



PROJECT STEERING COMMITTEE



Empowered lives.
Resilient nations.

Scaling up community resilience to climate variability and climate change in northern Namibia, with special focus on women and children (SCORE PROJECT)

PROJECT MANAGEMENT UNIT

c/o Dr. Kenneth D Kaunda & Robert Mugabe Str.

Private Bag 13306, Windhoek, Namibia Tel 061-2842045 Fax 061 240339

TERMS OF REFERENCES (TOR) FOR THE SCORE PROJECT STEERING COMMITTEE

A. Background to the SCORE Project

1. The Ministry of Environment and Tourism and the Ministry of Agriculture, Water and Forestry is implementing a five-year project entitled “Scaling up community resilience to climate variability and climate change in Northern Namibia, with a special focus on women and children” (SCORE Project) with funding resources from the Global Environmental Facility (GEF) through the United Nations Development Programme (UNDP).

2. The project aims to strengthen the adaptive capacity to climate change and reduce the vulnerability of 4000 households (80% of which are female-headed) and children in 75 schools, to droughts and floods in Northern Namibia by scaling up the most promising adaptation pilots from Namibia’s Community-Based Adaptation programme (CBA) and a GEF/ Strategic Priority on Adaptation (SPA) project previously implemented. The three project outcomes are as follows:

- (a) Smallholder adaptive capacity for climate resilient agricultural production practices strengthened;
- (b) Reduced vulnerability to droughts and floods through the restoration of wells and enhancement of floodwater pools for food security;
- (c) Mainstream climate change into national agricultural strategy/sector policy, including adjustments to budgets for replication and up-scaling.

B. SCORE Project Management Arrangements

3. The project will be nationally executed and chaired by the Ministry of Environment and Tourism (MET). This role shall be co-shared with the Ministry of Agriculture, Water and Forestry (MAWF) as its co-convenor and the Ministry of Urban and Rural Development (MURD) as the host at

the regional level. The project will be implemented over a period of 5 years (60 months) through the UNDP.

4. Execution includes coordinating action on the ground, engaging partners and service providers, including those directly tasked with implementation, while also closely monitoring the project and reporting according to procedures outlined in the project document.

5. The administration of the project will be carried out by a Project Management Unit (PMU) under the overall guidance of the PSC. The PMU will be led by the National Project Director, who will be responsible for authorizing and signing project expenditures in line with the delegation of authority by the MET Permanent Secretary. The day-to-day management of the project will be undertaken by a National Project Manager (PM). The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Implementing Partners within the constraints laid down by the PSC. The Project Manager's prime responsibility is to ensure that the project produces the results, deliver outputs and provide reporting and monitoring as specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The Project Manager will liaise and work closely with all partner institutions to link the project with complementary regional and national programs and initiatives.

6. Facilitation of the local and regional implementation of the project with the relevant regional and constituency level government structures will be done with various Regional Councils, Traditional Authorities, Non-Governmental Organisations, and others as attached to Annex I of this document.

C. SCORE Project Steering Committee Membership

7. A Project Steering Committee (PSC) will be constituted to serve as the project's coordination and decision-making body, overseeing the overall project implementation. The PSC will be chaired by the MET, in its role as the project 'executive'. The role of the 'executive' is to ensure that the project is focused on achieving its outputs and that the project adopts a cost-conscious approach. This role shall be co-shared with the MAWF as its co-convenor and the MURD as the host at the regional level.

8. The MET will identify stakeholders that will constitute the PSC, and request them to nominate individual persons that represent the stakeholder. The members of the PSC will be comprised of representatives of government departments and partners, including donors, interested and/or involved in the implementation of the project. Each institution is urged to provide a substantive and an alternate member.

9. The proposed SCORE Project PSC institutions are attached as Annex II of this document.

D. The role of SCORE Project Steering Committee

10. The role of the PSC will be to ensure that the project remains on course to deliver the desired outcomes of the required quality, and promotes the necessary synergies between the different components of the project with other Government initiatives, including programs funded by the GEF. Specifically, the PSC will be responsible for:

- (a) Achieving co-ordination among the various government agencies;
- (b) Guiding the program implementation process to ensure alignment with national and international policies, plans and strategies;
- (c) Ensuring that activities are fully integrated with other developmental initiatives;
- (d) Overseeing work of implementation units, monitoring progress and approving reports;
- (e) Overseeing the financial management and production of financial reports;
- (f) Monitoring the effectiveness of project implementation;
- (g) Ensuring that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems with external bodies;
- (h) Making management decisions for the project in particular when guidance is required by the Project Manager;
- (i) Preparing regular report-backs for the representing Departments/Institutions.

E. SCORE Project decision-making process

11. To ensure MET's and MAWF's ultimate accountability for the project results, the PSC decisions will be made in accordance with the standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition.

12. To further enhance capacities and promote local ownership and future sustainability of results, efforts will be made to cater for capacity development, where appropriate and if feasible. In case consensus cannot be reached within the PSC, the final decision shall rest with the MET and MAWF in consultation with the UNDP as advised by the Project Manager. Ultimately, the MET will be accountable for decisions made on behalf of the project..

13. MAWF, UNDP and MET would constitute the Tender and Contracts Evaluations Approval Board Sub-Committee where required.

F. SCORE PSC Meetings

14. The PSC will meet at least on a half-yearly basis to discuss work plans and annual budgets, evaluate ongoing actions, and validate the annual project reports being prepared, and may hold additional meetings if necessary to enable the PSC to discharge its responsibilities.

15. The Chair, assisted by the PMU, shall prepare the draft agenda for each meeting as well as the minutes of the meeting capturing the summary of the proceedings and discussions at the meeting. The draft agenda for each meeting shall be transmitted to members of the PSC at least two weeks in advance of the meeting.

16. PSC members may propose additions or changes to the draft agenda, in writing, to the PMU within one week of receiving the draft agenda, and these additions or changes should be included in a revised draft agenda by the PMU in agreement with the Chair and transmitted to the members of the PSC.

17. The PSC shall, at the beginning of each meeting, adopt the meeting agenda. Any item included on the agenda for a meeting of the PSC of which consideration has not been completed at that meeting shall automatically be included on the provisional agenda for the next meeting, unless otherwise decided by the PSC.

18. The MET, MAWF, MURD and UNDP will constitute a quorum for the PSC.

G. Resignation and non-participation

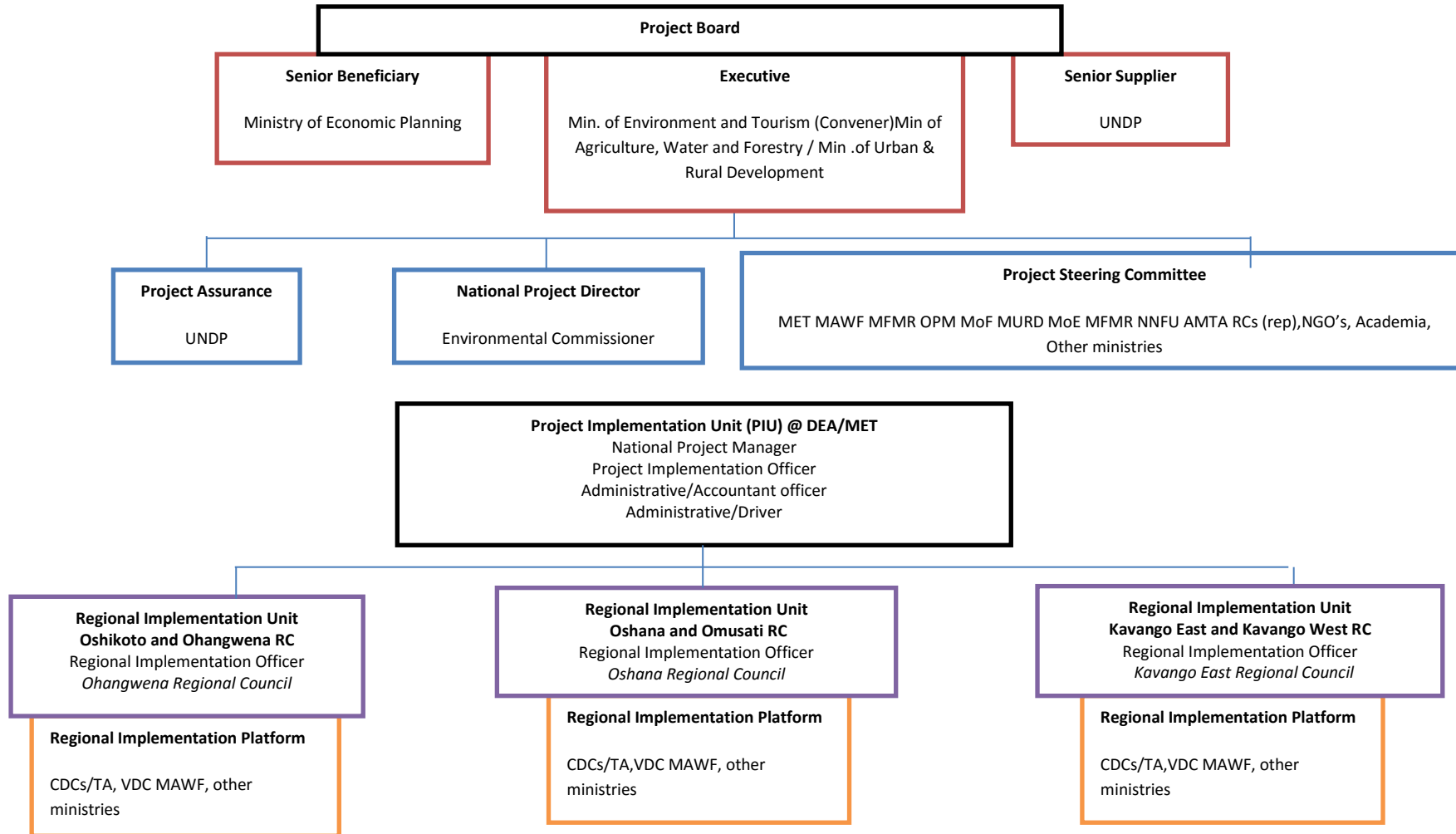
19. The MET, MAWF and MURD can recommend additions or omissions of membership from the PSC.

20. If a member of the PSC resigns or is otherwise unable to participate in further meetings, MET will request the nominating institution to nominate another member to replace the said member.

21. If a member is unable to participate in two consecutive meetings of the PSC and is unable to perform the functions and tasks set out by the PSC, the Chair of the PSC will bring this matter to the attention of the nominating institution to seek clarification on the status of his/her membership.

Annex I

SCORE Project Management Arrangements



Annex II

Proposed PSC Members

Member Institutions	Suggested Representatives
Ministry of Environment and Tourism (Chair)	Permanent Secretary EC – GEF Focal Point
Ministry of Agriculture, Water and Forestry Vice-Chair)	Directorate Agricultural Production, Extension and Engineering Services
Urban and Rural Development	Rural Development
United Nations Development Programme	DRR Energy and Environment Unit
Ministry Education, Arts and Culture	Directorate of Education
Project Management Unit	National Project Manager
Ministry Fisheries and Marine Resources	Aquaculture
Ministry Gender Equality and Child Welfare	Gender Welfare Child Welfare
Ministry Industrialization, Trade and SME Development	SME Development
Ministry Finance	Microfinance
Ministry of Economic Planning	Director level or above official dealing with Development Co-operation or M&E.
Chief Regional Officers of the regions where the project will be implemented	
Polytechnic of Namibia	School of Natural Resources
University of Namibia	Multi-Disciplinary Research and Consultancy Centre (MRCC) Ongongo College
Namibia National Farmer's Union	
Creative Entrepreneurs Solution	