

Portfolio Title: “Strengthening National and Local Disaster Risk Management (DRM) Capacity, Resilience and Enhancing Preparedness and Early Warning System (EWS) in Rwanda”

Portfolio Number: PPFLIO-000012

Project Number: “Strengthening DRM Capacity in Rwanda(MINEMA)” 00117442

Implementing Partner: Ministry in Charge of Emergency Management (MINEMA)

Project Number: “Strengthening DRM Capacity in Rwanda(METEO)” 00117911

Implementing Partner: Rwanda Meteorology Agency (Meteo)

Start Date: 01/10/2018

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PAC Meeting date: 22/06/18

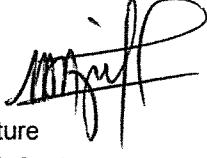
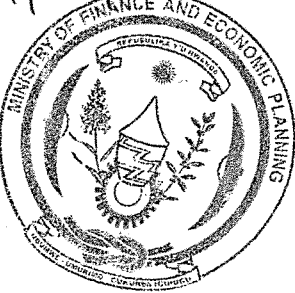

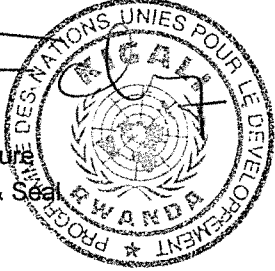



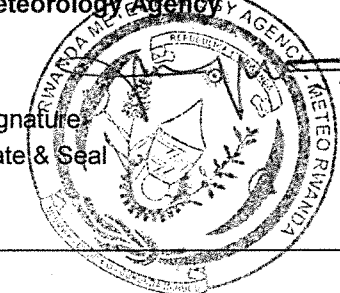
Brief Description

Rwanda is highly prone to natural hazards, including landslides, floods, flash floods, droughts, and earthquakes. Over the last decade, the frequency and intensity of natural hazard-induced disasters, particularly floods, landslides and droughts, have significantly increased, raising the toll of human casualties as well as economic and environmental losses. Since the establishment of the Ministry of Disaster Management and Refugee Affairs in 2010 which has been changed to the Ministry in Charge of Emergency Management in October 2018, Rwanda has registered noticeable progress in the field of disaster risk reduction. However, Despite the substantive progress made, challenges remain such as: Limited technical capacities among the central, local authorities as well as communities to reduce risks, manage, prepare and response to disasters; Lack of robust and updated vulnerability, risk and emergency assessments as well as limited understanding of risks; Limited National disaster preparedness capacities and effective national multi-hazard early warning system in place for efficient response and recovery. Improving the information management/EW systems by investing in additional and more advanced technology, analytical, reporting and response capacity is critically needed; Limited community-based resilience building interventions aimed at building the capacities of communities to mitigate, adapt and respond to disaster risks. The proposed intervention, Strengthening National and Local Disaster Risk Management Capacity, Resilience and Enhancing Preparedness and Early Warning System in Rwanda, will build on the 5 years support to Ministry in Charge of Emergency Management by UNDP during the previous programming cycle, while increasing the focus on institutionalizing evidence-based natural disaster risk assessment and early warning with the new implementing partner, Rwanda Meteorology Agency. The project intends to align with the 4 priority areas of the Sendai Framework for DRR and aims to achieve the outcome ‘reduce risks and build the resilience of the population to climate change and natural disasters’ by strengthening the technical capacities of institutions on better disaster risk management both in the long term, and short-term emergency preparedness at all levels and build disaster resilience of the population. This 5 year project is aligned with the government development Strategy as Disaster risk management (DRM) is one of the cross cutting areas identified in the National Strategy for Transformation (NST 2017-2024), which also prioritizes improved coordination between ministries and better mainstreaming in all sector policies and programmes for enhanced resilience. The project will achieve the following four outputs: Output 1: Institutions at national, district and community level have improved technical capacities to reduce risks, manage and respond to natural disasters and limit gender-differentiated impacts; Output 2: Population, local authorities and national institutions have increased knowledge and skills of risks from evidence-based disaster risk assessments; Output 3: Enhanced multi hazard early warning systems to enable effective preparedness, response and recovery; Output 4:

Communities in selected high-risk districts have strengthened capacity to mitigate, adapt and respond to disaster risks.

Contributing Outcome / Output(s) UNDAP Outcome 2; Output 2.3 CPD Outcome 2; Output 2.3 UNDP SP Outcome 3: Build resilience to shocks and crisis SDG 11 & 13 NST: Priority 7 “Sustainable Management of Environment and Natural Resources” under the “Economic Transformation” Pillar; DRM as a “Cross-cutting Area”	Total resources required:	USD 2,965,065	
	Total resources secured:	UNDPTRAC:	2,765,065
		UNDP TRAC113	200,000
		Total	USD 2,965,065

Agreed by (signatures):

Government	UN organizations	Implementing Partner
<p data-bbox="180 360 475 472">Dr Uzziel NDAGIJIMANA Minister of Finance and Economic Planning Kigali</p>  <p data-bbox="180 629 320 689">Signature Date & Seal</p> <p data-bbox="220 678 475 779">04/12/2018</p> 	<p data-bbox="571 360 818 461">Mr Fodé NDIAYE ONE UN – RWANDA Kigali</p> <p data-bbox="571 506 951 535">UNDP Resident Representative</p>   <p data-bbox="571 723 711 784">Signature Date & Seal</p>	<p data-bbox="986 360 1382 490">Hon. Germaine KAMAYIRESE Minister of Ministry in Charge of Emergency Management Kigali</p>   <p data-bbox="986 611 1126 672">Signature Date & Seal</p> <hr/> <p data-bbox="986 757 1394 840">Mr John NTAGANDA SEMAFARA Director General, Rwanda Meteorology Agency</p>   <p data-bbox="986 925 1126 985">Signature Date & Seal</p>

PROJECT DOCUMENT**[Rwanda]****List of Acronyms**

AWP	Annual Work Plan
CBDRM	Community Based Disaster Risk Management
CCA	Climate Change Adaptation
CCPD	Common Country Programme Document
CERF	Central Emergency Response Fund
CFW	Cash For Work
CSO	Civil Society organizations
DAO	Delivering As One
DDMC/DIDIMAC	District Disaster Management Committee
DIMS	Disaster Information Management System
DRG	Development Result Group
DRR	Disaster Risk Reduction
DM	Disaster Management
EDPRS	Economic Development and Poverty Reduction Strategy
EWS	Early Warning System
GBV	Gender-Based Violence
GoR	Government of Rwanda
IMS	Information Management System
IP	Implementing Partner
JIMC	Joint Intervention Management Committee
<i>JPMF</i>	<i>Joint Programme Monitoring Framework</i>
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
METEO	Rwanda Meteorological Agency
MINECOFIN	Ministry of Finance and Economic Planning
MININFRA	Ministry of Infrastructure
MINIRENA	Ministry of Natural Resources
MOE	Ministry of Environment
MoU	Memorandum of Understanding
NDIMS	National Disaster Information Management System
NGO	Non-Governmental Organization
NST	National Strategy for Transformation
OMT	Operations Management Team
REMA	Rwanda Environment and Management Authority
SDMC/SEDIMAC	Sector Disaster Management Committee
SDG	Sustainable Development Goals
SWG	Sector Working Group
UN Women	United Nations Entity for Gender and Women's Empowerment
UN	United Nations
UNCT	United Nations Country Team
UNDAF	UN Development Assistance Framework

UNDAP	UN Development Assistance Plan
UNDP	United Nations Development Programme
UNTFHS	United Nations Trust Fund for Human Security

Terminology

Acceptable risk: The level of potential losses that a society or community considers acceptable given existing social, economic, political, cultural, technical and environmental conditions.

Biological hazard: Process or phenomenon of organic origin or conveyed by biological vectors, including exposure to pathogenic micro-organisms, toxins and bioactive substances that may cause loss of life, injury, illness or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage.

Climate change¹: A change of climate which is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and which is in addition to natural climate variability observed over comparable time periods.

Disaster: A serious disruption of the functioning of a community or a society involving widespread human, material, economic or environmental losses and impacts, which exceeds the ability of the affected community or society to cope using its own resources.

Disaster risk management: The systematic process of using administrative directives, organizations, and operational skills and capacities to implement strategies, policies and improved coping capacities in order to lessen the adverse impacts of hazards and the possibility of disaster.

Disaster risk reduction: The concept and practice of reducing disaster risks through systematic efforts to analyze and manage the causal factors of disasters, including through reduced exposure to hazards, lessened vulnerability of people and property, wise management of land and the environment, and improved preparedness for adverse events.

The disaster risk reduction framework² is composed of the following fields of action:

- Risk awareness and assessment including hazard analysis and vulnerability/capacity analysis;
- Knowledge development including education, training, research and information;
- Public commitment and institutional frameworks, including organizational, policy, legislation and community action;
- Application of measures including environmental management, land-use and urban planning, protection of critical facilities, application of science and technology, partnership and networking, and financial instruments;
- Early warning systems including forecasting, dissemination of warnings, preparedness measures and reaction capacities.

Early warning: The set of capacities needed to generate and disseminate timely and meaningful warning information to enable individuals, communities and organizations threatened by a hazard to prepare and to act appropriately and in sufficient time to reduce the possibility of harm or loss.

Emergency management: The organization and management of resources and responsibilities for addressing all aspects of emergencies, in particular preparedness, response and initial recovery steps.

Epidemic: An epidemic is the occurrence of more cases of a disease or a health event than expected at that place and at that time in a specific population or community

Exposure: People, property, systems, or other elements present in hazard zones that are thereby subject to potential losses.

¹ According to the United Nations Framework Convention on Climate Change definition: http://unfccc.int/files/documentation/text/html/list_search.php?what=keywords&val=&valan=a&anf=0&id=10

² See: "Living with Risk: a global review of disaster reduction initiatives", UNISDR, page 23

Geological hazard: A geological process or phenomenon that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage. Geological process or phenomenon that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage.

Hazard: A dangerous phenomenon, substance, human activity or condition that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage.

Hydro-meteorological hazards: Process or phenomenon of atmospheric, hydrological or oceanographic nature that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage.

Land-use planning: The process undertaken by public authorities to identify, evaluate and decide on different options for the use of land, including consideration of long term economic, social and environmental objectives and the implications for different communities and interest groups, and the subsequent formulation and promulgation of plans that describe the permitted or acceptable uses.

Mitigation: The lessening or limitation of the adverse impacts of hazards and related disasters.

Monitoring: The continuous or periodic review and overseeing by stakeholders of the implementation of an activity, to ensure that input deliveries, work schedules, target outputs are proceeding according to plan.

Natural hazards: A natural process or phenomenon that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage.

Preparedness: The knowledge and capacities developed by governments, professional response and recovery organizations, communities and individuals to effectively anticipate, respond to, and recover from, the impacts of likely, imminent or current hazard events or conditions.

Prevention: The outright avoidance of adverse impacts of hazards and related disasters.

Public awareness: The extent of common knowledge about disaster risks, the factors that lead to disasters and the actions that can be taken individually and collectively to reduce exposure and vulnerability to hazards.

Recovery: The restoration, and improvement where appropriate, of facilities, livelihoods and living conditions of disaster-affected communities, including efforts to reduce disaster risk factors.

Refugee: Any person who is given a refugee status in accordance with the present law or with international conventions relating to the Status of Refugees.

Resilience: The ability of a system, community or society exposed to hazards to resist, absorb, accommodate and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions.

Response: The provisions of emergency services and public assistance during or immediately after a disaster in order to, save lives, reduce health impacts, ensure public safety and meet the basic subsistence needs of the people affected.

Risk: The combination of the probability of an event and its negative consequences.

Risk assessment: A methodology to determine the nature and extent of risk by analyzing potential hazards and evaluating existing conditions of vulnerability that together could potentially harm exposed people, property, services, livelihoods and the environment on which they depend.

Socio-natural hazard: The phenomenon of increased occurrence of certain geophysical and hydro-meteorological hazard events, such as landslides, flooding, land subsidence and drought, that arise from the interaction of natural hazards with overexploited or degraded land and environmental resources.

Technological hazards A hazard originating from technological or industrial conditions, including accidents, dangerous procedures, infrastructure failures or specific human activities, that may cause loss of life, injury, illness or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage.

Vulnerability: The characteristics and circumstances of a community, system or asset that make it susceptible to the damaging effects of a hazard.

I. DEVELOPMENT CHALLENGE

1. Rwanda is highly prone and vulnerable to a wide range of natural hazards including floods, droughts, earthquakes, storms and lightnings. Over the last decade, the frequency and intensity of natural hazard-induced disasters have significantly increased, raising the toll of human casualties as well as economic and environmental losses. Rwanda has witnessed a number of natural and man-induced disasters that have culminated in the loss of lives and property and in large scale displacement. This vulnerability coupled with the degradation of natural environment and climate change magnifies the risk³. Rwanda has a high population density of 471.4 per ha in 2015, projected to reach 649.5 by 2030⁴. Data indicate that over 157,000 people are vulnerable to drought, 7,431 are vulnerable to landslide and over 5,000 houses are vulnerable to windstorm⁵. Vulnerable populations are often female-headed households and poor rural farmers⁶. The increasing disaster and climate change risks are real and an ever-growing concern in Rwanda which could erode key development gains achieved over the past years and may further impede the achievement of the SDGs.

2. Since the establishment of the Ministry in Charge of Emergency Management in 2010, and with the technical and financial support provided by UNDP and the One UN through the 5-year “Support to Ministry in Charge of Emergency Management to address Disaster Management in Rwanda joint programme (2013 - 2018)”, Rwanda has registered noticeable progress in disaster risk reduction, management and preparedness including:

- The development of a strong institutional and legal framework (establishment of National Platform for Disaster Risk Reduction (NPDRR), District Disaster Management Committees (DDMCs), Sector Disaster Management Committees (SDMCs), Disaster Management Law, Disaster Management Policy, Disaster Management Plan, National Recovery Strategy, Contingency plans, etc.),
- The mainstreaming of DRR in Annual Action Plans (AAPs) and policies of sectorial Ministries (Infrastructure, Agriculture, Environment, Education, ICT, Youth Employment and Productivity, housing and settlement, Urbanization, Transport, Water and sanitation, Health, Education), and in 28 District Development Plans (DDPs)
- The development of a comprehensive National Risk Atlas through a comprehensive risk assessment aimed at providing guidance to the GoR in national development planning and policy-making through evidence-based risk information
- The development of a national disaster communication system aimed at providing timely and more effective and appropriate response actions to disaster or emergency situations in different parts of the country.

3. Despite the substantive progress made, challenges remain such as:

- Limited technical capacities among the central, local authorities as well as communities to reduce risks, manage and respond to disasters.
- Lack of robust and updated vulnerability, risk and emergency assessments as well as limited understanding of risks which are important basis for effective and timely disaster and emergency response
- Limited national disaster preparedness capacities and effective national multi-hazard early warning system in place for efficient response and recovery. Improving the information management/EW systems by investing in additional and more advanced technology, analytical, reporting and response capacity is critically needed. There is also a lack of disaggregated and comprehensive data collection system, and in turn, increasing reliance

³ Strategic Plan for Climate Resilience, Draft of October 2017, Ministry of Environment

⁴ UNDESA Population Division Online Database

⁵ Rwanda Disaster Risk Atlas, 2016, Ministry in Charge of Emergency Management

⁶ Common Country Analysis

on proxy, regional, and international data in risk assessment and for early warning⁷. There is a further need to improve the information management system to better collect, analyze and report gender disaggregated information in order to inform better targeting and response.

- Limited community based resilience building interventions aimed at building the capacities of communities to mitigate, adapt and respond to disaster risks

4. Like in the previous EDPRS 2 (2013-2018), the new Rwanda National Strategy for Transformation (NST 2018-2024) recognizes disaster risk reduction as one of the cross cutting areas which touches on the objectives of all three pillars of the NST: Economic Transformation, Social Transformation, and Transformational Governance. NST will: “pursue action on rapid response measures such as disaster management equipment, early warning systems and awareness campaigns to help build resilience. This will require different sectors to develop appropriate mechanisms for a systematic disaster management strategy that enhances effectively and efficiently preparedness, response and recovery”. Strengthening DRM and early warning system capacities in Rwanda will help protect the environment, ensure a quality and healthy population resilient to natural hazards, as well as enable relevant institutions like Ministry in Charge of Emergency Management and Meteo Rwanda that are committed to citizens’ advancement and efficient delivery of services. Disaster Risk Reduction and Management will therefore be mainstreamed into all development sectors and special attention will be given in strengthening multi-stakeholder/multi-sector DRR coordination.

1.1 Increasing Frequency of Natural Hazards in Rwanda

5. One key pillar to sustain and preserve the development gains achieved by Rwanda is to ensure that disasters and impacts of climate change will not wipe away these hard-earned gains. Often these gains can, as evidenced by experiences in disaster-hit countries around the world, be washed away by flash floods, flooding, earthquakes and tsunamis in split seconds, especially if disaster risks and human insecurities are not adequately anticipated, addressed or reduced.

6. Owing to a confluence of factors such as the fast-phased development path trekked by the country, rapid urbanization (though both are positive elements if viewed from a developmental lens), the growing population (although already stabilizing in recent years), and the escalating impacts of climate change evidenced by extreme weather events and erratic climatic conditions, Rwanda’s disaster risks have increased significantly. There is compelling anecdotal evidence of extensive disaster risks in Rwanda which take the form of small scale events that do not require massive national or international responses, and hence remain largely unrecorded and unnoticed.

7. Hazards in Rwanda are categorized in four main categories: hydro meteorological, geological, biological, technological and socio-natural. These hazards have the potential to lead to disaster; history shows that, floods and droughts have caused the most serious disasters in terms of the number of people affected. Flooding and landslide are strong disasters that frequently affect localized areas of the country. The hilly topography and high annual precipitation rates, over exploitation of the natural environment such as deforestation and inappropriate farming on steep slopes and climate change accelerate the disaster risks and hence result into losses of lives and damage to property from the community exposed to these disaster risks.

8. During 2015 - 2017 alone, Rwanda was hit by a total of 1,805 localized small-scale disasters. Most of them were natural disasters such as heavy rains and winds, thunderstorms and lightnings, floods, and landslides⁸. Nonetheless, if left unattended, the cumulative effect of these small-scale events and their recurrent nature is likely to undermine community resilience and contribute to the

⁷ Common Country Analysis

⁸ Ministry in Charge of Emergency Management

accumulation of disaster risks and therefore creating conditions suitable for worsening human insecurities.

9. There has been an upward trend in disaster occurrence in the country over the past three years (as shown in Table below). This resulted in a cumulative total of 346 deaths and 439 injured. The destruction to housing is also huge, accounting for 13,311 houses affected. Most of the affected families took refuge with neighbors and relatives while waiting for assistance to rebuild their houses. Owing to the affected families' persistent economic insecurities (being the poorest of the poor in the rural areas), they are normally unable to rebuild their houses damaged or washed away by floods, landslides or heavy rains and winds.

Table 1: Disaster Occurrence in Rwanda (2011-2017)

Disaster	2011	2012	2013	2014	2015	2016	2017	Total
Floods	3	23	10	35	45	47	54	146
Heavy Rains & Winds	58	60	167	179	92	343	538	973
Landslides	5	8	14	17	31	87	24	142
Thunderstorms	15	24	40	66	58	24	20	90
Lightning					90	73	55	218
Fire	0	2	12	30	38	45	48	131
	82	117	247	327	354	619	739	1,700

Source Data: Ministry in Charge of Emergency Management, 2018

10. Despite the prevalence of data and widespread awareness of the increasing frequency of hazards, the unpredictable and uncontrollable nature of natural disasters make it impossible to prevent completely. Similarly, climate change is a global phenomenon that cannot be halted by an individual, let alone a nation, as it requires international collaboration.

1.2 Weak Resilience

11. Disasters threaten the very survival, livelihoods and even dignity of people. It threatens the very fundamental freedoms that are at the core of life i.e. freedom from fear as disasters pose threats to the safety of people; freedom from want as disasters often pose threats to basic needs i.e. social, economic and environmental aspects of life; and somehow relatively indirect is that disasters curtail people's freedom to live in dignity as it poses threats to access to adequate social protection and safety, decent livelihoods, education (children's schooling are often halted/interrupted during disasters), and to decent housing and other basic services which are often curtailed in post-disaster situations. Therefore, in order to mitigate and prevent human insecurities as a result of natural disasters, Rwanda has to address the root causes of vulnerabilities such as prevailing economic and food insecurities.

12. As evidenced by large-scale disasters that affected a number of countries⁹, natural disasters have now become one of the evolving threats to human security. It is a key underlying trigger of human insecurities, challenging long-term and sustainable development¹⁰. In Rwanda, while no such large-scale disaster has ever occurred in the country, it is important that the country learns lessons from countries that have experienced the brunt of sudden downturns due to natural disasters. It is important that Rwanda integrates disaster risk reduction in its development framework. Economic sufficiency could only be ensured when livelihood programmes or people's source of livelihoods, for instance, considers disaster risk reduction. For Rwanda to sustainably achieve and sustain its economic growth, communities and people should be resilient to bear the brunt of disaster impacts.

⁹ Haiti, Philippines, Maldives, Indonesia, Thailand, among others

¹⁰ For instance, the Indian Ocean Tsunami that hit Maldives in 2004 had eroded up to 64% of its Annual Gross Domestic Product (GDP). In Haiti, the earthquake disaster wiped out its \$11.9 billion GDP in 2009.

Vulnerabilities should be significantly addressed and reduced so as to improve resilience thereby, mitigating conditions of human insecurities.

13. Disaster risk is fundamentally known as a function of hazards, vulnerabilities and exposure. While hazards are inevitable, vulnerabilities and exposure are avoidable and often could be managed. It is often the conditions of vulnerabilities and exposure which pose threats to human security. Where there are evident human insecurities thriving, the vulnerabilities and exposure of communities to disasters also increase. As such, in Rwanda, people who are in dire economic conditions or those who do not own adequate land to till or safely build their houses, tend to settle with sub-standard conditions such as poor housing built on either rugged terrain, steep slopes or along riverbanks resulting in increased exposure to floods, landslides and strong winds. Faced with these economic insecurities, people become more prone to disasters. This is one side of the duality of disasters. The other side of the duality is that often, as proven by disasters that hit Rwanda in the recent years, disasters have caused or reinforced human insecurities which often constrain full recovery of the affected population, further pushing them into conditions of insecurity.

14. According to the 2015 Comprehensive Food Security and Vulnerability Analysis (CFSVA) the most common shock experienced by households were drought/irregular rains¹¹. Due to households' high level of reliance on agricultural activities to sustain their livelihoods, factors such as soil erosion and soil fertility will have an impact on household income and food security. Districts with the highest percentages of households that experienced rainfall conditions that affected their ability to provide for themselves were Nyanza (49%), Gisagara (34%), and Kirehe (23%)¹². In short, households highly exposed to being severely impacted if there is a drought (with more than 80% of livelihoods likely to be affected) are found in all provinces except Kigali City¹³. In addition, women in agriculture form the largest proportion of the productive population with more than 25% of rural households headed by women. Hence, resilience to natural hazards is crucial for the livelihood of these households who rely heavily on agricultural activities. At the same time, Rwanda's aforementioned high population density weakens the adaptive capacity of people in disaster-prone areas, as people's options of relocation in the case of an extreme event is low.

15. The weak resilience results from a lack of preparedness at the local level. In the past, disasters occurring in Rwanda were managed on an ad hoc basis, and the country was primarily reliant on international aid¹⁴. While Rwanda has made progress through the establishment of Ministry in Charge of Emergency Management, there is still room for improvement in creating a coherent DRM chain. A whole range of stakeholders - national to local - are involved in this chain, and a lack of coordination and communication among the stakeholders can hinder the prevention, mitigation, monitoring, recovery, and response to disasters. From the Hyogo Framework for Action to the Sendai Framework for Disaster Risk Reduction, many international agreements and conferences have contributed to the Rwandan Government prioritizing DRR. Various rules and legislations currently contain elements of DRM¹⁵. However, there is still insufficient mainstreaming of DRM in policies and long-term strategies, as well as insufficient investment in activities that can lead to disaster reduction in the long-term.

16. Moreover, there is a need to build capacity of users on the utilization of climate information. A national consultative workshop on climate services held in December 2017 revealed that dissemination of early warning recommendations needed improvement, both in increasing the number of channels and timing to reach as many people as possible.

1.3 Insufficient Data and Analysis

¹¹ Rwanda CFSVA 2015 pg 82

¹² Rwanda CFSVA 2015 pg 83

¹³ Rwanda CFSVA 2015 pg 86

¹⁴ National Risk Atlas of Rwanda 5

¹⁵ National Risk Atlas of Rwanda 5

17. Accurate climate and weather information is critical to managing climate related risks such as droughts and floods, as well as for early warning and fast response. However, micro-level data is very difficult to collect with traditional meteorological stations. In general, African observation networks are still very sparse and unevenly distributed, thus there is not enough consistent and comprehensive data to inform decisions in water management and climate change adaptation. Weather stations are spread out over large distances within the continent, with most stationed in northern and southern Africa. Additionally, much of the historical data were lost during the genocide. As a result, these factors lead to lack of communication among countries, and in turn data gaps at multiple levels.

18. Meteo Rwanda has 316 meteorological stations installed across the country. On an average, there are at least two stations at every District level. Among these stations is a Doppler Weather Radar installed in 2014, which helps in the forecasting of extreme climates and covers the entire country. However, the other stations vary in technology, and many of the observational network platform in Rwanda are manual, which require a staff or volunteer observers at each station to write down the record for the day. This data is then reported to the central databank located in Kigali at the headquarters. The manual process is slow and susceptible to human error, which can delay early warning mechanisms, be inefficient in providing accurate information, and even lead to loss of data. Even the data management software currently being used, called "CLIMSOFT," is limited in function and not capable of producing some of the required reports and statistical analysis to provide accurate forecasting and early warning. Thus, there is a desperate need for more targeted and speedy information, especially for disaster risk reduction and agricultural planning. Meteo Rwanda has mentioned several times throughout the Thematic Working Group sessions that there is a lack of appropriate technology and required skills training. Government funding is not sufficient to cover quality equipment and data, regular maintenance, and calibration - processes that are crucial to collecting and providing accurate data. According to the Global Framework for Climate Services, Rwanda is one of 64 countries classified as having only basic climate services. Significant progress and investment is required to progress toward advanced climate services.

19. Moreover, there is a lack of follow up on even existing studies. UNDP supported Ministry in Charge of emergency Management in developing the National Risk Atlas in 2016. The Risk Atlas is a tool to enhance decision-making to reduce the economic and social impacts of natural hazards in the country. It aims to provide policymakers with the appropriate and relevant information to strengthen the capacity of Rwanda in developing strategic disaster management strategies. Although this was the first ever project of such a large scale that required a huge amount of data, updates to the existing document require a much smaller amount and shorter period of data. Nonetheless, there has been no update to the document since its initial publishing, and it remains in the form of a PDF document which does not allow for any interaction with the user. In turn, this hinders the flow of accurate information to decision-makers, among stakeholders, and even to the local population. This indicates need for an enhanced technical capacity in, as well as prioritization and formal institutionalization of disaster risk assessments.

1.4 Potential Challenges

20. *Leave no one behind:* Groups such as female-headed households, rain-dependent farmers with less access to education, credit, off-farm employment, basic services and infrastructure, and alternative livelihoods remain highly vulnerable¹⁶. In short, the largest proportion of the population with highest vulnerability to natural disasters are those mostly poor living in rural areas¹⁷. It is important to keep these populations among key targets of resilience and climate change interventions, and consider ways in which their capacities can be enhanced.

21. *Human rights, gender equality and women's empowerment:* Agriculture is the most exposed economic activity to natural hazards, and thus women who are most reliant on farming as the main

¹⁶ CCA

¹⁷ CCA

source of income are highly vulnerable to disasters¹⁸. There can be increased focus on and investment in creation of improved opportunities for women and youth in productive and sustainable jobs in the green economy¹⁹.

22. *Sustainability and resilience*: There is limited attention on creation and access to knowledge, technologies, and infrastructures for sustainable land, water, and forest resources²⁰. In addition, limited local capacities and resources to ensure effective contingency planning leaves Rwanda exposed to natural hazards and highly susceptible to the social and economic losses that result from shocks caused by natural disasters²¹.

23. *Accountability*: There is a lack of environmental information and awareness on civil societies' and media's end that they can use to hold the government accountable²². Similarly, the lack of available historical data and disaster risk assessments can lead to poor prediction and reporting to stakeholders²³.

II. STRATEGY

24. Based on the aforementioned development challenges as well as on the past achievements, the intent of the new programme is to align with the 4 key priorities areas of Sendai Framework for DRR (see Annex 4).

2.1 Project Strategy

25. The intended new project aims to contribute to reinforcing the capacity of Ministry in Charge of Emergency Management to better manage disasters and partner with Meteo Rwanda as a new implementing partner to improve the early warning and disaster preparedness capacity of Rwanda. The strategy has been built on the problem tree analysis below:

Figure 1: Theory of Change

¹⁸ CCA

¹⁹ CCA

²⁰ CCA

²¹ CCA

²² CCA

²³ CCA

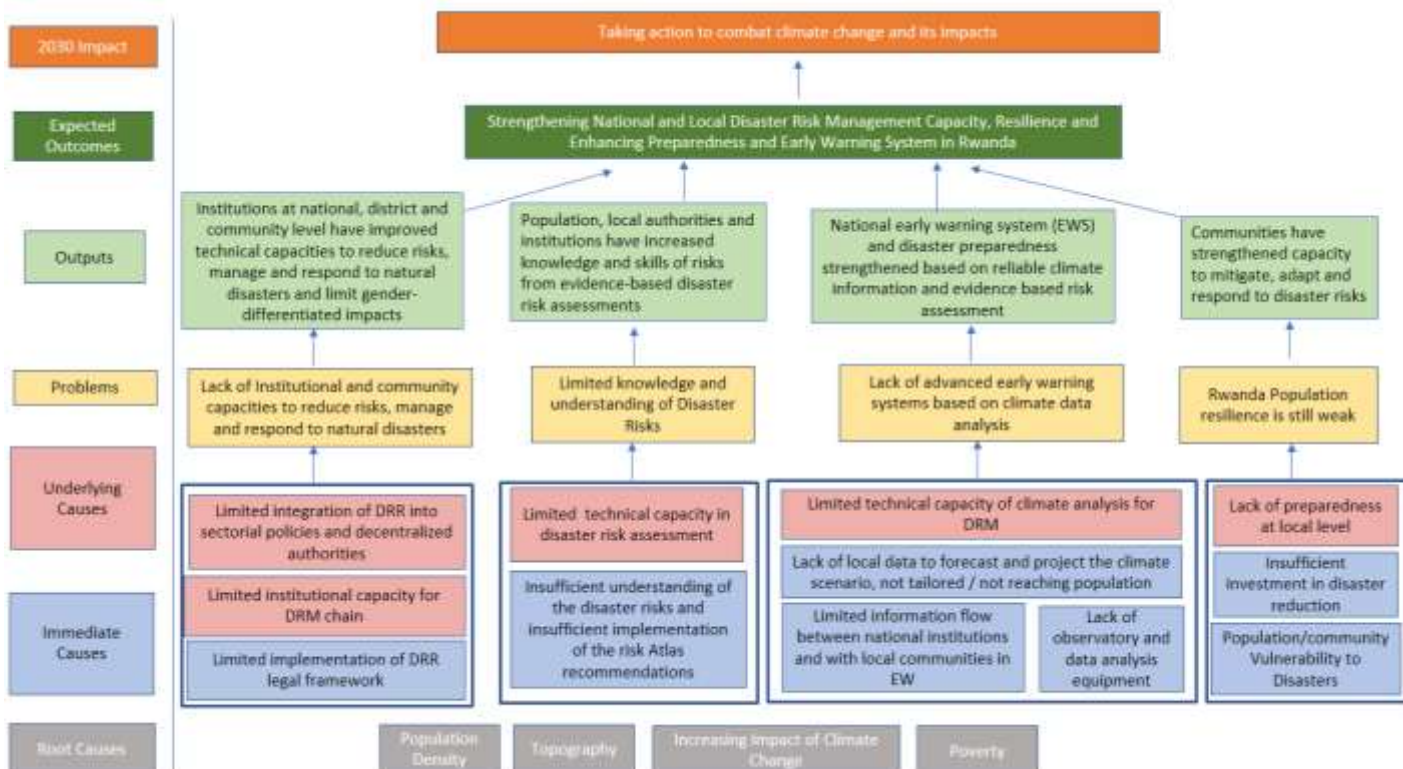


Table 2: Problem Tree Analysis

Development Challenge	Main Solutions	Contribution of new DRM Programme
<p>Immediate Causes</p> <ul style="list-style-type: none"> Lack of local data to forecast and project the climate scenario and reach the population Weak monitoring of climatic events and hazard occurrences Lack of observatory equipment and data software Limited information flow between national institutions and with local communities in EW Lack of advanced early warning systems based on climate data analysis Insufficient understanding of the disaster risks and insufficient implementation of the risk Atlas recommendations Insufficient investment in disaster reduction Population/community vulnerability to Disasters Limited implementation of DRR legal framework 	<ul style="list-style-type: none"> Increase investment in accurate and quality observatory equipment Improve collection, analysis, and distribution of accurate and quality climate data Better communication among all relevant stakeholders Increased awareness raising activities on Disaster Risks Increase investments in disaster reduction programmes and activities 	<ul style="list-style-type: none"> Provision of meteorological instruments and data analysis/ management/ modeling softwares Provision of training to strengthen technical capacity of Meteo Rwanda to collect and distribute reliable weather and climate information Strengthen inter-agency information flow on natural hazards (setting thresholds, automate alert) Upgrade communication system and provide real-time early warnings Capacity building of communities to manage weather observation stations, interpret, apply, and disseminate climate information Strengthen National Risk Atlas through implementation of recommendations (data infrastructure, georeferencing, etc.) Digitization of National Risk Atlas Conduct awareness raising activities on DRR through the use of TV/Radio programmes, educational material, and DRR

		school organizations
<p>Underlying Causes</p> <ul style="list-style-type: none"> • Lack of disaster preparedness at local level • Limited institutional capacity for DRM chain • Limited technical capacity in disaster risk assessment • Insufficient mainstreaming of climate and DRM in policies and long-term strategies • Weak resilience to natural disasters 	<ul style="list-style-type: none"> • Mainstream DRM into relevant policies, strategies, plans, and budgets at national, sector, and local levels • Prioritize existing resources to promote and demonstrate benefits of DRM and understanding of disaster risk • Building national, district and community capacities to reduce risks, manage and respond to disasters 	<ul style="list-style-type: none"> • Technical support to mainstream DRR and climate information into national, sector, and district development strategies • Technical support to develop and update disaster reduction and meteorological legal and institutional framework • Conduct capacity assessment of national early warning system
<p>Root Causes</p> <ul style="list-style-type: none"> • Climate change and its resulting increased frequency and intensity of natural hazards • High population density • Topography • Poverty 	<ul style="list-style-type: none"> • Improve natural disaster mitigation and preparedness measures • Promote resilient infrastructure • Build community resilience 	<ul style="list-style-type: none"> • Prioritization of DRR by mainstreaming in all national and local policies and strategies • Support to communities to build resilience in disaster prone areas

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

- There will be continued and improved coordination among development partners active in Rwanda, including UNDP- WFP and wider UN cooperation.
- There will be continued Joint Resource Mobilization efforts to ensure donor support to DRR-, with the potential to fund the list of currently unfunded priority interventions (see Annex) and therefore enhance the impacts.
- Local institutions through the DDMCs, SDMCs and DDMOs will play an active role in the implementation of programmes and actions, in partnership with government agencies (Ministry in Charge of Emergency Management and Meteo) and other actors.
- There will be significant efforts to engage with the private sector which has a very significant role to play in DRR through investment.
- Communities will be actively engaged in the implementation of the programme through awareness and community resilience building activities.

27. 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) as well as through Resource Mobilization efforts;
- 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.

28. The level of achievement of the preceding 5-year Joint Programme, “Support to Ministry in Charge of Emergency Management to address Disaster Management in Rwanda (2013 - 2018),” was overall high²⁴. The programme centered around capacity building, awareness raising, risk assessment, disaster communication system as well as response and recovery interventions in

²⁴Joint Programme Support to Ministry in Charge of Emergency Management Final Evaluation

Gakenke district, and preparedness and resilience planning in Ngororero district. The final evaluation of the programme scored an average of 4 out of 6 on the evaluation matrix. This proposed intervention was built based on the achievements and lessons learned identified in the previous intervention evaluation. The capacity building contributed to the production of the National Risk Atlas of Rwanda, the first risk profile in Africa, the establishment of National Platform for Disaster Risk Reduction (NPDRR), establishment of District Disaster Management Committees, and the strengthening of disaster management capacities of various districts within Rwanda. Additionally, the support to disaster-struck Gakenke district and disaster-prone Ngororero District was wide-ranging, from new infrastructure to cash-for-work to victims, as well as training of individuals. Finally, the impact of decentralized entities and the engagement of local communities contributed to the success of the programme.

29. The new programme, aligned with the 4 priority areas of the Sendai Framework for DRR (see Annex), aims to further hone in on the achievements of the previous programme, as well as to expand the scope of disaster management to go beyond reactive activities and include early warning systems for better preparedness. This will involve (i) technical and financial assistance for capacity development of central and local bodies dealing with disaster management, early warning and monitoring including the support to national institutions with a lean and efficient team of experts in coordination, M&E and reporting to strengthen overall coordination, information management and capacity building of staff (ii) Increase knowledge and skills of risk of national and local institutions and population and high risk communities from evidence-based risk assessment. (iii) Enhance the national multi-hazard early warning system for efficient response and recovery (iv) Reduce vulnerability to natural disasters of vulnerable Communities from selected high disaster-prone districts through community projects, livelihood and recovery intervention. Additionally, cross-cutting issues related to gender, human rights, and sustainability will be considered and mainstreamed across all planned interventions. The indicative confirmed total budget is of USD 2,630,000 for 2018-2023, with additional resources that may become available.

30. The “Strengthening National and Local Disaster Risk Management Capacity and Resilience” programme in Rwanda will contribute to the **SDGs**. “Transforming Our World: The 2030 Agenda for Sustainable Development” recognizes and reaffirms the urgent need to reduce the risk of disasters. There are several ways that disaster risk reduction is recognized and advanced in document including the direct references to the outcomes of the Third UN World Conference on Disaster Risk Reduction and the Sendai Framework as well as the specific opportunities to achieve the SDGs through reducing disaster risk. For example, by reducing exposure and vulnerability of the poor to disasters or building resilient infrastructure. There are also several goals and targets that can contribute to reducing disaster risk and building resilience, even where disaster risk reduction language is not explicit. These include targets related to promoting education for sustainable development, building and upgrading education facilities and ensuring healthy lives among others. More specifically, there are 25 targets related to disaster risk reduction in 10 of the 17 sustainable development goals

31. This intervention will also directly contribute to **UNDP Strategic Plan, 2018-2021** and more specifically to Build resilience to shocks and crises. As stated in the UNDP Strategic Plan, “To respond to these disasters and crises, Governments require support in their efforts to return to sustainable development pathways, while increasing their abilities to proactively manage risk and strengthen resilience to future crises. Strengthening resilience enables countries to better respond to disasters and crises whether these are induced by environmental, economic or social factors. Strengthening national crisis prevention capacities and resilience-building includes a range of activities prior to, during and in the aftermath of humanitarian emergencies, including for instance strengthening national capacities for crisis response, climate change adaptation, disaster early warning and risk reduction and post-crisis recovery. Such support to national capacities will be built on foundations of inclusive and accountable governance, together with a strong focus on gender equality, the empowerment of women and girls and meeting the needs of vulnerable groups, to ensure that no one is left behind”

32. The proposed programme is also aligned with, **National policy and strategies**. Rwanda National Strategy for Transformation (NST 2018-2024) indeed recognizes disaster risk reduction as one of the cross cutting areas which touches on the objectives of all three pillars of the NST: Economic Transformation, Social Transformation, and Transformational Governance. NST will: “pursue action on rapid response measures such as disaster management equipment, early warning systems and awareness campaigns to help build resilience. This will require different sectors to develop appropriate mechanisms for a systematic disaster management strategy that enhances effectively and efficiently preparedness, response and recovery”.

33. The proposed programme 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)**. It will more specifically contribute to the new UNDAP Outcome 2: “*By 2023 Rwandan institutions and communities are more equitably, productively and sustainably managing natural resources and addressing climate change*” and Outcome 4: By 2023 people in Rwanda, particularly the most vulnerable have increased resilience to both natural and man-made shocks and enjoy a life free from all forms of violence and discrimination. It is also aligned with CPD outcome 2 and more specifically Output 2.3. Institutions at national, district and community level have improved technical capacities to reduce risks, manage and respond to natural disasters and limit gender-differentiated impacts.

34. The proposed intervention will strengthen advocacy at national and district level for mainstreaming Disaster Risk Reduction in national and district planning processes. It will further strengthen advocacy within the communities for the integration of DM at the community level through capacity building and implementation of Disaster preparedness and mitigation measures.

2.2. Gender Strategy

35. Worldwide evidence shows that disasters tend to hit the poorest and most marginalized communities the hardest. Women and girls are particularly exposed to climate related disaster risk as they are more likely to suffer higher rates of mortality, morbidity and economic damage to their livelihoods. Studies have indeed shown that disaster fatality rates are much higher for women than for men due, in large part, to gendered differences in capacity to cope with such events and insufficient access to information and early warnings. Women also bring unique experiences and valuable skills that would benefit disaster risk mitigation, management and preparedness. Furthermore, Lessons learned and best practices of gender-inclusive disaster management worldwide provide strong evidence that a gender-approach benefits both men and women.

36. It is therefore imperative for disaster risk reduction and management interventions and strategies to be gender-aware, taking into account both gender-based vulnerabilities and women’s unique contributions in order to achieve the SDGs and Sendai Framework for DRR. Within the framework of the respect of gender principles and gender equality which is considered as a cross-cutting issue to be mainstreamed into all national sectors, Ministry in Charge of Emergency Management developed its own guideline on Gender in Disaster Management aimed to provide Ministry in Charge of Emergency management and its main partners with guidance concerning gender analysis, planning and actions to ensure that the needs, contributions and capacities of women, girls, men and boys are considered in all aspects of disaster management and humanitarian action.

37. Aligned with Ministry in Charge of emergency Management’s guidelines on Gender in Disaster Management, Gender will be more explicitly and comprehensively mainstreamed in the new programme. More specifically, the following considerations will be prioritized:

- Inclusion of gender perspectives in Disaster Management legal framework (policies, strategies, plans, etc.)

- Analysis of climate change data with a gender sensitive perspective and collection and report of sex-disaggregated data (on vulnerabilities, risk, capacities, differential impact, etc.) in order to inform better targeting and response
- Conduction of specific gender awareness activities to reduce the negative impacts of disasters on women, particularly in relation to their crucial roles in rural areas in provision of water, food and energy
- Increase in the women’s participation and representation in all levels of decision making processes
- Inclusion of women’s traditional knowledge and perceptions in the analysis and evaluation of disaster risks, coping strategies and solutions
- Ensure that women are being engaged as agents of change at all levels of disaster preparedness, including EWS, education, communication, information and awareness activities
- Building of national and local women’s groups’ capacities
- Inclusion of gender-specific indicators to monitor and track progress on gender equality targets
- Strengthening of coordination and collaboration between Ministries responsible for disaster and gender issues in line with the national Gender Monitoring Framework.

2.2. Human Rights-Based Approach (HRBA)

38. This project will also be implemented in accordance with the Human Rights-Based Approach. This approach and which specifically endeavors to ensure the application of the “UN Common Understanding” on this issue which stipulates that:

- All programmes of development cooperation, policies and technical assistance should further the realisation of human rights as laid down in the Universal Declaration of Human Rights and other international human rights instruments.
- Human rights standards contained in, and principles derived from, the Universal Declaration of Human Rights and other international human rights instruments guide all development cooperation and programming in all sectors and in all phases of the programming process.
- Development cooperation contributes to the development of the capacities of ‘duty-bearers’ (governments) to meet their obligations and/or of ‘rights-holders’ (the people) to claim their rights.

39. In particular, the approach will ensure that in all aspects of the project implementation the cross-cutting issues of equality and non-discrimination are actively pursued with regard to the enjoyment of the services enjoyed by the Rwandan beneficiaries. Similarly, the issue of participation of the beneficiaries in the programmes aimed at supporting them will be part and parcel of the delivery process. As noted in the introductory sections, recurring natural disasters do pose significant risks to the affected populations’ basic rights.

III. RESULTS AND PARTNERSHIPS

3.1. Expected Results

40. The expected outcome of this programme is: *“Increased resilience to climate and natural disaster through evidence-based disaster preparedness and effective early warning system.”* It will contribute to UNDAP Outcome 2 “By 2023 Rwandan institutions and communities are more equitably, productively, and sustainably managing natural resources and address climate change,” and Outcome 4: By 2023 people in Rwanda, particularly the most vulnerable have increased resilience to both natural and man-made shocks and enjoy a life free from all forms of violence and discrimination. It will also support the UNDP Strategic Plan Outcome 3: Build resilience to shocks and crisis.

41. The new programme aims to focus on the following 4 identified priorities:

- Strengthen disaster management at the institutional level. It will work with all concerned stakeholders in developing capacity for their personnel, as well as ensure that policies reflect and mainstream DRR strategies that follow the Sendai Framework.
- Have a better understanding of the risks as well as at increasing awareness of DRR strategies at the local level. It will ensure that the Risk profiling exercise (National Risk Atlas) is updated and that its recommendations are implemented in the appropriate sectors and communities depending on evidence-based risk assessments, and that the local population is aware of these preparedness and mitigation strategies.
- Set up quality early warning system in the country. Through the provision and improvement of both software and hardware, the early warning system will be able to provide accurate forecasting based on reliable data, analysis and distribution systems for efficient response and recovery;
- Improve resilience at the community level by working directly with and empowering the local population through mitigation, adaptation and response to disasters measures and providing them with socioeconomic to particularly vulnerable households from selected district prone to disasters.

42. The new programme aims to deliver the outcome through 4 major outputs:

3.1.1 Institutions at national, district, and community levels have improved technical capacities to reduce risks, manage and respond to natural disasters and limit gender-differentiated impacts

This Output is directly taken from the CPD and addresses the immediate causes “*lack of preparedness at local level*” and “*limited institutional capacity for DRM chain*” as outlined in the Theory of Change diagram above. The output will primarily address the priority capacity building at all level as well as of mainstreaming DRM across policies and strategies as stated in the NST.

The activities to be implemented under it are as follows:

1. Conduct DRR Capacity Needs Assessment of Ministry in Charge of Emergency Management, District staff, NPDM, Rwanda Meteorology Agency, DIDIMACs and SEDIMACs
2. Develop the capacity development strategy and plan for Ministry in Charge of Emergency Management, Districts, DIDIMACs, SEDIMACs, NPDM, and Rwanda Meteorology Agency
3. Enhance the capacity of DRR organizations involved in disaster management Ministry in Charge of Emergency Management, NPDM, Rwanda Meteorology Agency and local staff including disaster management committees
4. Support the participation in the International Conference for DRR and study tours
5. Support program personnel to manage and coordinate the program (Ministry in Charge of Emergency Management; SPIU Coordinator, Disaster Program Manager, Disaster Project Specialist, Operation System Specialist, Disaster Technical Adviser, SPIU Accountant) (Meteo: Program manager and accountant)
6. Support to the effective operation of NPDM and to the development, update and dissemination of DM policies, strategies and plans
7. Support to mainstream DRR and climate information into District Development Plans and Development Sectors
8. Support district authorities in updating and reviewing Disaster Management Plans
9. Support to developing and customizing MHEWS and sharing best practices
10. Support to developing and customizing SOP for national early warning

At the end of the five-year period, and as a result of the technical and financial assistance provided, UNDP expects to see at least 20 national strategy and district development strategies DRM mainstreamed and fully aligned with the Sendai Framework. In addition, at least 750 Ministry in Charge of Emergency Management and 250 Meteo Rwanda staff will have been trained on DRM skills with 80% of the trained staff still in place.

3.1.2 Population, local authorities and national institutions have increased knowledge and skills of risks from evidence-based disaster risk assessments

This output will address the need for follow up on risk assessment and its recommendations.

The interventions and actions to be implemented under this Output are as follows:

1. Update and digitize National Risk Atlas
2. Implementation of National Risk Atlas Recommendations
3. Conduct vulnerability risk assessment in districts prone to disaster
4. Conduct DRR awareness raising activities among population through TV/radio programmes and production
5. Organize disaster risk management clubs in secondary schools

At the end of the five-year period, through UNDP's technical and financial contribution, the National Risk Atlas will also have been updated with most recent data and used interactively. At least 95% of Rwanda's selected districts will be aware of DRM strategies and implementing the recommendations from the risk atlas.

3.1.3 Enhanced multi hazard early warning systems to enable effective preparedness, response and recovery

This output will help put in place a quality early warning system through the provision of infrastructure and soft/hardware that will help increase the accuracy of forecasts.

The interventions and actions to be implemented under this Output are as follows:

1. Provide infrastructure support for operation room
2. Conduct simulation exercises on major hazards for readiness for the districts
3. Upgrade national disaster communication system and provide real-time early warnings
4. Support to improve the generation of weather forecasts and dissemination
5. Support the improvement of a national climate database providing accurate data and information
6. Support the setup of National Framework for Climate Services (NFCS) provided
7. Support the quality assurance capability

At the end of the five-year period, and as a result of the financial and technical assistance provided, UNDP expects to see improvement in accuracy of forecast, demonstrated by at least 90% of hydrological extreme events warned 24 hours in advance of occurring. Thus, this will ensure speedy response and recovery.

3.1.4 Communities in selected high-risk districts have strengthened capacity to mitigate, adapt and respond to disaster risks.

This output addresses the need for increased resilience at the local level. Vulnerable populations will also be supported to ensure their livelihood can be recovered or maintained.

The interventions and actions to be implemented under this Output are as follows:

1. Assist districts prone to disasters in managing disasters where there is no District Disaster Management Officer (DDMO)
2. Assess social and economic losses and damages from past disasters
3. Production and dissemination of public awareness materials (i.e. brochures, pamphlets, flyers, pull up banners, banners, reports, picture frames, etc.)
4. Support the implementation of mitigation and adaptation measures through community-based approach
5. Support socioeconomic initiatives of population vulnerable to disasters:
6. Carry out demonstration and create awareness on fire and lightning prevention through installation of model lightning rods and fire extinguishers in public buildings
7. Provide support to population affected by disasters

At the end of the five-year period, and as a result of the financial and technical assistance provided, UNDP expects to see at least 750 households with disaster mitigation measure implemented, 500 households supported through livelihood intervention, and 90% of vulnerable populations supported for response and recovery.

3.2. Resources Required to Achieve the Expected Results

43. The total budget of the programme is USD 2,965,065 for 2018-2023 to achieve the intended results. Further resource will be mobilized in order to strengthen and scale up this catalytic programme. The Annex 4 identifies the list of unfunded activities which amount to USD 1,884,000. The management team will require efficient and proactive programme support from the UNDP Country Office (CO), with part-time programme analyst(s) and a programme associate in place, and with full support from procurement and other CO functions when needed. It will also require effective and efficient technical and management support at both the national and district levels. Ministry in Charge of Emergency Management and Meteo Rwanda will share the responsibilities in project management. Project management will be done through Ministry in Charge of Emergency Management and Meteo Rwanda, with support and coordination from the Single Project Implementation Unit (SPIU) in Ministry in Charge of Emergency Management and a project manager at Meteo Rwanda. Technical support will be provided by UNDP Rwanda Country Office with the support of UNDP Regional Service Centre and UNDP Crisis Response Unit.

3.3. Partnerships

44. The new programme will maintain and enhance the current institutional partnership with Ministry in Charge of Emergency Management with the addition of a new institutional partnership with Rwanda Meteorology Agency (Meteo). The programme will explore and **establish new partnerships** with institutions and programmes that share its objectives and can contribute to their realization.

- The Embassy of Japan and the Japan International Cooperation Agency (JICA): based on its global leadership in providing assistance on DRR, namely in the implementation of the Sendai Framework for Disaster Risk Reduction 2015-2030, in the implementation of DRR policies and measures, in the mainstreaming of DRR in every development project, etc.; the project aims to strengthen its partnership with the Embassy of Japan and JICA.
- *Green Climate Fund (GCF)*: a financial mechanism under the UNFCCC which helps fund climate finance investment in low-emission, climate-resilient development through mitigation and adaptation projects and programmes in developing countries. GCF is a potential partner that would provide funding for the project “Strengthening resilience of vulnerable agro-based communities in Rwanda through a functioning early warning system and use of climate information”
- *United States Agency for International Development (USAID)*: Independent agency of the United States federal government that is primarily responsible for administering civilian foreign aid and development assistance. USAID is a potential partner on the early warning system project to connect the technology produced through UNDP project with the farmers that are supported by USAID projects.
- World Food Programme (WFP): WFP is the food-assistance branch of the United Nations and the world's largest humanitarian organization addressing hunger and promoting food security.
- Food and Agriculture Organization (FAO): FAO is a specialized agency of the United Nations that leads international efforts to defeat hunger.
- Private sector: There will be significant efforts to engage with the private sector which has a very significant role to play in DRR through investment. As a matter of fact, when a natural hazard threatens a nation, public facilities and private businesses alike have to protect their assets, their workforce, and their supply and distribution chains in order for society and the economy to keep functioning.

Ministry in Charge of Emergency Management

45. The Government, through the Ministry in Charge of Emergency Management is responsible for coordinating efforts with respect to refugees, returnees, displaced populations as well as responses to disasters in Rwanda. Support to disaster management and humanitarian response are provided by both the Government and humanitarian actors, who together comprise the National Platform for Disaster Risk Reduction, coordinated and led by the Government. Ministry in Charge of Emergency Management is the national body responsible for multi-sectorial coordination and collaboration in disaster management, including disaster preparedness and mitigation in the country.

46. The National Disaster Management Executive Committee is the highest Disaster Management decision-making body. It is chaired by the Prime Minister and vice-chaired by the Minister in charge of Disaster Management and Refugees Affairs. That Committee makes decisions on national Disaster Management issues, especially in case of emergencies. Focal points for the National Committee are drawn from the following Ministries: Prime Minister, Ministry of Health, Ministry of Defense, Ministry of Agriculture, Ministry of Finance and Economic Planning, Ministry of Local Government, Ministry of Natural Resources, Ministry of Internal Security, Ministry of Infrastructure as well as the Chief of Defense Staff and the Inspector General of Police.

47. The District Disaster Management Committees (DDMC/ DIDIMAC) are in charge of coordinating disaster management and emergency response activities at the District levels. They are chaired by the District Mayor and co-chaired by the District Army Commander. The DDMCs are supported by the Sector (Community level) Disaster Management Committees (SDMC). Emergency/disaster responses in Rwanda are funded through an annual budgetary allocation, supplemented by a reserve in the Ministry of Finance and bilateral donors. There is no separate emergency fund for disasters.

48. A Memorandum of Understanding between the Ministry in Charge of Emergency Management of the Republic of Rwanda and the United Nations System in Rwanda “Delivering as One” on cooperation in disaster and refugee management programmes was signed on 1st March 2012. The objective of this MoU is to establish a framework for co-operation between Ministry in Charge of Emergency Management and the One UN in Rwanda in the following areas: (i) Disaster Management, including Risk Reduction, Preparedness, Response and Recovery; (ii) Refugee Management; (iii) Sustainable Return and Reintegration of Rwandan Refugees; and (iv) Coordination mechanisms. Integration of gender perspectives, human rights and sustainability imperatives are needed in all these processes in order to ensure that relevant policies and programmes address gender parity, basic human rights and sustainability concerns in disaster and humanitarian circumstances. Align with the signed MoU, the project will promote partnership within UN agencies for resource mobilization as well as to create synergies and co-operation in the implementation of their respective interventions in DM.

49. Effective delivery in the four areas of the MoU is hampered by weak disaster and humanitarian information management systems as well as low coordination and preparedness capacity. Expertise to ensure consistent information flows either before or during disasters remains weak and, therefore, hampers interventions. During disasters, information is first collected at the community level by the district and sector level committees, who then forward the information to Ministry in Charge of Emergency Management for analysis at the central level before dissemination through media, community leaders and politicians. The information management systems in place is still basic and in need of improvement. Improving the information management systems by investing in additional and more advanced technology, analytical, reporting and response capacity of Ministry in Charge of Emergency Management is critically needed. There is a further need to improve the information management system to better collect, analyze and report gender disaggregated information in order to inform better targeting and response.

50. In line with NST1, capacity development and disaster management systems are also key factors for the success of management of disasters. The capacity development related to the effective Disaster Risk Reduction (DRR) will help in providing and mobilizing knowledge, skills and resources required for mainstreaming DRR into global development programmes. It is, therefore, imperative to mainstream the preparedness, response and mitigation of disasters. One of the outputs of this intervention will be the strengthening of the implemented disaster management information system in order to make it a component of the Rwanda Early Warning System that will help the exchange of information in both ways between the high and local levels.

51. Ministry in Charge of Emergency Management’s capacity indeed still needs strengthening to ensure appropriate systems and structures are in place to support its role. Currently, all prone districts do not have the staff in charge of disaster management, the disaster management capacity need assessment not yet conducted throughout the country and the warning and dissemination tools and weather message to transmit to the population remain a challenge. It is necessary to support Ministry in Charge of Emergency Management with a lean and efficient team of experts in coordination, M&E and reporting to strengthen overall coordination, information management and capacity building of staff. Further capacity building required for the government committees at national, local and sectoral level in conducting a vulnerability/risk assessment and other disaster mitigation/preparedness processes.

Rwanda Meteorology Agency (Meteo Rwanda)

52. Meteo Rwanda is a government agency under the Ministry of Environment (MoE) with legal personality, administrative, and financial autonomy. The purpose of Meteo Rwanda is to provide weather, water, and climate information services for safety of life and property and socio-economic development. The Rwanda Meteorology Service was created in 1963 and in 1968, Meteo Rwanda was established as the main coordinator of meteorological services in the Ministry of Infrastructure (MININFRA). Later in 2011, Rwanda Meteorological Service was transformed into Rwanda

Meteorology Agency, and in 2015, it was transferred from Ministry of Infrastructure (MININFRA) to Ministry of Environment (MoE).

Stakeholder Engagement

53. The key Target groups of this intervention are the National institutions in charge of Disaster Management and Early warning systems (Ministry in Charge of Emergency Management and METEO), local institutions (Disaster Prone- District authorities) and vulnerable communities. The identified national institutions being the intended beneficiaries are the Ministry in Charge of Emergency Management and Refugee Affairs, the Rwanda Meteorological agency as well as the 10-selected high prone District areas authorities. Both Ministry in Charge of Emergency Management, Meteo as well as District authorities will be member of the Steering Committee.

54. The Vulnerable communities will be identified in partnership with Ministry in Charge of Emergency Management and the District Authorities with the support of the District Disaster Management Officer but will mainly focus on poor female headed households, people living with disabilities from the selected 10 Disaster prone Districts in the country (10 Districts out of a total of 30 Districts).

South-South and Triangular Cooperation (SSC/TrC)

55. Government of Rwanda and UNDP affirm the importance and effectiveness of South-South Cooperation as a strategy to augment development initiatives, especially in the areas of technical and economic advancement. The South-South Cooperation approach will be used in the programme to encourage and support the exchange of best practices and scaling up opportunities in neighboring countries of the region. Especially, through the National Platform for Disaster Management, some cooperation has been built with regional institutions like the Volcanic Observatory of Goma (DRC), the Regional Centre for Mapping of Resource for Development (Kenya), the Nile Basin Initiative/Nile Equatorial Subsidiary Action Program, Famine Early Warning System Network (FEWSNET-Rwanda), and the Royal Museum of Central Africa (RMCA-Belgium) to assist in the project by sharing of data, tools, methodology adaptation and regional expertise. Lessons learned will be applied in the implementation of all programme outputs.

Knowledge and Innovation

56. The programme will produce an updated, digitized version of the National Risk Atlas using a combination of scientific data and indigenous knowledge. The updated Atlas will continue to be a living document more interactive than the existing PDF version from 2015.

- NPDM – The multi-stakeholder’s engagement approach fostered through NPDRR provides a strong mechanism to ensure the sharing of knowledge, best practices and promotion of innovation.
- The active engagement and involvement of the Local governments and communities across the different components of the project also lays down key foundations for the DRM initiatives and efforts to be sustained and mainstreamed across all levels both horizontally and vertically. More specifically, local government and communities will be engaged in the implementation of innovative mitigation and adaptation measures through community-based approach as well as to support innovative socioeconomic initiatives of population vulnerable to disasters:
- The programme will produce new technologies and applications that can sustainably address existing and future emerging climate issues through “real time” environmental data collection, analysis, dissemination, and applications.
- The programme also aims to transfer technology to strengthen the capacity from upstream sensor engineering skills to downstream data application on using Internet of Things (IoT) for climate and environmental issues, creating space for new business and job opportunities in Rwanda. Other partnerships will be created with innovative initiative such as YouthConnekt in order to promote technology-based solutions to solve Disaster Management issues. The products developed under this programme can potentially be scaled geographically to other Sub-Saharan countries.

Sustainability and Scaling Up

57. The results of this programme will be sustained by strategically positioning this within the Government's broader programme for DRM and Ministry in Charge of Emergency Management's 5-Year Strategic Plan. The programme is perfectly aligned with DM Law, the legal basis defining the disaster risk reduction and management institutional framework of the country.

58. The capacity development of Ministry in Charge of Emergency Management and Meteo Rwanda which is a key objective of this project will also ensure that its mandate in disaster risk reduction is competently and sustainably operationalized and implemented. The amount of in-house technical capacities that would be developed within and among the civil servants in Ministry in Charge of Emergency Management, Meteo and at local government levels will surely muster a roster of individuals with DRR/EWS competency/capacity.

59. The institutionalization and strengthening of the NPDM will be another factor foreseeing sustainability of this effort. The multi-stakeholders' engagement being fostered through the NPDRR mechanism ensures broad and sustainable support to DRM.

60. The active engagement and involvement of the Local governments and communities across the different components of the project also lays down key foundations for the DRM initiatives and efforts to be sustained and mainstreamed across all levels both horizontally and vertically. Specifically, further efforts in having District Disaster Management Officers (DDMOs) fully mainstreamed in the government structure (either at Districts or Ministry) supported by state budget will be one of the key success sustainability indicators of this programme.

61. This intervention aims to respond to the need to further build local community resilience through community-based disaster mitigation, management and preparedness initiatives, trainings and awareness raising campaigns which contribute to community ownership and sustainability.

62. Furthermore, The National Disaster Information Management System will be a sustainable arrangement housed in Ministry in Charge of Emergency Management in strong collaboration with Meteo Rwanda for the systematic collection, documentation and analysis of data on disasters, humanitarian crisis and weather in Rwanda. With the system in place, the Government, UN and other humanitarian actors will be able to better analyze the trends in disaster and their impacts in a more systematic manner. With increased understanding of the disaster trends and their impacts, better prevention, mitigation and preparedness, Ministry in Charge of Emergency Management, in collaboration with counterparts, UN and other humanitarian actors will be in a better position to plan for measures to reduce the impact of disasters on the communities and support its resilience. Similarly, communities in all sectors would be working with Ministry in Charge of Emergency Management, Meteo Rwanda and humanitarian actors to provide timely information and contribute their capacities to preventing, responding to and recovering from disaster and humanitarian crisis.

Risks and Assumptions

63. There are some risks that need to be considered and appropriately managed during the implementation. These include:

- Meteorological conditions and natural disasters are unforeseen events out of control, thus it may hinder or delay project implementation as focus would be diverted to responding to the current emergency, thus negating or reversing some of the benefits of the programme. It may further hinder the ability to measure impact and effectiveness of early warning system and disaster preparedness aspects of the project.
- Continued political will and championing DRR mainstreaming.
- Effective coordination between different sectors and stakeholders.

- Regional political instability resulting in massive influx of refugees/IDP beyond absorption capacity
- Adequate funding and resource mobilized to support large scale disaster
- Maintenance of Early Warning systems

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

IV. PROJECT MANAGEMENT

Cost Efficiency and Effectiveness

64. Under the One UN Development Result (DRG) framework, outcomes and outputs will be achieved by the collaborative efforts of several UN agencies. Key actions will be identified and implemented by respective concerned agencies. The agency's specific contributions will be captured at the key action and activities level. At all levels of results of this programme, the concerned UN agencies will collaborate under multi-sector, multi-skilled teams and will be jointly accountable for the achievement of results. At the programme level, two heads of agencies are designated to co-lead the implementation, ensure coordination and strengthening of partnerships both within the UN and with Government and other development partners in the country.

65. The coordination with other UN agencies through the DaO framework will ensure clear division of labour based on the comparative advantage and mandate of each agency; increased mutual accountability, performance-based funding through the One Fund and sustainability of the achieved results. The partnership with UN agencies will focus on results by bringing together agency specific planning requirements consistently and seamlessly, ensuring necessary and sufficient programme logic and the theory of change in the results chains and links results to resource requirements. Through annual reviews conducted with the Government, development partners and stakeholders and necessary adjustments made, the joint programme will ensure coherence and consistency between actions, results, resources, reporting and accountability which will result in cost efficiency and effectiveness. The implementation modalities within Delivering as One, which has demonstrated real efficiency gains and cost reduction, will continue to minimize duplication between the UN and national systems. Quality plans and improved and simplified M&E framework in the system will support annual strategic reviews, reporting against clear targets and enhance performance based resource allocation. This will result in synergies across UN agencies.

Project Management

66. The new programme will be jointly coordinated by Ministry in Charge of Emergency Management and Meteo, in both the day-to-day management and implementation under the SPIU. Examples of responsibilities and tasks are as follows:

- Day-to-day project implementation and coordination through the Project Management support team in Ministry in Charge of Emergency Management/Meteo, with further administrative and logistical support through the SPIU, reporting to the Steering Committee
- Steering Committee chaired by Ministry in Charge of Emergency Management with representation from UNDP Country Office, Meteo, relevant key ministries (MINECOFIN, MINALOC), District authorities, donors and partner UN agencies
- Project management support by the UNDP Country Office with a Programme Analyst in the Poverty and Environment Unit, and finance and budget support by Programme Associate, as well as procurement and other service support when needed by relevant CO staff
- A confirmed budget should be sourced by the programme partnership in advance of the start of the programme, to minimize the potential 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
- Both UNDP and Government of Rwanda Procurement Procedures will be used as required to ensure value for money, quality and timeliness
- The programme will be managed under the auspices of the SPIU to enhance the portfolio management approach

V. RESULT FRAMEWORK

Intended Outcome as stated in the UNDAF/Country [or Global/Regional] Programme Results and Resource Framework:

Outcome 2: By 2023 Rwandan institutions and communities are more equitably, productively and sustainably managing natural resources and addressing climate change

Outcome 4: By 2023 people in Rwanda, particularly the most vulnerable have increased resilience to both natural and man-made shocks and enjoy a life free from all forms of violence and discrimination

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets:

- Extend to which the national strategy is in line with the Sendai DRR and national framework
Baseline: 1; Target: 2 (1 National strategy is partially aligned; 2 National strategy is substantially aligned; 3 National strategy is fully aligned.)
- Number of district development strategies updated with disaster risk management mainstreamed in line with Sendai Framework and national DRR framework
Baseline: 0 Target: 30

Applicable Output(s) from the UNDP Strategic Plan: Output 3 Build resilience to shocks and crises

SDGs: Goal 1 (Target 1.5), Goal 11 (Target 11.b) Goal 13 (Target 13.1, 13.3)

Project title and Atlas Project Number: Increasing resilience to climate and natural disaster through evidence based disaster preparedness and effective early warning system

EXPECTED OUTPUTS	OUTPUT INDICATORS ²⁵	DATA SOURCE	BASELINE		TARGETS (by frequency of data collection)						DATA COLLECTION METHODS & RISKS
			Value	Year	Year 1	Year 2	Year 3	Year 4	Year 5	FINAL	
Output 1 <i>Institutions at national, district and community level have improved technical capacities to reduce risks,</i>	<i>1.1 Number of Ministry in Charge of Emergency Management and Meteo Rwanda staff, NPDM focal points, and members of DIDIMACs and SEDIMACs men and women trained that have improved technical skills in risks reduction, management and response to natural disasters and limit gender-differentiated impacts</i>	Quarterly Progress report/ Annual report	88 Ministry in Charge of Emergency Management, NPDM, DDIMACs and SEDIMACs	2018	238	388	538	688	838	838	<i>Training reports/ Progress reports</i>
			18 Meteo Rwanda staff	2018	68	118	168	218	268	268	

<i>manage and respond to natural disasters and limit gender-differentiated impacts</i>	1.2 Number of DRM policies, strategies, plans, and operating procedures developed, updated, and published	<i>Ministry in Charge of Emergency Management Website, Imihigo report</i>	18, namely: <ul style="list-style-type: none"> - National Disaster Management Policy and law - National disaster risk management plan - National response and recovery strategy - National preparedness and response plan, for El Nino, Volcanic eruption, - 12 Contingency plans (animal and plant disease, drought, volcanic eruption, earthquake, industrial disasters, flood, landslide, fire, storm, terrorism attacks, El Niño) 	2018	22	26	30	34	38	38	<i>NPDM meeting report, review workshop reports, Progress report, IMIHIGO (Performance contract) reports</i>
	1.3 % of policies, strategies and plans which contribute to limiting gender-differentiated impacts	<i>Ministry in Charge of Emergency Management Website, Imihigo report</i>	100%	2018	100%	100%	100%	100%	100%	100%	<i>NPDM meeting report, review workshop reports, Progress report, IMIHIGO (Performance contract) reports</i>
	1.4 Number of development sectors and districts in which DRR is updated and mainstreamed at national and local level	<i>Final Evaluation report IMIHIGO (Performance contract) reports</i>	9 development sectors <ul style="list-style-type: none"> - Education, Infrastructure, Agriculture, Environment, Health, ICT, water and sanitation, urbanisation and urbanisation 29 districts with DDMP developed that need to be reviewed and validated	2018	2 sectors	4 sectors	6 sectors	8 sectors	10 sectors	10	<i>Workshop and meeting reports, progress reports IMIHIGO (Performance contract) reports</i>
					4 districts	8 districts	12 districts	16 districts	20 districts	20	

Output 2 <i>Population, local authorities and institutions have increased knowledge and skills of risks from evidence-based disaster risk assessments</i>	2.1 Extend to which National hazard risk profiles updated and digitized 0 not updated and not digitized 1 updated 2 updated and digitized	National Disaster risk atlas	0 Existing National Risk Atlas (2015)	2015	0	1	2	2	2	2	<i>Revised National Risk Atlas, Progress report, Annual report</i>
	2.2 Percentage of Rwanda's male, female and vulnerable population in selected 10 districts prone to disasters aware of disaster risk	Disaster Awareness Survey (2016)	56 % of Rwanda's population in 10 districts prone to disasters aware of DRM	2016	80%	85%	90%	92%	95%	95%	<i>Survey report review</i> <i>Risk: people relocating from other places not aware of DRM</i>
	2.3 # of targeted development sectors and districts which have implemented at least 50 % of the risk assessment recommendations		0 sector 0 District	2018	2 4	4 8	6 12	8 16	10 20	10 20	<i>Atlas recommendation</i> <i>Monitoring and Evaluation reports/ Workshop reports / Progress report</i>
Output 3 <i>Enhanced multi hazard early warning systems to enable effective preparedness, response and recovery</i>	3.1 Number of simulation exercises for disaster preparedness and response conducted at the national and district level	Simulation exercise report/ IMIHIGO report	1 Simulation exercise conducted (mass movement of population)	2017	0	1	2	3	3	3	<i>Simulation exercise report/ progress reports/ IMIHIGO report</i>
	3.2 Percentage of disasters from extreme weathers warned 24 hours before occurring	NA	No existing baseline Disaster Communication system data	2018	70%	75%	80%	85%	90%	90%	<i>Records of occurrence and warnings reports (Meteo Rwanda)</i>
Output 4 <i>Communities have strengthened capacity to mitigate, adapt and respond to disaster risks</i>	4.1 Number of households (gender-disaggregated, female-headed and male-headed) having benefitted from the implementation of disaster mitigation measures	<i>UNTFHS Ngororero and CERF Gakenke final reports</i>	About 2,000 households (8,000 people) have benefitted from disaster mitigation measures in Gakenke and Ngororero Districts	2018	150	300	450	600	750	750	<i>Progress reports, Annual reports</i>
	4.2 % of households (gender-disaggregated, female-headed and male-headed) supported	<i>UNTFHS Ngororero and CERF</i>	- 100% for the 220 households trained and	2018	100	100	100	100	100	100	<i>Progress reports, Annual reports</i> <i>Surveys</i>

	through livelihood intervention able to generate at least the same revenues as prior to their displacement	<i>Gakenke final reports)</i>	supported through TVET in Ngororero district -100% for the 740 households from 37 associations supported through start-up grants in Gakenke district									
	4.3 Percentage of vulnerable men, women and other vulnerable groups affected by disasters at the level 3 and 4 benefitting from response and recovery interventions	<i>CERF Gakenke final reports</i>	90 % of vulnerable population affected by landslide in Gakenke district supported through response and recovery	2017	90%	90%	90%	90%	90%	90%		<i>Progress reports, Annual reports</i> <i>Risk: extreme disasters requiring extraordinary response and recovery</i>

V. MONITORING AND EVALUATION

67. In accordance with UNDP's programming policies and procedures, the project will be monitored through the following monitoring and evaluation plans:

5.1 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 analyzed 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.	Ministry in Charge of Emergency Management, Meteo	
Monitor and Manage Risk	Identify specific risks that may threaten achievement of intended results. Identify and monitor risk management actions 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.	Ministry in Charge of Emergency Management, Meteo, 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.	Ministry in Charge of Emergency Management, Meteo,	
Bi-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	Ministry in Charge of Emergency	

			and used to make course corrections.	Management, Meteo, UNDP	
Project Report	A progress report will be presented to the Project Board and key stakeholders, consisting of progress data showing the results achieved against pre-defined annual targets at the output level, the annual project quality rating summary, an updated risk long with mitigation measures, and any evaluation or review reports prepared over the period.	Annually, and at the end of the project (final report)		Ministry in Charge of Emergency Management, Meteo, 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 a 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	

5.2 Evaluation Plan²⁶

Evaluation Title	Partners (if joint)	Related Strategic Plan Output	UNDAF/CPD Outcome	Planned Completion Date	Key Evaluation Stakeholders	Cost and Source of Funding
Mid-Term Evaluation	One UN Partners/ Ministry in Charge of Emergency Management/ Meteo Rwanda			2021	One UN Partners/ Ministry in Charge of Emergency/ Meteo Rwanda	TRAC

²⁶ Optional, if needed

Final Evaluation	One UN Partners/ Ministry in Charge of Emergency Management/ Meteo Rwanda			2023	One UN Partners/ Ministry in Charge of Emergency Management/ Meteo Rwanda	TRAC
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VI. MULTI-YEAR WORK PLAN ²⁷²⁸

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Planned Budget by Year					RESPONSIBLE PARTY	PLANNED BUDGET		
		Y1	Y2	Y3	Y4	Y5		Funding Source	Budget Description	Amount
Output 1 <i>Institutions at national, district and community level have improved technical capacities to reduce risks, manage and respond to natural disasters and limit gender-differentiated impacts</i>	1.1 Conduct DRR/DRM Capacity Needs Assessment of Ministry in Charge of Emergency Management, District staff, NPDM, NADIMATEC Rwanda Meteorology Agency, DIDIMACs and SEDIMACs	15,000	0	0	15,000	0	Ministry in Charge of Emergency Management/ UNDP <i>Other Partners: NPDM/ Districts/ Meteo Rwanda</i>	TRAC	Consultancy Services	30,000
	1.2 Develop the capacity development strategy and plan for Ministry in Charge of Emergency Management, Districts, DIDIMACs, SEDIMACs, NPDM, NADIMATEC and Rwanda Meteorology Agency	10,000	0	0	0	0	Ministry in Charge of Emergency Management/ UNDP <i>Other Partners: NPDM/ Districts/ Meteo Rwanda</i>	TRAC	Workshop	10,000
	1.3 Enhance the capacity of DRR/DRM organizations involved in disaster management: Ministry in Charge of Emergency Management, NPDM, Rwanda Meteorology Agency and local staff including disaster management committees	40,000	40,000	40,000	40,000	40,000	Ministry in Charge of Emergency Management/ UNDP <i>Other Partners: NPDM/ Districts/ Meteo Rwanda</i>	TRAC	Training of trainers	200,000

²⁷ Cost definitions and classifications for programme and development effectiveness costs to be charged to the project are defined in the Executive Board decision DP/2010/32

²⁸ Changes to a project budget affecting the scope (outputs), completion date, or total estimated project costs require a formal budget revision that must be signed by the project board. In other cases, the UNDP programme manager alone may sign the revision provided the other signatories have no objection. This procedure may be applied for example when the purpose of the revision is only to re-phase activities among years.

	1.4 Support the participation in the International Conference for DRR/DRM and study tours	0	0	0	10,000	0	Ministry in Charge of Emergency management/ UNDP <i>Other Partners:</i> NPDM/ Districts/ Meteo Rwanda	TRAC	Transport & DSA for 3 participants	10,000
	1.5 Support program personnel to manage and coordinate the program (Ministry in Charge of Emergency Management; SPIU Coordinator, Disaster Program Manager, Disaster Project Specialist, Operation System Specialist, Disaster Technical Adviser, SPIU Accountant) (Meteo: Program manager and accountant)	150,000	150,000	150,000	150,000	150,000	Ministry in Charge of Emergency Management/ UNDP	TRAC	Staff (6 Ministry in Charge of Emergency Management and 2 Meteo)	750,000
	1.6 Support to the effective operation of NPDM and to the development, update and dissemination of DM policies, strategies and plans	8,000	8,000	8,000	8,000	8,000	Ministry in Charge of Emergency Management, UNDP, NPDM	TRAC	3 NPDM workshops in Kigali; 1 NPDM workshop outside of Kigali per year 2 Review session per year	40,000
	1.7 Support to mainstream DRR/DRM into national and district Development Plans and Development Sectors	5,000	5,000	5,000	5,000	5,000	Ministry in Charge of Emergency Management/ UNDP <i>Other Partners:</i> NPDM, District	TRAC	Consultation workshop	25,000
	1.8 Support district authorities in updating and reviewing Disaster Management Plans	0	10,000	0	0	10,000	Ministry in Charge of Emergency Management / UNDP <i>Other Partners:</i> NPDM, District	TRAC	Consultation workshop (60 district planners and ES)	20,000
	1.9 Support to developing and customizing Multi Hazard EWS and sharing best practices	2,000	6,000	2,000	2,000	6,000	Meteo Rwanda	TRAC	2 international conferences/ trainings to Meteo Rwanda forecasters, 5 workshops with stakeholders	18,000

	1.10 Support to developing and customizing SOP for national early warning and response	1,500	1,000	0	0	0	Ministry in Charge of Emergency Management/ Meteo Rwanda <i>Others:</i> MoE, MINAGRI, PMO, Security organizations, Red Cross, MINALOC	TRAC		2,500
	1.11 Support The operationalization of District Disaster Management Officers (fuel, maintenance, insurance,)	10,000	10,000	10,000	10,000	10,000	Ministry in Charge of Emergency Management		Fuel, maintenance and insurance of DDMOs motorbikes	40,000
Sub-Total for Output 1										1,145,500
Output 2 <i>Population, local authorities and institutions (which institutions) have increased knowledge and skills of risks from evidence-based disaster risk assessments</i>	2.1 Update and digitize National Risk profiles	0	75,000	75,000	0	0	Ministry in Charge of Emergency Management / UNDP	TRAC	Field assessments, printings, workshops ,	150,000
	2.2 Implementation of National Risk Atlas Recommendations	15,000	15,000	15,000	15,000	15,000	Ministry in Charge of Emergency Management/UN DP	TRAC	National consultation and workshops/trainings	75,000
	2.3 Conduct vulnerability risk assessment in districts prone to disaster	0	0	0	35,000	35,000	Ministry in Charge of Emergency Management/ UNDP	TRAC	Hiring of 2 specialists and cost of field visits in 10 districts	70,000
	2.4 Conduct DRR awareness raising activities among population through TV/radio programmes and production targeting vulnerable population and including specific gender awareness activities	25,000	25,000	25,000	25,000	25,000	Ministry in Charge of Emergency Management / UNDP	TRAC	TV/Radio programs, Spots, Live Talk shows Town meetings (Kubaza Bitera Kumenya) on broadcasting Radio and TV stations	125,000
	2.5 Organize disaster risk management clubs in secondary schools	5,000	5,000	5,000		5,000	Ministry in Charge of Emergency Management, MINALOC, MINEDUC	TRAC		25,000

	2.6. Collect, document and cover disaster data, events and evidences through digitalized system for public awareness.	20,000					Ministry in Charge of Emergency Management	TRAC	2 disaster Communication specialists communication	20,000
Sub-Total for Output 2										465,000
Output 3 <i>Enhanced multi hazard early warning systems to enable effective preparedness, response and recovery</i>	3.1 Provide infrastructure support for operation room	24,000	0	0	0	0	Ministry in Charge of Emergency Management/ UNDP	TRAC	Equipment	24,000
	3.2 Conduct simulation exercises on major hazards for readiness for the districts	0	11,000	11,000	35,000	0	Ministry in Charge of Emergency Management/ UNDP	TRAC	Simulation	57,000
	3.3 Upgrade national disaster communication system and provide real-time early warnings	11,000	2,000	6,000	2,000	2,000	Ministry in Charge of Emergency Management/ Meteo Rwanda/ UNDP	TRAC	Integrate weather and climate information with Ministry in Charge of Emergency Management EWS system; including trainings	23,000
	3.4 Support to improve the generation of weather forecasts and dissemination	10,000	1,000	5,000	1,000	1,000	Meteo Rwanda	TRAC	Automation of weather forecast, data analysis, and dissemination (software for common alert protocol desk)	18,000
	3.5 Support the improvement of a national climate database providing accurate data and information	0	164,800	84,800	84,800	39,600	Meteo Rwanda	TRAC	Calibrate and integrate data, upgrade existing weather station network, and maintenance Purchase of software and rescue, and storage of existing data on paper	374,000

	3.6 Support the setup of National Framework for Climate Services (NFCS) provided	0	10,000	0	0	0	Meteo Rwanda	TRAC	Hire a consultant	10,000
	3.7 Support the quality assurance capability	0	10,000	0	0	0	Meteo Rwanda	TRAC	Monitoring & Evaluation software	10,000
	Sub-Total for Output 3									516,000
Output 4 <i>Communities have strengthened capacity to mitigate, adapt and respond to disaster risks</i>	4.1 Assist districts prone to disasters in managing disasters where there is no District Disaster Management Officer (DDMO)	90,000	0	0	0	0	Ministry in Charge of Emergency Management/UNDP/ Other Partners: NPDM/ Districts/ RIB	TRAC	Salary, fuel, and communication cost for 7 DDMO	90,000
	4.2 Assess social and economic losses and damages from past disasters	30,000	0	0	0	0	Ministry in Charge of Emergency Management/ UNDP <i>Other Partners:</i> NPDM/ RMA/ Districts	TRAC	Hire consultant	30,000
	4.3 Production and dissemination of public awareness materials (i.e. brochures, pamphlets, flyers, pull up banners, banners, reports, picture frames, etc.) including to vulnerable population	5,000	5,000	5,000	5,000	5,000	Ministry in Charge of Emergency Management/ UNDP	TRAC		25,000
	4.4 Support the implementation of innovative mitigation and adaptation measures through community-based approach including specific measures implemented by local women's groups'	20,000	40,000	40,000	40,000	40,000	Ministry in Charge of Emergency Management, UNDP, REMA, MoE, MINALOC	TRAC	Dredging of sited river and streams, reinforce river embankments, retrofitting of houses to mitigate impacts of disasters Conduct trainings on implementation of mitigation and adaptation measures	180,000

	4.5 Support innovative socioeconomic initiatives of population vulnerable to disasters:	10,000	15,000	15,000	15,000	15,000	Ministry in Charge of Emergency Management, UNDP, MINALOC	Train local population grouped in associations in basic principles of micro-projects management Follow up the implementation of micro-projects and monitor their impact	70,000
	4.6 Carry out demonstration and create awareness on fire and lightning prevention through installation of model lightning rods and fire extinguishers in public buildings	15,000	15,000	15,000	15,000	15,000	Ministry in Charge of Emergency Management, UNDP, MINALOC		75,000
	4.7 Provide support to population affected by disasters	200,000	15,000	15,000	15,000	15,000	Ministry in Charge of Emergency Management, UNDP, GoR/UN	Support coordination response and recovery for affected population and development of new proposals for response and recovery Coordinate the launch of joint GoR/UN appeals in response to emergency needs Reinforcement of national response capacities and coordination mechanisms	260,000
Sub-Total for Output 4									730,000
Monitoring (as relevant)		1% of project							28,565
Evaluation (as relevant)	EVALUATION (Mid-term evaluation and final evaluation)			10,000		10,000			20,000

Project Management	Programme Support Services of UNDP (portion of Programme Associate cost)		15,000	15,000	15,000	15,000				60,000
General Management Support										
TOTAL										2,965,065

VII. GOVERNANCE AND MANAGEMENT ARRANGEMENTS

68. The proposed programme is designed to be implemented over a period of 5 years in line with the current UNDAP (2018-2023). Ministry in Charge of Emergency Management and Rwanda Meteorological Agency (Meteo Rwanda) will be the implementing partners, responsible for the project activities and the use of project funds the guidance and oversight of the Steering Committee.

69. The Steering Committee will be composed of three roles: Executive, Senior Beneficiary, and Senior Supplier. The Executive role will be taken up by the Honorable Minister of Permanent Secretary of Ministry in Charge of Emergency Management. The Senior Beneficiary will be the Honorable Ministers of Permanent Secretaries of MOE, MINECOFIN and MINALOC (or any designated representative). The Senior Supplier will be the Country Director of UNDP or his designated representative. These three will comprise the minimum required members of the Steering Committee; however, in the course of project implementation, the Steering Committee may expand to include additional members such as donors and other ministries or institutions engaged as implementing partners.



70. The main roles and responsibilities of the parties involved in governing and managing the project are as follows:

Project Steering Committee will be responsible for making decisions by consensus, providing management guidance as required by the Project Manager, and approving project plans and revisions as requested. Additionally, the Steering Committee will:

- Provide overall guidance and direction to the project
- Address project issues as raised by the Implementing Partner
- Provide guidance and agree on management actions to address specific risks
- Review the Project Progress Report and provide direction or recommendation to ensure that deliverables are completed in a timely and satisfactory manner
- Review and provide recommendations on reports, including but not limited to Delivery Reports and Work Plans

Executive represents the project ownership and chairs the Steering Committee. The Executive's role is to ensure that the project throughout its lifecycle is focused on achieving the objectives and delivering the outputs that will contribute overall to the outcomes. The Executive ensure that the project gives value for money, ensuring a cost-conscious approach to the project, and balancing the demands of the beneficiary and supplier.

Senior Supplier is a group representing the interests of the parties which provide funding and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project.

Senior Beneficiary is a group of individuals representing the interests of those who will ultimately benefit from the project. The primary function is to ensure the achievement of the project's results from the perspective of project beneficiaries. The Senior Beneficiary is responsible for validating the needs and for monitoring the solutions to ensure they meet the targets and quality criteria.

Programme Management Unit has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner within the limits laid down by the Steering Committee. The Programme Management Unit is responsible for day-to-day management and decision-making for the project. The PMU will:

- Plan the activities of the project and monitor progress against the initial quality criteria
- Mobilize goods and services to activities, including drafting ToRs and work specifications
- Monitor events as determined by the Project Monitoring Schedule Plan, and update the plan as required
- Manage requests for the provision of financial resources by UNDP, using advance of funds, direct payments, or reimbursement using appropriate finance forms - the FACE (Fund Authorization and Certificate of Expenditures)
- Monitor financial resources and accounting to ensure accuracy and reliability of financial reports
- Responsible for preparing and submitting financial reports to UNDP on a quarterly basis
- Manage and monitor the project risks initially identified, submit new risks to the Steering Committee for consideration and decision on possible actions if required; update the status of these risks by maintaining the Project Risk Log
- Be responsible for managing issues and requests for change by maintaining an Issues Log
- Prepare the Project Progress Report (progress against planned activities, update on Risks and Issues, expenditures) and submit report to the Steering Committee
- Prepare Annual Review Report, and submit to Steering Committee
- Prepare the Annual Work Plan for the following year, as well as Quarterly Plans if required
- Update the Atlas Project Management module if external access is made available

Project Assurance supports the Steering Committee through independent project oversight and monitoring functions. The Project Assurance role will:

- Ensure that funds are made available to the project
- Ensure that risks and issues are properly managed, and that the logs in Atlas are regularly updated
- Ensure that critical project information is monitored and updated in Atlas, using the Activity Quality Assessment page
- Ensure that Project Progress Reports are prepared and submitted on time and according to appropriate standards (format and content quality)
- Ensure that financial reports are submitted to UNDP on time, and that delivery reports are prepared and submitted to the Steering Committee
- Perform oversight activities, such as periodic monitoring visits
- Ensure that the Project Data Quality Dashboard remains green

Project Support provides project administration, management, and technical support to the Programme Manager as required by the needs of the PM. Project Support will:

- Set up and maintain project files
- Collect project-related information and data
- Update plans
- Administer Steering Committee meetings
- Administer project revision control
- Establish document control procedures
- Compile, copy, and distribute all project reports
- Assist in the financial management tasks under the responsibility of the Project Manager
- Provide support in the use of Atlas for monitoring and reporting
- Review technical reports
- Monitor technical activities carried out by responsible parties

VIII. LEGAL CONTEXT AND RISK MANAGEMENT

LEGAL CONTEXT STANDARD CLAUSES

71. As per the [Standard Basic Assistance Agreement \(SBAA\)](#) and other Letter of Agreements (LOAs) between the Government of Rwanda and UNDP with respect to the provision of support services by the UNDP CO for nationally implemented programmes and projects, the UNDP CO may provide, at the request of the Implementing Partner, the following support services for the activities of this project, and recover the actual direct and indirect costs incurred by the CO in delivering such services as stipulated:

- Payments, disbursements and other financial transactions
- Recruitment of staff, project personnel, and consultants
- Procurement of services and equipment, including disposals
- Travel authorization, Government clearances ticketing, and travel arrangements
- Shipment and custom clearance

RISK MANAGEMENT STANDARD CLAUSES

72. The section below presents the risk management and standard clauses

Government Entity (NIM)

- Consistent with the Article III of the SBAA *[or the Supplemental Provisions]*, 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:
 - 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;
 - assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.
- 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 [and the Project Cooperation Agreement between UNDP and the Implementing Partner]²⁹.
- 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.
- 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>).

²⁹ Use bracketed text only when IP is an NGO/IGO

- 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.
- 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

IX. ANNEXES

- 1. Project Quality Assurance Report**
- 2. Social and Environmental Screening Template**
- 3. Risk Analysis.** Use the standard [Risk Log template](#). Please refer to the [Deliverable Description of the Risk Log](#) for instructions
- 4. List of UNFUNDED priorities**
- 5. Sendai Framework for DRR**

1. Project Quality Assurance Report

PROJECT QA ASSESSMENT: DESIGN AND APPRAISAL

OVERALL PROJECT

EXEMPLARY (5) ●●●●●	HIGHLY SATISFACTORY (4) ●●●●○	SATISFACTORY (3) ●●●○○	NEEDS IMPROVEMENT (2) ●●○○○	INADEQUATE (1) ●○○○○
At least four criteria are rated Exemplary, and all criteria are rated High or Exemplary.	All criteria are rated Satisfactory or higher, and at least four criteria are rated High or Exemplary.	At least six criteria are rated Satisfactory or higher, and only one may be rated Needs Improvement. The Principled criterion must be rated Satisfactory or above.	At least three criteria are rated Satisfactory or higher, and only four criteria may be rated Needs Improvement.	One or more criteria are rated Inadequate, or five or more criteria are rated Needs Improvement.

DECISION

- **APPROVE** – the project is of sufficient quality to be approved in its current form. Any management actions must be addressed in a timely manner.
- **APPROVE WITH QUALIFICATIONS** – the project has issues that must be addressed before the project document can be approved. Any management actions must be addressed in a timely manner. **YES**
- **DISAPPROVE** – the project has significant issues that should prevent the project from being approved as drafted.

RATING CRITERIA

For all questions, select the option that best reflects the project

STRATEGIC

<p>1. Does the project specify how it will contribute to higher level change through linkage to the programme's Theory of Change?</p> <ul style="list-style-type: none"> • 3: The project is clearly linked to the programme's theory of change. It has an explicit change pathway that explains how the project will contribute to outcome level change and why the project's strategy will likely lead to this change. This analysis is backed by credible evidence of what works effectively in this context and includes assumptions and risks. YES, on page 11-12, theory of change is described and the risks that need to be considered and appropriately managed during the implementation are presented in page 23 and in Annex 4 . • 2: The project is clearly linked to the programme's theory of change. It has a change pathway that explains how the project will contribute to outcome-level change and why the project strategy will likely lead to this change. • 1: The project document may describe in generic terms how the project will contribute to development results, without an explicit link to the programme's theory of change. <p><i>*Note: Projects not contributing to a programme must have a project-specific Theory of Change. See alternative question under the lightbulb for these cases. N/A</i></p>	3	2
	1	
	Evidence	
<p>2. Is the project aligned with the UNDP Strategic Plan?</p> <ul style="list-style-type: none"> • 3: The project responds to at least one of the development settings as specified in the Strategic Plan³⁰ and adapts at least one Signature Solution³¹. The project's RRF includes all the relevant SP output indicators. <i>(all must be true)</i>. YES reference to Page 14 and the RRF, „the project is aligned with UNDP Strategic Plan: Output 3 Build resilience to shocks and crises • 2: The project responds to at least one of the development settings as specified in the Strategic Plan⁴. The project's RRF includes at least one SP output indicator, if relevant. <i>(both must be true)</i>, • 1: The project responds to a partner's identified need, but this need falls outside of the UNDP Strategic Plan. Also select this option if none of the relevant SP indicators are included in the RRF. 	3	2
	1	
	Evidence	

³⁰ The three development settings in UNDP's 2018-2021 Strategic Plan are: a) Eradicate poverty in all its forms and dimensions; b) Accelerate structural transformations for sustainable development; and c) Build resilience to shocks and crises

³¹ The six Signature Solutions of UNDP's 2018-2021 Strategic Plan are: a) Keeping people out of poverty; b) Strengthen effective, inclusive and accountable governance; c) Enhance national prevention and recovery capacities for resilient societies; d) Promote nature based solutions for a sustainable planet; e) Close the energy gap; and f) Strengthen gender equality and the empowerment of women and girls.

3. Is the project linked to the programme outputs? (i.e., UNDAF Results Group Workplan/CPD, RPD or Strategic Plan IRRF for global projects/strategic interventions not part of a programme). YES, see P33 and RRF	Yes	No
RELEVANT		
4. Does the project target groups left furthest behind? <ul style="list-style-type: none"> • 3: The target groups are clearly specified, prioritising discriminated and marginalized groups left furthest behind, identified through a rigorous process based on evidence. YES, see P10 (paragraph 20)-14-15 and RRF 2: The target groups are clearly specified, prioritizing groups left furthest behind. • 1: The target groups are not clearly specified. <p>*Note: Management Action must be taken for a score of 1. Projects that build institutional capacity should still identify targeted groups to justify support</p>	3	2
	1	
	Evidence	
5. Have knowledge, good practices, and past lessons learned of UNDP and others informed the project design? <ul style="list-style-type: none"> • 3: Knowledge and lessons learned backed by credible evidence from sources such as evaluation, corporate policies/strategies, and/or monitoring have been explicitly used, with appropriate referencing, to justify the approach used by the project. • 2: The project design mentions knowledge and lessons learned backed by evidence/sources, but have not been used to justify the approach selected. YES, P10 (paragraph 19) and 13, the proposed intervention is based on the achievements and lessons learned from the previous Joint programme on support to Ministry in Charge of Emergency Management (2014-2018) and on its evaluation • 1: There is little or no mention of knowledge and lessons learned informing the project design. Any references made are anecdotal and not backed by evidence. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	3	2
	1	
	Evidence	
6. Does UNDP have a clear advantage to engage in the role envisioned by the project vis-à-vis national/regional/global partners and other actors? <ul style="list-style-type: none"> • 3: An analysis has been conducted on the role of other partners in the area where the project intends to work, and credible evidence supports the proposed engagement of UNDP and partners through the project, including identification of potential funding partners. It is clear how results achieved by partners will complement the project's intended results and a communication strategy is in place to communicate results and raise visibility vis-à-vis key partners. Options for south-south and triangular cooperation have been considered, as appropriate. (all must be true). YES, p19-20-21, stakeholder engagement and target groups of this intervention are the National institutions in charge of Emergency Management and Early warning systems (METEO), local institutions (Disaster Prone- District authorities) and vulnerable communities. The identified national institutions being the intended beneficiaries are the Ministry in Charge of Emergency Management, the Rwanda Meteorological agency as well as the 10-selected high prone District areas authorities. Both Ministry in Charge of Emergency Management, Meteo as well as District authorities will be member of the Steering Committee. • 2: Some analysis has been conducted on the role of other partners in the area where the project intends to work, and relatively limited evidence supports the proposed engagement of and division of labour between UNDP and partners through the project, with unclear funding and communications strategies or plans. • 1: No clear analysis has been conducted on the role of other partners in the area that the project intends to work. There is risk that the project overlaps and/or does not coordinate with partners' interventions in this area. Options for south-south and triangular cooperation have not been considered, despite its potential relevance. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	3	2
	1	
	Evidence	
PRINCIPLED		
7. Does the project apply a human rights-based approach? <ul style="list-style-type: none"> • 3: The project is guided by human rights and incorporates the principles of accountability, meaningful participation, and non-discrimination in the project's strategy. The project upholds the relevant international and national laws and standards. Any potential adverse impacts on enjoyment of human rights were rigorously identified and assessed as relevant, with appropriate mitigation and management measures incorporated into project design and budget. (all must be true), • 2: The project is guided by human rights by prioritizing accountability, meaningful participation and non-discrimination. Potential adverse impacts on enjoyment of human rights were identified and assessed as relevant, and appropriate mitigation and management measures incorporated into the project design and budget. (both must be true), Yes. P15 paragraph 38 and RRF: the project is guided by HR • 1: No evidence that the project is guided by human rights. Limited or no evidence that potential adverse impacts on enjoyment of human rights were considered. <p>*Note: Management action or strong management justification must be given for a score of 1</p>	3	2
	1	
	Evidence	
8. Does the project use gender analysis in the project design?	3	2
	1	

<ul style="list-style-type: none"> • 3: A participatory gender analysis has been conducted and results from this gender analysis inform the development challenge, strategy and expected results sections of the project document. Outputs and indicators of the results framework include explicit references to gender equality, and specific indicators measure and monitor results to ensure women are fully benefitting from the project. <i>(all must be true)</i> YES, page:15 nad RRF, GEN2, but the prodoc includes gender equality and mainstreaming activities in the RRF measured with clear indicators. • 2: A basic gender analysis has been carried out and results from this analysis are scattered (i.e., fragmented and not consistent) across the development challenge and strategy sections of the project document. The results framework may include some gender sensitive outputs and/or activities but gender inequalities are not consistently integrated across each output. <i>(all must be true)</i>, • 1: The project design may or may not mention information and/or data on the differential impact of the project's development situation on gender relations, women and men, but the gender inequalities have not been clearly identified and reflected in the project document. <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	Evidence	
<p>9. Did the project support the resilience and sustainability of societies and/or ecosystems?</p> <ul style="list-style-type: none"> • 3: Credible evidence that the project addresses sustainability and resilience dimensions of development challenges, which are integrated in the project strategy and design. The project reflects the interconnections between the social, economic and environmental dimensions of sustainable development. Relevant shocks, hazards and adverse social and environmental impacts have been identified and rigorously assessed with appropriate management and mitigation measures incorporated into project design and budget. <i>(all must be true)</i>. YES, on page: 21, sustainability and Scaling Up. The results of this programme will be sustained by strategically positioning. • 2: The project design integrates sustainability and resilience dimensions of development challenges. Relevant shocks, hazards and adverse social and environmental impacts have been identified and assessed, and relevant management and mitigation measures incorporated into project design and budget. <i>(both must be true)</i> • 1: Sustainability and resilience dimensions and impacts were not adequately considered. YES, on page: <p>*Note: Management action or strong management justification must be given for a score of 1</p>	3	2
	1	
	Evidence	
<p>10. Has the Social and Environmental Screening Procedure (SESP) been conducted to identify potential social and environmental impacts and risks? The SESP is not required for projects in which UNDP is Administrative Agent only and/or projects comprised solely of reports, coordination of events, trainings, workshops, meetings, conferences and/or communication materials and information dissemination. [if yes, upload the completed checklist. If SESP is not required, provide the reason for the exemption in the evidence section. social and Environmental Screening Template is filled and attached as annexe.</p>	YES	No
	SESP Not Required	
MANAGEMENT & MONITORING		
<p>11. Does the project have a strong results framework?</p> <ul style="list-style-type: none"> • 3: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators that measure the key expected development changes, each with credible data sources and populated baselines and targets, including gender sensitive, target group focused, sex-disaggregated indicators where appropriate. <i>(all must be true)</i>. YES, see RRF section. • 2: The project's selection of outputs and activities are at an appropriate level. Outputs are accompanied by SMART, results-oriented indicators, but baselines, targets and data sources may not yet be fully specified. Some use of target group focused, sex-disaggregated indicators, as appropriate. <i>(all must be true)</i> • 1: The project's selection of outputs and activities are not at an appropriate level; outputs are not accompanied by SMART, results-oriented indicators that measure the expected change and have not been populated with baselines and targets; data sources are not specified, and/or no gender sensitive, sex-disaggregation of indicators. <i>(if any is true)</i> <p>*Note: Management Action or strong management justification must be given for a score of 1</p>	3	2
	1	
	Evidence	
<p>12. Is the project's governance mechanism clearly defined in the project document, including composition of the project board?</p> <ul style="list-style-type: none"> • 3: The project's governance mechanism is fully defined. Individuals have been specified for each position in the governance mechanism (especially all members of the project board.) Project Board members have agreed on their roles and responsibilities as specified in the terms of reference. The ToR of the project board has been attached to the project document. <i>(all must be true)</i>. YES, section 7 P38-39 • 2: The project's governance mechanism is defined; specific institutions are noted as holding key governance roles, but individuals may not have been specified yet. The project document lists the most important responsibilities of the project board, project director/manager and quality assurance roles. <i>(all must be true)</i> • 1: The project's governance mechanism is loosely defined in the project document, only mentioning key roles that will need to be filled at a later date. No information on the responsibilities of key positions in the governance mechanism is provided. 	3	2
	1	
	Evidence	

*Note: Management Action or strong management justification must be given for a score of 1				
13. Have the project risks been identified with clear plans stated to manage and mitigate each risk? <ul style="list-style-type: none"> 3: Project risks related to the achievement of results are fully described in the project risk log, based on comprehensive analysis drawing on the programme's theory of change, Social and Environmental Standards and screening, situation analysis, capacity assessments and other analysis such as funding potential and reputational risk. Risks have been identified through a consultative process with key internal and external stakeholders, including consultation with the UNDP Security Office as required. Clear and complete plan in place to manage and mitigate each risk, including security risks, reflected in project budgeting and monitoring plans. <i>(both must be true)</i>, YESP23 section 63 and annex 4, risks that need to be considered and appropriately managed during the implementation 2: Project risks related to the achievement of results are identified in the initial project risk log based on a minimum level of analysis and consultation, with mitigation measures identified for each risk. 1: Some risks may be identified in the initial project risk log, but no evidence of consultation or analysis and no clear risk mitigation measures identified. This option is also selected if risks are not clearly identified, no initial risk log is included with the project document and/or no security risk management process has taken place for the project. <p>*Note: Management Action must be taken for a score of 1</p>	3	2		
		1		
	Evidence			
EFFICIENT				
14. Have specific measures for ensuring cost-efficient use of resources been explicitly mentioned as part of the project design? This can include, for example: i) using the theory of change analysis to explore different options of achieving the maximum results with the resources available; ii) using a portfolio management approach to improve cost effectiveness through synergies with other interventions; iii) through joint operations (e.g., monitoring or procurement) with other partners; iv) sharing resources or coordinating delivery with other projects, v) using innovative approaches and technologies to reduce the cost of service delivery or other types of interventions. <p>YES, on page: 23 SECTION 64-65: note of improving cost effectiveness through synergies with other interventions and also joint operations.</p> <p>(Note: Evidence of at least one measure must be provided to answer yes for this question)</p>	Yes (3)	No (1)		
		3	2	
15. Is the budget justified and supported with valid estimates? <ul style="list-style-type: none"> 3: The project's budget is at the activity level with funding sources, and is specified for the duration of the project period in a multi-year budget. Realistic resource mobilisation plans are in place to fill unfunded components. Costs are supported with valid estimates using benchmarks from similar projects or activities. Cost implications from inflation and foreign exchange exposure have been estimated and incorporated in the budget. Adequate costs for monitoring, evaluation, communications and security have been incorporated. 2: The project's budget is at the activity level with funding sources, when possible, and is specified for the duration of the project in a multi-year budget, but no funding plan is in place. Costs are supported with valid estimates based on prevailing rates. YES, see RRF, all anticipated programmatic and operational costs to support the project, including development effectiveness and implementation support arrangements, need to be identified, estimated and fully costed in the project budget under the relevant output(s). 1: The project's budget is not specified at the activity level, and/or may not be captured in a multi-year budget. 		1		
		3	2	
	Evidence			
16. Is the Country Office/Regional Hub/Global Project fully recovering the costs involved with project implementation? <ul style="list-style-type: none"> 3: The budget fully covers all project costs that are attributable to the project, including programme management and development effectiveness services related to strategic country programme planning, quality assurance, pipeline development, policy advocacy services, finance, procurement, human resources, administration, issuance of contracts, security, travel, assets, general services, information and communications based on full costing in accordance with prevailing UNDP policies (i.e., UPL, LPL.) YES, see Multi-Workplan including budgets. 2: The budget covers significant project costs that are attributable to the project based on prevailing UNDP policies (i.e., UPL, LPL) as relevant. 1: The budget does not adequately cover project costs that are attributable to the project, and UNDP is cross-subsidizing the project. <p>*Note: Management Action must be given for a score of 1. The budget must be revised to fully reflect the costs of implementation before the project commences.</p>	3	2		
		1		
	Evidence			
EFFECTIVE				

<p>17. Have targeted groups been engaged in the design of the project?</p> <ul style="list-style-type: none"> 3: Credible evidence that all targeted groups, prioritising discriminated and marginalized populations that will be involved in or affected by the project, have been actively engaged in the design of the project. The project has an explicit strategy to identify, engage and ensure the meaningful participation of target groups as stakeholders throughout the project, including through monitoring and decision-making (e.g., representation on the project board, inclusion in samples for evaluations, etc.), YES, the project prioritizes support of the most vulnerable groups including woommen. 2: Some evidence that key targeted groups have been consulted in the design of the project. 1: No evidence of engagement with targeted groups during project design. 	3	2
	1	
	Evidence	
<p>18. Does the project plan for adaptation and course correction if regular monitoring activities, evaluation, and lesson learned demonstrate there are better approaches to achieve the intended results and/or circumstances change during implementation? YES on see section on M&E and PQA quality assurance will be conducted every 2 years basis</p>	Yes (3)	No (1)
<p>19. The gender marker for all project outputs are scored at GEN2 or GEN3, indicating that gender has been fully mainstreamed into all project outputs at a minimum. YES, GEN2.</p> <p>*Note: Management Action or strong management justification must be given for a score of “no”</p>	Yes (2)	No (1)
	Evidence	
SUSTAINABILITY & NATIONAL OWNERSHIP		
<p>20. Have national/regional/global partners led, or proactively engaged in, the design of the project?</p> <ul style="list-style-type: none"> 3: National partners (or regional/global partners for regional and global projects) have full ownership of the project and led the process of the development of the project jointly with UNDP. YES, see section on, sustainability and Scaling Up. The results of this programme will be sustained by strategically positioning. 2: The project has been developed by UNDP in close consultation with national/regional/global partners. 1: The project has been developed by UNDP with limited or no engagement with national partners. 	3	2
	1	
	Evidence	
<p>21. Are key institutions and systems identified, and is there a strategy for strengthening specific/comprehensive capacities based on capacity assessments conducted?</p> <ul style="list-style-type: none"> 3: The project has a strategy for strengthening specific capacities of national institutions and/or actors based on a completed capacity assessment. This strategy includes an approach to regularly monitor national capacities using clear indicators and rigorous methods of data collection, and adjust the strategy to strengthen national capacities accordingly. Yes 2 capacity assessments exercises are planned 2: A capacity assessment has been completed. There are plans to develop a strategy to strengthen specific capacities of national institutions and/or actors based on the results of the capacity assessment. 1: Capacity assessments have not been carried out. 	3	2
	1	
	Evidence	
<p>22. Is there is a clear strategy embedded in the project specifying how the project will use national systems (i.e., procurement, monitoring, evaluations, etc.,) to the extent possible? YES, the proposed programme is designed to be implemented over a period of 5 years in line with the current UNDAP (2018-2023). The Ministry in Charge of Emergency Management and Rwanda Meteorological Agency (Meteo) will be the implementing partners, responsible for the project activities and the use of project funds the guidance and oversight of the Steering Committee. The Steering Committee will be composed of three roles: Executive, Senior Beneficiary, and Senior Supplier. The Executive role will be taken up by the Honorable Minister of Permanent Secretary of Ministry in Charge of Emergency Management .</p>	Yes (3)	No (1)
<p>23. Is there a clear transition arrangement/ phase-out plan developed with key stakeholders in order to sustain or scale up results (including resource mobilisation and communications strategy)? . YES, see section on sustainability and Scaling Up. The results of this programme will be sustained by strategically positioning.</p>	Yes (3)	No (1)

2. Social and Environmental Screening Template

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? ³²	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? <i>For example, through habitat loss, conversion or degradation, fragmentation, hydrological changes</i>	No
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

³² 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.

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 ³³ 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
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

³³ 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.]

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? ³⁴	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
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

³⁴ 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.

7.3	<p>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?</p> <p><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></p>	No
7.4	<p>Will the proposed Project involve the application of pesticides that may have a negative effect on the environment or human health?</p>	No
7.5	<p>Does the Project include activities that require significant consumption of raw materials, energy, and/or water?</p>	No

3. Risk Analysis

#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Meteorological conditions or major disaster occurring would hinder project implementation in affected districts	May 2018	Environmental	Text: Extreme Weather events and climate change may impact negatively on natural resources, livelihoods and economic growth P = 3 I = 3	The project focuses on building national preparedness (including development of contingency plans, developing SOPs) and Disaster resilience at all levels.	Project Manager	Nicolas Schmits, Programme analyst		
2	Coordination between national stakeholders	May 2018	Organizational	The coordination between the different stakeholders and sectors is a prerequisite for an effective functioning national early warning system P = 2 I = 2	The intervention aims to improve the national coordination, within government systems, mainly through its support to and influencing of Ministry in Charge of Emergency Management and Meteo, working as well with different societal sectors. Project furthermore supports the national coordination through NPDRR	Project Manager	Nicolas Schmits, Programme analyst		
3	Lack of technical capacities within the IP to implement project activities	May 2018	Organizational	The IP (Meteo) is a relatively new entity and it recognizes its limitations in terms of technical capacities on. This if not addressed is very likely to affect project implementation I: 3 P: 3	The project will hire fulltime staff to implement the project Close monitoring and tracking of implementation of planned activities and provide technical guidance on a regular basis Organization of regular project meeting to discuss the issues, refine the management/ action plans and implementation strategy	Project Manager	Nicolas Schmits, Programme analyst		

4	Certain decision making and / or activity implementation delayed	May 2018	Organizational Operational	<p>This will undermine confidence in the project. It will also entail cost implications</p> <p>I = 2 P = 1</p>	<p>Regular monitoring and project meetings to address matters requiring critical and expedient decisions</p> <p>Provide feedback to management and get management to give the required "push" for critical decisions to be made expeditiously</p>	Project Manager	Nicolas Schmits, Programme analyst		
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4. List of UNFUNDED priorities

EXPECTED OUTPUTS	PLANNED ACTIVITIES	Budget for 5 years	RESPONSIBLE PARTY
Output 1 <i>Institutions at national, district and community level have improved technical capacities to reduce risks, manage and respond to natural disasters and limit gender-differentiated impacts (CPD)</i>	1.3 Enhance the capacity of DRR/DRM organizations involved in disaster management Ministry in Charge of Emergency Management, NPDM, Rwanda Meteorology Agency and local staff including disaster management committees as well as special groups (volunteers, reserved forces, civil society)	100,000 (20,000USD per year)	Ministry in Charge of Emergency Management/ UNDP <i>Other Partners:</i> NPDM/ Districts/ Meteo Rwanda
	1.4 Support the participation in the International Conference for DRR/DRM and study tours	30,000USD (10,000USD for year 2,3 and 5)	Ministry in Charge of Emergency Management/ UNDP <i>Other Partners:</i> NPDM/ Districts/ Meteo Rwanda
	1.5 Support program personnel to manage and coordinate the program (Ministry in Charge of Emergency Management; SPIU Coordinator, Disaster Program Manager, Disaster Project Specialist, Operation System Specialist, Disaster Technical Adviser, SPIU Accountant) (Meteo: Program manager and accountant)	100,000USD (20,000USD per year)	Ministry in Charge of Emergency Management/ UNDP <i>Other Partners:</i> NPDM/ Districts/ Meteo Rwanda
	1.8 Support district authorities in updating and reviewing Disaster Management Plans	20,000USD (10,000USD for year 2 and 5)	Ministry in Charge of Emergency Management/ UNDP <i>Other Partners:</i> NPDM, District
	1.9 Support to developing and customizing Multi Hazard EWS and sharing best practices	40,000USD (10,000 for year 2,3,4,5)	Meteo Rwanda
	1.10 Support to developing and customizing SOP for national early warning and response	10,000USD (5,000 for year 1 and 2)	Ministry in Charge of Emergency Management/ Meteo Rwanda <i>Other Partners:</i> MoE, MINAGRI, PMO, Security organizations, Red Cross, MINALOC
	1.11. Support Ministry in Charge of Emergency Management by providing working equipment and material	100,000USD (year 2 and 5)	Ministry in charge of Emergency Management/ UNDP
Output 2 <i>Population, local authorities and institutions (which institutions) have increased knowledge and skills of risks from evidence-based disaster risk assessments</i>	2.3 Conduct vulnerability risk assessment in districts prone to disaster	35,000USD for year 2	Ministry in Charge of Emergency management/ UNDP
	2.4 Conduct DRR awareness raising activities among population through TV/radio programmes and production targeting vulnerable population and including specific gender awareness activities	125,000USD (25,000USD each year)	Ministry in Charge of Emergency Management / UNDP
	2.6. Collect, document and cover disaster data, events and evidences through digitalized system for public awareness.	80,000USD (20,000USD each year)	Ministry in Charge of Emergency management
Output 3	3.1 Provide infrastructure support for operation room	96,000USD (24,000USD for	Ministry in Charge of Emergency Management/ UNDP

<i>Enhanced multi hazard early warning systems to enable effective preparedness, response and recovery</i>		each 2, 3,4 and 5)	
	3.2 Conduct simulation exercises on major hazards for readiness for the districts	35,000USD for year 5	Ministry in Charge of Emergency Management / UNDP
	3.3 Upgrade national disaster communication system and provide real-time early warnings	15,000USD (5,000USD for year 2, 4 and 5)	Ministry in Charge of Emergency Management/ Meteo Rwanda/ UNDP
	3.4 Support to improve the generation of weather forecasts and dissemination	20,000USD (year 2 and 3)	Meteo Rwanda
	3.6 Support the setup of National Framework for Climate Services (NFCS) provided	20,000USD (5,000USD per year from year 2 to year 5)	Meteo Rwanda
	3.7 Support the quality assurance capability	15,000USD (year 3 and 4)	Meteo Rwanda
	3.8. Provision of Meteorological Upper Air Weather Stations	100,000USD (year 1 and 2)	Meteo Rwanda
	3.9 Support the production of national research on climate (including through the organization of a national research competition and through the recruitment of a consultant)	100,000USD (Year 2,3,4 and 5)	Meteo Rwanda, Universities, Research institutions
Output 4 <i>Communities have strengthened capacity to mitigate, adapt and respond to disaster risks</i>	4.1 Assist districts prone to disasters in managing disasters where there is no District Disaster Management Officer (DDMO)	368,000USD (92,000USD per year)	Ministry in Charge of Emergency Management/UNDP/ Other Partners: NPDM/ Districts/ RIB
	4.2 Assess social and economic losses and damages from past disasters	30,000USD Year 5	Ministry in Charge of Emergency Management / UNDP <i>Other Partners:</i> NPDM/ RMA/ Districts
	4.3 Production and dissemination of public awareness materials (i.e. brochures, pamphlets, flyers, pull up banners, banners, reports, picture frames, etc.) including to vulnerable population	25,000USD (5,000 USD per year)	Ministry in Charge of Emergency Management / UNDP
	4.4 Support the implementation of innovative mitigation and adaptation measures through community-based approach including specific measures implemented by local women's groups'	80,000USD (20,000 USD for year 2,3,4 and 5)	Ministry in Charge of Emergency Management, UNDP, REMA, MoE, MINALOC
	4.5 Support socioeconomic initiatives of population vulnerable to disasters:	40,000USD (10,000USD for year 2,3,4,5)	Ministry in Charge of Emergency Management, UNDP, MINALOC
	4.6 Carry out demonstration and create awareness on fire and lightening prevention through installation of model lightning rods and fire extinguishers in public buildings	40,000USD (10,000USD for year 2,3,4,5) 200,000 (for lightning prevention tools)	Ministry in Charge of Emergency Management, UNDP, MINALOC
	4.7 Provide support to population affected by disasters	60,000USD (15,000USD for year 2,3,4,5)	Ministry in Charge of Emergency Management, UNDP, GoR/UN
TOTAL		1,884,000	

6. Sendai Framework for DRR

The Sendai Framework for Disaster Risk Reduction 2015-2030 was adopted at the Third United Nations World Conference on Disaster Risk Reduction held in March 2015 in Sendai, Japan and endorsed by the UN General Assembly. Building on the Hyogo Framework for Action (2005-2015): Building the Resilience of Nations and Communities to disasters, the Sendai Framework aims to achieve the following outcome over the next 15 years: “The substantial reduction of disaster risk and losses in lives, livelihoods and health and in the economic, physical, social, cultural and environmental assets of persons, businesses, communities and countries”. The realization of this outcome requires the strong commitment and involvement of political leadership in every country at all levels in the implementation and follow-up of the present Framework and in the creation of the necessary conducive and enabling environment.

To support the assessment of global progress in achieving the outcome and goal of the present Framework, seven global targets have been agreed. These targets will be measured at the global level and will be complemented by work to develop appropriate indicators. National targets and indicators will contribute to the achievement of the outcome and goal of the present Framework. The seven global targets are:

- Substantially reduce global disaster mortality by 2030, aiming to lower the average per 100,000 global mortality rate in the decade 2020–2030 compared to the period 2005–2015;
- Substantially reduce the number of affected people globally by 2030, aiming to lower the average global figure per 100,000 in the decade 2020–2030 compared to the period 2005–2015;⁹
- Reduce direct disaster economic loss in relation to global gross domestic product (GDP) by 2030;
- Substantially reduce disaster damage to critical infrastructure and disruption of basic services, among them health and educational facilities, including through developing their resilience by 2030;
- Substantially increase the number of countries with national and local disaster risk reduction strategies by 2020;
- Substantially enhance international cooperation to developing countries through adequate and sustainable support to complement their national actions for implementation of the present Framework by 2030;
- Substantially increase the availability of and access to multi-hazard early warning systems and disaster risk information and assessments to people by 2030.

Taking into account the experience gained through the implementation of the Hyogo Framework for Action, and in pursuance of the expected outcome and goal, there is a need for focused action within and across sectors by States at local, national, regional and global levels in the following four priority areas:

- Priority 1: Understanding disaster risk.
- Priority 2: Strengthening disaster risk governance to manage disaster risk.
- Priority 3: Investing in disaster risk reduction for resilience.
- Priority 4: Enhancing disaster preparedness for effective response and to “Build Back Better” in recovery, rehabilitation and reconstruction.