WORK PLAN FOR: Strengthening Capacities of the Environment and Natural Resources (ENR) Sector for Green Economy Transformation PERIOD: Y3: 01 Jan to 31 Dec 2021

Y3: 01 Jan to 31 Dec 2021

Intended Outcome as stated in the UNDAF/Country Programme Results and Resource Framework:

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

Outcome indicators as stated in the Country Programme [or Global/Regional] Results and Resources Framework, including baseline and targets: Indicator 2.1. Percentage of public expenditure on environment, natural resources and climate change as a proportion of total public expenditure

Applicable Output(s) from the UNDP Strategic Plan: 2.1.1 Low emission and climate resilient objectives addressed in national, sub-national and sectoral development plans and policies to promote economic diversification and green growth

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Output Indicators	Baseline	ine	Y3		TIME FRAME	ME		Y3 target	DATA SOURCE	RISKS AND MITIGATION STRATEGIES
	Value	Year		Đ.	Q2	e	2			
Extent to which the environment and natural resources sector strategic plan implementation is coordinated	1	2018	w					1	Ministry Performance	Funds are not available, as a metigation Ministry will fun meetings
Sector partially coordinated (Sernester / annual meetings convened), 2-Sector fully coordinated (Meeting documents shared 1 week in advance for coordination, SSP annually reviewed and updated within sector), 3- ENR Sector and other sectors fully coordinated									Report	
Activities	FACE Form	Implementing Partner	Activities Plan		TIME FRAME	IME		Planned Budget (USD)	Responsible Party	RISKS AND MITIGATION STRATEGIES
	Activity No.			01		03	04	TOTAL		
	Operationalise	MAGE		6	70	the state of the s	Q4	IOIAL	Mor	Availability of french in addition to that Heart of the Section and
Strengthen and operationalize the ENR sector RBM&E system with technical assistance to manage and trouble shoot the RBM system	1. Operationalize RBM&E System	MoE	Technical Assistance for RBM&E System Operationalization;	16,000	12,000	20,000	16,000	64,000	Moe	Availability of funds. In addition to that, Users of the System maybe overwhelmed by duties of the District. Regular meetings with South managers of the District about the role of the system will be planne and implemented.
1.2 Capacity building on general RBM and use of system for effective reporting	2 Training of RBM&E System	MoE	Trainings/refresher courses	10,000	11,000	5,000	10,000	36,000	MoE	This activity was postopned due to insufficient funds
Total Budget for Output 1				26,000	23,000	25,000	26,000	100,000		
Output 2 (00113505) Green Growth and Climate Resilience Strategy (GGCRS) implemented in selected sectors	tegy (GGCRS) implem	ented in selected se			TIME EDAME	ME			70100	DISUS AND MITION STRATEGIES
Confer Horograph	Value	Year		10	2	63	Q	15 tal Ber	DATA GOOKE	
2.1 Extent to which GGCRS is reviewed and reflected in selected SSPs	1	2018	ω	4		ı.	2	ų.	Annual joint sector review report, minutes	3 Annual joint sector implementation of Programs of Action (PoA) relies on creview report, line ministries and sectors.
1- Achievements evaluated, 2- Strategy reviewed with shared vision, 3- GGCRS indicators mainstreamed in SSPs of PoA sectors 4- PoA actions all implemented or in progress										As a mitigationn measure, a green economy score card re was proposed but due to insufficient resources this ac was postponed for future planning period (2021)
2.4 Extent to which the Cleaner Production and Climate Innovation Centre is strengthened on green technology transfer and operations	0	2018	2					2	Project Report	Risk: Centre is still not set up. Operationalization of the corelies on NIRDA, outside the project (IP) responsibility
O- Centre not yet established 1- Business model and operational manual developed and validated, 2- CPCIC and NIRDA staff capacity built on green tech and climate mitigation innovation 3-3 bankable or investment projects designed and submitted to										

		473,557	74,000	171,557	171,000	57,000				Total Budget for Output 2
Availability of funds. In addition to this, you may find the solar pane are not enough in the store since they need to be imported. Prelimin discussions will held between RNP, Supplier and MoE.	MoE	50,000	-	50,000			Conduct awareness raising campaign on environmental crimes Award of Solar Pannels system:	RNP	8. Rwanda National Police	2.13 Conduct awareness raising campaign on environmental crimes
Availability of funds. In addition to this, other partners (Rivanda Min Board, Rivanda Environment Management Authrority (REMA), Rivan Mining Association (RMA) of BB may not be available for investigatic Regular and consistency communication among partners is needed.	MoE	30,000	15,000		15,000		Investigate, monitor and report environmental crines	RIB	8. Rwanda Investigation Bureau	2.11 Continued technical support to the Rwanda Investigation Bureau (RIB) environment unit
Availability of funds, in addition to this, greening require hectic procurement procedures. The Project management team need to be active and get the contractor on board earlier.	МоЕ	60,000	34,000	9,000	17,000	· ·	Trainings; Phase 2 Conshed; Green house Off farm Green Jobs	RHA	7.Green Village	2.7.1 Provide Complete greening components to Mudende Green Village 7. Green Village
	UNDP	43,000	· ·	33,000	10,000	·	Consultancy Services; Develop National Circular Economy Road Map/Action Plan	MoE/UNDP		
Long procurement process may delay activity implementation. The T and Preliminary work to be developed the earliest possible	MoE	32,000	,	17,000	15,000		Feasibility Study on Plastic waste Management; Assessment of single use plastic; Framework for legislative intervention;	MoE	Mobilization of private sector resources for SDGs & new engagement models	
	Moe	39,000	,	,	33,000	6,000	1.At least 5 circular economy projects implemented 2. At least 5 green technologies are validated for dissemination dissemination at the contracts are renewed for a short period to implement CPGC activities	NIRDA		2.4.1 Capacity building of NIRDA to strengthen the green technology research and setting up of the Environment and Climate Change Innovation Centre
solution should be envisaged	UNDP	32,557	15,000	17,557			Coaching and mentoring sessions for implementation of green growth scorecard at district level			
Mass gathering may enconter the activity implementation thus Digits	MOE	35,000	10,000	25,000			Dissemination of the Green Growth Toolkit; Awareness sessions; TV and Radio Talk shows	MoE	Dissemination	
Long procurement process may delay activity implementation. The T- and Preliminary work to be developed the earliest possible	MoE	50,000		20,000	30,000		Consultancy Green growth Toolkit (ToRs, Procurement Process and Finalization of the Toolkit, Validation Workshops)	МоЕ	Green growth toolkit	
Availability of funds. In addition to this, it will be difficult to get all fo points. The Consultant to set strategies to engage focal points during GGCRS revision.	UNDP	102,000			51,000	51,000	(i) Develop the draft revised GGCRS (iii) Produce the final revised GGCRS with annexes and conduct technical and validation workshops.	UNDP	1. Review of GGCRS	2.1.1 Review the Green Growth and Climate Resilience Strategy (GGCRS) 1. Review of GGCRS with stakeholders using for exight methods
RISKS AND MITIGATION STRATEGIES	Responsible Party	Planned Budget (USD) TOTAL	Q4	RAME Q3	TIME FRAME	01	Activities Plan	Implementing Partner	FACE Form Activity No.	Activities
Survey of districts on the usage of toolkit. The year 2020, th is no interventions related to trainings on usage of grivillage tool kit due to insufficient funds.	Project Report	ω					ω	2018	b-0	2.7 Extent to which the GV toolkit is utilised in IDP model villages 1. Green Village toolkit is applied partially, 2. Toolkit is applied in half of the existing IDP model villages, 3- Toolkit is applied in all existing and newly constructing IDP model villages

3.1. Organise technical inputs from subject matter specialists, including support to FONERWA on project design, implementation and monitoring to strengthen resource mobilization and new financing mechanisms and trainings. Project Management by SPIU including M&E 00114045 Project management 3.7 Conduct annual review sessions, produce bi-annual reports and organize bi-annual portfolio review workshops to share progress and achievements of the fund with stakeholders. 3.5: % of active projects reporting data of sufficient quality to satisfy FONERWA monitoring and evaluation system 3.3 Percentage of new quality proposals approved for funding 1) public sector 2) private sector 3) CSOs 3.1 Cumulative volume of finance [US\$ millions] mobilized through FONERWA for climate and environment purposes **UNDP Direct Project Cost** 00113507 UNDP oversight and Assurance Project Management for FONERWA 3.2 Develop Five year domestic, bilateral and multi-lateral resource mobilisation strategy 3.4 % of projects whose emerging lessons (both positive and negative) have been collated and disseminated by the FMT for 3.2 Fund disbursement proportion [%] to 1) CSO, 2) Private **Fotal Budget for Project Management** knowledge sharing sector, 3) public institutions Output 3 (00113506) National and local public institutions, CSOs, private sector technical capacities are strengthened to effectively and efficiently manage green growth financing mechanisms
Output Indicators

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TIME FRAME otal Budget for Output 3 and assurance 1. Admin and SPIU 3. Knowledge sharing mobilization 2. UNDP oversight 1. administrative Strengthening res mobilization 1. Strengthening res Activity No. Value 99 1) 6.3 N/A 0 80 FONERWA FONERWA FONERWA Implementing Partner FONERWA UNDP 2018 2018 2018 2018 MoE 2018 Year Final evaluations of funded projects for lessons learning and enhancing resource mobilization capacity of the Fund Project monitoring and reporting talk, website , meeting and workshop FONERWA impact assessment and communication to relevant stakeholders by socia media publication ,TV Strengthening domestic resources mobilizar through development of practical tools for environmental fees and fines collection Project monitoring and reporting Activities Plan 1) 15% 2) 8% 3) 8% 80% 100% 1)20 2)30 3)50 119 01 01 19,000 10,000 8,000 11,000 1,500 1,500 Q2 2 14,000 2,500 44,000 30,000 8,000 1,500 1,500 TIME FRAME Q3 Q3 11,000 44,000 8,000 1,500 1,500 04 04 11,000 2,500 11,406 24,906 16,000 26,000 42,000 1,500 1,500 Planned Budget (USD) Y3 target 1) 20% 2) 15% 3) 15% TOTAL 1)20 2)30 3)50 85% 100 129 35,406 44,000 MoE 5,000 UNDP 26,000 90,000 24,000 6,000 UNDP quarterly report quarterly report FONERWA quarterly report FONERWA FONERWA quarterly report FONERWA quarterly report FONERWA Responsible Party DATA SOURCE FONERWA FONERWA FONERWA FONERWA Mitigation: communication of expectations to implement Mitigation: Active engagement of resource institutions information sharing Mitigation: Sensitizing the forum of the private organizations ENR sectors due to diverging demands Active engagement of institutions leaders Limited participation of institutions out closed projects due to diverging demands partners and quality review comments provision Mitigation: creating an enabling/favourable envi related capacity and related technical assistance Mitigation: Capacity development in Mitigation: Diverisfying sectors and partners to be en Low availability of evidence based information Diverisfying sectors and stakeholders to be engaged share knowledge by highlighting related benefits products mitigation: Provision of technical assistance to applican Submission of low quality proposals and proposal resource shortage limited participation of institutions and private organizat Unwillingness of some stakeholders to share some knov Low absorption capacity of projects imited cooperation of projects implementing partners ent stakeholders for participation Risk & Mitigation Strategy Risk & mitigation strategy development outside of ENR sector or ī financial manage quality pro

CQ1 QQ	Output Indicators	Race	Idt teaute our com	ACTIVITY L Coldmidding displacities of INDA SECONS GIIIGINGO DO PHILITE GIUNE GIIN GIINSSONIS, TEURICE GIIN GIIN GIIN GIIN GIIN GIIN GIIN GII	coloured and so	TIME	TIME FRAME		Y3 target	DATA SOURCE	Risk & Mitigation Strategy
PAGE			1		to to		Q3	Q4	20100000		
First Consultant First First First Sectors First Sec	1.1 Number of staff trained to strengthen the capacity of the					(10)					Mass gathering may encounter Covid-19 restriction meas
ROT 1598 2018 6 sectors	Number of staff who are familiar with key aspects of NDC(Coordination, climate finance, climate resiliance)	p-a	2018	70 staff trained across NDC sectors						ENR Sector Performance Report	Conducive remote working environment to be promote through Digital Solution
	2 Number of sectors which integrated NDC priorities in their annual plans	KPI 15% Non-KPI 80%	2018	6 sectors			1				
Methods	Activities	FACE Form	Implementing Partner			TIME	FRAME		Planned Budget (USD)	Responsible Party	RISKS AND MITIGATION STRATEGIES
Mode	ACTIVITIES	Activity No.	implementing rathe		Q1	Q2	Q3	Q4	TOTAL		
Hire consultant MoE Consultancy in three NOC Sector;	ular coordination, information exchange and among partners and sectors for leveraging neir respective advantages in support of the	Weetings	MoE	Mid Term Coordination Meetings	1	1	6,000	1	6,000	MoE	Covid-19 situation is likely to affect the conduct of effective meetin Mitigation: Alternative ways of conducting virtual events will be uti and invitations will be sent out early.
Not implementation Basefine V2 TIME FOAME Qai Qai V3 target DATA SOURCE Value Year 1 inventory report q.1 q.2 q.3 q.4 Y3 target DATA SOURCE Value Year 1 inventory report -	s in 3 key NDC sectors; strategy for these sectors	lire consultant	MoE	Consultancy in three NDC Sector; Workshop with ENR Sectors experts	I.	ř.	33,000	ř.	33,000	UNDP	Willingness and consideration of stakeholders is likely to be a limitractor to the expected integration of gender.
Complementation											Mitigation: Gender considerations will be included in communicat and awareness events around NDC.
Part	ACTIVITY 2: Transparency systems strengthened to track NDC in	mplementation			0						
The consultant MoE Draft Report MoE Draft Report MoE Draft Reging. MoE	Output Indicators	Value		Υ2	QI		Q3	Q4	Y3 target	DATA SOURCE	Risk & Mitigation Strategy
FACE Form Implementing Partner Activities Plan 10 Sto indicators 10 gender indica	2.1 Number of reports summarizing the actions contributing to NDC targets			1 inventory report			,				
FACE Form Activity No. Moe Survey/Assessment Consultant Moe Noe Draft Report; Hire consultant Hire consultant Moe Validation Meetings Activities Plan TIME FRAME TIME FRAME Planned Budget (USD) Responsible Party Activities Plan Total Report; Inception report; Final Report Draft Report on Budget tagging: Draft Report on Budget tagging: Validation Meeting Activities Plan Activities Plan Activities Plan TIME FRAME Planned Budget (USD) Responsible Party Alice Moe Activities Plan Total Activities Plan Activities Plan Activities Plan Activities Plan Total Activities Plan Total Activities Plan Activities Plan Activities Plan Activities Plan Total Activities Plan Activities Plan Total Activities Plan Activities Plan Total Activities Plan	2.2 Number of NDC, SDG and gender performance indicators integrated in the RBM&E system			10 NDC indicators 10 SDG indicators 10 gender indicators			,			RBM&E System Report	Functional RBM&E System; Regular Coordination meeting with DRT and SDT for Syst Operationalization
FACE Form Activity No. Implementing Partner Activities Plan Ac	2.3 Number of tracking system for climate finance flows established under MINECOFIN			1							
MoE Survey/Assessment O1 Q2 Q3 Q4 TOTAL MoE Consultative Meetings 10,000 MoE Inception report; Final Report Draft Report on Budget tagging: Inception report; Draft Report on Budget tagging: NoE Validation Meeting - 25,921 40,000 - 65,921 UNDP	Activities	FACE Form	Implementing Partner			TIME	RAME		Planned Budget (USD)	Responsible Party	RISKS AND MITIGATION STRATEGIES
MoE Survey/Assessment Consultative Meetings Inception report; Hire consultant MoE Inception report; Inception report; Philad Report on Budget tagging: Inception report; Oraft Report on Budget tagging: NoE Validation Meeting Inception resport; Oraft Report on Budget tagging: NoE Validation Meeting Inception resport; Oraft Report on Budget tagging: NoE Validation Meeting Inception resport; Oraft Report on Budget tagging: Ovalidation Meeting Inception resport; Oraft Report on Budget tagging: Ovalidation Meeting Inception resport; Ovalidation Meeting Inception resport		Activity No.			0,1	Q2	Q3	Q4	TOTAL		
Hire consultant MoE Inception report; Inception re	2.1 Undertake inventory of current actions that are contributing to NDC targets		MoE	Survey/Assessment Consultative Meetings	1	1 9	10,000			MoE	Covid-19 situation is likely to affect the necessary consultations. Mitigation: Alternative ways of conducting virtual events will be uti and communications will be done early.
ree Inception report; Draft Report on Budget tagging: Not Hire consultant MoE Validation Meeting - 25,921 40,000 _ 65,921 UNDP	2.2 Strengthen data management & MRV capacity for adaptation and mitigation actions and climate finance (tracking of climate financial flows from all sources)	Hire consultant	MoE	Inception report; Draft Report; Final Report	18,750	î		1	18,750	MoE	Covid-19 situation is likely to affect the necessary consultations and comduct of workshops. Minigation: Alternative ways of conducting virtual events will be utiliand communications will be done early.
	2.3. Support MINECOFIN to establish a tracking system for climate finance flows from all sources to ensure consistent NDC budget statements and NDC sustainable financing. & Support a feasibility study on establishment of climate budget tagging to track climate finance flow in private sector [Psos)and CSOs	Hire consultant	MoE	Inception report; Draft Report on Budget tagging; Validation Meeting Final Report;	,	25,921	40,000	I.	65,921	UNDP	The procurement process may face issues of getting a successful bit and covid-19 situation is likely to affect effective consultations. Mittigation: The procurement process will be instituted early, alternative consultations.

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3.1.5. Develop and implement a resource mobilization strategy and framework for agricultural climate resilient projects including 3.1.4. Provide Technical Assistance to support in resource mobilization for low carbon, climate resilient and gender sensitive projects to improve the productivity of smallholder farmers and 3.1.1. Conduct a situational analysis of low carbon, climate resilient actions and develop implementation roadmap for the transition to low carbon and climate resilient agriculture in Rwanda adaptation and mitigation measures agriculture sector 3.1.3. Conduct analysis of climate investment and financial flows in ACTIVITY 3: Inclusive sectoral transformation (Deep Dive) accelerated accelerate NDC implementation in other sectors; 3.2.2 Number of climate resilient actions that are gender developed and linked to funding sources climate resilient agriculture 3.1.2 Roadmaps developed for the transition to low carbon and actions in the agriculture sector 3.2.1 Cumurative number of best practices piloted to mitigate 3.1.5 Cummulative number of bankable NDC projects 3.1.4 Resource mobilization strategy developed. 1.3 Investment and financial flows analyses in agriculture 3.1.1 Situational analyses on low carbon, climate resilent vestment risks Output Indicators Hire consultant Hire consultant Technical Assistance FACE Form Activity No. Value 0 0 0 0 0 -Baseline Implementing Partne MINAGRI MINAGRI MINAGRI MINAGRI Year 2018 2018 2018 2018 2018 2018 Review existing resource mobilization practices, investment opportunities, and develop the resource mobilization strategy,
 Provide the draft on the resource mobilization. iv) Develop project idea notes to be used in resource mobilization to implement agricultural resilient strategy,

iii) conduct the workshop to validate the draft Situation anad gap analysis
 Provide the draft report on situation and gap
 analysed of climate investment and financial flows in iii) Finalise procurement process iv) Consultant hired Prepare terms of reference
 Alidation of ToRS by stakeholders iv) Final report submission iii) conduct the validation workshop of the draft agriculture sector, iv)inception report ovide technical support to MINECOFIN& MINAGRI 2 best practices piloted completed Activities Plan roadmap Y2 w 0 0 0 4,000 2 2 28,263 18,750 13,645 Q2 92 50,000 20,000 25,921 TIME FRAME TIME FRAME 9,945 Q3 Q3 70,000 50,000 7,613 Q4 Q 64,000 36,466 Planned Budget (USD) Y3 target TOTAL 184,000 44,079 27,590 MINAGRI 48,263 Responsible Party DATA SOURCE MINAGRI MINAGRI UNDP Regarding the situation of COVI-19, the consultation meetings affected.

R: Use IT channels R:Early tender publication R: Use IT channels/Virtual meetings The consultancy may took long than expected due to the unexpector to the unexpector that not allow the consultants to conduct some physical to the consultants of the Earlier preparation of ToRs and preliminary works and dissemination of Tenders to experts networks to inter Long procurement processes and possibilities of lacki RISKS AND MITIGATION STRATEGIES Risk & Mitigation Strategy qualified Bidders; them to apply

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ACTIVITY 4 Project management
Project Management by SPU including M&E
Project Management by SPU including M&E
UNDP Communication and visibility
UNDP DPC
UNDP DPC 3.2.2 Conduct risk mapping and develop mitigation measures to orient private investment opportunities in climate resilient agriculture and piloting best practices 3.1.6. Conduct environment/elimate change and gender targeted trainings/mentoring and coaching to build capacities to identify and design bankable agricultural climate resilient NDC related projects and to address critical barriers to finance. implementation across agriculture sector 3.2.1 Provide technical assistance to MINAGRI to oversee NDC OTAL ACTIVITY 3 Admin and SPIU
 Admin and SPIU Hire consultant Technical Assistance Hire consultant MOE MINAGRI MINAGRI MINAGRI ii) Consultant hired
 iii) Inception report
 iv) Provide draft report on climate risk mitigation
 measures analysed. Prepare theoritical and practical training modules,
 iii) conduct the theoritical and practical training,
 iv) Develop five bankable agricultural claimte resilient i) conduct capacity need assessment and provide the report. report final submission of the report iv) conduct validation workshops to validate the projects,
v) submit final report with five bankable projects, Provide technical support to MINAGRI Project Monitoring and reporting Project Monitoring and reporting 5 30,164 9,000 4,000 3,500 3,500 35,450 11,832 58,000 4,000 3,000 95,000 11,915 4,000 3,000 69,550 41,750 223,681 11,915 15,100 75,566 3,000 3,500 4,000 60,400 12,500 75,566 16,000 200,000 MINAGRI 129,914 MINAGRI 44,662 MINAGRI The situation regarding Covid-19 may not allow big gatherings for physical training and workshops Rt Conform practices with existing measures to avoid the spread of Covid-19 Procurement process may take long R:Early tender publication Regular Monitoring and Coordination Delay in activities implementation; ent clima da ation and meeting esources ting as

Total budget to Frages management			Output 00123730 Recovery Project for Youth and Women Entreprises (MSMEs)	ject for Youth and	Women Entrep	rises (MSMEs)				
ACTIVITY 1: Women and youth entrepreneurs/SMEs empowered to expand access to finance and digital tools to adapt and respond to COVID-19 economic shocks through active participation in the tourism /agriculture transport supply chain	ed to expand access t	o finance and digital to	ols to adapt and respond to COVID-19 eco	nomic shocks thro	ugh active parti	cipation in the I	ourism /agricu	ture transport sup	oly chain	
Output Indicators	Baseline	line	71		TIME FRAME	AME		Y1 target	DATA SOURCE	Risk & Mitigation Strategy
Curpos III management	Value	Year		10	Q2	Q3	Q4	,		
1.1. No. of women and youth enterprises/SMEs accessing financial support, capacity building and training focusing on green recovery and supply to tourism industry	276	2019				E.				COVID-19 pandemic disrupts project implementation and mitigation measures inider participation in project implementation. Virtual trainings, workshops and meeting will be organized where possible and additional resources be mobilized for digital solutions and telecommuting as necessary.
1.2 No. of women and youth-run enterprises adopting the use of digital tools and technologies within their business processes	N/A									SMEs are slow or reluctant to adopt and implement clima smart and green jobs in collaboration with Rwanda Development Board, the Private Sector Federation, local authorities, Business Development Facility (BDF) microfinances and representatives of community around the national parks and other relevant partners, UNDP will sur the training of beneficiaries to design/develop community based projects.

1.2.2 Support to access digital technology (e-payment and e-trade, e-market facilities /adoption by women and youth-led 1.1.1 Conduct a quick needs assessment on women and youth-run businesses and SMEs, cooperatives and agreed FGs affected by Covi-19 economic chocks involved in agriculture/horticiture and and risk management mechanisms 1.2.3 Enhanced stability of commodities production insurance and other production processing machines 1.1.4 Selection of beneficiaries 1.1.2 Planning ,closing and public awareness and sensitisation sessions for SME,small business,cooperative and decentralised produce/products. Software/Models/procurement of services businesses and SMEs to source inputs and market and sell thei storage facilities cold room ,e-mobility transport, eco-tourism growers and processors in drying 1.2.1 Post-harvest losses in supporting women and youth 1.1.3 Training materials/modules developments entities on the project activities tourism sectors and provide recommendation for resilince Activities FACE Form Activity No. B,REMA MoE MINICOM/ RDB, MoE MINICOM/ RDB, MINICOM/ RDB RCA,MINAGRI.NAE Procurement of services B,REMA RCA,MINAGRI.NAE RCA, Private MINICOM/ RDB, RCA,MINAGRI.NAE companies, banks, t RCA, PSF, BDF, MINICOM/ RDB, MINICOM/ RDB, B,REMA RCA,MINAGRI.NAE MINICOM/ RDB, B,REMA NAEB, REMA MINAGRI, RCA, PSF, elcommunication Implementing Partner ompanies decentralized level; Consultancy services; Review and validation workshops Software; focused groups and interviewees, Mobilization and Public awareness Planning and consultation sessions at Trainings, Coaching and mentoring session nsurance scheme rocurement of Facilities rement of technical experts, **Activities Plan** 01 13,000 10,000 3,000 92 68,807 50,000 5,057 7,000 6,750 TIME FRAME Q3 386,736 14,000 60,000 263,793 40,000 3,693 5,250 293,552 242,062 2 37,490 11,000 3,000 Planned Budget (USD) TOTAL 762,095 505,855 97,490 58,000 18,000 14,000 60,000 8,750 MOE UNDP UNDP MoE MoE MoE UNDP nsible Party consice and clear selection criteria including the assessme of the applicant capacity and understanding and startegies project among consice and clear selection criteria includ the assessment of the applicant capacity and startegies to its objectives Create partnerships with other agencies to sustain the acquired soft and hard equipmentFunding soul be mobilized for digital solutions and telecommuting as will be organized where possible and additional resources will be organized where possible and additional resources mitigation measures hinder participation in project implementation. Virtual trainings, workshops and meeting: COVID-19 pandemic disrupts project implementation and will be organized where possible and additional resources be mobilized for digital solutions and telecommuting as sustain the acquired soft and hard equipment capacity of the beneficairies to sustain the project amon mplementation leading to the failure of the project to rea may be disrupted and/or insufficient during the project Owneshipand capacity of the beneficairies to sustain the mitigation measures hinder participation in project COVID-19 pandemic disrupts project implementation and necessary. be mobilized for digital solutions and telecommuting as mitigation measures hinder participation in project COVID-19 pandemic disrupts project implementation and nobilize more resources mplementation. Virtual trainings, workshops and meeting: nplementation. Virtual trainings, workshops and meeting: RISKS AND MITIGATION STRATEGIES

Output Indicators	Bası	Baseline	¥3		TIME	FRAME		Y3 target	DATA SOURCE	Risk & Mitigation Strategy
	Value	Year		10	02	6	Q4			
2.1 No. of tourism businesses piloting the Greening Scorecard	N/A									
2. 2 Adoption of green tourism strategy targeting the domestic/regional	N/A									
2. 2 Adoption of green tourism strategy targeting the domestic/regional market	N/A									
					TIME F	FRAME		Planned Budget (USD)		
Activities	Activity No.	Implementing Partner	Activities Plan	ē	2	8	Q	TOTAL	Responsible Party	RISKS AND MITIGATION STRATEGIES
				77.						
2.1.1 Assessment of green initiatives or trends and develop Green Growth Toolkit/Manual for the Tourism sector value chain	Tourism Green toolkit MoE RDB. PSF,c aroun matio	RDB.REMA. PSF,community around the national parrks ,MINICOM	Procurment of Technical Experts; Review and validation workshops Grants for green recovery/ Eco-tourism			34,900	120,757	155,657	155,657 MOE/UNDP	Resistance of beneficiaries and the community in general to change mindset and adopt new and green technologies? Poject activities inclutainings, incentives/awards to raise awareness of SMEs
2.1.2 Develop Policy guidelines and incentive scheme to incentivize green investments (e.g. tax incentives, public rewards and others) for the tourism sector.	Policy guidelines	MOE RDB.REMA. PSF,community around the national parrks ,MINICOM	Procurment of Technical Experts; Review and validation workshops	u i.		38,100		38,100	38,100 MOE/UNDP	No strong coordination mechanism to bring together all stakeholder easy of dissemination and awareness raising on the lessons leant, fur mobilization from other development partners Stakeholders will all it invited in the high-level dialogue to discuss and iron out these coordination issues:
2.1.3 Develop local/regional tourism strategy relevant to green Strategy Covid 19 long term recovery.	Strategy	MOE RDB.REMA. PSF,community around the national parrks ,MINICOM,MINEC OFIN,EAC	Procurment of Technical Experts; Review and validation workshops			47,500	20,000	67,500 UNDP		No strong coordination mechanism to bring together all stakeholder easy of discarnhation and awareness raising on the lessons leant, fur mobilization from other development partners. Stakeholders will all tinvited in the high-fevel dialogue to discuss and iron out these coordination issues.
TOTAL ACTIVITY 2					,	120,500	140,757	261,257		
ACTIVITY 3: Rwanda's national recovery agenda guided by multi-stakeholder partnerships, dialogues and guidelines for long-term green growth and investments.	ti-stakeholder partne	erships, dialogues and	guidelines for long-term green growth and i	investments.						
Output Indicators	Baseline	line	γ3		TIME FRAME	RAME		Y3 target	DATA SOURCE	Risk & Mitigation Strategy
	Value	Year		QI	Q2	Q3	Q4			
3.1 Guidelines for greening the National Economic Recovery Plan and	1	2,020								

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Activities	FACE Form	Implementing Partner	Activities Plan		TIME FF	FRAME		Planned Budget (USD)	Responsible Party	RISKS AND MITIGATION STRATEGIES
PACKARIAGE	Activity No.			6	Q2	Q	Q4	TOTAL		
3.1.1. Undertake 2 sector (Water catchement and e-mobility) diagnostic studies to explore market and non-market approaches for their green development and financing, with specific study on carbon market potential for Rwanda	Ting the state of	REMA	ToRs development; Consultancy Services; Valldation Workshops (Inception, Draft and Final Reports)		80,000			80,000	UNDP	Funding sources may be disrupted and/or insufficient during the p implementation leading to the failure of the project to reach its objectives Create partnerships with other agencies to mobilize more resources.
	feasibility studies	RWB	ToRs development; Consultancy Services; Validation Workshops (Inception, Draft and Final Reports)		19,283	48,207	22,510	90,000	UNDP	
3.1.2 Support multi-sectoral dialogues on Green development recovery of Agriculture, tourism and transport sectors through Dissermination and outreach (Radio shows, TV shows, Gala Dinner sessions, competition, awards and entertainment, policy briefs, media briefs)	Dialogues, workshops MINECOFIN; NAEB; RDB,MINAGE ATE SECTOR,MOE COM,	I,PRIV	Conducting communication and outreach activities		2,500	8,000	13,500	24,000	MoE,UNDP	No strong coordination mechanism to bring together all stakehold to easy of dissemination and awareness raising on the lessons lea fund mobilization from other development partners Stakeholder all be invited in the high-level dialogue to discuss and iron out the coordination issues
					101.783	56.207	36,010	194,000		
Project management										
UNDP DPC				17,000	10,000	8,000	5,000	40,000		
Communication				8,000	6,000	3,000	3,000	20,000		
Miscellaneous				5,000	2,000	2,000	T,000	000,01		
Project Management by SPIU including M&E (7%) Total Budget for Project Management	1. Admin and SPIU	MoE	Project Monitoring and reporting	46,760	34,760	29,760	25,760	137,040		ranan (Parana and and and and and and and and and
GRAND TOTAL SCENR PROGRAM				289,537	708,798	1,165,333	992,332	3,156,000		
				9%6	22%	37%	31%	100,00%		
TOTAL	3,156,000			Q1	Q2	Q3	Q4	Total		
UNDPTRAC	582,406		MoE	146,010	424,271	882,760 45.500	604,079	2,057,120		
UNDP COVID RFF FUND	1,354,392		MINAGRI	74,927	188,927	194,473	223,681	682,008		
SDG FUND(INFF)	115,557		TOTAL	57,100 289,537	50,100 708,798	1,165,333	121,072 992,332	3,156,000		
Approved by: Patrick Karera Permanent Secretary Ministry of Environment	IN 3 HOUSE	Jean Claude MUSABYIMANA Lean Claude MUSABYIMANA Permament Secreatry Ministry of Agriculture and Animal Resource	Date: and Animal Repositors:	Teddy MUGABO MPINGANTÍNA Chief Executive Officer Rwanda Green Fund FONERWA	708,798 Ricer THE FONERWAN			AWASNO3		Varsha Rediar-Palepu UNDP Daputy Resident Representative UNDP Rwanda