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PROJECT DOCUMENT
[RWANDA Project]

Project Title: Poverty Environment Action for SDGs (PEA)
Project Number: 00115035 (UNDP to add after signature)
Implementing Partner: REMA, MINECOFIN
Management arrangements: 'National Implementation Modality (NIM) with 100% UNDP Country Office support'
Start Date: 01/10/2018 End Date: 30/09/2021 PAC Meeting date: 08 June 2018

Brief Description

The new **Poverty-Environment Action for the SDGs (PEA)** follows a global support programme developed by UNDP and UN Environment, and builds on the previous phases of the UNDP-UNEP Poverty Environment Initiative (PEI) support in 22 countries, including in Rwanda.

The programme addresses the relationship between unsustainable management of Environment & Natural Resources (ENR) and multi-dimensional poverty in Rwanda. The natural resource base and its contribution to economic growth and poverty elimination is under pressure in Rwanda, mainly because of very high population densities in rural areas. This situation is aggravated by the high vulnerability caused by the undulating terrain, susceptibility to erosion and climatic hazards.

Rwanda has made important progress in poverty reduction, though there is a need to better link “ending poverty” as stated in the new National Strategy for Transformation (NST-1) and the SDGs, with the sustainable use of the environment and natural resources. This is recognized by the Government of Rwanda, and policies and action plans to that effect are mostly in place, and mainstreaming of ENR into planning and budgeting has been achieved to great extent, with support from PEI and REMA. However, there is a need for more effectively mainstreaming Poverty–Environment (P-E) linkages, in terms of investing in, budgeting, spending and assessing its effects into sectors and districts.

The Outcome of PEA is: *“Increased and enhanced investments that deliver concrete and significant results in poverty reduction, environmental and natural resource sustainability and resilience building at national and district levels”*. This will be achieved through the Outputs: 1. *“Strengthened national planning and budgeting capacity and frameworks to sustainably implement poverty-environment actions”*; 2. *“Capacity for programming, budgeting and action that eliminate poverty and deliver sustainable ENR management at district-level”*; and 3. *“Increased investments with enhanced impacts for poverty elimination and ENR sustainability catalysed”*.

The results framework follows the guidance of the SDGs and is aligned with the global PEA, national policies and strategies, UNDP country Document programme (CPD), United Nations Development Assistance Plan (UNDAP, 2018-2023) and other relevant frameworks, and will work with the appropriate stakeholders through effective partnerships.

The programme will be implemented through a Project support team based in SPIU/REMA and will report to the Steering Committee co-chaired by MINECOFIN and REMA, with representation from other relevant stakeholders. Technical Assistance to MINECOFIN and Districts for P-E planning and implementation will be provided, and quality will be assured by UNDP and UNDP-UN Environment PEA.

The indicative total budget is of USD2,500,000 for 2018 – 2023, but funding of USD1,600,000 only is assured for 2018-2021, with further non-assured pledges for 900,000 for 2021-2023.

This project document is therefore based on the confirmed budget for 2018-2021 only.

Contributing **UNDAP 2018-2023 Outcome: By 2023 Rwandan institutions and communities are more equitably, productively and sustainably managing natural resources and addressing climate change**

Indicative Output(s):

1. *“Strengthened national planning and budgeting frameworks to sustainably implement poverty-environment actions”*;
2. *“Capacity for programming, budgeting and action that eliminate poverty and deliver sustainable ENR management at district-level”*;
3. *“Increased investments with enhanced impacts for poverty elimination and ENR sustainability catalysed*

Total resources required 2018-2021:	USD1,600,000	
Total resources allocated 2018-2021:	UNDP TRAC:	USD450,000
	Donor (PEA):	USD900,000
	Govern-ment, in kind:	USD250,000
	Total	USD 1,600,000

Agreed by (signatures):

Government	UNDP	Implementing Partner
Print Name:	Print Name:	Print Name:
Date:	Date:	Date:

Acronyms and abbreviations

DDP	District Development Plan
DDS	District Development Strategy
EDPRS	Economic Development and Poverty Reduction Strategy
EPRN	Economic Policy Research Network
FONERWA	National Fund for Climate and the Environment
GDP	Gross Domestic Product
GGCRS	Green Growth and Climate Resilient Strategy
GGGI	Global Green Growth Institute
IIED	International Institute for Environment and Development
LODA	Local Administrative Entities Development Agency
MDG	Millennium Development Goal
MIDIMAR	Ministry of Refugees and Disaster Management
MINAGRI	Ministry of Agriculture and Animal Resources
MINALOC	Ministry of Local Government
MINECOFIN	Ministry of Finance and Economic Planning
MNILAF	Ministry of Lands and Forestry (since August 2017)
MINIRENA	Ministry of Natural Resources (until August 2017)
MoE	Ministry of Environment (since August 2017)
MPI	Multidimensional Poverty Index
NCA	Natural Capital Account
NGO	Non-Governmental Organisation
NISR	National Institute of Statistics of Rwanda
OPHI	Oxford Poverty & Human Development Initiative
PEA	Poverty-Environment Action for the SDGs
PEI	Poverty and Environment Initiative
PIC	Public Investment Committee
PSTA	Strategic Plan for the Transformation of Agriculture
RDB	Rwanda Development Board
REMA	Rwanda Environmental Management Authority
RENGOF	Rwanda Environmental Non-Governmental Organisation Forum
RHA	Rwanda Housing Authority
SEA	Strategic Environmental Assessment
SDG	Sustainable Development Goal
UN	United Nations
UNDAP	United Nations Development Assistance Plan
UNDP	United Nations Development Programme

I. INTRODUCTION

1. This Project Document describes a **new programme, entitled Poverty-Environment Action for the SDGs (PEA)**, which is consistent with a new global support programme developed by UNDP and UN Environment (previous UNEP), that builds on the foundation laid by the previous phases of the UNDP-UNEP Poverty Environment Initiative (PEI) support in 22 countries, including 7 African countries. PEA supports country-driven efforts to mainstream poverty-environment linkages into development planning for national, sectoral and district development plans and budgets. It provides strategic, financial and technical assistance to government partners to set up institutional and capacity strengthening programmes and carries out activities to improve the sustainability of environment and natural resource use in a manner that contributes to national development goals, including ending poverty, and the SDGs. It builds on the UNDP-UNEP PEI to address Poverty-Environment challenges within the context of the SDGs implementation. In Rwanda, PEA would build on the achievements of the PEI over the past 12 years of implementation and on the overall progress made by the country towards sustainable natural resource use and management, the reduction of poverty and economic growth.

II. DEVELOPMENT CHALLENGE

2. The relationship between ENR and poverty¹ in Rwanda is multi-dimensional, and particularly complex. **Poverty can be a cause of environmental degradation and unsustainable resource use**, because natural resources and the environment offer opportunities for livelihood enhancement and poverty reduction. On the other hand, it is critical to ensure that economic growth and diversification do not impact negatively on the natural resource base and on the sustainability of development.

3. **The natural resource base and its contribution to poverty reduction and the economy is under pressure in Rwanda, because of very high population densities in rural areas.** Rwanda is the most densely populated country on the African continent, with a population density presently standing at just over 470 people/km², and projected to reach 804 people/km², when total population is expected to have almost doubled compared to its present level, reaching a little over 21 million inhabitants. Ecosystem services are integral to the Rwandan economy and underpin over 50% of Rwandan GDP, as well as sustaining a very large proportion of the population. Other natural resource based productive sectors include mining and tourism, which have both grown significantly in recent years, which in some cases has resulted in further stress to the environment.

4. **This situation is aggravated by the high vulnerability caused by rough terrain and susceptibility to erosion.** This is of particular relevance in agriculture, which is still the basis of the economy, especially in rural areas, and which in 2014 accounted for around 35% of GDP, 80% of employment, 63% of foreign exchange earnings, and 90% of the country's food needs. However, 78% of agricultural land is used for subsistence farming, with small plots subject to soil degradation and erosion, reliant on rainfall and mono-cropping. Half of its electricity generation, a significant driver of economic growth, depends on hydropower, and the mining sector accounts for 38% of foreign exchange earnings².

¹ In this document, poverty is understood as a multidimensional concept. "Poverty is often defined by one-dimensional measures, such as income. But no one indicator alone can capture the multiple aspects that constitute poverty. Multidimensional poverty is made up of several factors that constitute poor people's experience of deprivation – such as poor health, lack of education, inadequate living standard, lack of income (as one of several factors considered), disempowerment, poor quality of work and threat from violence." Oxford Poverty & Human Development Initiative, <http://www.ophi.org.uk/policy/multidimensional-poverty-index/>

² Rwanda State of Environment and Outlook Report, 2015.

5. **Above vulnerabilities are exacerbated by climate change.** The Climate Monitoring International Partnership (CMIP3)³ projections show that the country's average temperature increased by 1.4°C since 1970, higher than the global average, and by the 2050s, it is likely to rise by up to 2.5°C from the 1970 average, while in the future, it could experience increased rainfall intensity during both rainy seasons. The already highly variable average annual rainfall is projected to increase by up to 20% by the 2050s from 1970, which is likely to cause floods and storms that can increase incidents of landslides, crop losses, health risks and damage to infrastructure, especially in the more mountainous and steep North and West of the country. According to the Baseline Climate Change Vulnerability Index for Rwanda (REMA, 2015), Rwanda is the world's 13th most vulnerable country and the 90th least ready country to combat climate change, giving it a vulnerability ranking of 131 out of 178 countries.

6. **Lingering gender discrepancies** also play a role, e.g. a recent study⁴ revealed that the cost of the gender gap in agricultural productivity in Rwanda is 11.7 per cent, i.e. women are 11% less productive in agriculture, mainly caused by gender discrepancies in access to capital, input and knowledge. Additionally, since agricultural productivity is also challenged by environmental hazards, especially climatic variability which affects the productivity of both male and female farmers, the gender gap in agriculture affects how men and women access, participate in, adopt and benefit from sustainable and climate-smart agriculture. Therefore, gender differentiated adaptation to climate change are important for poverty reduction in Rwanda because productivity-driven agricultural output growth has a strong causal impact on poverty reduction.

7. **Rwanda has made important progress in poverty reduction and social inclusion**, as poverty has reduced from 44.9% in 2011 to 39.1% in 2014 and extreme poverty from 24.1% to 16.3%⁵. However, these figures need to be treated with caution, as over the same period of time population numbers have grown, meaning that a lower percentage of poor among the total population is offset by the number of people in absolute terms. Thus, whereas between 2000 and 2013, the poverty headcount at USD 1.90/day fell from 77% to 60.4% of Rwanda's population, in absolute terms the number of people defined as "extremely poor" actually rose slightly from 6.176.844 to 6.691.169 people between the two dates, an increase of 8.32%.

8. Also, when the **multi-dimensional aspects of poverty in Rwanda** are considered, the picture changes slightly. Such a measurement is e.g. done through the Multidimensional Poverty Index (MPI), as undertaken by NISR supported by the Oxford Poverty and Human Development Initiative (OPHI) in 2016-17⁶. This MPI had four dimensions: Education, Housing, Public Services, and Social Services & Economic Activity. The report on "Multidimensional Poverty in Rwanda" (NISR, 2017) estimates that in 2013/14, 33% of the population was multidimensional poor while this estimation was 44% in 2010/11. The proportion of people identified as poor in urban areas is lower than in rural areas – 13.7% vs. 36.6%, respectively⁷. PEI together with ESPA (Ecosystem Services for Poverty Alleviation programme, a collaboration between the UN Environment World Conservation Monitoring Centre, the Universities of Cambridge, Oxford and Southampton, and PEI) is working on seeing how Environment & Natural Resources can also be included in MPI or similar multi-dimensional poverty assessments, and field visits have been done in Rwanda, a research report⁸ written, and a guidance document for Rwanda drafted.

³ Cited in GCAP, UK Met Office and Atkins, 2015: Future Climate for Africa: Rwanda Pilot Case; Final Report

⁴ Ref.: The Cost of the Gender Gap in Agricultural Productivity in Rwanda. Haroon Akhram Lodhi. PEI and UN Women Rwanda, 2017.

⁵ NISR: *Rwanda Poverty Profile Report - Integrated Household Living Conditions Survey 2013/14*, Kigali, Aug.2016.

⁶ Multidimensional Poverty in Rwanda. Construction of a National Multidimensional Poverty Index. NISR, Oxford Poverty and Human Development Initiative (OPHI). September 2017.

⁷ "Multidimensional Poverty in Rwanda" (NISR, 2017)

⁸ Incorporating Environmental and Natural Resources within Analyses of Multidimensional Poverty. OPHI. Géraldine Thiry, Sabina Alkire, and Judith Schleicher, 2018

9. The above points that poverty is more prominent in rural areas and with Rwanda's rural population accounting for over two thirds of the country's inhabitants means that efforts to end poverty should especially concentrate on actions in the countryside. Given that Rwanda's geography and hilly/mountainous terrain signifies that an ever-growing population is in competition for scarce agricultural land, there is therefore a need to **link poverty reduction with the husbandry/nurturing of the environment and the sustainable use of natural resources.**

10. Through the work of the PEI and others, valuable **evidence on the linkages between and influence of sustainable management of ENR and poverty reduction has been gathered**, disseminated and used in policy formulation, with awareness raised, and critical capacity built. The Government of Rwanda has now clearly recognised the strong links between poverty and environment, and the principles and objectives of environmental management and sustainable natural resource use have now been largely mainstreamed in public policy and planning. This also includes planning, budgeting and monitoring tools for use at national, sector and district level have been developed, tested and applied through the work of PEI and REMA.

11. Despite some significant progress and results in the mainstreaming of ENR into planning and budgeting, the mid-term review of the current Economic Development & Poverty Reduction Strategy (EDPRS-II) concluded that: *"mainstreaming Environment & Climate Change into productive sectors is still low and the budget allocated to the subsector for enhancing mainstreaming is insufficient"*, and there is *"reluctance of productive sectors and business community to mainstream environmental sustainability principles in their programmes"*. And an assessment of the mainstreaming undertaken by REMA determined that for the year 2015/16 only a total of 48% of Environment and Climate Change Key Performance Indicators in 8 sectors were implemented⁹. There is therefore still a **need for more effectively mainstream ENR objectives into sectors and districts, specifically in terms of investing in, budgeting, spending and assessing the effects of this mainstreaming.** This should be addressed by the new National Environment, Natural Resources and Climate Change Mainstreaming Strategy, which is currently being developed by REMA, supported by PEI and with collaboration of many pertinent stakeholders, and which should be ready by July 2018.

12. There are specific challenges to fully mainstream P-E concerns in District planning and implementation. The yearly District plans are uneven in integrating these elements, despite some support already provided, e.g. through PEI and FONERWA in "Greening" the District Development Plans and yearly training sessions on ENR mainstreaming. And in most districts no budgets are allocated for this mainstreaming in the priority sectors or further investments in P-E activities. This will need **further capacity development for effective P-E mainstreaming at District level, including appropriate tools**, also informed by the new National ENR & CC Mainstreaming Strategy.

13. It has been assessed that until now there has been **insufficient focus of the previous and on-going ENR mainstreaming efforts to the poverty side of the Poverty – Environment nexus in Rwanda.** A "Summary Assessment of PEI Achievements", as produced by a consultant in 2017, mentions that in the PEI there has been a "primary focus on the environment, without enough attention to poverty reduction outcomes and investments". The report also assesses that: "the support provided to the District Development Plans (DDPs) has focused on "greening" the development plans, but there is no evidence that this has included specific measures or indicators that link the greening process with increased benefits in terms of poverty reduction". This seems exemplified by the lack of in-depth poverty assessments at these levels that take the multi-dimensional aspects including ENR into account. The 2016 Internal Review also identified a need for strengthening the focus of PEI programming on poverty reduction, which was also echoed in the final PEI Phase-3 Evaluation Report (2018).

⁹ EDPRS-II Mid-Term Review, 2017.

14. To achieve above further deepened, redirected and more effective mainstreaming of Poverty – Environment that will contribute to the new Transformation agenda in Rwanda, **specific capacity and tools are lacking**. This pertains in particular to technical capacity in developing, analyzing and using ENR integrated multi-dimensional poverty assessments. This will need specific data and knowledge at national level (MINECOFIN, NISR), but also specifically at local (District) level. The knowledge, information and evidence created by these improved assessments will then need to be incorporated at all planning levels (national, sector, district) and their use assessed. This in turn needs more effective monitoring and evaluation knowledge and tools.

15. **Strengthened capacity is also needed for inter-sectoral coordination**, as this is key for effective P-E mainstreaming, even more so under the SDG informed development paradigm. Coordination mechanisms and platforms exist in Rwanda, e.g. Sector and Thematic Working Groups (SWG and TWG), Joint Sector Reviews (JSR), but it is felt that these could be more effective and action-oriented. This will also be highlighted in the new National ENR&CC Mainstreaming Strategy.

16. It should further be recognized that **capacity-building** is much more than training: It is a **continuous process** that involves visioning, organisational and institutional development, partnerships and improved access to adequate human, technical and financial resources.

III. STRATEGY

17. Based on the above outlined national Development Challenges, a new programme in poverty-environment mainstreaming should consider the following key requirements, and be informed by the **problem tree analysis summarised in the table below**.

Critical development challenge: Reducing poverty through and with ENR sustainability	Main solutions	Role and contribution of a new PEA programme
<p>Immediate Causes:</p> <ul style="list-style-type: none"> investments in ENR do not always incorporate poverty reduction objectives capacities, systems and procedures in national and decentralised institutions are inadequate to target investments and monitor their impacts the causes and symptoms of poverty and their links to ENR are not fully understood and do not inform sufficiently the development planning process 	<ul style="list-style-type: none"> Increase investments in ENR-based poverty reduction programmes and actions Target investments to deliver positive impacts to end poverty and ENR sustainability Ensure that the formulation of policies, strategies, programmes and actions is based on evidence; Effective ENR&CC mainstreaming into relevant policies, strategies, plans and budgets at national, sector and local level. 	<ul style="list-style-type: none"> Support the development, testing and application of tools (including poverty assessment tools) that can guide targeting and assist in monitoring Build capacity in the use of mainstreaming tools at national, sector and district levels Develop and support the implementation of investment plans in 2 pilot districts and support upscaling in other districts Catalyse Increased investments that effectively result in ending poverty and in ENR sustainability, using natural resources as capital for poverty reduction Identify and promote practical solutions that demonstrate the benefit of synergies between ENR sustainability and poverty reduction
<p>Intermediate causes:</p> <ul style="list-style-type: none"> Multi-dimensional poverty still apparent and slows inclusive development. opportunities for ENR-based 	<ul style="list-style-type: none"> Better understanding and capacity to analyze multi-dimensional poverty, also in a gender 	<ul style="list-style-type: none"> Build capacity to assess multi-dimensional poverty Mainstream ENR in poverty reduction / transformation and other

<p>livelihoods and jobs not optimised</p> <ul style="list-style-type: none"> investments and development initiatives impact negatively on the environment 	<p>disaggregated manner</p> <ul style="list-style-type: none"> Develop strong planning and budgeting frameworks Ensure that private sector activities and investments impact positively on poverty reduction and ENR sustainability 	<p>development plans and strategies</p> <ul style="list-style-type: none"> Support policy development and institutional reform in key ENR-based sectors (e.g. agriculture, energy, industries, infrastructure, mining and tourism) Optimise synergies between ENR sustainability and poverty reduction in policies and strategies
<p>Root causes:</p> <ul style="list-style-type: none"> high population density, with very small production units in rural areas high vulnerability reduced ecosystem productivity as a result of deforestation, erosion and soil degradation climate change 	<ul style="list-style-type: none"> Increase agricultural productivity, including women's productivity Create jobs and diversify livelihood options Manage population growth Improve and climate proof infrastructure Promote gender equity and equality Climate proof development Promote Green Growth 	<ul style="list-style-type: none"> Support the development and implementation of comprehensive policy frameworks that promote green growth, build resilience and promote equity Ensure that strategies and plans are climate proofed and take gender aspects and population growth into account

18. In response to this challenge, the PEA programme will: **Catalyse increased public and private investments that will deliver concrete and significant results in poverty reduction, environmental and natural resource sustainability and resilience building at national and district levels.** In doing so, the new PEA will build on a strong and coherent policy framework, as well as on the progress made in environmental mainstreaming so far, to optimise the contribution of the environment and natural resources to poverty reduction, while at the same time ensuring that attempts to end poverty and economic growth embrace and contribute to environmental sustainability. The indicative total budget is of USD2,500,000 for 2018 – 2023, but funding of USD1,600,000 only is assured for 2018-2021 (year 1-3), with pledges for 900,000 for 2021-2023 (Year 4 and 5). The remainder of this project document is based on the confirmed budget and with planned activities for 2018-2021 that can further be replicated and upscaled in Year 4 and 5, when further pledged and even additional resources may become available.

19. A number of critical **assumptions** (external factors) have been made in the design of this new PEA programme for Rwanda, including:

- There will be continued and improved coordination among development partners active in Rwanda, including UNDP-UN Environment and wider UN cooperation.
- There will be continued and increased donor support to environment- and natural resources-related sectors, with the potential to enhance the poverty reduction impacts and sustainable effects of these investments.
- Further Donor support for the PEA will be committed to allow for the planned budget in Year 4 and Year 5 of the project. For now, resources have been committed for Year 1 – 3, and with future pledges from UNEP-UNDP PEA and UNDP CO for Year 4 and 5.
- Development Partners will be prepared to direct more of their investments towards local level capacity building and action for sustainable development.
- Civil society organisations will sustain current processes of organisational development and will play an active role in the design and implementation of programmes and actions, in partnership with government agencies and other actors.
- The private sector is prepared to accept that it has an increasing and very significant role to play in poverty reduction, and a responsibility to ensure that investments do not impact negatively on natural resources and the environment.

- Local institutions will collaborate in planning activities.
- The strategic guidance that relates to the Poverty – Environment nexus in Rwanda is in place and effective, e.g.: the NST with specific attention to ENR under its main theme of economic transformation; strategic sector plans that take into account ENR as basis for transformation in the relevant sectors; guidance for mainstreaming, e.g. the new National ENR&CC Mainstreaming Strategy.
- The underlying drive for defining and using the concept of Natural Capital Accounting will continue, will create awareness and be integrated into national planning and budgeting, as this will also help in making the case for further ENR and CC mainstreaming.

20. The main **drivers** (internal factors) that will contribute to the successful delivery of the outputs are the following:

- UNDP Rwanda will remain supportive of and actively involved in the new programme, providing technical as well as financial support to the programme through its Target Resources for Assignment from the Core (TRAC);
- the programme team will provide pro-active and energetic leadership to the programme and its activities, including through a substantive and on-going engagement in relevant national, sector and sub-national development planning and implementation processes.
- the two UN agencies piloting the PEA programme globally have the legitimacy, capacity and experience required to support a mainstreaming process, and the work done by PEI over the past 12 years in Rwanda provides an adequate basis for the work proposed under this new programme;

21. There are **risks** that have been considered in the design of this programme, and that will have to be managed during implementation. These include:

- Meteorological conditions, possibly exacerbated by climate change, may impact negatively on natural resources, livelihoods and economic growth, thus negating or reversing some of the benefits of the programme.
- While districts and other decentralised agencies will be among the principal beneficiaries of the programme, it is possible that the demands placed on them by this and other initiatives, in addition to the assumption of their day-to-day responsibility for local governance, will make it difficult for them to participate fully in, and benefit optimally from, the programme.
- Required resources may not be available and mobilized in time, especially for Years 3 and 4.
- Continued political will and championing ENR sustainability and its links to poverty elimination and inclusive growth.
- Effective coordination between different sectors and stakeholders.

Above risks are further detailed and rated in Annex 4, Risk Analysis

22. The **pathways** (outputs, interventions and actions) in the programming framework have been selected on the basis of the following criteria:

- by working closely with MINECOFIN, Ministry of Environment (MoE), REMA, the sector ministries and the decentralised entities, the programme will ensure the sustainability of the processes it supports;
- priority development issues in Rwanda and the comparative advantages offered by the partners in this programme justify a focus on poverty-environment mainstreaming in the rural economy, especially in agriculture, infrastructure (urbanization), energy and industries (priority sectors selected for ENR mainstreaming at the NST level), but also in the growing sectors of mining and nature-based tourism;
- capacity-building, in all its dimensions (strategic planning, organisational development, skills transfer, access to resources, etc.), is a critical requirement, at central, sector and district levels.

23. This new programme will make a **tangible and direct contribution to the SDGs**. PEA will particularly investigate and focus on the linkages between SDGs, e.g. the link between Goal 1 (“End poverty in all its forms everywhere”) with the “environmental / natural resources” that are relevant for Rwanda: Goals 13 (“Take urgent action to combat climate change and its impacts”) and 15 (“Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss”). PEA also looks specifically at the Gender aspects (Goal 5: Achieve gender equality and empower all women and girls) through improving women’s economic engagement in ENR management, and Means of implementation and Partnerships, e.g. as outlined under Goal 17 (“Revitalize the global partnership for sustainable development”) in particular the Targets dealing with Policy coherence (Target 17.14), Partnerships (17.17) and Data (17.18). See ANNEX 1 for a more detailed description of how PEA addresses the SDGs.

24. **The PEA programme in Rwanda will contribute to the outcomes of the PEA global concept.** As a contribution to the achievement of the SDGs, the ambition of this new global programme is to work with governments, the private sector, donors, non-government actors and communities in selected African and Asian countries to eradicate poverty by improving the sustainable use of environment and natural resources, increasing climate resilience, and reducing vulnerabilities so as to advance inclusive and sustainable economic growth. This new programme will also work with stakeholders to ensure that the implementation of economic development investments and projects does not result in the degradation of the environment and natural resources. It will be designed and implemented as an iterative process, focusing on the implementation of poverty-environment objectives through policymaking, budgeting and other investments at national, sub-national and sector levels. It will support long-term processes of institutional change to enhance capacity for implementation that will improve reduce poverty in a multi-dimensional manner that require a multi-stakeholder effort working with both state (e.g. planning, finance, environment and sector ministries; parliament; and local authorities) and non-state actors (e.g. civil society, academia, private sector, general public and the media).

25. **The Rwanda PEA programme will directly contribute to, and will be aligned with, national policy and strategies.** Recent progress in economic growth and sustainable development in Rwanda is largely due to a strong and coherent national policy framework, with Vision 2020, the EDPRS, the Rwanda Green Growth and Climate Resilient Strategy (GGCRS), the Strategic Plan for the Transformation of Agriculture in Rwanda (PSTA) and the other sector strategies. This strategic framework is now being newly developed for the new panning period of 2018-2024, to start in July 2018. The PEA programme will support the implementation of the new frameworks (especially Vision 2050, National Strategy for Transformation-NST1, the ENR Strategic Sector Plan 2018-2024 and selected other sector strategies (especially agriculture, urbanization, energy and industries¹⁰). In the new NST for 2018-24, ENR is a priority area under the pillar of “Economic Transformation”, as well as a Cross Cutting Area, with priority sectors for ENR mainstreaming¹¹: agriculture, energy, infrastructure, urbanization. The PEA also follows the Sector Strategic Plan (SSP) for the Environment and Natural Resources (ENR) Sector, that also emphasizes sustainable development and mainstreaming, in particular ENR SSP Outcome 5: *“Enhanced Environmental management and resilience to climate change”*, with as Output 5.1: *“Environmental, education, awareness and mainstreaming sustainably improved”*. The ENR SSP is also underpinned by the “Optimal management of natural capital (land, water, forests, environment), which is supported through the Natural Capital Accounting framework.

26. PEA will also follow and is entirely integrated in the new **United Nations Development Assistance Plan (UNDAP), as well as the UNDP Country Programme Document (CPD)**, to be completed in early 2018. The new UNDAP is expected to have an Outcome: *“By 2023 Rwandan institutions and communities are more equitably, productively and sustainably managing natural resources and addressing climate change”*, and Outputs on: *“National institutions have*

¹⁰ As per concepts developed by MINIRENA and captured in the new NST, these are the sectors ENR mainstreaming should focus on.

¹¹ This is a new element in the NST, as compared to earlier EDPRSs, where cross-cutting areas were requested to focus on certain priority sectors.

strengthened regulatory framework, technical and coordination capacity for gender sensitive and equitable management and mainstreaming of environment, natural resources and climate change, and promoting green growth” and “Institutions, communities and individuals have enhanced capacity for sustainable use of natural resources and ecosystems, mitigating and adapting to climate change, controlling pollution and adoption and use of renewable energy for improved livelihoods”. This Outcome and its Outputs is further detailed and operationalized under the UNDP CDP, especially Output 2.1: *“ENR sector has enhanced technical capacity to formulate and implement policies and plans and to mainstream ENR & CC in other sectors and districts”.*

27. This also follows the new **UNDP Strategic Plan** for 2018-2021, and effectively responds to the main “Development Settings” of: *“Eradicate poverty in all its forms and dimensions”;* *“Accelerate structural transformations for sustainable development”;* and, *“Build resilience to shocks and crisis”*, through the “Signature Solutions” on: *“Keeping people out of poverty”* and *“Promote nature-based solutions for a sustainable planet”*. The PEA programme will also complement the cooperation frameworks between the Government of Rwanda and the development partners active in the country.

28. The new PEA programme will **build on the achievements of PEI**, to address the remaining and new development challenges as outlined in the section above, based on some of the other lessons learned:

- The PEI Phase-3 Final Evaluation, that was completed in March 2018, found that: “PEI has contributed to the strengthening of country capacity for sustainable development, through the mainstreaming of sustainable environment and natural resources (ENR) management, climate change mitigation and adaptation, and gender considerations at national, sector and district levels”; other lessons learned are:
- Mainstreaming is an iterative process, it needs to translate public policy into local action, because public policy must be informed by local knowledge, needs and experiences, and because it is with the repetition of actions and with consistency in the application of measures that outputs and outcomes can be produced, leading to the achievement of policy goals and targets;
- Mainstreaming requires more than improving policy documents and designing the tools; it requires a long-term process of translating policy at sector and local levels, making sure that the tools are developed, tested, and refined, and building the capacity to apply them;
- Demonstration or “pilot” programmes can be useful in showcasing the effect of mainstreaming ENR-poverty elements, if they are well designed, owned and implemented by the relevant and respective national entities, are flexible and adaptive in their implementation to cater for changing circumstances, and provide a case for learning lessons and “upscaling”. This is for example the case for the “Green Village Demonstrations” in Rwanda. To improve ENR sustainability and reduce poverty to a substantive degree from a national perspective, it is necessary that the evidence of the economic, social and environmental benefits of the pilot or demonstration is used to catalyse large scale replication.

29. For building the capacity for mainstreaming, investments and action that eliminate poverty and deliver sustainable environmental and natural resource management at district level, the approach will be to **design and implement pilot planning and capacity-building interventions on P-E mainstreaming**. This will be done through: participatory identification of hypotheses and development objectives; the establishment of a robust baseline; the identification and promotion of ENR management programmes and projects that have the capacity to reduce poverty; the on-going monitoring of progress made and results obtained; and a participatory evaluation at the end of the programming period. This approach will ensure that lessons and instruments are extracted from the experience and available for sharing with other actors. This should also follow the new National Environment & Climate Change Mainstreaming Strategy that is commissioned by REMA, supported by PEI, and is expected to become available by mid-2018 and that will guide ENR&CC mainstreaming efforts for the planning period 2018-2024.

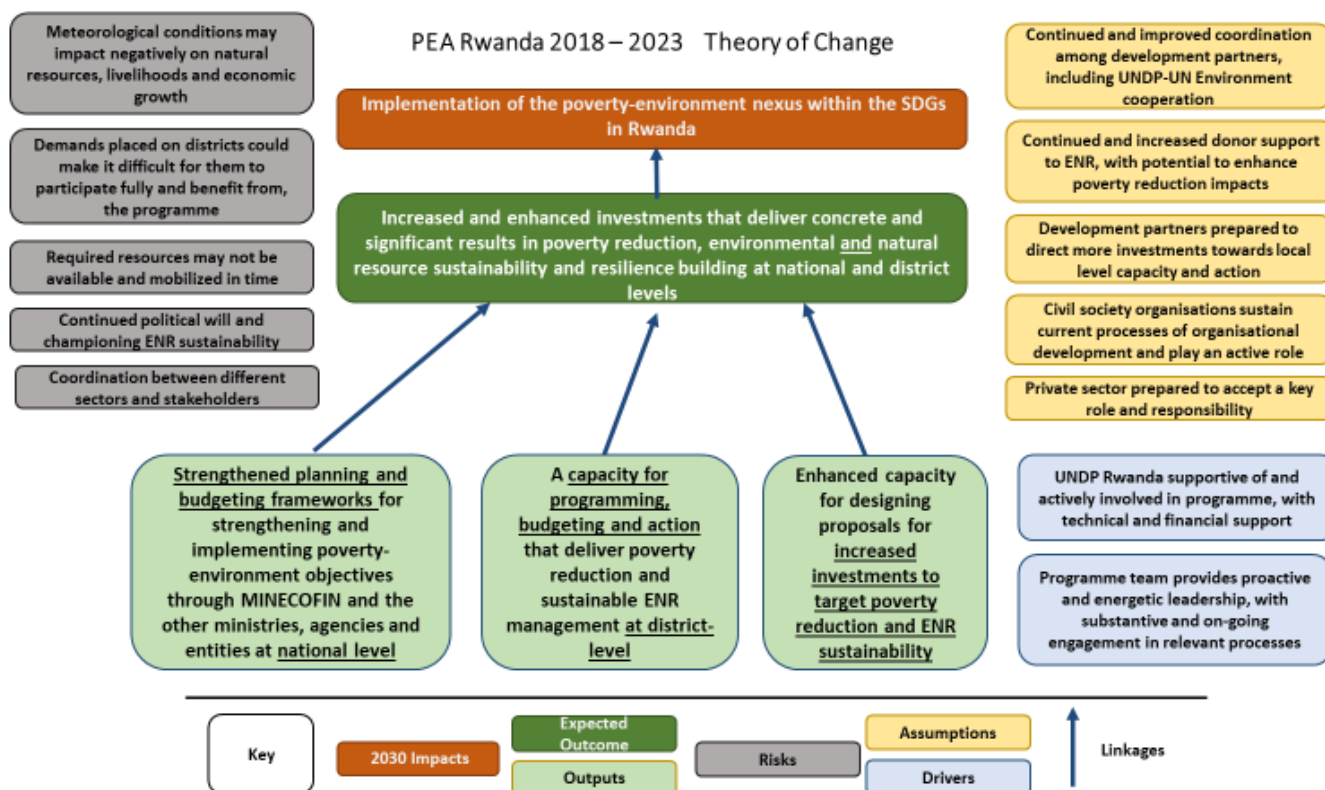
30. All the above elements will need quality and current data, for designing plans, activities and tools, and monitoring of these. This is especially true for a programme like PEA, that strives to integrate different development dimensions. It is therefore crucial to develop relations with organizations responsible for and **build capacity for data management**, especially on critical niche elements, i.e. the integration of ENR issues into multidimensional poverty measurements and links with SDG indicators and targets, including in Districts.

31. The institutional, social and economic context is evolving rapidly, and the progress made in environmental mainstreaming makes it possible to focus on new and emerging demands, challenges and opportunities in linking poverty elimination and ENR management. While agriculture remains the pillar of the rural economy and should remain the focus of much of this new programme’s efforts towards poverty reduction, environmental management and natural resource sustainability, there are now **needs and opportunities to strengthen these objectives and actions in other sectors** that are similarly based on the use of natural resources (e.g. energy, infrastructure, mining and tourism) and in new development planning initiatives (notably the design and development of secondary cities).

32. The programme should build on the existing partnership for ENR&CC mainstreaming that have already been established by PEI, REMA and MINECOFIN, including through Sector Working Groups (SWGs) and the Joint Sector Reviews (JSRs). But the new programme should also better partner with the **private sector** that has in recent years taken a far greater role as a driver of economic growth, and thus has the potential to become a key agent of poverty reduction.

33. This also holds true, to some extent, for the **civil society sector** which now has increased capacity and legitimacy. In the environmental sector, the Rwanda Environmental NGO Forum (RENGOF), created in 2007, serves as the umbrella organisation.

34. The **Theory of Change** is depicted below:



IV. RESULTS AND PARTNERSHIPS

35. The expected **outcome** of this programme is: ***“Increased and enhanced investments that deliver concrete and significant results in poverty reduction, environmental and natural resource sustainability and resilience building at national and district levels”***. This Outcome directly supports the PEA global programme and the main elements of the “Economic Transformation Pillar” under the NST-1. It thereby also supports the “Economic Transformation” Pillar under the new UNDAP, in particular Outcome 4: *“By 2023 Rwandan institutions and communities are more equitably, productively and sustainably managing natural resources and addressing climate change”*. This will be regarded as the Outcome statement for the PEA programme in the UNDAP reporting.

36. This new programme will deliver this outcome through three complementary and mutually reinforcing outputs. These are:

i. Strengthened national planning and budgeting capacity and frameworks to sustainably implement poverty-environment actions

This Output addresses the immediate cause of *“capacities, systems and procedures in national and decentralised institutions are inadequate to target investments and monitor their impacts”* and *“the causes and symptoms of poverty and their links to ENR are not fully understood and do not inform sufficiently the development planning process”* at **national level**, as outlined in the problem tree analysis above. This output will also address the effective implementation at national level of Mainstreaming of the ENR and Climate Change cross-cutting issues as stated in the NST, and to be further informed by the new National ENR&CC Mainstreaming Strategy, as well as integrating gender concerns, especially within MINECOFIN and the priority sectors of agriculture, energy, urbanization and industries. This thereby also supports Output 4.1 under the UNDAP: *“National institutions have strengthened regulatory framework, technical and coordination capacity for gender sensitive and equitable management and mainstreaming of environment, natural resources and climate change, and promoting green growth”*. This Output will be further detailed and operationalized under the UNDP CDP Output 2.1: *“ENR sector has enhanced technical capacity to formulate and implement policies and plans and to mainstream ENR & CC in other sectors and districts”*.

ii. Capacity for programming, budgeting and action that eliminates poverty and delivers sustainable ENR management at district-level.

This Output also addresses the immediate cause of *“capacities, systems and procedures in national and decentralised institutions are inadequate to target investments and monitor their impacts”* and *“the causes and symptoms of poverty and their links to ENR are not fully understood and do not inform sufficiently the development planning process”* in the above problem tree analysis **at District and local level**. This is distinct from the National Level support in above output, as the District and Local level in particular is where the P-E investments will need to be effective to make the necessary transformations in the lives of local men and women, and this requires different capacities, tools and gender differentiated approaches. This Output will support NST on Economic Transformation, especially at decentralized level, including the priority area of “greening secondary cities”. It supports Output 4.2 of the UNDAP: *“Institutions, communities and individuals have enhanced capacity for sustainable use of natural resources and ecosystems, mitigating and adapting to climate change, controlling pollution and adoption and use of renewable energy for improved livelihoods”*, and its operationalization through the UNDP CPD Output 2.1: *“ENR sector has enhanced technical capacity to formulate and implement policies and plans and to mainstream ENR & CC in other sectors and districts”*.

iii. Increased investments with enhanced impacts for poverty elimination and ENR sustainability catalysed.

This Output addresses the immediate cause of *“investments in ENR do not always incorporate poverty reduction objectives”* in the problem tree analysis. It further supports the general achievement of the Economic Transformation pillar in the NST and UNDAP,

especially the sustainability and resilience aspects. It also addresses the call for more mobilization of resources for the implementation of the Green Growth agenda as outlined in the GGCRS and the new ENR SSP (E.g. in Outcome 5: “*Enhanced Environmental management and resilience to climate change*”), with particular emphasis on P-E linkages. This will need further coordination with FONERWA, who is the leading national institute and conduit for ENR& CC financing in Rwanda, and the DFID led support to FONERWA that looks for effective utilization of this financing. This Output looks particularly at the private sector for increased P-E investments, including from possible innovative green financing & investments through the financial services (banking) sector.

37. Through the first Output of “**Strengthened national planning and budgeting capacity and frameworks to sustainably implement poverty-environment actions**” the programme will focus on supporting the design and use of systems and tools to strengthen and implement pro-poor ENR sustainability objectives, based on multi-dimensional poverty analysis, in poverty-reduction policies, strategies, programmes and investments. In full alignment with national policy (Vision 2050, NST, sector strategies for 2018-2024), this Output will ensure that the mainstreaming process delivers concrete results in poverty elimination, and it will be guided by the lessons learned in mainstreaming and following the new National ENR mainstreaming strategy currently being developed by REMA (supported by PEI). The Activities under this Output, as detailed in below and in the Workplan in Chapter VIII, can be summarized in 2 deliverables: 1.1: *Application of poverty-environment mainstreaming instruments through national and sector planning, regulatory and budgeting frameworks*, and 1.2. *Capacity to use multi-dimensional poverty and poverty-environment assessments for planning and budgeting*. With respect to the instruments, the approach will be: To facilitate and support the application of available instruments / tools (budget circulars, budget statements, checklists, assessments); to strengthen them by adding relevant poverty-reduction objectives, targets and actions that benefit directly from, and contribute to, sustainable ENR use; and to revise or develop and promote new instruments when needed (e.g. tools for multi-dimensional poverty assessment and for improved targeting of interventions). Capacity building will at the national level focus on strengthening MINECOFIN’s and relevant sector ministries for undertaking and linking multi-dimensional poverty assessments with environment, natural resources and climate change assessments and scenarios, in order to come up with sustainable development solutions and disseminate these to policy- and decision-makers. For further strengthening of capacity in the short- and medium-term, interns will be placed in NISR, to support the data management activities relevant for PEA, and in MINICOM for support to new Private Sector engagement and development. This build on the successful internship programme from PEI, where interns were placed in different Ministries, e.g. MININFRA, MINAGRI, etc.. These were effectively used as PEI and ENR focal points, and many of these interns stayed in the Ministries where they were placed after their internship was completed and became Environmental focal points. Other interns were not retained in their Ministries, but obtained positions in other relevant public sector agencies (e.g. REMA), thereby building on and using their learning from the internship.

38. The **interventions and actions to be implemented under Output 1** will be as follows:

Deliverable 1: Application of poverty-environment mainstreaming instruments through national and sector planning, regulatory and budgeting frameworks, with detailed activities:

- 1.1. Support high-level dialogues and evidence based (including using gender disaggregated evidence) briefing sessions on poverty- environment actions with various key stakeholders in preparation and dissemination of policy briefs.
- 1.2. Support to ministries and agencies in the development and review of planning and regulatory instruments to reflect poverty-environment, with a priority given to the agriculture, urbanization, energy and key productive sectors.
- 1.3. Provide technical assistance to MINECOFIN and priority sectors (Agriculture, Urbanization, Energy, Industries) on using gender disaggregated evidence to prioritize the needs of women in national planning and budgeting

1.4. Technical advisory support to MINECOFIN to oversee of development, implementation and monitoring of P-E mainstreaming tools through national planning and budgeting frameworks.

Deliverable 2: Capacity to use multi-dimensional poverty and poverty-environment assessments for planning and budgeting, with detailed activities:

- 1.5. Support review/update and promotion of multi-dimensional poverty and ENR assessment, planning, budgeting and monitoring tools.
- 1.6. Technical assistance for designing and undertaking specific P-E assessments at national and sector level, including capacity development.
- 1.7. Placement and training of interns in NISR and MINICOM to support P-E analysis and implementation

By 2021, and as a result of the assistance provided under this output, environment & climate change have been effectively mainstreamed in the main sectors in Rwanda, thereby ensuring that economic development benefits the poor and vulnerable, is ecologically sustainable and addresses climate change.

39. Through its second output of: **“Capacity for programming, budgeting and action that eliminate poverty and deliver sustainable ENR management at district-level”**, the programme will support the use and application of mainstreaming tools and processes at local level, including better use of relevant data and integrating gender concerns, in order to facilitate the delivery of improved Poverty-ENR sustainability and gender equality results with direct positive impacts on the lives of targeted populations. The Activities under this Output, as detailed in the Workplan in Chapter VIII, can be summarized in 2 deliverables: *“Application of poverty-environment mainstreaming tools and multi-dimensional poverty and poverty-environment assessments for budgeting and planning at the district level”*, and *“District investment solutions, plans and actions are developed in a participatory manner and promote poverty-environment related actions”*.

40. With support from PEI and FONERWA, **MINECOFIN and MINALOC have guided decentralised agencies, and particularly the districts, towards the greening of their development plans and actions** (previous DDPs, now DDSs for the period 2018-2024). A similar exercise was done by REMA through a UNEP-GIZ supported project (*“Operationalization Green Economy Transition in Africa”*) in 3 pilot Districts (Musanze, Bugesera, Gicumbi). Support to further mainstreaming of P-E elements in the yearly District plans for all districts, based on the DDSs will continue. This effort will also link with the Local Economic Development Strategy (LEDS) and investments as supported and driven by LODA, and ensure that these are also greened, and P-E elements are included. Meanwhile, the capacities of Districts, especially its planners, have been strengthened to some extent, but many demands are placed on their limited human, financial and technical resources, because it is recognised that development policies and programmes must deliver results on the ground and that this requires the active involvement of the decentralised agencies and their local partners.

41. While capacity for greening development plans has increased both in MINALOC and Districts, **capacity to identify, design and implement ENR interventions that reduce poverty in a multi-dimensional sense in the Districts remains a key challenge**. Additionally, capacity to ensure economic growth initiatives to not significantly harm the environment requires strengthening. There is indeed a danger that efforts towards ENR sustainability will remain marginalised and that there will be insufficient focus on potential ENR linkages with poverty elimination, because of limited capacities and conflicting demands on limited resources. More locally-relevant data and evidence - which should also be gender disaggregated - is required to guide the work of the District planners, District Councils and other actors, including on multi-dimensional poverty analytics. In this output, the PEA programme will therefore work with initially two pilot districts (Musanze and Bugesera) to help them translate their advances in environmental and natural resources mainstreaming into significant advances in poverty reduction. Another 2 Districts can then possibly be added after year 3, when experience has been gathered on the way to implement this effectively, and when funds allow. Finally, the results from the first 2 and later 4 pilot districts in total will be used to catalyse increased resources to replicate this capacity

development in other districts, when further resources may have been mobilized and committed. It is therefore proposed to initially select 2 districts with differing characteristics and vulnerabilities, e.g. 1 district that focuses on the government “secondary cities” programme (e.g. Musanze), another more rural and vulnerable district with particular P-E constraints (e.g. Bugesera). Both these Districts were also part of the UNEP – GIZ “Operationalization Green Economy Transition in Africa” project, and hence have already acquired relevant baselines and some capacity for planning green investments. In these selected districts, coordination will be enhanced and the district councils, civil society organisations, private sector entities and local communities will be actively engaged and will also be the beneficiaries of capacity-building and technical assistance, in order to achieve better targeted P-E programmes and investments that benefit local and vulnerable populations including women and youth. The 2 other Districts to be added after the first piloting and when funds allow after year 3, would be selected from two other Provinces and with different socio-economic and ecological conditions, e.g. Muhanga and a District from the Eastern Province, to allow for more in-depth experiences in P-E mainstreaming under different conditions.

42. For further capacity development **interns will be placed in the 2 selected Districts (Musanze and Bugesera) and LODA**, to support capacity building for P-E mainstreaming in these entities, including data management and strengthening of tools, but also to act as liaison for the PEA and the NTA placed in REMA. This builds on the successful internship programme from PEI, where interns were placed in different Ministries. These were effectively used as PEI and ENR mainstreaming focal points, and many of these interns stayed in the Ministries where they were placed after their internship was completed and became official Environmental focal points (e.g. MINAGRI, MININFRA, MINALOC). Other interns successfully applied and obtained positions in relevant public sector agencies (e.g. REMA). The intern in LODA is expected to strengthen integration of P-E elements in LODA’s work, including in their Environment and Social Safeguards that are a precursor for approving investments. The interns in Districts will support the overall work on P-E analytics, baselines and investment solutions, and act as liaison with the NTA that supports the PEA district work, based in REMA

43. The **interventions and actions to be implemented under Output 2** will be as follows:

Deliverable 1: “Application of poverty-environment mainstreaming tools and multi-dimensional poverty and poverty-environment assessments for budgeting and planning at the district level”, with the following activities:

- 2.1. Conduct / update baseline studies and assessments in the initial two pilot districts¹², including detailed, multi-dimensional poverty assessments, mapping of natural assets, and assessment of current and potential natural resource use, disaggregated by gender.
- 2.2. Provide technical assistance to selected districts on using gender disaggregated evidence to prioritize the needs of women in district planning and budgeting processes.
- 2.3. Pro-active engagement of, and provision of technical advisory support to all Districts, including District Councils, and MINALOC to facilitate continued implementation and monitoring of P-E mainstreaming through the budgets and programming frameworks of Districts, based also on the experience in the pilot Districts
- 2.4. Placement and training of interns in LODA and selected Districts (2) to support P-E analysis and implementation

Deliverable 2: “District investment solutions, plans and actions are developed in a participatory manner and promote poverty-environment related actions”, with the following activities:

- 2.5. Support the design of practical, tangible and innovative investment solutions at local level, including with participation of private sector.
- 2.6. Support to participatory planning targeting investments plans and actions in pilot Districts, on the basis of mapping, poverty assessments, district-level EIAs and improved data management.

¹² Will start in Year 1 with 2 pilot projects, and based on the experience and additional resources, add more pilot districts in Year 3 and Year 4.

2.7. Technical assistance and support for development of comprehensive investment plans and in accessing financial support for the selected Districts and MINALOC.

By 2021, and as a result of the assistance provided under this output, green and pro-poor investments in selected Districts have increased by 30%, so that vulnerable people are lifted out of poverty, ecologically fragile areas are restored and climate change is effectively addressed.

44. Through its third output “**increased investments with enhanced impacts on ENR sustainability and poverty elimination catalysed**”, the programme will catalyse increased investments and enhance their impacts on poverty elimination and ENR sustainability by using evidence of the economic, social and environmental benefits. The Activities under this Output, as detailed below and in the Workplan in Chapter VIII, can be summarized in 2 deliverables: “*Directing private sector investments towards environmental sustainability and climate objectives for poverty reduction*”, and “*Directing public sector and donor investments towards environmental sustainability and climate objectives for poverty reduction*”.

45. Key Government, donor decision-makers and mechanisms that guide private sector investments will be targeted. While the earlier REMA / PEI programme focused primarily on public expenditure, there is now a need and an opportunity to work more closely with the private sector to increase its contribution to poverty elimination while avoiding, minimising or mitigating potential negative environmental impacts. This output will therefore focus on selected sectors of economic growth (e.g. agriculture, energy, tourism and mining), to ensure that this growth does not impact negatively on natural resources, but actually contributes, whenever possible, to ecosystem restoration and ENR sustainability. It will encourage greater and better donor investments in ENR initiatives that help reduce poverty, including promotion and strengthened use of Strategic Environment Assessments (SEAs) and other Environment and Social Safeguards (e.g. in LODA), including monitoring (e.g. the new SEA in Mining Sector). It will also help to respond to the need to sustain and enhance mechanisms of donor coordination, and to optimise the impact of development assistance.

46. The **interventions and actions to be implemented under Output 3** will be as follows:

Deliverable 1: Directing private sector investments towards environmental sustainability and climate objectives for poverty reduction, with the following activities:

- 3.1. Sensitisation and training of private sector actors in key sectors, including the banking sector, on Green Growth opportunities, Green Investments P-E links, etc., through Professional Associations, Chambers of Commerce, etc,
- 3.2. Support a feasibility study on introducing new incentives for private sector investments in environmental sustainability,
- 3.3. Review of the systems and procedures used by the Rwanda Development Board (RDB) in its investment promotion and facilitation role, and development of investment guidelines and recommendations for best practice in investment promotion and regulation in order to mitigate possible negative environmental impacts and to enhance poverty elimination and natural resource management benefits.

Deliverable 2. Directing public sector and donor investments towards environmental sustainability and climate objectives for poverty reduction, with the following activities:

- 3.4. Conduct an assessment of the impact of the Community Benefit Fund on poverty-environment linkages at local level in the tourism sector, and participatory identification of options for enhancing such impacts
- 3.5. Promotion of the use of SEAs and other relevant safeguard instruments in the assessment of large-scale public sector investments, including social (including gender) and poverty aspects and reinforce monitoring of environment management plan
- 3.6. Continued participation in, and support to, donor coordination mechanisms, with provision of evidence and technical support as needed, so as to increase and enhance financing towards poverty elimination through sustainable natural resource use and environmental management.

By 2023, and as a result of the assistance provided under this output, green and pro-poor public and private investments in Rwanda have increased by 30%, that benefit the poor and vulnerable, are environmentally friendly and ecologically sustainable, and address climate change.

Resources Required to Achieve the Expected Results

47. The PEA will require, for its functioning and achievement of intended results, **effective and efficient technical and management support at national and district level**. Project management at national level will be done through REMA, which will require a dedicated Project Management Unit (PMU), with an effective Project Manager, fully dedicated to PEA activities, with support from a (part-time, 50%) administrative assistant and the coordination support from the Single Project Implementation Unit (SPIU) in REMA. The PMU should effectively collaborate with MINECOFIN and other main partners and stakeholders to support the implementation and achieve the expected results, and will serve as the secretariat of the Programme Steering Committee. The management team will need efficient and pro-active programme support from the UNDP Country Office (CO), with a part-time programme analyst and programme associate in place, and with full support from procurement and other CO functions when needed. Full support from the regional and global PEA management is also needed, especially on budget management and support, and to mobilize further resources.

48. Being an innovative, technical and policy support programme, PEA will need effective and targeted technical support. This will be spearheaded at national level by long-term (for the duration of the Project) **Technical Assistance to MINECOFIN**, that will support the overall P-E mainstreaming in the national planning, budgeting and implementation, including the sector mainstreaming efforts, following the guidance for ENR mainstreaming in priority sectors (Agriculture, Energy, Urbanization, Industries) from the NST and the new National ENR Mainstreaming Strategy. These efforts will be supported by further specific and targeted technical and capacity building consultancy support to MINECOFIN that will be recruited separately, especially for devising relevant analyses, tools and assessments, to include and counter multi-dimensional poverty, including through support to NISR. This could potentially take the form of Long Term Agreements or retainer contracts with specialized consultants, firms or organizations that are capable of providing such support, including relevant training and capacity development. Development of and funding for internship programme is also included, especially for NISR and MINICOM, as such internships have been found successful and effective in the PEI

49. Specific expertise on Output 2 that focuses at support of P-E mainstreaming at District level is also required. This should be long-term (for the project duration) **Technical Assistance supporting the selected pilot Districts and MINALOC with P-E Mainstreaming planning, budgeting and implementation**, including responsibilities for information, data and knowledge management in order to disseminate lessons learned and best practices to other districts. This TA is to be based in REMA, and short-term consultancy support may also be needed for the Districts to deal with specific and technically complex aspects, and where capacity building is required, including for District Councils and local communities. Placing of interns in LODA and the selected 2 Districts is also included, to strengthen presence, engagement and capacity for mainstreaming P-E elements.

50. Support from UNDP CO and the PEA regional and global teams is needed for **quality assurance** of the analyses, tools, reports, evidence, briefs and other products produced by PEA Rwanda, including support to drafting of TORs. This should also include support from the UNDP CO Strategic Policy Unit, including the Senior Economist, because the PEA is central in supporting and attaining the related National, Sector, UNDP and CPD results. Support from the UNDP Regional Bureau will also be occasionally needed, in particular in linking with networks and tools that could support the Rwanda PEA programme, and supporting further resource mobilization that would scale up PEA results. This quality assurance and support may take up time of the CO, RBA

and PEI Regional teams, which may need to be costed, and can eventually also be supported by or outsourced to a consultant under a long-term or similar agreement.

51. All these elements above will be included in the **PEA Results and Budget Frameworks**.

Partnerships

52. The new programme will **maintain and enhance all the current institutional partnerships** of the PEI programme. These include:

- MINECOFIN, REMA and its parent Ministry MoE will jointly have lead responsibility for the strategic oversight and management of the programme;
- With the recent restructuring of ministries, the program will also work with the new Ministry of Land and Forestry (MINILAF) and its affiliated agencies (Rwanda Water and Forest Agency – RWFA; and Rwanda Land Management and Use Agency – RLMUA) that are dealing with management of natural resources.
- Main productive sectors, especially with the priority ENR cross-cutting sectors: Ministries of Agriculture (MINAGRI), Infrastructure (on Urbanization, including Transport, and Energy) and Industries;
- PEA will continue to work with Rwanda’s Green Fund, FONERWA, that has been previously supported by PEI and UNDP in its design and operational capacities, especially in improving the effectiveness of FONERWA’s green investments, by building capacity of potential FONERWA project proponents and laying the basis for improved P-E relevant project implementation in sectors and at local level;
- The programme will build on and expand its current collaboration with the NISR on relevant data management, including generating data on gender gap in agricultural productivity;
- Building on the joint research on *the Cost of Gender Gap in Agricultural Productivity in Rwanda*, the PEA will continue this partnership with UN Women.
- In the implementation of activities under Output 2, it is proposed that the programme works very closely with the selected pilot districts, including the District Councils, under the guidance of MINALOC and the respective Mayors and in collaboration with and support to the various institutions active in those districts, including under LODA support;
- Local communities will need to be engaged, especially in the targeted Districts, and improve their awareness on sustainable ENR management and P-E issues. This could be done with participation of local NGOs, CSOs and by using existing local consultation and monitoring platforms.
- Within the wider framework of donor coordination in Rwanda, the programme will work closely with the development partners to mobilise resources for implementing poverty-environment objectives adopted by Government; this will build on the already close relationship with SIDA, DFID and EU, and may include others.

53. The programme will also explore and **establish new partnerships** with institutions and programmes that share its objectives and can contribute to their realisation. These may include:

- *other UN agencies*: the three phases of the PEI programme in Rwanda were implemented through an active partnership between UNDP and UN Environment, and other UN agencies were only sporadically involved. In this new programme, partnerships and synergies will be explored and established with some of these agencies, notably the FAO and the International Fund for Agricultural Development (IFAD). At the same time, the programme will liaise and share experiences with the Partnership for Action on Green Economy (PAGE), a coalition of five UN agencies (UN Environment, International Labour Organisation, UNDP, UN Industrial Development Organisation, and UN Institute for Training and Research) whose mandates, expertise and networks combined can offer integrated and holistic support to countries on inclusive green economy, ensuring coherence and avoiding duplication;
- *the Global Green Growth Institute (GGGI)*: A treaty-based international, inter-governmental organisation dedicated to supporting and promoting strong, inclusive and sustainable economic growth in developing countries and emerging economies. Its mission is to support the transition of GGGI Member countries toward a green growth model by

developing and implementing strategies that simultaneously achieve poverty reduction, social inclusion, environmental sustainability and economic growth. In Rwanda, GGGI is supporting the government in the implementation of EDPRS2, NST and the GGCRS, with particular attention to the development of secondary cities as poles of job-creation, green infrastructure and investments, anchored on low carbon and climate resilient urban planning. The GGGI will be the implementing partner for a proposed Green Climate Fund (GCF) Project on Greening Secondary Cities, that will be developed under a GCF Project Preparation Grant. The PEA will explore collaboration with GGGI, especially in initiatives aimed at enhancing the linkages between these secondary cities and their surrounding rural economy;

- *GIZ and EPRN*: the German technical cooperation agency collaborates with MINECOFIN in a project to provide macroeconomic advice for poverty reduction in Rwanda, as well as decentralised planning in districts through the “One Stop Centres”. There are therefore opportunities for synergies and collaboration, including with the Economic Policy Research Network (EPRN) which is a newly registered non-governmental organisation supported by GIZ, whose members come from various institutions in the country and which aims to help shape Rwanda’s economic policy through research and by networking institutions and experts. GIZ is also involved with support to selected Districts under the decentralization and Local Economic Development (LED) programmes.
- *Universities and other academic and research institutions*. This has already started under PEI, but will be enhanced under PEA, especially on collaborations between international and Rwanda universities and research institutions, e.g. on research of the integration of ENR in the Multi-dimensional Poverty Indices or other poverty assessments, between UK universities (Oxford, Cambridge, Southampton, East Anglia) and University of Rwanda (School of Economics and the Centre of Excellence on Biodiversity).
- *Private Sector bodies*. Working with and through the private sector in order to catalyse P-E investments, including at District level. This could start through working with the Private Sector Foundation (PSF), Chambers of Commerce, Professional Associations, Women business/farmers associations, relevant selected companies, etc.

Risks and Assumptions

54. There are **risks** that have been considered in the design of this programme, and that will have to be managed during implementation, as also already described under Chapter *III. Strategy*, and further detailed in ANNEX : Risk Analysis.

These Risks include:

- **Meteorological conditions**, possibly exacerbated by climate change, may impact negatively on natural resources, livelihoods and economic growth, thus negating or reversing some of the benefits of the programme. This risk will be carefully monitored, including through other support programmes with the Department of Meteorology. Mainstreaming of climate change concerns is the major risk mitigation strategy, and the underlying principle of the PEA, to cope with this risk
- While districts and other decentralised agencies will be among the principal beneficiaries of the programme, it is possible that the **demands placed on Districts** by this and other initiatives, in addition to the assumption of their day-to-day responsibility for local governance, will make it difficult for them to participate fully in, and benefit optimally from, the programme. In order to mitigate this risk, the few Pilot districts will be carefully selected based on, amongst other criteria, existing capacities and baselines (e.g. the former UNEP Green Economy districts). Furthermore, capacities of districts will be further developed during the PEA, to be able to benefit optimally from the PEA programme
- Required **resources will be available and mobilized in time**. In the PEI some of the committed resources from the One UN didn’t materialize and UNDP TRAC resources were decreased throughout the project phase. The new PEA has committed donor resources for 3 years (from global PEA and UNDP TRAC), and pledges for the

following 2 years. This Project Document has been designed on the basis of the committed and available resources for Year 1 – 3, but also keeping in mind the pledged resources for years 4 – 5, which can then easily be added and activities continue and upscaled, including Lessons Learned. Further resource mobilization during development and implementation of PEA will also continue

- **Continued political will and championing ENR sustainability** and its links to poverty elimination and inclusive growth. This is well reflected in the NST and priority Sector Strategic plans. But the implementation of this Poverty – Environment nexus, especially the coordination between the different sectors, which is a prerequisite for effective mainstreaming, will need to be enhanced, as well as analytical capacity for assessing P-E linkages.
- **Effective coordination** between different sectors and stakeholders is essential for optimal mainstreaming. Although coordination mechanisms exist, e.g. the Joint Sector Reviews, Sector Working Groups and Thematic Working Groups where different sectors, development partners and other stakeholders meet and discuss, this is not in all cases effective. The PEA works on improved coordination, within government systems, mainly through its support to and influencing of MINECOFIN. PEA will also be broadly inclusive, working with different societal sectors. PEA furthermore supports the coordination between Development Partners and Government, through the SWGs and its work within the UN Country Team

Stakeholder Engagement

55. Main target groups of the PEA are:

- National and District Planners and Policy-makers.** These are the key technical stakeholders the project tries to involve, in order to capacitate them to undertake the required P-E analysis and planning at their respective levels and sectors.
- Vulnerable communities and population in rural areas and secondary cities.** These are the end-users of Natural Resources based economies and livelihoods, that should benefit from improved and participatory planning for improved, inclusive and sustainable growth.

56. **Stakeholders** that will need to be engaged in the PEA are the different Government ministries and agencies, specifically at planning and technical level, e.g. MINAGRI, MINICOM, MININFRA, MINALOC, etc. At District level the District Planning officers, those involved in the One Stop Centres and District Councils will be the main stakeholders and persons that will need to be engaged, especially for capacity development. Further awareness activities will also need to engage the local population in the Districts as much as possible, e.g. through the already existing local consultation and monitoring platforms (e.g. the citizens report cards, etc.). Civil society actors at national and local level will also be engaged in planning and capacity building activities and to facilitate the engagement with local communities as well as the private sector.

Gender engagement / strategy

57. The PEA programme in Rwanda applies a gender and rights-based approach as a key factor to effectively promote equity in the context of Poverty-Environment Action. The empowerment of the poor, especially of women, is critical in helping to achieve successful poverty-environment mainstreaming and gender equality. Poor women are disproportionately affected by environmental degradation and climate-related natural disasters that reduce the rate of economic growth as women tend to depend on natural resources for their livelihoods. The integrated approach to poverty-environment mainstreaming that underlies the work of this project includes a gender and rights-based approach to more efficiently address the interconnectedness of poverty-environment dimensions of policy and investment decision-making.

58. PEA Rwanda will contribute to addressing the gender discrimination/exclusion that generates and sustains poverty and unsustainable use of natural resources and inhibits access of

the poor to ecosystem services and productive resources such as water, land and energy. The project has specifically selected the agriculture sector as one that creates opportunities for women to engage in ENR management, also building on the work done under PEI in this sector. PEA will strengthen advocacy at national and district level for mainstreaming gender equality in national and district planning processes to create economic opportunities for women, especially in the agriculture sector.

59. The approach and related internal Poverty-Environment Initiative guidance is based on the overarching relevant United Nations System-Wide policies, i.e. the 2006 Policy on Gender Equality and the Empowerment of Women and the 2003 United Nations Statement of Common Understanding on Human Rights-Based Approaches to Development Cooperation and Programming (the Common Understanding). Within UNDP these have translated into its Gender Equality Strategy and Social and Environmental Standards and gender marker among other guiding principles. UN Environment counts on Policy and Strategy on Gender Equality and the Environment, a gender marker and its Policy Guidance on Environment, Human Rights and Addressing Inequalities.

60. Guidance on the integration of a gender and rights-based approach has been documented throughout the Poverty-Environment Initiative Handbook which will be the key reference tool for PEA. The new Poverty-Environment Action is therefore well placed to make a difference and more effectively tackle issues of equity through direct mainstreaming in the projects work of policies, plans and budgets as well as through partnerships with other agencies (UN Women) that implement gender equality programmes.

South-South and Triangular Cooperation (SSC/TrC)

61. **South-South and Triangular Cooperation** is part of knowledge sharing and contributes to capacity development of government partners and other key stakeholders. As has been the case for the current PEI, mainly through exchanges of PEI countries' learning and experiences across Africa, South-South cooperation is expected to support the PEA programme in all participating countries, and is one of the Outcomes of the Global PEA. These PEA country exchanges aim to share lessons and tools from mainstreaming poverty-environment in national policy-making and budgeting processes, especially focused on multi-dimensional poverty assessments and its use in P-E mainstreaming. But other South-South and Triangular Cooperation avenues, e.g. though UNDP HQ and Regional offices, can also be explored. Rwanda has already been successful in showcasing ENR, Gender and Poverty Reduction successes, Green Growth, Green Villages and different innovations through well attended and publicised regional and global events that were successfully organized in Rwanda (e.g. UNDP Youth Connect, Africa Carbon Forum, Montreal Protocol CoP, Green Growth Week, etc.).

Knowledge Management and Transfer

62. As was also the case for the PEI, the new PEA will produce **knowledge products** that will attempt to influence the discourse and policy-making around sustainable ENR management and its influence on equitable and inclusive economic growth in Rwanda. This will entail specific analytical studies, e.g. looking at integration of ENR in multi-dimensional poverty assessments, Cost Benefit Analyses of investment programmes, Strategic Environment Assessments (SEAs) of new plans and strategies, and others, at both national and district (local) level. This will further include specific policy briefs on issues pertinent to P-E mainstreaming, usually based on the analytical studies as indicated above. The knowledge materials that will be produced will also include P-E mainstreaming tools and its guidance materials, following the ENR Mainstreaming Strategy that will be developed and is likely to be adopted at the beginning of the PEA. Further knowledge and training material for capacity development on the use of specific assessments and tools will also be produced and used. **Dissemination** of knowledge will be undertaken through specific media products, including use of social media, including through the global PEA, UNDP, REMA and other national, regional and global social media outlets.

63. PEA will also look at **innovations in planning and execution of Poverty – Environment Actions**. This will specifically focus on inclusion of the private sector for increased investments in Poverty – Environment initiatives, e.g. through capacity building and introduction of innovative financing elements, e.g. “green bonds”, certified credits, etc.. Further innovations are the generation, storage and use of data, including “Big Data” for improved planning of Poverty – Environment investments, both at national, but even more so at District level. This could include “*citizens’ science, data collection and use*”, e.g. by using a wide range of actors and tools to collect environmental data, including on pollution, etc., and advocate its use.

Sustainability and Scaling Up

64. PEA is **fully embedded in the Rwanda Government’s system and processes**. This includes the PEA day-to-day management in REMA, through the SPIU, and guidance through the Government (MINECOFIN) led Steering Committee, including MoE. PEA will support the influencing and mainstreaming of P-E elements in the regular national, sectoral and District planning, budgeting, implementation and M&E systems. This follows the successful PEI model, and ensures full national ownership by the different entities, and is therefore fully sustainable. Studies, including possible Poverty Assessments, Cost Benefit Analyses and others, may be used to showcase and influence policy and decision-makers for scaling up successful tools and methodologies through the regular government and national systems.

V. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

65. The PEA **follows the approach of the successful PEI program in Rwanda to influence environment and natural resources management for poverty reduction** through evidence-based studies and analyses, and full engagement with national, sector and local planning platforms to mainstream these elements into planning and implementation. PEA will enhance support to MINECOFIN to mainstreaming ENR concerns into national and sectoral planning by influencing the government planning and budgeting processes. This will be done through specific technical inputs and capacity development, especially on the relation of unsustainable ENR management and poverty reduction, which are also key elements in the Economic Transformation pillar of the National Strategy for Transformation (NST). This will take the form of long-term technical assistance, for continued P-E mainstreaming in the national and sectoral planning and budgeting framework, as well as specific targeted short-term technical consultancy input, e.g. on P-E assessments and analytics, including capacity development, and development and raining on appropriate mainstreaming tools. Long- and short-term Technical Assistance to the pilot district work will also be provided, also targeting specific technical economic planning and assessments, including capacity development and development and use of mainstreaming tools. Lessons learned from the Districts pilot work will be used to upscale to other districts and increase P-E investments.

66. The PEA is also informed by some of the lessons learned and recommendations of the PEI Phase-3 final evaluation for increased effectiveness and efficiency:

- Project design should be informed by confirmed, untied financial resources, and supported by a sound risk management strategy
- Effectiveness and efficiency during project implementation is highly contingent on access to full resource capacity to enable projects to manage for development results.
- The effectiveness of capacity-strengthening activities is increased when supplemented by awareness-raising that is geared towards increasing stakeholder understanding on the purpose of a development intervention.
- The delegation of budget authority, to an administrative agency in-country, increases the potential for efficient financial management and project implementation procedures.

67. **Partnerships and networks will be enhanced for more effective mainstreaming.** This will include partnerships with relevant national government ministries, i.e. MoE, MINILAF, MINAGRI, MININFRA, MINICOM and its agencies, including RWFA, RLMUA, RDB, RPMGB, and others. Partnerships with other projects within UNDP will be strengthened through a more programmatic approach under the new CPD 2018-2023, which will also increase efficiencies. Partnerships with other UN organizations under the umbrella of the UNDAF, where ENR mainstreaming is a key output, will also be actively sought. PEA will be instrumental in supporting the ENR Strategic Sector Plan for 2018-2024, where mainstreaming and capacity development are key outputs. Collaboration with other Development Partners, civil society organizations and private sector will be enhanced, mainly through the existing coordination frameworks and platforms, e.g. the Sector Working Groups (SWG) and Joint Sector Reviews (JSR), but also through ad hoc meetings and briefings.

68. Based on the instructions from the Ministry of Finance and Economic Planning, all projects are supposed to be under the management of the **Single Project Implementation Unit (SPIU)** to reduce on the management costs of projects within government institutions. This should also increase coordination and avoid duplication of activities under different projects within these institutions. PEA will be implemented under the REMA SPIU, with hence strong coordination between REMA implemented projects and fit in REMA's mandate, particularly with the Department of Environment Education & Mainstreaming (DEEM). Through the REMA implementation, strong linkages to other projects in the ENR sector are also ensured.

69. PEA will include a **strong RBM culture and framework**. This includes the Quarterly Project Progress Reports prepared by the Project Manager and submitted to the Project Steering Committee. These reports will record progress towards the completion of key milestones and attainment of results, and will include lessons learned, challenges, risk update, assessment of sustainability, expenditure report for the reported period, as well as work plan and budget for the next reporting period. This will also feed into the national RBM systems at different levels, e.g. for the ENR sector based M&E at MoE, monitoring of NST by MINECOFIN, and progress for the Government Six Year Programme by the Prime Minister's office. PEA reports and results will also contribute to the UNDP Result Oriented Annual Report (ROAR) and periodic UNDAF reports, as well as to the regional and global PEA teams, thereby further influencing wider UNDP and UN Environment reporting.

a. Project management

70. The new PEA programme will be **coordinated jointly by REMA and MINECOFIN**, with REMA responsible for the day-to-day management and implementation under the SPIU and MINECOFIN as chair of the Steering Committee with REMA co-Chair, with the support of the UNDP-UN Environment partnership and further guidance by MoE. Due to the new programme's enhanced focus to end poverty and on the SDGs, it is appropriate that the role of MINECOFIN is enhanced as compared to the PEI. Specific project coordination and management arrangements are proposed as follows:

- Day-to-day project implementation coordination through the Project Management support team (full-time Project Manager and part-time Administrative support) in REMA, with further administrative and logistical support through the SPIU, reporting to the Steering Committee.
- Steering Committee chaired by MINECOFIN, co-chaired by REMA, with representation from MoE, MINALOC, key sector ministries (Agriculture, Infrastructure, Industries, MINILAF), UNDP Country Office and PEA Africa Support Programme, with the REMA / PEA programme team acting as secretariat of the Committee.
- A recommendation for the PEI final evaluation stated that: "The Programme Board, in collaboration with the lead implementing partners, should facilitate the allocation of necessary staff capacity for all programme coordination and implementation requirements".
- Long-term technical assistance (advisers) in both MINECOFIN (National and sector ENR mainstreaming adviser) and REMA (District ENR planning and mainstreaming adviser) who

report to the designated authorities in both agencies and the Project Management team in REMA.

- Project Management support by the UNDP Country Office, through a part-time Programme Analyst in the Poverty and Environment Unit, and finance and budget support by part-time Programme Associate, plus procurement and other service support when needed by relevant CO staff.
- A confirmed budget should be sourced by the programme partnership in advance of programme start up, to minimise the possible effects of financial cutbacks, and create awareness of pre-conditions that might be attached to programme expenditure.
- In order to ensure efficiency in execution, a delegated budget management modality through the UNDP Country Office will be used.

b. Audit

71. **Auditing** is an integral part of sound financial and administrative management, and of the UNDP accountability system. PEA, like other UNDP projects, is audited regularly and the findings are reported to the UNDP Executive Board. The audit of projects provide UNDP assurance that resources are used to achieve the results described in the project document, and that UNDP resources are adequately safeguarded.

c. Collaborative arrangements

72. Through the respective programme umbrellas, the PEA will collaborate closely with **relevant on-going and planned projects**. In REMA, the PEA will collaborate, through the SPIU, with:

- “Operationalization Green Economy Transition in Africa” project by UNEP with GIZ support. This project, is developing a toolbox, building capacity and support implementation for “greening the economy” in 3 selected Districts: Bugesera, Musanze and Gicumbi. PEA proposed district work should closely collaborate and possibly learn from this programme. It is proposed to include (some of) these Districts in the PEA pilot Districts as well.
- UNEP supported GEF - LDCF project: “Building resilience of communities living in degraded forests, savannas and wetlands of Rwanda through an ecosystem-based adaptation approach”, also implemented through REMA. Examples for resilient and sustainable livelihoods based on sustainable ecosystems management could be drawn from this project.
- UNEP-GEF Project Preparation for “Building the Capacity of Rwanda’s Government to Advance the National Adaptation Planning Process”. When developed and implementation started (through REMA), close coordination with the project will be sought.
- UNDP with support from GEF is undertaking, as part of a global initiative, a Project on: “Building Transformative Policy and Financing Frameworks to Increase Investment in Biodiversity Management (BIOFIN)”. Lessons learned on planning, financing and mainstreaming of Biodiversity should be taken into account in the PEA.
- UNDP with REMA are developing a GEF funded project document on: “Forest Landscape Restoration in the Mayaga region” under a Project Preparation Grant (PPG).
- UNDP with REMA submitted a Project Identification Form (PIF) to the GEF for the development of LDCF funded project on: “Ecosystems/Landscape approach to climate proof the Rural Settlement Program of Rwanda”.

73. **Other relevant projects / programmes** to learn lessons from and collaborate with, are:

- The World Bank supported Wealth Accounting and the Valuation of Ecosystem Services (WAVES) programme, that looks at advancing Natural Capital Accounting in national planning and budgeting systems. This is relevant as further analytical support and evidence for ENR mainstreaming.

- Support to MoE for capacity building by SIDA, and for Results Based Management (RBM) by UNDP.
- Netherlands Government support to the RWFA under the “Water for Growth” project
- Belgian Technical Cooperation (now “Enabel”) support to RWFA
- SIDA support to RLMUA on land titling and registration
- GIZ support to MINECOFIN, MINALOC and LODA.
- (Budget) Support programmes to MINAGRI from World Bank, EU and DFID.
- Support to MININFRA, especially on Energy, from World Bank;
- Support to MIDIMAR on Disaster Risk Management and other programmes for vulnerable groups.
- FONERWA financed support programmes, e.g. the Integrated Watershed programme for Gicumbi (under GCF funding), but also its project grants to Meteo, Districts, etc. on relevant ENR and Climate Change issues.
- GGGI initiatives on Green Secondary Cities through MININFRA, with now a Project Preparation Funds from GCF to develop a project on “Greening of secondary cities”
- Government investment programmes, e.g. the IDP Model Villages through RHA and MINALOC

d. UNDP Direct Country Office Support Services and direct project costing

74. UNDP will support the effective implementation of the project through strategic, technical and operational support. Any service requested officially by REMA will be processed and all costs related to the support of UNDP to PEA project will be included in the Results and Resources framework. All agreed upon costs incurred during the implementation of the project activities or services, that can be traced and attributed to that activity or service, is considered as a **Direct Project Cost (DPC)**. Therefore, this cost is included in the project budget and will be charged directly to the project budget for the development activity and/or service.

VI. RESULTS FRAMEWORK

Intended Outcome as stated in the UNDAF Rwanda Programme Results and Resource Framework:								
Proposed UNDAF Outcome 4: “By 2023 Rwandan institutions and communities are more equitably, productively and sustainably managing natural resources and addressing climate change”								
PEA Outcome Statement: <i>Increased and enhanced investments that deliver concrete and significant results in poverty reduction, environmental and natural resource sustainability and resilience building at national and district levels</i>								
Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:								
Outcome indicator 4.1: % of public expenditure in environment, natural resources, biodiversity, climate change, as part of total public expenditure. Baseline: 2.5% (2013); Target: 5% (2024)								
Outcome Indicator 4.2: % of households using biomass as a source of energy for cooking. Baseline: 83% (2014); Target: 42% (2023)								
Applicable Output(s) from the UNDP Strategic Plan:								
Related strategic plan signature solutions: 1 – Keeping People Out of Poverty; 4 - Promote nature-based solutions for a sustainable planet.								
Project title: Poverty Environment Actions for SDGs, Rwanda; Atlas Project Number: XXX (UNDP to add after project signature)								
EXPECTED OUTPUTS	OUTPUT INDICATORS	DATA SOURCE	BASELINE (2017)	TARGETS (by frequency of data collection)				DATA COLLECTION METHODS & RISKS
				Year 1	Year 2	Year 3	Final ¹³	
Output 1: Strengthened national planning and budgeting capacity and frameworks to sustainably implement poverty-environment actions	1.1. Number of sectoral plans and regulatory instruments formulated or revised with explicit tools for PEA mainstreaming and that are implemented in a gender sensitive manner	<ul style="list-style-type: none"> - Sector strategies and plans; - Mainstreaming assessments for Sectors; - Checklists and other tools 	<ul style="list-style-type: none"> - NST: Include ENR as priority element under Economic Transformation Pillar and as cross-cutting issue. - Most sector strategic plans for 2018-24 have mainstreamed ENR & climate change. 	<ul style="list-style-type: none"> - 4 Priority Sector Strategies (agriculture., urbanization, energy, industries) have ENR mainstreamed and included in the yearly plans and imihigos¹⁴; All other sectors make reference to ENR 	4 Priority Sectors include ENR mainstreamed activities in their yearly plans and imihigo. All other sectors make reference to ENR	4 Priority Sectors include ENR in plans, imihigos and budgets, and implement and spent budgets	Throughout Planning period priority sectors planned and budgeted ENR mainstreamed activities and investments	<ul style="list-style-type: none"> - SSPs; - ENR Mainstreaming assessments; - Budget assessments; - Mid-Term and Final NST Reviews.

¹³ Final Target after the initial 5 year intended period.

¹⁴ Imihigo is performance contract of senior officials that are signed yearly with the Prime Minister’s Office.

	1.2: ENR & CC mainstreaming instruments in the national planning and budget frameworks developed and reviewed regularly	<ul style="list-style-type: none"> - Systems and procedures within ministries and districts; - ENR Mainstreaming strategy and monitoring reports; - Tools / instruments and their guidance documents; - Assessments and training reports 	<ul style="list-style-type: none"> - Guidelines in planning & budget circulars and checklists in place; - Planning and implementation Assessment reports available 	<ul style="list-style-type: none"> - Budget circulars and checklists revised for all 14 sectors, based on new NST and SSPs, and guidance from Mainstreaming Strategy 	<ul style="list-style-type: none"> - Budget statement includes ENR references; - Newly revised checklists and other tools in place 	<ul style="list-style-type: none"> - Budget statement includes P-E references; - Newly revised checklists and other tools are used 	Increased references to P-E elements in yearly budget statement, ENR Mainstreaming instruments availed ahead of planning and budgeting call circular dissemination	Use and reference of tools in budget planning and assessments. Training Reports. Mid-Term and Final NST Reviews.
	1.3: Number of high level policy dialogues and evidence based briefing sessions organised/ supported to inform policy making process	<ul style="list-style-type: none"> - Records of Parliament - Press clippings - Policy Briefs - Project reports 	A commitment to poverty elimination and environmental sustainability that needs to be translated into more investment and action	1 Policy Dialogue and 2 Briefing sessions on P-E mainstreaming held	1 Policy Dialogue held and 1 Briefing Sessions on P-E mainstreaming held;	1 Policy Dialogue held and 2 evidence based Briefing Sessions on P-E mainstreaming held; P-E statements reflected in relevant Policy, Planning and Budgeting documents	ENR, poverty and climate change dimensions mainstreamed in the relevant high level policy dialogues and evidence based briefing sessions	Policy Dialogue reports; Briefing Reports; Policies, plans and budget statements; media reports
Output 2: Capacity for programming, budgeting and action that eliminates poverty and delivers sustainable ENR management at district-level	2.1. Number of districts with locally-relevant evidence (including gender disaggregated) available and used in planning and programming	Maps, assessments and other studies; DDSs	0	For the 2 selected pilot Districts: <ul style="list-style-type: none"> - Data gap analysis for P-E assessments done; - TORs for specific P-E poverty assessments and studies at District level prepared 	Studies on P-E assessments at District level undertaken (2)	Studies on P-E assessments in District undertaken and data used (2)	All 30 Districts use P-E assessments and data in their planning	Collect tools, maps, studies; Review District Databases and their use; District assessments and reports

	2.2. Number of districts able to implement and monitor pro-poor ENR mainstreaming through the budgets and programming frameworks	<ul style="list-style-type: none"> - District Development Strategies (DDS); - District yearly plans; - District Assessments; - Checklists; - Performance Contracts 	New DDS (2018-24) being developed, and contain ENR mainstreaming references, but not related to poverty reduction. 0 Districts	New District Development Strategies (30) include ENR elements, including in costing / budgets.	Pilot Districts (2) include ENR in plans and budgets, implement activities and spent budgets	Pilot Districts (2) include ENR in plans and budgets, implement activities and spent budgets, with P-E elements indicated. Lessons learned disseminated to all (28) other districts and trained	All 30 Districts implement and monitor P-E mainstreaming activities	Review District Strategies, Plans, budgets, assessments (including imihigo), reviews, expenditure reports
	2.3: Number of districts with new specific Investments in P-E Actions	<ul style="list-style-type: none"> - Investment concepts and proposals; - progress / financial reports; - District assessments 	<ul style="list-style-type: none"> - Some public development programmes exist (Girinka, ubudehe) - No specific private sectors investments in District with P-E focus 	1 cost effective P-E investment proposal drafted in each selected District (2), based on assessments	1 cost effective P-E investment proposal funded, and 1 new P-E investment proposal drafted in each selected district (2)	1 investment proposal funded and underway in each selected District (2)	3 P-E Investments in selected Districts (4) done. Other Districts emulate lessons learned and results from pilot districts, and prepare plans and investment proposals	District Plans. Imihigos budgets and expenditure reports
Output 3: Increased investments with enhanced impacts on ENR sustainability and poverty elimination catalysed	3.1. Combined value of public sector investments / projects that invest in sustainability	<ul style="list-style-type: none"> - NST monitoring reports; - MINECOFIN reports; - Public Investment Committee (PIC) reports and minutes; - SSP and DDS implementation reports - Expenditure reports 	Public expenditure in ENR: TBD (Year 1)	Detailed Public and private expenditure on ENR for sustainability done, including recommendations for improved and easy tracking.	+ 5% from Y1 ENR expenditure as per PEER (2018/19), measured through yearly assessments..	+ 10% from Y1 ENR expenditure	+30% from Y1 P-E public expenditure.	National, Sector, budgets and expenditure reports; NST implementation reports and assessments; REMA mainstreaming assessments; Commissioned P-E Expenditure Reports

	3.2. Combined values of private sector projects investing in sustainability	<ul style="list-style-type: none"> - MINECOFIN, RDB reports and data base of projects; - Expenditure reports; - FONERWA reports - Banking institutions reports 	combined value of private sector projects / investments in sustainability: TBD (Year 1).	Expenditure review including private sector investments in sustainability undertaken	Number and value of private sector projects / investments in sustainability: + 5% from Year 1 Review	Number and value of private projects / investments in sustainability: + 10% from Year 1 Review	Number and value of private sector projects / investments in sustainability: + 30% from Year 1 Review	MINECOFIN, RDB, FONERWA reports; Commissioned P-E Expenditure Reports; REMA District assessments; RDB assessment Development Partners / IFI reports
	3.3. Inclusion of p-e objectives and actions in cooperation frameworks, and increase in number of programmes and projects that have specific p-e objectives	<ul style="list-style-type: none"> - Cooperation frameworks; - DP agreements; - Donor Reports; - SWG and JSR reports and minutes; - Aid effectiveness database; - PEERs 	DP contribution to ENR sustainability programmes: TBD (Year 1)	DP contribution of ENR investment assessed through PEER and Development Aid Database.	DP investment to ENR sustainability: +5% from Year 1 Review	DP investment to ENR sustainability: +7% from Year 1 Review	Donor investment in ENR sustainability increased by 10% compared to Year 1 assessment.	SWG, JSR minutes; Aid Effectiveness platform, including investments in sectors; Donor reports; PEERs

VII. MONITORING AND EVALUATION

75. In accordance with UNDP's programming policies and procedures, and following the findings and recommendation of the PEI-3 Final Evaluation for improved monitoring, the project will be monitored through the following monitoring and evaluation plans:

Monitoring Plan

Monitoring Activity	Purpose	Frequency	Expected Action	Partners (if joint)	Cost (if any)
Track results progress	Progress data against the results indicators in the RRF will be collected and analysed to assess the progress of the project in achieving the agreed outputs.	Quarterly, or in the frequency required for each indicator.	Slower than expected progress will be addressed by project management.	PEA, REMA	
Monitor and Manage Risk	Identify and monitor risks that may threaten achievement of intended results, using a risk log. This includes monitoring measures and plans that may have been required as per UNDP's Social and Environmental Standards. Audits will be conducted in accordance with UNDP's audit policy to manage financial risk.	Quarterly	Risks are identified by project management and actions are taken to manage risk. The risk log is actively maintained to keep track of identified risks and actions taken.	PEA/REMA, UNDP.	
Learn	Knowledge, good practices and lessons will be captured regularly, as well as actively sourced from other projects and partners and integrated back into the project.	At least annually	Relevant lessons are captured by the project team and used to inform management decisions.	PEA, REMA, MINCOFIN	USD 10,000 (for briefs and other advocacy materials)
Annual Project Quality Assurance	The quality of the project will be assessed against UNDP's quality standards to identify project strengths and weaknesses and to inform management decision making to improve the project.	Bi-Annually	Areas of strength and weakness will be reviewed by project management and used to inform decisions to improve project performance.	UNDP	
Review and Make Course Corrections	Internal review of data and evidence from all monitoring actions to inform decision making.	At least annually	Performance data, risks, lessons and quality will be discussed by the project board and used to make course corrections.	PEA/REMA, UNDP	
Project Report	Progress reports will be presented to the Project Board and key stakeholders, showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk log with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		PEA/REMA, UNDP	

Project Review (Project Board)	The project's governance mechanism (i.e., project board) will hold regular project reviews to assess the performance of the project and review the Multi-Year Work Plan to ensure realistic budgeting over the life of the project. In the project's final year, the Project Board shall hold an end-of project review to capture lessons learned and discuss opportunities for scaling up and to socialize project results and lessons learned with relevant audiences.	Twice / year	Any quality concerns or slower than expected progress should be discussed by the project board and management actions agreed to address the issues identified.	SCM (MINECOFIN, REMA, UNDP, MINALOC, etc.)	
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Evaluation Plan

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and (Source of Funding)
UNDAP Mid-Term Evaluation	One UN agencies	"Eradicate poverty"; "Build resilience to shocks and crisis",	UNDAP Outcome 4	2021	UN agencies, MINECOFIN, REMA, priority sectors	Approx. USD40,000 (One UN)
PEA Global evaluation	UNDP-UN Environment	"Eradicate poverty"; "Build resilience to shocks and crisis",	(Global PEA Project Document)	2023	UNDP, UN Environment, MINECOFIN, REMA, Sectors, DPs	Approx. USD50,000 (PEA)
PEA Rwanda evaluation	UNDP - UN Environment	"Eradicate poverty"; "Build resilience to shocks and crisis",	UNDAP Outcome 4; CPD Outcome 1	2021	UNDP, UN Environment, MINECOFIN, REMA, Sectors, DPs	Approx. USD30,000 (PEA / UNDP)
UNDAP final evaluation	One UN agencies	"Eradicate poverty"; "Build resilience to shocks and crisis",	UNDAP Outcome 4	2021	UN agencies, MINECOFIN, REMA, priority sectors	Approx. USD50,000 (One UN)
UNDP Independent Country Programme Evaluation		"Eradicate poverty"; "Build resilience to shocks and crisis",	UNDAP; CPD	2023	UNDP, other UN agencies, Government, DPs	Approx. 60,000 (UNDP)

VIII. MULTI-YEAR WORK PLAN

76. The Workplan including budgets is included below. This includes the UNDP-UN Environment PEA and UNDP Rwanda TRAC resources for Year 1 (2018/19) to Year 3 (2020/21), for a Total of Grant Budget of USD900,000 from PEA and USD450,000 from UNDP (TRAC). UNDP-UN Environment PEA resources for Year 4 (2021/22) and Year 5 (2022/23) are pledged (USD 600,000) but not confirmed, and hence not included in this Project Budget which is for 2018 – 2021 only.

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year (USD)			RESPONSIBLE PARTY	MAIN PARTNERS	PLANNED BUDGET (USD)		
		Y1	Y2	Y3			Funding Source	Budget Description	Amount 2018-21
Output 1: Strengthened national planning and budgeting capacity and frameworks to sustainably implement poverty-environment actions	Deliverable 1.1: Application of poverty-environment mainstreaming instruments through national and sector planning, regulatory and budgeting frameworks								
	1.1. Support high-level dialogues and evidence (including using gender disaggregated evidence) based briefing sessions on poverty- environment actions with various key stakeholders in preparation and dissemination of policy briefs.	4000	4000	7000	REMA / MoE / MINECOFIN	Academia; Research Institutions; Parliament Civil Society	PEA	Workshops; Printed materials	15000
	1.2. Support to ministries and agencies in the development and review of planning and regulatory instruments to reflect poverty-environment, with a priority given to the agriculture, urbanization, energy and key productive sectors	5000	4000	6000	REMA / MINECOFIN	Sector ministries REMA	PEA	Workshops; Training	15000
	1.3. Provide technical assistance to MINECOFIN and priority sectors (Agriculture, Urbanization, Energy, Industries) on using gender disaggregated evidence to prioritize the needs of women in national planning and budgeting	13000	10000	10000	MINECOFIN / NISR / Sector Ministries	REMA UN Women Academia	PEA	Consultancy; Training	33000
	1.4. Technical advisory support to the Ministry of Finance and Economic Planning to continue oversee of development, implementation and monitoring of pro-poor mainstreaming tools through national planning and budgeting frameworks.	50000	50000	50000	MINECOFIN, REMA, Sector Ministries	MINECOFIN REMA MINALOC Districts	PEA	TA contract	150000
	Deliverable 1.2: Capacity to use multi-dimensional poverty and poverty-environment assessments for planning and budgeting								
1.5. Support review/update and promotion of multi-dimensional poverty and ENR assessment, planning, budgeting and monitoring tools.	9000	8000	7000	REMA, MINECOFIN	MINECOFIN Sector Ministries, Districts, MINALO	PEA	Consultancies; Workshops / Training	24000	

Gender marker: 2

	1.6. Technical assistance for designing and undertaking specific P-E assessments at national and sector level, including capacity development.	20000	14000	12000	REMA, MINECOFIN, NISR	MINECOFIN Sector Ministries, NISR	PEA	Consultancies; Workshops / training	46000
	1.7. Placement and training of interns in NISR and MINICOM to support P-E analysis and implementation	7000	8000	8000	MINECOFIN, NISR, Sectors	MINECOFIN Sector Ministries, NISR	PEA	Contracts	23000
	Sub-Total for Output 1	108000	98000	100000					306000
Output 2: Capacity for programming, budgeting and action that eliminates poverty and delivers sustainable ENR management at district-level <i>Gender marker: 2</i>	Deliverable 2.1. Application of poverty-environment mainstreaming tools and multi-dimensional poverty and poverty-environment assessments for budgeting and planning at the district level								
	2.1. Conduct / update baseline studies and gender disaggregated assessments in the two pilot districts, including detailed, multi-dimensional poverty assessments, mapping of natural assets, and assessment of current and potential natural resource use.	30000	14000	10000	REMA, MINALOC, Districts	Districts, Sector, MINALOC, LODA, Research institutes and networks	PEA	Consultancies	54000
	2.2. Provide technical assistance to selected districts on using gender disaggregated evidence to prioritize the needs of women in district planning and budgeting processes.	10000	8000	4000	NISR, REMA, MINALOC, Districts	UN Women, LODA, Districts	PEA	Consultancy; Training	22000
	2.3. Pro-active engagement of, and provision of technical advisory support to all Districts and MINALOC to facilitate continued implementation and monitoring of P-E mainstreaming through the budgets and programming frameworks of Districts, based also on the experience in the pilot Districts	8000	10000	12000	REMA, Districts, MINALOC	MINALOC, LODA	PEA	Workshops, Training; Printed Materials, Communication	30000
	2.4. Placement and training of interns in LODA and selected Districts (2) to support P-E analysis and implementation	10000	12000	12000	REMA, MINALOC, LODA, Districts	MINECOFIN MINALOC, LODA, DISTRICTS	PEA	Contracts	34000
	Deliverable 2.2. District investment solutions, plans and actions are developed in a participatory manner and promote poverty-environment related actions								

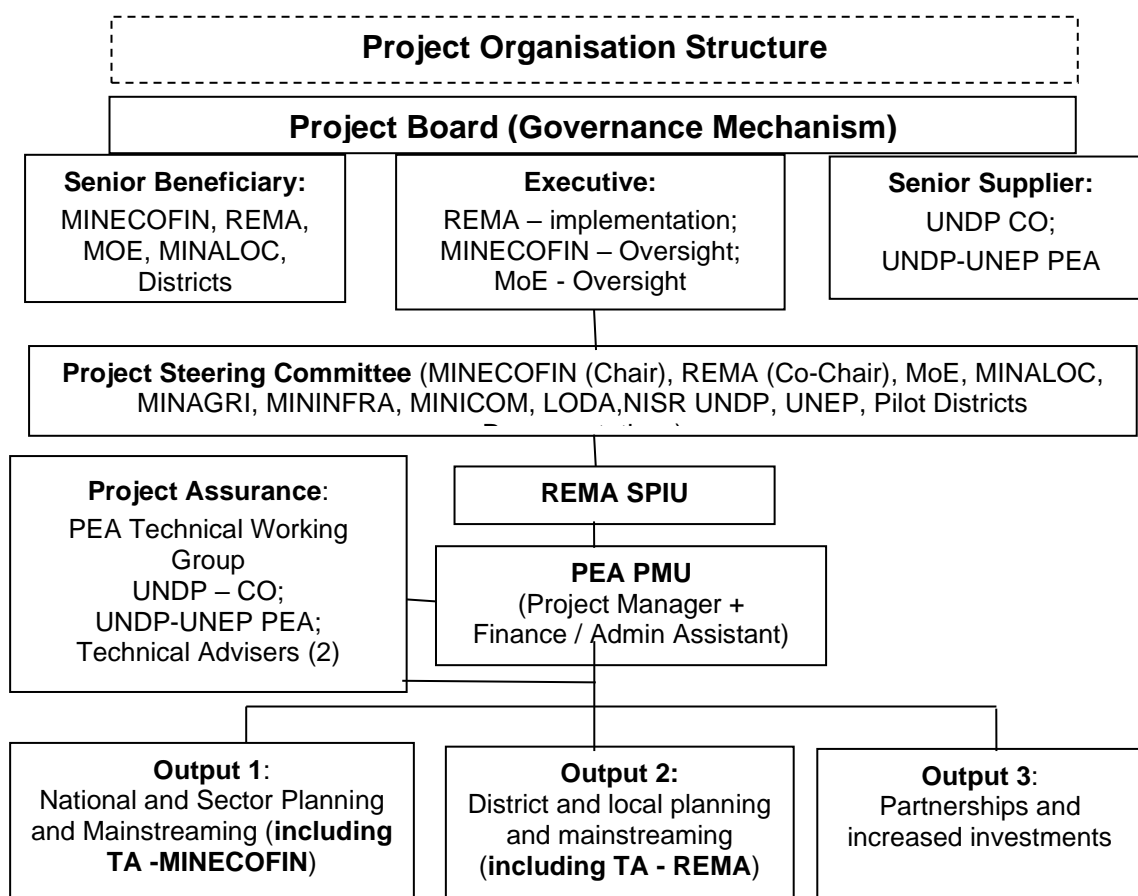
	2.5. Support the design of practical, tangible and innovative investment solutions at local level in pilot Districts, including with participation of private sector.	10000	10000	12000	REMA, Districts, MINALOC	Districts, MINALOC, LODA, Research institutes, Local Private Sector	PEA	Consultancies; Workshops	32000	
	2.6. Support to participatory planning targeting investments plans and actions in pilot Districts, on the basis of mapping, poverty assessments (including gender assessments), district-level EIAs and improved data management	10000	12000	12000	REMA, Districts, MINALOC	Districts, Sectors, MINALOC, LODA, REMA	PEA	Workshops, Training	34000	
		42000	44000	44000				PEA	TA Contract	130000
	2.6. Technical assistance and support for development of comprehensive investment plans and in accessing financial support for selected Districts and MINALOC	14000	14000	14000	REMA, Districts, MINALOC	Districts, Sectors, MINALOC, LODA, Research institutes	PEA	Consultancies	42000	
	Sub-Total for Output 2	134000	124000	120000					378,000	
Output 3: increased investments with enhanced impacts on poverty elimination and ENR sustainability	Deliverable 3.1. Directing private sector investments towards environmental sustainability and climate objectives for poverty reduction									
	3.1. Sensitisation and training of private sector actors in key sectors, including the banking sector, on Green Growth opportunities, Green Investments, P-E links, etc. through PSF, Professional Associations, Chambers of Commerce	9750	9750	9750	REMA, RDB	RDB Private Sector Federation	PEA	Training; communication	29250	
	3.2. Support a feasibility Study on introducing new incentives for private sector investments in Environment sustainability,	16000	14000		REMA, RDB	RDB Private Sector Federation Academics	PEA	Consultants	30000	
	3.3. Review of the systems and procedures used by the RDB in its investment promotion and facilitation role, and development of investment guidelines and recommendations for best practice in investment promotion and regulation in order to mitigate possible negative environmental impacts and to enhance poverty elimination and natural resource management benefits.		10000	12000	REMA, RDB	RDB Private Sector Federation; Academic institutes	PEA	Consultant; workshops	22000	
Gender marker: 2	Deliverable 3.2. Directing public sector and donor investments towards environmental sustainability and climate objectives for poverty reduction									

	3.4. Conduct an assessment of the impact of the Community Benefit Fund on poverty-environment linkages at local level in the tourism sector, and participatory identification of options for enhancing such impacts.		12000	10000	REMA, RDB	MININFRA, RDB	PEA	Consultant; Workshops	22000
	3.5. Promotion of the use of SEAs and other relevant safeguard instruments in the assessment of large-scale public sector investments, including social (gender equality) and poverty aspects and reinforce monitoring of environment management plan	8000	8000	4000	REMA, MINECOFIN	REMA, RDB, RMPGB, MINECOFIN Donors	PEA	Training; Workshops	20000
	3.6. Continued participation in, and support to, donor coordination mechanisms, with provision of evidence and technical support as needed, so as to increase and enhance financing towards poverty elimination through sustainable natural resource use and environmental management.	2000	2000	2000	REMA, MINECOFIN	Donor coordination mechanisms Donors	PEA	Travel; Workshops	6000
	Sub-Total for Output 3	35750	55750	37750					129250
Output 4. Knowledge, Monitoring, Quality Assurance and Management Support	4.1. Project Management	32000	32000	32000	REMA	UNDP, UNEP	UNDP TRAC	Staff contracts	96000
	4.2. Operation and Maintenance	16000	15000	10000	REMA	UNDP	UNDP TRAC	Misc.	41000
	4.3. Reporting & Knowledge Management	7000	8000	10000	REMA	UNDP, UNEP	UNDP TRAC	Comm.	25000
	4.4. Monitoring and Quality Assurance	5000	5000	5000	REMA, UNDP	REMA, MINECOFIN, UNDP	UNDP TRAC	Travel, Workshops	15000
		20000	20000	23000	REMA, UNDP	UNDP, UNEP	UNDP TRAC	Consultancies	63000
	4.5. Evaluation			20000	REMA, UNDP	REMA, UNDP	PEA	Consultancies	20000
	4.6. Communication	10000	10000	10000	REMA, UNDP	REMA, MINECOFIN, UNDP	UNDP TRAC	Comm.	30000
	4.7. UNDP Direct Project Costs	30000	30000	30000	UNDP	UNDP	UNDP TRAC	Misc.	90000
	4.8. SPIU support costs	30000	30000	30000	REMA	REMA	UNDP TRAC	Misc.	90000
	4.9. General Management Service (GMS)	22,250	22,250	22,250	UNDP	UNDP	PEA	GMS	66750
Sub-Total for Output 4	172250	172250	192250					536750	

GRAND TOTAL	450000	450000	450000		1350000
TOTAL PEA Contribution	300000	300000	300000		900000
TOTAL UNDP TRAC Contribution	150000	150000	150000		450000

IX. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

77. The PEA programme will be implemented under a National Implementation Modality (NIM) managed and coordinated jointly by REMA and MINECOFIN. The UNDP Country Office will provide quality assurance and support, with the support of the UNDP-UN Environment partnership. Process details have already been given in Chapter V, section on Project management. In terms of further and overall programme governance, this can be depicted as follows:



78. The Ministry of Finance and Economic Planning (MINECOFIN) and the Ministry of Environment (MoE) and its Rwanda Environment Management Agency (REMA) are the designated government agencies responsible for the coordination of the PEA Programme, with the support of the UNDP-UN Environment PEA partnership. REMA will be responsible for implementing and managing the Programme, through a project management support team based in its offices, including administrative and logistical support through the SPIU. The dedicated Project Management Unit (PMU) will be responsible for reporting, monitoring of programme interventions, achieving programme outputs, and for the effective use of the resources. REMA through MoE may enter into agreements with other organisations or entities to assist in successfully delivering programme outputs.

79. The Steering Committee will provide programme oversight and is chaired by MINECOFIN, with REMA as co-chair, and the PEA PMU acting as secretariat of the Committee. Other members of the Steering Committee are proposed to be the Ministries of Agriculture (MINAGRI), Ministry of Local Government

(MINALOC), Infrastructure (MININFRA) and Ministry of Trade and Industry (MINICOM) that will be involved in the planned activities at the national and decentralised level. The Steering Committee will be responsible for making management decisions when required and provide recommendations for the programme plans and revisions, based on Result Based Management approaches, best value for money, and transparency. By adhering to these principles, the Steering Committee will also provide quality assurance of the programme. The Steering Committee will meet twice a year or as deemed necessary and will sign off the relevant reports as well as completion of each quarterly plan as well as authorizes the next quarterly plan. It will ensure that required resources are committed and arbitrate on any conflicts within the programme or negotiates a solution to any problems between the programme and external bodies. In addition, it will approve the appointment and responsibilities of the programme manager and any delegation of its programme assurance responsibilities.

80. **A national PEA technical committee is proposed to provide technical guidance for the implementation of programme.** The committee will oversee programme monitoring and will comprise of Directors of Planning and representatives from key implementing partners. The Ministry of Finance and Economic Planning, including the National Institute of Statistics, and the Ministry of Local Government will also be represented on this committee, as well as representative from UNDP and UN Environment. The Technical committee will elect its chairpersons on a rotational basis.

81. **Program and Quality Assurance will be carried out by UNDP on behalf of the participating UN agencies including UN Environment.** UNDP and the global and regional PEA will ensure that programme milestones and results are achieved, including appropriate budget management and resource mobilization. UNDP Rwanda, on behalf of the UN Agencies will interface with the government and will be responsible for coordinating the activities within the UNDP and UN Country Team framework.

82. **Long-term technical assistance (advisers) are placed in both MINECOFIN** (National and sector ENR mainstreaming adviser) **and REMA** (District ENR planning and mainstreaming adviser, liaising closely with MINALOC and Districts) who report to the designated authorities in both agencies and through the Project Management Unit in REMA to the Steering Committee. Further short-term, specific and targeted technical assistance is foreseen at national (mainly MINECOFIN) and District level is foreseen, especially on innovative, technically astute assessments, analysis and tools.

X. LEGAL CONTEXT

83. This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of Rwanda and UNDP, signed on 2nd February 1977. All references in the SBAA to “Executing Agency” shall be deemed to refer to “Implementing Partner.”

XI. RISK MANAGEMENT

Option a. Government Entity (NIM)

84. Consistent with the Article III of the SBAA, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) Assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

85. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document.

86. The Implementing Partner agrees to undertake all reasonable efforts to ensure that no UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml . This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.

87. Consistent with UNDP's Programme and Operations Policies and procedures, social and environmental sustainability will be enhanced through application of the UNDP Social and Environmental Standards (<http://www.undp.org/ses>) and related Accountability Mechanism (<http://www.undp.org/secu-srm>).

88. The Implementing Partner shall: (a) conduct project and programme-related activities in a manner consistent with the UNDP Social and Environmental Standards, (b) implement any management or mitigation plan prepared for the project or programme to comply with such standards, and (c) engage in a constructive and timely manner to address any concerns and complaints raised through the Accountability Mechanism. UNDP will seek to ensure that communities and other project stakeholders are informed of and have access to the Accountability Mechanism.

89. All signatories to the Project Document shall cooperate in good faith with any exercise to evaluate any programme or project-related commitments or compliance with the UNDP Social and Environmental Standards. This includes providing access to project sites, relevant personnel, information, and documentation.

ANNEXES

- 1. PEA contribution to implementation of SDGs**
 - 2. Project Quality Assurance Report** (in separate document)
 - 3. Social and Environmental Screening Template**
 - 4. Risk Analysis.**
 - 5. Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment),
 - 6. TORs of key positions**
-

ANNEX 1. PEA contribution to implementation of SDGs

PEA will make a **tangible and direct contribution to the SDGs**, see the Table below:

SDG	Target	PEA Rwanda's contribution
Goal 1: End poverty in all its forms everywhere	1.1. By 2030, eradicate extreme poverty for all people everywhere	NST will set specific targets in this regard, and PEA will support implementation through p-e programming, budgeting and monitoring instruments (Output 1 and 2).
	1.2. By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions	
	1.5. By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters	The reduction of climate vulnerability will be an integral part of PEA (Output 2)
	1.6. Ensure significant mobilisation of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries, in particular least developed countries, to implement programmes and policies to end poverty in all its dimensions	Resource mobilisation will be an important component of the PEA (Output 3), through development cooperation, but also by working with the private sector and civil society
	1.7. Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions	Rwanda's policy framework is sound, and the programme will support its further refinement and implementation, with a focus on ending poverty and attention to gender-specific needs and opportunities (Output 1)
Goal 2: End hunger, achieve food security and improved nutrition and promote sustainable agriculture	2.1. By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round	p-e mainstreaming contributes to food security by supporting the formulation and implementation of agricultural development strategies and plans at national and District levels (Output 1 and 2)
	2.3. By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment	The programme will contribute to this target in a number of ways, by supporting the formulation and implementation of agricultural development strategies and plans at national (Output 1) and District levels (Output 2), and by focusing on the promotion of off-farm jobs under Output 2
	2.4. By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality	The programme will contribute to this target, especially by building capacity at district level, and by supporting the integration of resilience-building and adaptation capacity in poverty reduction initiatives and other investments (Output 2)
	2.6. Increase investment, including through enhanced international cooperation, in rural infrastructure, agricultural research and extension services, technology development and plant and livestock gene banks in order to enhance agricultural productive capacity in developing countries, in particular least developed countries	This will be supported primarily through the local level activities envisaged at local level under Output 2
Goal 5: Achieve	5.7. Undertake reforms to give women equal rights to economic resources, as well as access to ownership and	Gender equality and equity will be core principles and objectives in this new

SDG	Target	PEA Rwanda's contribution
gender equality and empower all women and girls	control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws	programme, including in the policies and strategies supported, the tools developed and the investments encouraged and facilitated (especially Output 2)
Goal 8: Promote inclusive and sustainable economic growth, employment and decent work for all	8.1. Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors	This will be supported primarily through the local level activities envisaged at local level under Output 2
	8.2. Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services	The new programme will support these policies as well as their implementation, especially at district level through Output 2
	8.9. By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products	The new programme will explore how to optimise the contribution of nature-based tourism to poverty elimination and livelihoods
Goal 11: Make cities inclusive, safe, resilient and sustainable	11.8. Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning	The new programme will assist with this target by looking at the linkages between the proposed secondary cities and the surrounding rural economy
	11.9. By 2030, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels	The new programme will contribute to this target by supporting the continued up-scaling of the Green Villages concept, and by working on the linkages between secondary cities and their surrounding rural economies (Output 2)
Goal 12: Ensure sustainable consumption and production patterns	12.2. By 2030, achieve the sustainable management and efficient use of natural resources	This target is at the core of the programme, as all its activities will converge to these objectives
	12.10. Develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products	As part of Output 3, the new programme will assess and recommend ways in which the linkages between tourism, local economic development and poverty elimination could be strengthened
Goal 13: Take urgent action to combat climate change and its impacts	13.1. Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries	All activities of the new programme aimed at policy and strategy development will incorporate the climate change dimension
	13.2. Integrate climate change measures into national policies, strategies and planning	
	13.3. Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning	The new programme will contribute to the target, especially through capacity-building activities
Goal 15: Sustainably manage forests, combat desertification, halt and reverse land degradation, halt	The new programme will contribute to this Goal and to most of its Targets, as the policies, strategies, capacities and investments supported and facilitated by the programme will notably contribute to: <ul style="list-style-type: none"> sustainable management of forests and restoration of degraded forests (Target 15.1) restoration of degraded land and soil (Target 15.2) conservation of mountain ecosystems, including their biodiversity (Target 15.3) take action to reduce the degradation of natural habitats and halt the loss of biodiversity (Target 15.4) integration of ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts (Target 15.8) 	

SDG	Target	PEA Rwanda's contribution
biodiversity loss	<ul style="list-style-type: none"> • mobilisation and significant increase in the financial resources from all sources to conserve and sustainably use biodiversity and ecosystems (Target 15.9) • mobilisation of significant resources to finance sustainable forest management and provide adequate incentives to advance such management, including for conservation and reforestation (Target 15.10) 	
Goal 17: Revitalize the global partnership for sustainable development	17.14. Enhance policy coherence for sustainable development	The coherence of Rwanda's policy framework will be further enhanced through support to policy and programme formulation at various levels and in individual sectors (Output 1)
	17.17. Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships	The implementation of the new programme will be based on active partnerships
	17.18. By 2030, enhance capacity-building support to developing countries ... to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts	The programme will support work with the National Institute of Statistics and other institutions involved in the production and management of data and knowledge in support of policy formulation and monitoring (Outputs 1 and 2)

ANNEX 2. Project Quality Assurance Report (in separate document)

ANNEX 3. Social and Environmental Screening Template

Project Information

Project Information	
1. Project Title	Poverty Environment Action for SDGs (PEA)
2. Project Number	XXX (UNDP TO ADD)
3. Location (Global/Region/Country)	Rwanda

Part A. Integrating Overarching Principles to Strengthen Social and Environmental Sustainability

QUESTION 1: How Does the Project Integrate the Overarching Principles in order to Strengthen Social and Environmental Sustainability?

Briefly describe in the space below how the Project mainstreams the human-rights based approach

Project is based on the premise of "mainstreaming", in particular environment, natural resources and climate change, to assist with poverty reduction, as a basic human right.

Briefly describe in the space below how the Project is likely to improve gender equality and women's empowerment

Project is based on the earlier UNDP-UNEP Poverty Environment Initiative, which paid a lot of attention to gender equality and empowerment. This will continue in the PEA, even more so, because both Environment & climate change and gender are cross-cutting issues, presently being coordinated through the PEI National Technical Advisor in MINECOFIN, who will continue in the PEA with a similar mandate

Briefly describe in the space below how the Project mainstreams environmental sustainability

This is the premise of the project: Mainstreaming environmental sustainability for socio-economic progress and poverty reduction.

Part B. Identifying and Managing Social and Environmental Risks

QUESTION 2: What are the Potential Social and Environmental Risks?	QUESTION 3: What is the level of significance of the potential social and environmental risks?			QUESTION 6: What social and environmental assessment and management measures have been conducted and/or are required to address potential risks (for Risks with Moderate and High Significance)?
<i>Risk Description</i>	<i>Impact and Probability (1-5)</i>	<i>Significance (Low, Moderate, High)</i>	<i>Comments</i>	<i>Description of assessment and management measures as reflected in the Project design. If ESIA or SESA is required note that the assessment should consider all potential impacts and risks.</i>
Risk 1: Meteorological conditions, exacerbated by climate change,.	I = 3 P = 3	Moderate	Extreme Weather events and climate change may impact negatively on natural resources, livelihoods and economic growth	Climate change resilience and mitigation is part of PEA, as it follows the Green Growth and Climate Resilience Strategy (GGCRS) and the NDCs, that will be mainstreamed across all plans and actions
Risk 2: Potential harvesting of natural resources in project, and/or reforestation activities	I = 1 P = 2	Low	Unsustainable harvesting of natural resources will degrade the environment	The premise of the project is to advocate for and find new ways of sustainable natural resources management, that will protect the environment and conserve the natural resources and reduce poverty
QUESTION 4: What is the overall Project risk categorization?				
Select one (see SESP for guidance)			Comments	
<i>Low Risk</i>			<input checked="" type="checkbox"/>	
<i>Moderate Risk</i>			<input type="checkbox"/>	
<i>High Risk</i>			<input type="checkbox"/>	
QUESTION 5: Based on the identified risks and risk categorization, what requirements of the SES are relevant?				
Check all that apply			Comments	
<i>Principle 1: Human Rights</i>			<input type="checkbox"/>	
<i>Principle 2: Gender Equality and Women's</i>			<input type="checkbox"/>	

	Empowerment		
	1. Biodiversity Conservation and Natural Resource Management	<input type="checkbox"/>	
	2. Climate Change Mitigation and Adaptation	<input type="checkbox"/>	
	3. Community Health, Safety and Working Conditions	<input type="checkbox"/>	
	4. Cultural Heritage	<input type="checkbox"/>	
	5. Displacement and Resettlement	<input type="checkbox"/>	
	6. Indigenous Peoples	<input type="checkbox"/>	
	7. Pollution Prevention and Resource Efficiency	<input type="checkbox"/>	

Final Sign Off

Signature	Date	Description
QA Assessor		UNDP staff member responsible for the Project, typically a UNDP Programme Officer. Final signature confirms they have “checked” to ensure that the SESP is adequately conducted.
QA Approver		UNDP senior manager, typically the UNDP Deputy Country Director (DCD), Country Director (CD), Deputy Resident Representative (DRR), or Resident Representative (RR). The QA Approver cannot also be the QA Assessor. Final signature confirms they have “cleared” the SESP prior to submittal to the PAC.
PAC Chair		UNDP chair of the PAC. In some cases PAC Chair may also be the QA Approver. Final signature confirms that the SESP was considered as part of the project appraisal and considered in recommendations of the PAC.

SESP Attachment 1. Social and Environmental Risk Screening Checklist

Checklist Potential Social and Environmental Risks		
Principles 1: Human Rights		Answer (Yes/No)
1.	Could the Project lead to adverse impacts on enjoyment of the human rights (civil, political, economic, social or cultural) of the affected population and particularly of marginalized groups?	No
2.	Is there a likelihood that the Project would have inequitable or discriminatory adverse impacts on affected populations, particularly people living in poverty or marginalized or excluded individuals or groups? ¹⁵	No
3.	Could the Project potentially restrict availability, quality of and access to resources or basic services, in particular to marginalized individuals or groups?	No
4.	Is there a likelihood that the Project would exclude any potentially affected stakeholders, in particular marginalized groups, from fully participating in decisions that may affect them?	No
5.	Is there a risk that duty-bearers do not have the capacity to meet their obligations in the Project?	No
6.	Is there a risk that rights-holders do not have the capacity to claim their rights?	No
7.	Have local communities or individuals, given the opportunity, raised human rights concerns regarding the Project during the stakeholder engagement process?	No
8.	Is there a risk that the Project would exacerbate conflicts among and/or the risk of violence to project-affected communities and individuals?	No
Principle 2: Gender Equality and Women's Empowerment		
1.	Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?	No
2.	Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?	No
3.	Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?	No
4.	Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? <i>For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and well being</i>	No
Principle 3: Environmental Sustainability: Screening questions regarding environmental risks are encompassed by the specific Standard-related questions below		
Standard 1: Biodiversity Conservation and Sustainable Natural Resource Management		
1.1	Would the Project potentially cause adverse impacts to habitats (e.g. modified, natural, and critical habitats) and/or ecosystems and ecosystem services?	No

¹⁵ Prohibited grounds of discrimination include race, ethnicity, gender, age, language, disability, sexual orientation, religion, political or other opinion, national or social or geographical origin, property, birth or other status including as an indigenous person or as a member of a minority. References to "women and men" or similar is understood to include women and men, boys and girls, and other groups discriminated against based on their gender identities, such as transgender people and transsexuals.

	<i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	
1.2	Are any Project activities proposed within or adjacent to critical habitats and/or environmentally sensitive areas, including legally protected areas (e.g. nature reserve, national park), areas proposed for protection, or recognized as such by authoritative sources and/or indigenous peoples or local communities?	No
1.3	Does the Project involve changes to the use of lands and resources that may have adverse impacts on habitats, ecosystems, and/or livelihoods? (Note: if restrictions and/or limitations of access to lands would apply, refer to Standard 5)	No
1.4	Would Project activities pose risks to endangered species?	No
1.5	Would the Project pose a risk of introducing invasive alien species?	No
1.6	Does the Project involve harvesting of natural forests, plantation development, or reforestation?	Yes
1.7	Does the Project involve the production and/or harvesting of fish populations or other aquatic species?	No
1.8	Does the Project involve significant extraction, diversion or containment of surface or ground water? <i>For example, construction of dams, reservoirs, river basin developments, groundwater extraction</i>	No
1.9	Does the Project involve utilization of genetic resources? (e.g. collection and/or harvesting, commercial development)	No
1.10	Would the Project generate potential adverse transboundary or global environmental concerns?	No
1.11	Would the Project result in secondary or consequential development activities which could lead to adverse social and environmental effects, or would it generate cumulative impacts with other known existing or planned activities in the area? <i>For example, a new road through forested lands will generate direct environmental and social impacts (e.g. felling of trees, earthworks, potential relocation of inhabitants). The new road may also facilitate encroachment on lands by illegal settlers or generate unplanned commercial development along the route, potentially in sensitive areas. These are indirect, secondary, or induced impacts that need to be considered. Also, if similar developments in the same forested area are planned, then cumulative impacts of multiple activities (even if not part of the same Project) need to be considered.</i>	No
Standard 2: Climate Change Mitigation and Adaptation		
2.1	Will the proposed Project result in significant ¹⁶ greenhouse gas emissions or may exacerbate climate change?	No
2.2	Would the potential outcomes of the Project be sensitive or vulnerable to potential impacts of climate change?	No
2.3	Is the proposed Project likely to directly or indirectly increase social and environmental vulnerability to climate change now or in the future (also known as maladaptive practices)? <i>For example, changes to land use planning may encourage further development of floodplains, potentially increasing the population's vulnerability to climate change, specifically flooding</i>	No
Standard 3: Community Health, Safety and Working Conditions		
3.1	Would elements of Project construction, operation, or decommissioning pose potential safety risks to local communities?	No
3.2	Would the Project pose potential risks to community health and safety due to the transport, storage, and use and/or disposal of hazardous or dangerous materials (e.g. explosives, fuel and other chemicals during construction and operation)?	No
3.3	Does the Project involve large-scale infrastructure development (e.g. dams, roads, buildings)?	No
3.4	Would failure of structural elements of the Project pose risks to communities? (e.g. collapse of buildings or infrastructure)	No

¹⁶ In regards to CO₂, 'significant emissions' corresponds generally to more than 25,000 tons per year (from both direct and indirect sources). [The Guidance Note on Climate Change Mitigation and Adaptation provides additional information on GHG emissions.]

3.5	Would the proposed Project be susceptible to or lead to increased vulnerability to earthquakes, subsidence, landslides, erosion, flooding or extreme climatic conditions?	No
3.6	Would the Project result in potential increased health risks (e.g. from water-borne or other vector-borne diseases or communicable infections such as HIV/AIDS)?	No
3.7	Does the Project pose potential risks and vulnerabilities related to occupational health and safety due to physical, chemical, biological, and radiological hazards during Project construction, operation, or decommissioning?	No
3.8	Does the Project involve support for employment or livelihoods that may fail to comply with national and international labor standards (i.e. principles and standards of ILO fundamental conventions)?	No
3.9	Does the Project engage security personnel that may pose a potential risk to health and safety of communities and/or individuals (e.g. due to a lack of adequate training or accountability)?	No
Standard 4: Cultural Heritage		
4.1	Will the proposed Project result in interventions that would potentially adversely impact sites, structures, or objects with historical, cultural, artistic, traditional or religious values or intangible forms of culture (e.g. knowledge, innovations, practices)? (Note: Projects intended to protect and conserve Cultural Heritage may also have inadvertent adverse impacts)	No
4.2	Does the Project propose utilizing tangible and/or intangible forms of cultural heritage for commercial or other purposes?	No
Standard 5: Displacement and Resettlement		
5.1	Would the Project potentially involve temporary or permanent and full or partial physical displacement?	No
5.2	Would the Project possibly result in economic displacement (e.g. loss of assets or access to resources due to land acquisition or access restrictions – even in the absence of physical relocation)?	No
5.3	Is there a risk that the Project would lead to forced evictions? ¹⁷	No
5.4	Would the proposed Project possibly affect land tenure arrangements and/or community based property rights/customary rights to land, territories and/or resources?	No
Standard 6: Indigenous Peoples		
6.1	Are indigenous peoples present in the Project area (including Project area of influence)?	Yes
6.2	Is it likely that the Project or portions of the Project will be located on lands and territories claimed by indigenous peoples?	No
6.3	Would the proposed Project potentially affect the human rights, lands, natural resources, territories, and traditional livelihoods of indigenous peoples (regardless of whether indigenous peoples possess the legal titles to such areas, whether the Project is located within or outside of the lands and territories inhabited by the affected peoples, or whether the indigenous peoples are recognized as indigenous peoples by the country in question)? <i>If the answer to the screening question 6.3 is “yes” the potential risk impacts are considered potentially severe and/or critical and the Project would be categorized as either Moderate or High Risk.</i>	No
6.4	Has there been an absence of culturally appropriate consultations carried out with the objective of achieving FPIC on matters that may affect the rights and interests, lands, resources, territories and traditional livelihoods of the indigenous peoples concerned?	No

¹⁷ Forced evictions include acts and/or omissions involving the coerced or involuntary displacement of individuals, groups, or communities from homes and/or lands and common property resources that were occupied or depended upon, thus eliminating the ability of an individual, group, or community to reside or work in a particular dwelling, residence, or location without the provision of, and access to, appropriate forms of legal or other protections.

6.5	Does the proposed Project involve the utilization and/or commercial development of natural resources on lands and territories claimed by indigenous peoples?	No
6.6	Is there a potential for forced eviction or the whole or partial physical or economic displacement of indigenous peoples, including through access restrictions to lands, territories, and resources?	No
6.7	Would the Project adversely affect the development priorities of indigenous peoples as defined by them?	No
6.8	Would the Project potentially affect the physical and cultural survival of indigenous peoples?	No
6.9	Would the Project potentially affect the Cultural Heritage of indigenous peoples, including through the commercialization or use of their traditional knowledge and practices?	No
Standard 7: Pollution Prevention and Resource Efficiency		
7.1	Would the Project potentially result in the release of pollutants to the environment due to routine or non-routine circumstances with the potential for adverse local, regional, and/or transboundary impacts?	No
7.2	Would the proposed Project potentially result in the generation of waste (both hazardous and non-hazardous)?	No
7.3	Will the proposed Project potentially involve the manufacture, trade, release, and/or use of hazardous chemicals and/or materials? Does the Project propose use of chemicals or materials subject to international bans or phase-outs? <i>For example, DDT, PCBs and other chemicals listed in international conventions such as the Stockholm Conventions on Persistent Organic Pollutants or the Montreal Protocol</i>	No
7.4	Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?	No
7.5	Does the Project include activities that require significant consumption of raw materials, energy, and/or water?	No

ANNEX 4. Risk Analysis

Project Title: Poverty Environment Action for SDGs (PEA)	Award ID: XXX (UNDP to add)	Date: 15/04/2018
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Meteorological conditions, exacerbated by climate change,.	20 March 2018	Environmental	Text: Extreme Weather events and climate change may impact negatively on natural resources, livelihoods and economic growth P = 3 I = 3	Climate change resilience and mitigation is part of PEA, as it follows the Green Growth and Climate Resilience Strategy (GGCRS) and the NDCs, that will be mainstreamed across all plans and actions	PEA Project Manager	Jan Rijpma, PEI International Technical Specialist		
2	Demands placed on districts and other decentralised agencies makes it difficult for them to participate fully in the PEA.	20 March 2018	Organizational	Text: While districts and other decentralised agencies will be among the principal beneficiaries of the programme, demands placed on them by this and other initiatives, in addition to the assumption of their day-to-day responsibility for local governance, can make it difficult for them to participate fully in, and benefit optimally from, the programme. P = 3	Pilot districts are selected based on, amongst other criteria, existing capacities and baselines (e.g. the former UNEP Green Economy districts). Also, capacities of districts will be further developed during the PEA, to be able to benefit optimally from the PEA programme	National Technical Adviser; PEA Project Manager	Jan Rijpma, PEI International Technical Specialist		

				I = 2					
3	Required resources may not be available and mobilized in time	20 March 2018	Financial	<p>Text: The PEA has committed donor resources for 3 years (from global PEA and UNDP TRAC), and pledges for the following 2 years. If the resources for the last 2 years do not materialize, then the full intended results of the ambitious programme may not be achieved.</p> <p>P = 2 I = 4</p>	The Project Document has been designed on the basis of the committed and available resources for Year 1 – 3, but also keeping in mind the pledged resources for years 4 – 5, which can then easily be added and activities continue and upscaled. Further resource mobilization during development and implementation of PEA will also continue.	PEA Project Manager; UNDP Programme Officer	Jan Rijpma, PEI International Technical Specialist		
4	Continued political will and championing ENR sustainability and its links to poverty elimination and inclusive growth.	20 March 2018	Political	<p>If political will and championing ENR sustainability and its links to poverty elimination and inclusive growth will no longer be maintained, then the foundation for PEA and its implementation will falter. Especially the implementation of this Poverty – Environment nexus, will need to be enhanced, as well as analytical capacity for assessing P-E linkages.</p> <p>P = 2 I = 3</p>	This is well reflected in the NST and priority Sector Strategic plans. The necessary capacity to enhance the understanding and analytical tools needed for P-E mainstreaming are embedded in and from the foundation of the PEA	PEA Project Manager; NTA	Jan Rijpma, PEI International Technical Specialist		
	Coordination between different sectors and stakeholders	20 March 2018	Organizational	the coordination between the different sectors is a prerequisite for effective mainstreaming. Without effective coordination and planning the mainstreaming agenda is at risk.	The PEA works on improved coordination, within government systems, mainly through its support to and influencing of MINECOFIN. PEA will also	Project Manager; NTAs	Jan Rijpma, PEI International Technical Specialist		

				P = 2 I = 2	be broadly inclusive, working with different societal sectors. PEA furthermore supports the coordination between Development Partners and Government, through the SWGs and its work within the UN Country Team.				
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ANNEX 5. Capacity Assessment (UNDP)

Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

Capacity Assessments have been done for the main implementing partners REMA and MINECOFIN in 2014, as commissioned by UNDP. The full reports are available with UNDP; they are too big to add as scanned copies here. The results are summarized below:

For REMA:

Financial Management Capacity

Micro assessment

UN Agency: UNDP

Implementing Partner: Rwanda Environment Management

Authority (REMA)

November 2014

Summary / Conclusion

A HACT micro assessment of the financial management capacities of the Rwanda Environment Management Authority (REMA) was conducted in 2014 by UNDP. The objective was to provide an overall assessment of the Implementing Partner's financial management and procurement capacity and review funds flow, staffing, accounting policies and procedures, internal audit, financial audit, reporting and monitoring, information systems and procurement. In conclusion, the overall rating for REMA was assessed to be Low risk for its financial management capacity as the IP has a well-developed financial management system and functioning control framework with a low likelihood of potential negative impact on the IP's ability to execute the programme in accordance with the AWP.

For MINECOFIN:

Financial Management Capacity

Micro assessment

UN Agency: UNDP

Implementing Partner: Ministry of Finance and Economic

Planning -Single Project Implementation Unit

November 2014

Conclusion:

A HACT micro assessment of the financial management capacities of the Ministry of Economic Planning and Finance (MINECOFIN) was conducted in 2014 by UNDP. The objective was to provide an overall assessment of the Implementing Partner's financial management and procurement capacity and review funds flow, staffing, accounting policies and procedures, internal audit, financial audit, reporting and monitoring, information systems and procurement. In conclusion, the overall rating for MINECOFIN was assessed to be Low risk for its financial management capacity as the IP has a well-developed financial management system and functioning control framework with a low likelihood of potential negative impact on the IP's ability to execute the programme in accordance with the AWP

ANNEX 6. Terms of References

TERMS OF REFERENCE (ToR): NATIONAL TECHNICAL ADVISOR ON POVERTY ENVIRONMENT MAINSTREAMING TO MINECOFIN

Job Title:	National Technical Advisor on Poverty – Environment to MINECOFIN
Category:	Poverty - Environment
Duty Station:	Kigali, Rwanda
Type of contract:	Service Contract
Expected starting date:	01/08/2018
Duration of assignment:	1 year with possibility of extension

1. BACKGROUND

Introduction and Organisational Context

The economy of Rwanda is substantively dependent on natural resources such as land and water. The natural resource base and its contribution to economic growth and poverty elimination is under pressure in Rwanda, mainly because of very high population densities in rural areas. This situation is aggravated by the high vulnerability caused by rough terrain, susceptibility to erosion, exacerbated by climate change. Therefore, the sustainable management of these resources is necessary to maintain or increase the economic benefits. Thus, the Government of Rwanda has taken a number of policy and programme initiatives to ensure the country's improved management of the environment and natural resources (ENR) sector for sustainable development.

This includes the Government of Rwanda - UNDP/UNEP supported Poverty Environment Action for SDGs (PEA). The PEA builds on the successful UNDP-UNEP Poverty Environment Initiative (PEI) in Rwanda that was first launched in December 2005 and led to significant improvement in the inclusion of environmental and natural resources (ENR) sustainability objectives in Rwanda's Economic Development and Poverty Reduction Strategy (EDPRS) I and II, and in the new National Strategy for Transformation (NST-1) for the period 2018-2024.

Rwanda has made important progress in poverty reduction, though there is a need to better link "ending poverty" as stated in the new National Strategy for Transformation (NST) and the SDGs, with the sustainable use of the environment and natural resources. Policies and action plans to that effect are to some extent in place, and mainstreaming of ENR into planning and budgeting has been to a large extent achieved, with support from PEI and REMA. However, there is a need for more effectively mainstreaming Poverty – Environment (P-E) linkages, in terms of investing in, budgeting, spending and assessing its effects into sectors and districts. This needs further capacity development for effective P-E mainstreaming at all levels, including use of appropriate tools.

The new PEA is scheduled to start in July 2018, concurrently with the NST, and its Outcome is: *"Increased and enhanced investments that deliver concrete and significant results in*

poverty reduction, environmental and natural resource sustainability and resilience building at national and district levels". An important part of the work for PEA is to support the Ministry of Finance and Economic Planning (MINECOFIN) in furthering and deepening the mainstreaming of Poverty – Environment elements in national and sector planning and budgeting. In order to strengthen this support, it is proposed to recruit a National Technical Advisor (NTA) to assist the Ministry of finance and economic planning (MINECOFIN) in achieving these objectives.

2. OBJECTIVE AND SCOPE OF THE WORK

The objective of this technical assistance is to support MINECOFIN and relevant Sectors in the integration of pro-poor environmental sustainability into national planning, budget and expenditure processes. This relates in particular to the activities under Output 1 of the PEA: *"Strengthened national planning and budgeting frameworks to sustainably implement poverty-environment actions"*, as captured under Activity 1.3: *"Technical advisory support to the Ministry of Finance and Economic Planning to continue oversee of development, implementation and monitoring of pro-poor mainstreaming tools through national planning and budgeting frameworks"*.

In the context of this objective, the NTA will be responsible for the following results:

1. Include Pro-Poor environmentally sustainability concerns into the National and Sector Plans and budgets, e.g. through yearly planning and budget call circulars and budget statement;
2. Review all sector submissions to ensure that pro-poor environment and climate change considerations contained in plans have been included in the budgets;
3. Support MINECOFIN and REMA in producing relevant tools that will assist sectors in effectively mainstreaming pro-poor ENR sustainability, e.g. through producing, revising and updating P-E mainstreaming checklists and assessments;
4. Within MINECOFIN effectively coordinate inter and intra sector budgeting processes to ensure integration of environment and climate change considerations;
5. Monitor and evaluate ENR as cross-cutting area in the NST, and its integration and implementation through the sector strategies, plans, budgets and expenditure.
6. Support capacity building and training in MINECOFIN and main sectors (especially the priority sectors of Agriculture, Energy, Urbanization and Industries) on P-E mainstreaming in their planning, budgeting and implementation processes. This also includes supporting the relevant recruited technical assistance on specific technical P-E related trainings to MENCOFIN and relevant Sectors;
7. Document Lessons learned and recommendations on P-E mainstreaming in national and sector planning and budgeting, including development of relevant policy briefs (at least 1 per year).
8. Succinctly report on quarterly and yearly achievements as input to the PEA reporting process.

As part of achieving the above-mentioned results, the NTA will work in close collaboration with PEA country team located in REMA, as well as the Regional PEA office in UN Environment, Nairobi. The NTA will also assist with establishing synergies and collaboration with other REMA/MoE initiatives and projects aiming to inform and influence environmental sustainability and climate change into national and sector planning and budget processes.

3. OUTPUTS/EXPECTED DELIVERABLES

The following deliverables are to be delivered:

1. Yearly inputs to the Planning and Budget Call Circulars, Budget Statements and other relevant yearly planning and budgeting processes.
2. Yearly reports on the review of the sector budget submissions and implementation;
3. Briefing and/or guidance notes to enable effective inter and intra sectoral coordination by MINECOFIN;
4. Monitoring Reports on the ENR and Cross-cutting areas in the NST
5. Policy Briefs and / or other information and advocacy materials on P-E mainstreaming;
6. Relevant inputs in the TORs and Reports for consultancy studies for P-E mainstreaming;
7. Yearly Report on lessons learned and recommendations for improving the mainstreaming of pro-poor environment and climate change elements into the Government of Rwanda Planning and Budgeting processes.
8. Inputs to the PEA reporting.

4. DURATION OF THE CONTRACT

The contract will be of 1 year duration, but with possibility for extension, maximum up to the foreseen end of the project (2023).

5. INSTITUTIONAL ARRANGEMENT / REPORTING

The NTA will be recruited by UNDP Rwanda on behalf of PEA / REMA and will be based in MINECOFIN. The NTA will ensure close collaboration and coordination with REMA and other relevant stakeholders, including economic sectors, local government, private sectors, civil society organizations and NGO's. The NTA will work under total supervision of Director General of Budget in the ministry of finance and Economic Planning (MINECOFIN), but reports to the PEA Management and Steering Committee.

6. DUTY STATION

The duty station of the work is the Ministry of Finance and Economic Planning in Kigali,. However, the technical advisor may be required to travel to sites outside Kigali as appropriate, as instructed by PEA and MINECOFIN.

7. REQUIRED EXPERTISE AND QUALIFICATION

- At least a Master's degree in development studies, economics, natural resources, environment management, public finance & management;
- 5 years' work experience in related fields such as integrating ENR sustainability in poverty reduction strategies and budgets in developing countries.
- At least 2 years' experience with developing country budget processes, preferably with Ministries of Finance and planning.
- Experience in integrating cross-cutting issues (environment, gender, HIV/AIDS, etc.) in national and/or sub national development planning, budgeting and/or monitoring systems.

- Proven experience working with, and providing capacity building support to, public sector institutions in particular institutions/agencies responsible for planning and budgeting.
- Experience that portrays leadership skills, including strong interpersonal skills with ability to multi-task and maintain effective work relationships in a multi-cultural environment.
- Fluent spoken and written English.
- Experience of working with UN systems and/or other development partners.

TERMS OF REFERENCE (ToR):
NATIONAL TECHNICAL ADVISOR ON POVERTY ENVIRONMENT MAINSTREAMING
IN DISTRICTS

Job Title:	National Technical Advisor on Poverty – Environment in Districts
Category:	Poverty - Environment
Duty Station:	Kigali, Rwanda
Type of contract:	Service Contract
Expected starting date:	01/09/2018
Duration of assignment:	1 year with possibility of extension

8. BACKGROUND

Introduction and Organisational Context

The economy of Rwanda is substantively dependent on natural resources such as land and water. The natural resource base and its contribution to economic growth and poverty elimination is under pressure in Rwanda, mainly because of very high population densities in rural areas. This situation is aggravated by the high vulnerability caused by rough terrain, susceptibility to erosion, exacerbated by climate change. Therefore, the sustainable management of these resources is necessary to maintain or increase the economic benefits. Thus, the Government of Rwanda has taken a number of policy and programme initiatives to ensure the country’s improved management of the environment and natural resources (ENR) sector for sustainable development.

This includes the Government of Rwanda - UNDP/UNEP supported Poverty Environment Action for SDGs (PEA). The PEA builds on the successful UNDP-UNEP Poverty Environment Initiative (PEI) in Rwanda that was first launched in December 2005 and led to significant improvement in the inclusion of environmental and natural resources (ENR) sustainability objectives in Rwanda’s Economic Development and Poverty Reduction Strategy (EDPRS) I and II, and in the new National Strategy for Transformation (NST-1) for the period 2018-2024, as well as in the Sector and District Plans.

Rwanda has made important progress in poverty reduction, though there is a need to better link “ending poverty” as stated in the new National Strategy for Transformation (NST) and the SDGs, with the sustainable use of the environment and natural resources. Policies and action plans to that effect are to some extent in place, and mainstreaming of ENR into planning and budgeting has been to a large extent achieved, including in Districts, with support from PEI and REMA. However, there is a need for more effectively mainstreaming Poverty – Environment (P-E) linkages, in terms of investing in, budgeting, spending and assessing its effects into sectors and especially districts. This needs further capacity development for effective P-E mainstreaming at District level, including use of appropriate tools.

The new PEA is scheduled to start in July 2018, concurrently with the NST, and its Outcome is: *“Increased and enhanced investments that deliver concrete and significant results in*

poverty reduction, environmental and natural resource sustainability and resilience building at national and district levels". An important part of the work for PEA is to support the selected pilot and other Districts in furthering and deepening the mainstreaming of Poverty – Environment elements into their planning and budgeting. In order to strengthen this support, it is proposed to recruit a National Technical Advisor (NTA) to assist selected Districts and the Ministry of Local Government (MINALOC) in achieving these objectives.

9. OBJECTIVE AND SCOPE OF THE WORK

The objective of this technical assistance is to support selected Districts and MINALOC in the integration of pro-poor environmental sustainability into their planning, budgeting, investment and expenditure processes.

This relates in particular to the activities under Output 2 of the PEA: *"Output 2: Capacity for programming, budgeting and action that eliminates poverty and delivers sustainable ENR management at district-level"*.

In this context, the NTA will be responsible for the following results:

1. Review all district plans and budget submissions to ensure that pro-poor environment and climate change considerations have been included;
2. Support MINALOC and REMA in producing relevant tools that will assist districts in effectively mainstreaming pro-poor ENR sustainability, e.g. through producing, revising and updating P-E mainstreaming checklists and assessments for Districts;
3. Effectively coordinate inter and intra district budgeting processes, in collaboration with MINALOC, to ensure integration of environment and climate change considerations;
4. Support capacity building and training in Districts and MINALOC on P-E mainstreaming in their planning, budgeting, investment and implementation processes. This also includes supporting the relevant recruited technical assistance on specific technical P-E related trainings to districts and MINALOC and other entities working with and in districts;
5. Document Lessons learned and recommendations on P-E mainstreaming in district planning and budgeting, including development of relevant policy briefs.
6. Succinctly report on quarterly and yearly achievements as input to the PEA reporting process.

As part of achieving the above-mentioned results, the NTA will work in close collaboration with PEA country team located in REMA, as well as the Regional PEA office in UN Environment, Nairobi. The NTA will also assist with establishing synergies and collaboration with other REMA/MoE initiatives and projects aiming to inform and influence environmental sustainability and climate change into district planning and budget processes, e.g. through FONERWA and LODA.

10. OUTPUTS/EXPECTED DELIVERABLES

The following deliverables are to be produced:

1. Yearly inputs to the District Planning and Budget and other relevant processes.
2. Yearly reports on the review of the district budget submissions and implementation;

3. Briefing and/or guidance notes to enable effective inter and intra district coordination;
4. Policy Briefs and / or other information and advocacy materials on P-E mainstreaming in districts;
5. Relevant inputs in the TORs and Reports for consultancy studies for P-E mainstreaming at district level;
6. Yearly Report on lessons learned and recommendations for improving the mainstreaming of pro-poor environment and climate change elements into the districts Planning and Budgeting processes.
7. Inputs to the PEA reporting (especially on Output 2).

11. DURATION OF THE CONTRACT

The contract will be of 1 year duration, but with possibility for extension, maximum up to the foreseen end of the project (2023).

12. INSTITUTIONAL ARRANGEMENT / REPORTING

The NTA will be recruited by UNDP Rwanda on behalf of PEA / REMA and will be based in REMA. The NTA will ensure close collaboration and coordination with MINALOC and the selected pilot and other districts. The NTA will work under supervision of Director General of REMA and reports to the PEA Management and Steering Committee.

13. DUTY STATION

The duty station of the work is Rwanda Environment Management Authority (REMA) in Kigali,. However, the technical advisor may be required to travel to sites outside Kigali as appropriate, especially the sepected pilot districts, as instructed by PEA and REMA.

14. REQUIRED EXPERTISE AND QUALIFICATION

- At least a Master’s degree in development studies, economics, natural resources, environment management, public management, etc.;
- 5 years’ work experience in related fields such as integrating ENR sustainability in poverty reduction strategies and budgets in developing countries.
- At least 2 years’ experience with local government, including its planning and budgeting processes, especially in Rwanda.
- Experience in integrating cross-cutting issues (environment, gender, HIV/AIDS, etc.) in sub national development planning, budgeting and/or monitoring systems.
- Proven experience working with, and providing capacity building support to, public sector institutions in particular at local (district) level.
- Experience that portrays leadership skills, including strong interpersonal skills with ability to multi-task and maintain effective work relationships in a multi- cultural environment.
- Fluent spoken and written Kinyarwanda and English.
- Experience of working with UN systems and/or other development partners an advantage.

TERMS OF REFERENCE (ToR):
NATIONAL PROJECT MANAGER POVERTY ENVIRONMENT ACTION FOR SDGs (PEA)

Job Title:	National Project Manager, PEA
Category:	Poverty - Environment
Duty Station:	Kigali, Rwanda
Type of contract:	Service Contract
Expected starting date:	01/08/2018
Duration of assignment:	1 year with possibility of extension

15. BACKGROUND

Introduction and Organisational Context

The economy of Rwanda is substantively dependent on natural resources such as land and water. The natural resource base and its contribution to economic growth and poverty elimination is under pressure in Rwanda, mainly because of very high population densities in rural areas. This situation is aggravated by the high vulnerability caused by rough terrain, susceptibility to erosion, exacerbated by climate change. Therefore, the sustainable management of these resources is necessary to maintain or increase the economic benefits. Thus, the Government of Rwanda has taken a number of policy and programme initiatives to ensure the country's improved management of the environment and natural resources (ENR) sector for sustainable development.

This includes the Government of Rwanda - UNDP/UNEP supported Poverty Environment Action for SDGs (PEA). The PEA builds on the successful UNDP-UNEP Poverty Environment Initiative (PEI) in Rwanda that was first launched in December 2005 and led to significant improvement in the inclusion of environmental and natural resources (ENR) sustainability objectives in Rwanda's Economic Development and Poverty Reduction Strategy (EDPRS) I and II, and in the new National Strategy for Transformation (NST-1) for the period 2018-2024, as well as in the Sector and District Plans.

Rwanda has made important progress in poverty reduction, though there is a need to better link "ending poverty" as stated in the new National Strategy for Transformation (NST) and the SDGs, with the sustainable use of the environment and natural resources. Policies and action plans to that effect are to some extent in place, and mainstreaming of ENR into planning and budgeting has been to a large extent achieved, including in Districts, with support from PEI and REMA. However, there is a need for more effectively mainstreaming Poverty – Environment (P-E) linkages, in terms of investing in, budgeting, spending and assessing its effects into national, sector and district planning.

The new PEA is scheduled to start in July 2018, concurrently with the NST, and its Outcome is: *"Increased and enhanced investments that deliver concrete and significant results in poverty reduction, environmental and natural resource sustainability and resilience building at national and district levels"*. In order to effectively implement this project, a National Project Manager will be recruited.

16. OBJECTIVE AND SCOPE OF THE WORK

The objective of this position is to support the management of the PEA. The Project Manager will ensure day-to-day management of the project in close collaboration with the National Technical Advisors, REMA Single Project Implementation Unit (SPIU), UNDP Country Office and PEA Africa Regional Programme.

In this context, the Project Manager will be responsible for the following tasks:

1. Produce and review the PEA workplans, and ensure timely implementation of the workplan;
2. Produce and revise respective PEA progress reports;
3. In collaboration with the NTAs, UNDP and PEA Regional Office, develop Terms of Reference for the required consultancies and technical assistance
4. Provide logistical services to project staff and other stakeholders involved in PEA activities;
5. Oversee the Administrative and Finance Officer and submit timely certified financial and delivery reports to REMA, UNDP and Regional PEA.
6. Organize Steering and Technical committee meetings, prepare required reports and presentations and distribute timely (at least 1 week in advance) to committee members.
7. Contribute to various reports, papers, briefs, advocacy and communication materials related to the project;
8. Coordinate the preparation of required trainings, workshops and meetings;
9. Ensure that monitoring and evaluation of project activities take place, including organisation of reporting meetings;
10. Perform other duties related to the project that may be requested;
11. Keep in close contact with UNDP Rwanda and the UNDP-UN Environment PEA focal point in Nairobi to ensure that all are kept up-to-date on project progress and problems encountered.

17. OUTPUTS/EXPECTED DELIVERABLES

The following deliverables are to be produced:

1. Quality Workplans;
2. Quality, results based progress reports;
3. Certified financial reports
4. Quality assured technical studies and consultancy reports

18. DURATION OF THE CONTRACT

The contract will be of 1 year duration, but with possibility for extension, maximum up to the foreseen end of the project (2023).

19. INSTITUTIONAL ARRANGEMENT / REPORTING

The Project Manager will be recruited by REMA, and will be based there. The Project Manager needs to ensure close collaboration with the SPIU, as well as with the NTAs (in MINECOFIN and REMA) and other pertinent stakeholders (priority sectors, MINALOC, pilot Districts, etc.). The Project Manager will work through the SPIU under supervision of Director General of REMA and reports to the RMEA, UNDP and PEA Africa.

20. DUTY STATION

The duty station of the work is Rwanda Environment Management Authority (REMA) in Kigali. However, the project manager may be required to travel to sites outside Kigali as appropriate, as instructed by REMA and UNDP.

21. REQUIRED EXPERTISE AND QUALIFICATION

- At least a Bachelor's degree in development studies, economics, natural resources, environment management, public management, etc.;
- Minimum of 3 years' work experience in projects, including management;
- Understanding of Poverty – Environment mainstreaming;
- Proven experience with quality assurance and results based monitoring and reporting.
- At least 3 years working experience in Rwanda government institutions, with institutions in the environment sector an advantage.
- Strong interpersonal skills with ability to multi-task and maintain effective work relationships in a multi-cultural environment.
- Fluent spoken and written Kinyarwanda and English.
- Adequate computer skills;
- Experience of working with UN systems and/or other development partners an advantage.