



LOWER USUTHU SALLHOLER IRRIGATION PROJECT
TERMS OF REFERENCE
Agricultural Development and Environmental Management Unit (ADEMU)
Project Manager

1. **Source.** National
 2. **Duty Station and Duration.** LUSIP office, Siphofaneni
 3. **Qualifications and Experience.** Any combination of first and advanced degrees covering any two of agriculture, agricultural engineering, irrigation, extension/adult education or social science.
 4. Applicants should have at least 15 years experience in agriculture and rural development projects, with a minimum of seven years at management level. At least five years should have been in Southern Africa and at least five years in facilitating participatory rural development activities (preferably smallholder irrigation development). Well versed in training methodology for transformation, reorientation and skills development. Strong interpersonal skills and proven track record in leadership of multidisciplinary teams. Computer literacy skills with standard software.
 5. **Duties.** The ADEMU Project Manager will be responsible to the Project Director and will:
 - prepare Annual Work Plans and Budgets for the ADEMU unit for funding by Government of Swaziland and its financing partners;
 - Coordinate and manage multidisciplinary professional teams during the implementation of annual work plans and budgets.
 - Ensure the quality of ADEMU outputs;
 - ensure that the recommendations of the Environmental Review Panel are implemented;
 - liaise closely with the LUSIP upstream engineering unit to ensure that the upstream works are planned and executed in accordance with downstream demands (spatially and in time);
 - prepare monthly, quarterly and annual reports.
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AGRICULTURAL DEVELOPMENT AND ENVIRONMENTAL MANAGEMENT UNIT
(ADEMU)
Organizational Layout

Lower Usuthu Smallholder Irrigation Project

1 Scope of Services

LUSIP Goal:

Standard of living of the population in the project development area improved through an environmentally and culturally sustainable process.

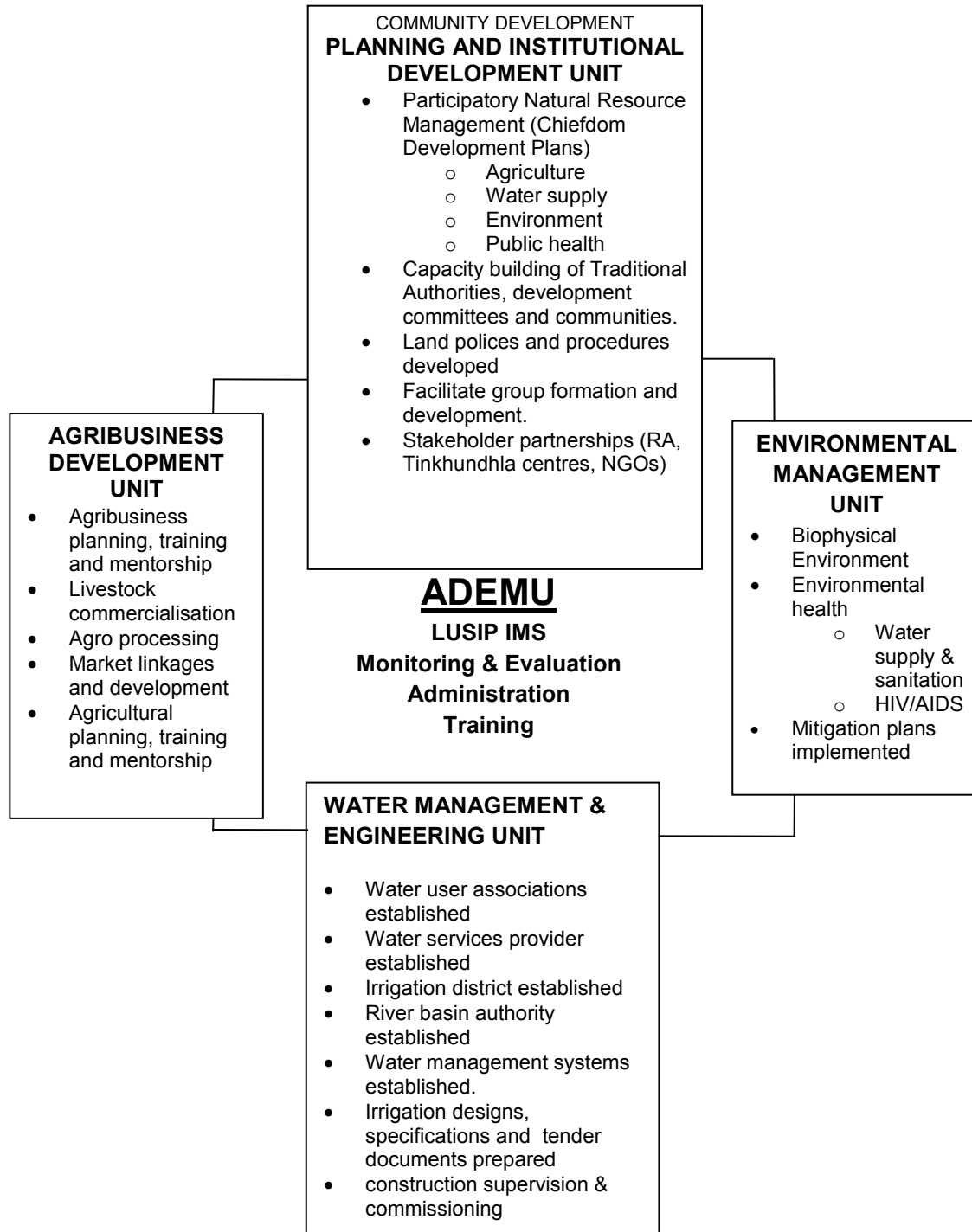
LUSIP Phase 1 Objective:

Smallholder farmers (approximately 2 600 households residing within the boundaries of the seven Chiefdoms affected by LUSIP Phase I) directly integrated into the commercial economy through the establishment of farmer-managed and self-financing irrigation schemes. The integration will result in increased household income.

LUSIP Deliverables:

1. Adequate and environmentally sustainable supply of irrigation water assured for some 11 500 ha of high-value commercial crop production assured.
2. About 100 new farmer owned and managed irrigation schemes (approximately 50 - 100ha each), growing high value commercial crops on a total of 6500ha.
3. Water user associations (WUAs), irrigation district and river basin authorities, with the requisite water management systems, established.
4. Participatory and equitable resettlement process and environmental mitigation undertaken.
5. Adequate and sustainable, improved household water supply and sanitation to 2600 homesteads in the Project development Area.
6. Strategies and plans for community-based natural resource management put in place for all Chiefdoms in the project development area.

2 ADEMU Organisation



ADEMU's structure is made up of eight key units as shown in the diagram above.

3 Deliverables of each unit

3.1 Planning and institutional development unit

Key deliverables:

- A. Chiefdom development plans, prepared and implemented by the communities:
 - a. Build capacity for traditional authorities, development committees, community trusts and the community members through training for transformation.
 - b. designate irrigable land, determine current land ownership patterns and give guidelines on land holdings in irrigated lands.
 - c. designate grazing areas and guidelines on rangeland management
 - d. designate settlement areas and guidelines on resettlement of people on irrigable soils and grazing lands
 - e. designate areas for the protection of cultural heritage sites and for the protection of endangered species.
 - f. determine investments options and opportunities for the chiefdom and determine benefits that may accrue and risks that may be faced.
 - g. Plan for community infrastructure, such as:
 - i. Water supply and sanitation
 - ii. Public health facilities
 - iii. Education facilities
 - iv. Diptanks
 - v. Roads
 - vi. Electricity
- B. Facilitate the formation and development of groups through training and mentoring for transformation.
- C. Liaise with strategic partners to ensure a viable exit strategy

3.2 Agribusiness development unit

Key deliverables:

- A. 6500ha of commercial irrigated agricultural land, with no less than 20% fo non-sugarcane crops, developed.
 - Determine viable cropping programmes for new farm businesses
 - Identify viable alternatives to irrigated crop farming
 - Develop livestock commercialisation strategies for farmers esp. using water as an opportunity
 - Facilitate enhanced market linkages to enhance diversification
 - Provide technical support to emerging businesses in the following areas:
 - Institutional development – association, cooperative, company
 - Business development – turning a business idea into a bankable business plan
 - Mentorship to farmers in: agronomy, financial management, general management; marketing

- Develop crop and livestock viability models for use by farmers in their on-farm investment decision.
- Maintain a risk register for the agricultural businesses.
- Liaise with strategic partners to ensure a viable exit strategy

3.3 Environmental management unit

Key deliverables:

- Plan and implement mitigation strategies for possible negative health impacts of implementing the CDPs
 - Spread of water borne diseases malaria, bilharzias
 - HIV/AIDS
- Plan and implement mitigation strategies of possible negative biophysical impacts of implementing the CDPs.
- Promote positive health impacts of implementing the CDPs.
- Promote natural resource management (for monetary benefit as much as possible).
- Initiate soil conservation/land rehabilitation projects as identified in the CDPs.
- Build capacity of and commitment of communities to be responsible for the natural resource management process, including on-farm environmental mitigation measures.
- Build capacity of and commitment of communities to be responsible for water supply and sanitation facilities in their areas.
- Liaise with strategic partners to ensure a viable exit strategy.

3.4 Water Management and Engineering unit

Key deliverables:

- Irrigation development on 6500ha agricultural land.
 - Detailed designs and specifications of irrigation systems,
 - Tender documents and evaluations
 - Construction supervision and commissioning of irrigation systems;
- Potable water supply to 2600 homesteads
 - Detailed designs and specifications of potable water systems;
 - Prepare tender documents
 - Conduct tender evaluations
 - Construction supervision and commissioning of potable water systems
- Water institutions development, in accordance with the water Act of 2003.
 - Water user associations developed
 - Irrigation district developed
 - River basin authority developed
- Provide technical support to new farmer groups
 - water infrastructure maintenance planning,
 - water management planning,
- Liaise with strategic partners to ensure a viable exit strategy

3.5 Monitoring and evaluation

Key deliverables:

- a. Develop implementation monitoring and evaluation instruments for all key activities
- b. Develop monitoring and evaluation guidelines and provide training to all staff.
- c. Collect and record data by project component
- d. Process and analyse data, to provide information for reviews and reports
- e. Prepare routine and special reports.
- f. Organize formal and informal discussions, meetings and workshop for reviewing project implementation and impacts and record lessons learnt.
- g. Provide and receive feedback from stakeholders.
- h. Keep an up to date database of project risks
- i. Compile annual work plan and budget.

3.6 LUSIP Information Management Unit

Key deliverables:

- a) Functional computer network within the office
- b) Develop and manage the intranet and website
- c) Develop and manage databases as required by the various units of ADEMU.
- d) Develop and maintain GIS based information and present it in forms suitable for community work, as demanded by the various units of ADEMU

3.7 Administration Unit

Key deliverables:

- a) Timely procurement of goods and services, according to the laid down regulations
- b) Maintain an up-to-date procurement plan
- c) Budget management and reporting
- d) Maintain up-to-date financial and personnel records
- e) Ensuring a working environment conducive for all staff to perform to their full potential within the ADEMU office.

4 Project Management and Coordination

Key deliverables:

- a. Mobilize resources for all ADEMU activities
- b. Ensure proper coordination of activities between the various teams.
- c. Manage key stakeholder relationship at all levels.
- d. Represent ADEMU at all levels.
- e. Develop policies and guidelines for effective implementation of the project.
- f. Ensure there is an encouraging and conducive atmosphere for peak performance at ADEMU at all times.
- g. Preparation of training guidelines for all units
- h. Organizing and implementing training of trainers workshops
- i. Ensure each team has a clear training plan that is coordinated with other teams.