency along with the production a single consolidated report will be documented. A designated UN agency will be responsible for coordinating the activities of the UN TC and will inter face with the government TC as well as the National Coordinator. All participating agencies will share the cost of coordination. The ToR of the UN Technical Working Committee can be found in Annex 7.

Table 1: Detailed role of the UN agencies

Agency	Results	Areas of intervention	Budget 2011 (\$)	Role in the management arrangements and coordination
UNDP	Result 1	Provide technical support for the establishment of a sustainable rural settlement strategy	1.020.000	UN Lead Agency
		Provide technical and financial support for the sustainable management of eco-friendly systems		
	Result 4	Develop a strategy and action plan for environmental management		Chair of the UN Technical Working Group (UNTWG)
		Support districts to effectively manage and implement environment policies		
		Strengthen ownership and capacity of communities for a sustainable environment management		
	Result 5	Provide technical and financial support to carry out a participatory feasibility study		Will represent the UN at the National Technical Committee (NTC)
		Support the establishment of a multipurpose hall		
		Provide technical support to Umurenge saccos		
		Provide technical assistance to the Ministry of Local Government in support of the IDP project		
	FAO	Result 5		Establish 2 greenhouses for production of vegetables in each targeted district
WFP	Result 5	Put in place a monitoring system for food security	20.000	Member of the UN Technical Working Group (UNTWG)
UNIDO	Result 5	Support the expansion of hydro power	200.000	Member of the UN Technical Working Group (UNTWG)
ILO	Result 5	Contribute to Job creation for youth, women and other vulnerable groups through mobilization and skills development and support to cooperatives	150.000	Member of the UN Technical Working Group (UNTWG)

cooperation could help to meet the Millennium Development Goals by drawing on the resources and expertise existing in the South, particularly in the countries that have recently realized rapid socio-economic development. Furthermore, the growing participation by the private sector and non-governmental and civil society organizations in promoting South-South cooperation is a welcome development to be encouraged and strengthened in South-South and triangular initiatives.

5.5 Cross-cutting Issues

Cross-cutting issues are concerns that have been identified as particular development priorities, and are sustainability issues on which the GoR wishes to direct a strategic focus. Consequently these issues are also special drivers within the UN development work in Rwanda.

As the cross-cutting issues require management actions which go beyond traditional approaches, it is imperative to mainstream them into the planning process of the joint intervention, ensuring that the approach is well targeted and will achieve the expected outcomes and outputs. Cross-cutting issues require action in multiple fields and should thus be integrated into all areas of the intervention. The UN has identified four cross-cutting issues of major importance for development: environmental sustainability, gender equality, HIV/AIDS and social inclusion. In the joint intervention, the UN wishes to tackle the cross-cutting issues, both directly and indirectly, by addressing them directly in Outcome areas, or ensure mainstreaming under outputs and activities.

It is at the local level that cross-cutting issues, and how they are managed, most directly impact on service users. Thus, at this level a wide variety of government bodies and agencies interact to provide services to address issues such as environmental sustainability, gender equality, HIV/AIDS and social inclusion.

In order to successfully mainstream the cross-cutting issues in programmes and project and to effectively address gender inequalities within all areas of interventions, cross-cutting aspects need to follow all stages of the programming cycle, and be managed at a local level. From identifying the intervention area, planning, implementing and monitoring and evaluation of the activity, the cross-cutting issues should be taken into consideration. To ensure this, environmental sustainability, gender equality, HIV/AIDS and social inclusion will be monitored closely in the M&E framework.

6. Essential Tools

6.1 M&E Framework

The project is proposing to use the log frame below (see Annex 2) for programme/project monitoring. The framework intends to bring together a clear, concise and accessible statement of all of the key components of the integrated development project; It indicates the logic of how the project is expected to work, separating out the various levels in the hierarchy of objectives, and helping to ensure that inputs, activities, outputs and objectives are spelled out in a consistent way;

It is important to note, however that where baseline data do not exist, it is expected that the participatory feasibility study to be commissioned in the first phase of implementation provides the data.

It provides a basis for monitoring and evaluation by identifying indicators of success and a means of quantitative or qualitative assessment, which will be essential for joint reporting on implementation

6.2 Strategic Long Term Research and Evaluation Plan

The Implementing team will submit both narrative and financial reports to the Technical Committee and Steering Committee on a quarterly basis. The reports will detail the progress towards outcomes and outputs, challenges and lessons learned. The financial reports will be submitted on an agreed upon format and will detail expenditure against agreed budget lines and future needs. An annual progress report will be submitted reflecting on the progress towards the outcomes for the year and will form the basis of the preparation of the work plan for the preceding year.

There will be periodic joint field missions (and reports submitted based on an agreed upon format), during which the monitoring team will: conduct meetings with the key stakeholders including local government officials; will have focus group discussions and interviews with community members and other stakeholders. This will strengthen local government engagement whilst building capacity in both the coordination and M&E of the project supported activities. The Technical Committee will work closely with the Programme Implementation team to ensure there is capacity building and collaboration with local governments for sustainability.

The Technical Committee will facilitate a bi-annual review meeting with the stakeholders of the projects with the review meeting focusing on the progress towards results, learning and feedback and looking forward.

There will be asset management to ensure proper management and effective and efficient utilisation of resources. The monitoring system will look at the accountability mechanism put in place to ensure that project inputs are managed following accepted standards.

A midterm and end line evaluation will be conducted using external consultants. Supporting Agencies will be encouraged to jointly recruit the external consultant The Technical Secretariat will work closely with the implementation team in the development of the evaluation Terms of Reference and recruitment of the consultant. The results of the evaluation will be shared with all participating Agencies, government and development partners in the form of workshop and reports.

Annex 1: Budget

Result hierarchy	Agency	Main Stakeholders	UNDAF Corresponding Output	Budget 2011 (\$)	Budget 2012 (\$)
Result 1 Governance - Capacity of Musanze and Kayonza/Rwamagana districts to efficiently manage and implement environmental policies in the context of rural human resettlement improved	UNDP			90.000	
Output 1.1 Provide technical support to the district for the establishment of a task force for the implementation of sustainable rural settlement as per developed strategy	UNDP		1.3.1	70.000	
Activity 1.1.1. Training of districts officials in planning, gender sensitive budgeting and monitoring of Imihigo and DDPs	UNDP	Districts	1.3.1	50.000	
Activity 1.1.2. Provide technical assistance to PFM (Public Financial Management) committees in the two districts	UNDP	Districts	1.3.1	20.000	
Output 1.2 Provide financial and technical support to district to ensure sustainable operation and management of eco-friendly systems (Mini-hydro, biogas, eco-san ...)	UNDP		1.3.1	20.000	
Activity 1.2.1. Provide TA for the operationalization of the CMC (community management committees) including management of common resources (electricity)	UNDP	Districts	1.3.1	20.000	

Result hierarchy	Agency	Main Stakeholders	UNDAF Corresponding Output	Budget 2011 (\$)	Budget 2012 (\$)
Result 4 Environment -An Enabling policy framework to support an effective system for environmental management and ecosystem conservation established	UNDP			400.000	
Output 4.1 Strategy and action plan for environmental management developed and implemented in Kayonza and Muzanze districts in the context of the rural human resettlement	UNDP		4.2.1	100.000	
Activity 4.1.1. Establish tree agro-forestry nurseries tree planting along the roads, soil erosion & land use management	UNDP	REMA Districts	4.2.1	80.000	
Activity 4.1.2. Develop and disseminate a resettlement public awareness strategy for Muzanze and kayonza districts	UNDP	REMA Districts	4.2.1	20.000	
Output 4. 2 Capacity of Muzanze and Kayonza districts to effectively manage and implement environment policies in the context of rural human resettlement	UNDP		4.2.2	150.000	
Activity 4.2.1. Support communities and public areas to build eco-san toilet facilities to improve sanitation	UNDP	REMA Districts	4.2.2	150.000	
Output 4.3 Ownership and capacity of communities for sustainable environment management strengthened	UNDP		4.2.3	150.000	
Activity 4.3.1. Support communities to improve and use sustainable cooking stoves systems by using locally available resources e.g. stones & biogas	UNDP	REMA Districts	4.2.3	150.000	

Result hierarchy	Agency	Main Stakeholders	UNDAF Corresponding Output	Budget 2011 (\$)	Budget 2012 (\$)
Result 5 Sustainable Growth and Social Protection - Improved and sustainable productivity and income generation for all community members	UNDP FAO ILO WFP UNIDO		5.A.1.1	1.000.000	
Output 5.1. Local community, including the most vulnerable groups, able to use appropriate technologies and renewable energies for increased/ improved food and non-food production processing and marketing. (Songhai model)	UNDP FAO ILO WFP UNIDO		5.A.1.1	1.000.000	
Activity 5.1.1. Provide technical and financial support to carry out a participatory feasibility study, including agriculture, land use, employment opportunities, institutional organization, energy, introduction of new appropriate technologies and industries	UNDP	Districts	5.A.1.1	50.000	
Activity 5.1.2 Support the establishment of a multipurpose hall that could accommodate an ICT Kiosk and be used by for various activities and (Health Centre esp for Kayonza)	UNDP	District	5.A.1.1	30.000	
Activity 5.1.3 Provide technical assistance to the Ministry of Local Government in support of the IDP project	UNDP	MINALOC	5.A.1.1	400.000	
Activity 5.1.4. Provide technical support to umurenge saccos in financial management, business plan analysis	UNDP	MINECOFIN Districts	5.A.1.1	50.000	
Activity 5.1.5. Establish two greenhouses in each of the targeted Umudugudu, with production of vegetables and training of selected beneficiaries (including women and youth) in appropriate farming techniques	FAO	MINALOC MINAGRI Districts	5.A.1.1	100.000	
Activity 5.1.6. Put in place a monitoring system for food security and nutrition	WFP	MINALOC MINAGRI Districts	5.A.1.1	20.000	

Annex 2: Logical Framework

Result hierarchy	Indicators, Baseline, Target	Means of verification	Risks and Assumptions
<p>Result 1 Governance - Capacity of Musanze and Kayonza/Rwamagana districts to efficiently manage and implement environmental policies in the context of rural human resettlement improved</p>			
<p>Output 1.1 Provide technical support to the district for the establishment of a task force for the implementation of sustainable rural settlement as per developed strategy</p>	<p>Indicators:</p> <ol style="list-style-type: none"> 1. Nber of district officials trained (1.1.1) (1.1.2) 2. Nber of trainings conducted (1.1.1) (1.1.2) 	<p>Programmes report Training report</p>	<p>Risks: Effective local authorities involvement</p> <p>Assumptions:</p>
<p>Activity 1.1.1. Training of districts officials in planning, gender sensitive budgeting and monitoring of Iminigo and DDPS</p>	<p>Baseline:</p> <ol style="list-style-type: none"> 1. 2. <p>Targets:</p> <ol style="list-style-type: none"> 1. 2. 		
<p>Activity 1.1.2. Provide technical assistance to PFM (Public Financial Management) committees in the two districts</p>	<p>Indicators:</p> <ol style="list-style-type: none"> 1. Nber of CMC held 2. Nber of decisions taken during the CMC <p>Baseline:</p> <ol style="list-style-type: none"> 1. 2. 3. 	<p>Programmes report Minutes of the CMC meetings</p>	<p>Risks: Effective local authorities involvement</p> <p>Assumptions:</p>
<p>Output 1.2 Provide financial and technical support to district to ensure sustainable operation and management of eco-friendly systems (Mini-hydro, biogas, eco-san ...)</p>			
<p>Activity 1.2.1. Provide TA for the operationalization of the CMC (community management committees) including management of common resources (electricity)</p>			

<p>Result 4 Environment -An Enabling policy framework to support an effective system for environmental management and ecosystem conservation established</p>	<p>Output 4.1 Strategy and action plan for environmental management developed and implemented in Kayonza and Musanze districts in the context of the rural human resettlement</p>	<p>Indicators: 1. Nber of tree planted (4.1.1) 2. Nber of tree agro-forestry nurseries established (4.1.1) 3. Resettlement public awareness strategy established in Musanze and Kayonza districts (4.1.2)</p>	<p>Risks: Effective local authorities involvement Government commitment to support a resettlement strategy</p>
<p>Activity 4.1.1. Establish tree agro-forestry nurseries tree planting along the roads, soil erosion & land use management</p>	<p>Baseline: 1. 2.</p>	<p>Targets 1. 2. 3.</p>	<p>Assumptions:</p>
<p>Activity 4.1.2. Develop and disseminate a resettlement public awareness strategy for Musanze and kayonza districts</p>	<p>Baseline: 1. 2.</p>	<p>Targets 1. 2. 3.</p>	<p>Assumptions:</p>
<p>Output 4. 2 Capacity of Musanze and Kayonza districts to effectively manage and implement environment policies in the context of rural human resettlement</p>	<p>Indicators: 1. Nber of operational eco-san toilet facilities built 2. Nber of communities supported in the construction of eco-san toilet facilities</p>	<p>Baseline: 1. 2.</p>	<p>Risks: Effective local authorities involvement</p>
<p>Activity 4.2.1. Support communities and public areas to build eco-san toilet facilities to improve sanitation</p>	<p>Baseline: 1. 2.</p>	<p>Targets 1. 2. 3.</p>	<p>Assumptions:</p>

	<p>3.</p> <p>Targets</p> <ol style="list-style-type: none"> 1. 2. 3. 		<p>-</p> <p>-</p> <p>-</p> <p>-</p>
<p>Output 4.3 Ownership and capacity of communities for sustainable environment management strengthened</p>	<p>Indicators:</p> <ol style="list-style-type: none"> 1. Nber of household using sustainable cooking stoves systems 2. 3. 	<p>Programme report</p>	<p>Risks:</p> <p>Effective local authorities involvement</p> <p>Lack of training of communities in the use and the maintenance of cooking stoves systems</p> <p>Assumptions:</p> <p>-</p> <p>-</p> <p>-</p> <p>-</p>
<p>Activity 4.3.1. Support communities to improve and use sustainable cooking stoves systems by using locally available resources e.g. stones & biogas</p>	<p>Baseline:</p> <ol style="list-style-type: none"> 1. 2. 3. <p>Targets</p> <ol style="list-style-type: none"> 1. 2. 3. 		

<p>Result 5 Sustainable Growth and Social Protection - Improved and sustainable productivity and income generation for all community members</p>			
<p>Ouptut 5.1. Local community, including the most vulnerable groups, able to use appropriate technologies and renewable energies for increased/ improved food and non-food production processing and marketing. (Songhai model)</p>	<p>Indicators:</p> <ol style="list-style-type: none"> 1. Participatory feasibility study carried out (5.1.1) 2. Multipurpose hall that could accommodate an ICT Kiosk established and operational (5.1.2) 3. Nber of trainings conducted (5.1.4) 4. Nber of micro-credits provided (5.1.4) 5. Nber of business plan made (5.1.4) 6. Number of established greenhouses with productive/sustainable vegetable production at the end of the project period (5.1.5) 7. Number of beneficiaries skilled in appropriate farming techniques for greenhouse production (5.1.5) 8. Monitoring system for food security put in place (5.1.6) 9. Capacity of Mutobo mini hydro power of 300KW (5.1.7) 	<p>Programme report Study report Public opinion survey Training reports Umurenge Saccos report</p>	<p>Risks: Effective local authorities involvement</p> <p>-</p> <p>Assumptions:</p>
<p>Activity 5.1.1. Provide technical and financial support to carry out a participatory feasibility study, including agriculture, land use, employment opportunities, institutional organization, energy, introduction of new appropriate technologies and industries</p>			
<p>Activity 5.1.2 Support the establishment of a multipurpose hall that could accommodate an ICT Kiosk and be used by for various activities and (Health Centre esp for Kayonza)</p>			
<p>Activity 5.1.3 Provide technical assistance to the Ministry of Local Government in support of the IDP project</p>			
<p>Activity 5.1.4. Provide technical support to umurenge saccos in financial management, business plan analysis</p>			
<p>Activity 5.1.5. Establish two greenhouses in each of the targeted Umudugudu, with production of vegetables</p>			

Annex 3: Risk Matrix

IDENTIFIED RISK	PROBABILITY : High (H), Medium (M), Low (L)	MITIGATION MEASURE
Commitment of the identified districts	Low	Continued positive momentum. Ensure that the relevant committees meets regularly and reports to the Steering committee.
GoR Financial commitments reduced	Low	Strong commitment of the national institutions to be sustained. The project is already implemented by Government and shall remain active
Project management unable to meet reporting obligations	Low	Terms of reference clarify the role and duties of the Project manager and senior technical advisor
Limited capacity absorption (first year of implementation)	Low	A list of activities for the current year to be prioritized. The project is very likely to spend the 500,000 USD the first year of implementation
Failure to mobilize additional funding	Medium	Project technical committee to design a financial mobilization strategy
Sustainability of the project	Medium	The initial timeframe of the project is two years and further discussions will be needed to chart the next steps (possible exit or scale up strategy)

Annex 4: Summary of the Songhai Model

Songhai is a holistic socio-economic model of a sustainable agricultural community with integrated production of primary, secondary and tertiary production of food crops, horticultural crops, aquaculture and animal husbandry. Over the years, Songhai has fully integrated, (forward and backward integration), to establish an entire supply chain from input and bio-technology through processing to export marketing.

Liquid human wastes are harvested by microbial agents and water hyacinth that mine the nutrients, stop the obnoxious smell and produce bio-gas which is in turn used to generate power for use in the community. Other water plants in the sewage cycle enter into the animal husbandry food chain while the nutrient rich substrate are pumped into the drip irrigation system as well as used in maggot production. The maggots are a key dietary component in the fish production. Poultry droppings as well as animal remains are consolidated in an open air system for intensive maggot production.

Bio-technology – is the heart of Songhai technology platform. A seeding programme, seedling multiplication, grafting and propagation schemes are supporting a range of food crops, cash and horticultural crops. A dynamic fish nursery produces large numbers of tilapia and cat fish fingerlings and Juveniles. The careful cross-breeding of poultry, grass-cutters, guinea fowls, pigs, snails, turkey, ducks, quail, goats and rabbits, etc. produces fast growing animals and high-quality animal products.

Other inputs involve organic fertilizer production from recycling of food waste and from direct composting in rather short 45-60 days cycle in open air controlled composting which is believed to get to the temperature regime in excess of 65 degree centigrade and long enough to destroy the human and animal pathogens. The organic fertilizer granules are in turn used in transplanting.

Box 1: Integrated Production Model at Songhai Centre

- The irrigation system is supported by rain fed ponds, supplemented with boreholes. The water is pumped to a large capacity overhead reservoir which takes the water through the entire fields by gravity flow. There is ample application of solar power.
- Several fish farms in lakes, ponds and canals pervade the terrain as are large housing units for the piggery, poultry, guinea fowls, grass-cutters, turkey, ducks, quail and goats. The Snail is housed in one partially fenced acre of Plantain and Banana Plantation and accordingly form part of the food chain.
- The integrated eco system is such that most vegetation are carefully chosen to supplement the diet of the animal husbandry. Cocoyam is intercropped with some trees to provide carbon sink and pave the way to a carbon free energy future.
- Primary, secondary and tertiary processing abound in the farm: cheese and dairy products, smoked chicken, fish and grass cutter, fish, assorted fruit juice, Milk evaporative concentrate; fabrication of machine spares and processing for local, national and international market.
- Training is fundamental to the Songhai business model and is implemented in a culture of “learning by doing” and whilst it take place in Songhai farm, an out-growers scheme is established in 1,000 or more Hectare farm near Parakou , offering land, housing, support, access to pooled finance with the group mutual assurance.
- High quality hospitality, catering and customer service depict the primacy of discipline and professional conduct. Songhai is a destination of choice in eco-tourism and the concept seemed appropriate in certain projects in Enugu State such as Enugu Games Reserve & Holiday Resort, Enugu State Agricultural College and Enugu State World Bank Commercial Agricultural Scheme.

Annex 5: Impressions of the UN joint mission to Songhai, 24 July – 1 August 2010 and proposed implementation arrangements

Summary of impressions of the UN joint mission to Songhai

In order to better understand the Songhai Integrated Production model, the UN in Rwanda commissioned to Benin led by the Deputy Representative of UNICEF and comprising of 6 other participants from FAO, RCO, UNDP and UNICEF. The mission should have been joined by a team from the Government but this was not possible because of short notice. Arrangements will be made for the government team to visit Songhai in September or October 2010. Towards the end, the mission was also joined by the UN RC who was briefed on the findings and the proposed way forward and adaptations to the Mutobo-Kayonza/Rwamagana resettlement project. The mission visited the main Songhai project site at Porto-Novo and the other sites in Parakou, Savalou, Kinwedji. In addition, the mission visited and interacted with the Songhai graduates now operating their own farms. The mission was briefed by Fr. Godfey Nzamujo, Director of the project about its history and achievements since its establishment in 1987. Other technical staff briefed the mission on the operations of the different departments.

The mission appreciated the integrated nature of the project including crop production, livestock and fisheries, mechanical workshop and foundry and practical training. The project employs appropriate technology in all its production process, high level of innovation and high quality of its products. The theme 'nothing wasted' makes the project highly environmental friendly and highly productive. These findings helped to shape the thinking of the mission towards the implementation of the UN joint support to the Mutobo-Kayonza/Rwamagana resettlement project for Rwanda.

Proposed implementation arrangements

Management of the project will be purely on entrepreneurial basis because in order to train entrepreneurs, the trainer has to one or at least has to be practicing the same. The support of the government, community leaders and other non-governmental organisations is important in order to provide the environment for success. In this context, project management committee comprising of participants from the private sector, non-governmental organisations and the government is recommended.

Undertaking a comprehensive social mapping of the areas in which the project will be implemented in order to obtain better understanding of what is currently produced, how and how much in needed? This will help to build consensus on what needs to be done and how. It is also important to understand how many families – women, men and children will benefit directly from the initial phase of the project and those to benefit later.

The project aims to support integrated production and development, thus understanding the current community practices in production, consumption, access to basic services and social behaviour is important. For example, beneficiaries of the project should be able to send their children to school, improve their health care seeking behaviour, nutrition, hand-washing practices, etc.

Focus on training through establishing a centre of excellence in practical agricultural and mechanical training. Establishing a training centre as a wing for practical knowledge acquisition in appropriate agricultural production is critical. The community can be used as the training ground, where trainees practice the skills learned through working on the community farms. The training curriculum will be developed to cover the key subjects of crop farming, animal husbandry, fisheries, agro-forestry and appropriate technology to develop equipment and innovative ways improving productivity as well as processing of agricultural products to add value.

- Ensure that all stakeholders are involved throughout the project implementation;
- Ensure that communication within and between those involved in the project is open and reasonably frequent;
- Ensure that the project meets its needs (both short and long term) without compromising quality;
- Ensure that the project continues to meet political expectations, cognizant of the dynamic policy and institutional environment.

UN Technical Working Committee

The UNTWC shall be chaired by UNDP and shall meet on quarterly basis. This UN Technical Committee shall be composed as follows:

- (a) UNDP,
- (b) FAO;
- (c) UNIDO;
- (d) ILO;
- (e) WFP;
- (f) UN HABITAT

The UN technical Working Committee is expected to:

- Provide technical expertise and guidance to all project components, and support the project management unit in the coordination of the implementation of planned activities
- Be specifically responsible for the technical inputs into the development of all outcomes; including carrying out critical project activities with the project team
- Ensure One UN joint program principles are adhered to
- Provide technical inputs in the coordination of the multi-stakeholder coordination mechanism at all levels and other relevant institutions
- Serve as a mentoring and back stopping function of the steering committee
- Advise on key policy and legal issues pertaining Joint project implementation;
- Engage on and contribute to policy dialogues at all levels
- Undertake regular reporting in line with project management guidelines.
- Ensure that the agency division of labour is well coordinated