



# Initiation Plan / GEF PPG

Empowered lives.  
Resilient nations.

**Project Title: Supporting a Green Economy - Decoupling Hazardous Waste Generation from Economic Growth**

**Country: Rwanda**

**Country Programme Outcome:** *By 2023 people in Rwanda benefit from more inclusive, competitive and sustainable economic growth that generates decent work and promotes quality livelihoods for all (UNDAP Outcome 3)*

**Gender Marker rating:** GEN2

**SESP Pre-Screening Categorization:** *Moderate*

Initiation Plan Start Date: 10 December 2019

Initiation Plan End Date: 10 June 2021

ATLAS Award ID: 00119037	<b>Total budget:</b>	<b>US\$ 160,000</b>
ATLAS Project/Output ID: 00123948	<b>Allocated resources:</b>	
PIMS number: 6482	• GEF	US\$ 160,000
Management Arrangement: DIM		

AGREED BY

Mr. Stephen Rodriques  
Resident Representative  
UNDP Rwanda Country Office

Signature

*Day/Month/Year*

Date

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<b>Atlas Project/Output ID:</b>	00119037
<b>Award Title:</b>	Supporting a Green Economy- Decoupling Hazardous Waste Generation from Economic Growth in Rwanda
<b>Project ID</b>	00123948
<b>Business Unit:</b>	RWA10
<b>Project Title:</b>	Supporting a Green Economy- Decoupling Hazardous Waste Generation from Economic Growth in Rwanda
<b>PIMS number:</b>	6482
<b>Implementing Partner:</b>	UNDP Rwanda

GEF Outcome/Atlas Activity	Responsible Party	Fund ID	Donor Name	Atlas Budgetary Account Code	ATLAS Budget Description	Amount US\$	Budget Notes
Project preparation grant to finalize the UNDP-GEF project document for project <i>Supporting a Green Economy- Decoupling Hazardous Waste Generation from Economic Growth in Rwanda</i>	UNDP	62000	GEF TRUSTEE	71200	International Consultants	61,100	A, B, C
				71300	Local Consultants	44,000	D, E, F
				74110	Professional Services	10,000	G
				71600	Travel	23,000	H
				74200	Audio Visual & Print Prod Costs	1,900	I
				75700	Trainings, workshops	20,000	J
<b>PROJECT TOTAL</b>						<b>160,000</b>	

Budget Note	Items	Total estimated person weeks	Budget US\$	Budget Note
A	International GEF Project Development Specialist / PPG Team Leader	12	39,000	60 work days until December 2020. Please see Annex 2 for key responsibilities and requirements.
B	International Safeguards Specialist	1	2,100	8 work days until December 2020. Please see Annex 2 for key responsibilities and requirements.
C	International Private Sector Specialist	5	20,000	25 work days until December 2020. Please see Annex 2 for key responsibilities and requirements.
D	National Chemical and Hazardous Waste Specialist	16	32,000	80 work days until December 2020. Please see Annex 2 for key responsibilities and requirements.
E	National Gender and Safeguards Specialist	2	4,000	10 work days until December 2020. Please see Annex 2 for key responsibilities and requirements.

F	National Private Sector Specialist	4	8,000	20 work days until December 2020. Please see Annex 2 for key responsibilities and requirements.
G	Capacity Assessment	1	10,000	HACT and other required assessments of national implementing partner (as per PCAT screening)
H	Travel	-	23,000	Travel for stakeholders to attend workshops, field visits
I	Miscellaneous	-	1,900	Costs for printing etc.
J	Training, workshops, etc	-	20,000	Stakeholder workshops and consultation meetings with national and local stakeholders and with local communities

#### IV. GEF PPG IMPLEMENTATION SCHEDULE

PPG Activity	Month 1 JAN	Month 2 FEB	Month 3 MAR	Month 4 APR	Month 5 MAY	Month 6 JUN	Month 7 JUL	Month 8 AUG	Month 9 SEP	Month 10 OCT	Month 11 NOV	Month 12 DEC	Month 13 JAN	Month 14 FEB	Month 15 MAR	Month 16 APR
PPG team recruitment																
PPG inception																
Component A: Technical studies																
PPG mission / site visits and private sector engagement																
Component B: ProDoc formulation																
Component C: Validation Workshop																
Delivery of outputs to RTA																
UNDP-GEF clearance processes																
GEF Secretariat submission deadline																
GEF Secretariat review (indicative)																

## V. MANDATORY ANNEXES

### Annex 1: GEF CEO PIF/PPG Approval Letter



**GLOBAL ENVIRONMENT FACILITY**  
INVESTING IN OUR PLANET

Naoko Ishii  
CEO and Chairperson

November 20, 2019

Mr. Pradeep Kurukulasuriya,  
GEF Executive Coordinator  
United Nations Development Programme  
One United Nations Plaza  
304 East 45th St.  
FF Bldg., 10th floor  
New York, NY 10017

Dear Mr. Kurukulasuriya:

I am pleased to inform you that I have cleared the project concept detailed below for inclusion in the upcoming work program. I have also approved your request for Project Preparation Grant.

Decision Sought:	Project Identification Form (PIF) Clearance for Work Program Inclusion and Project Preparation Grant Approval
GEFSEC ID:	10373
Agency(ies):	UNDP
Agency(ies) ID:	6482
Focal Area:	Chemicals and Waste
Project Type:	Full-sized Project
Country(ies):	Rwanda
Name of Project:	Supporting a Green Economy - Decoupling Hazardous Waste Generation from Economic Growth in Rwanda
Indicative GEF Project Financing:	\$6,300,000
Indicative Agency Fee:	\$598,500
PPG:	\$160,000
PPG Fee:	\$15,200
Funding Source:	GEF Trust Fund

Indicative Agency Fee Commitment:					
Agency	Trust Fund	20% to be committed at Council approval (US\$)	50% to be committed at first disbursement (US\$)	30% to be committed at mid-term review (US\$)	Total (US\$)
UNDP	GEFTF	119,700	299,250	179,550	598,500
<b>Total</b>		<b>119,700</b>	<b>299,250</b>	<b>179,550</b>	<b>598,500</b>

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These letters include the official letters on co-financing guarantee(s) from participating government institutions, bilateral development partners, multilateral development partners, NGOs, private sector, or others who wish to provide co-financing and/or investment mobilized to the project.

Updated GEF OFP endorsements letters are required if the requested GEF grant amount has changed since PIF/PFD approval.

**f. Mandatory Annexes**

In addition to the documents listed above, the following Annexes should be prepared by the GEF PPG team:

- Project map and Geospatial Coordinates of project sites
- Multi Year Work Plan
- Monitoring Plan
- UNDP Risk Log
- Overview of Technical Consultancies
- GEF 7 Taxonomy
- Initial Project Team Procurement Plan and TORs for key Project Team staff
- List of people consulted during project development.

Upon a request from the UNDP Regional Technical Adviser during the PPG implementation, the PPG team may be required to prepare additional annexes.

**g. Project Management Arrangements**

Based on the stakeholder analysis and consultations undertaken in **Component A** above, agreement(s) on project management and governance arrangements—including roles, responsibilities and accountabilities of lead and partner Agencies—will be secured early in the project development phase and will be fully detailed in the ProDoc. Standard text from the governance and management arrangement from the GEF-7 template should never be removed. All PIFs approved as of 1 March 2019 are subject to the new GEF cancellation policy. This means that consultation with GEF SEC on execution support must be agreed to during the PPG phase.

**Component C: Validation Workshop and Report**

A validation workshop will be held with relevant stakeholders to present, discuss and validate the project activities, and the final draft of the UNDP-GEF project document if possible. A validation workshop report will be prepared for projects with an overall safeguards risk rating of moderate or high.

**Total Budget and Work Plan for GEF PPG**

Atlas Award ID:	
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**b. Gender Action Plan and Budget**

The Gender Analysis conducted in **Component A**, along with relevant findings from the stakeholder analysis and background studies, will form the basis of a Gender Action Plan to guide gender mainstreaming during project implementation. The Gender Action Plan must include indicators, targets, timeframe, responsible party and budget which are linked to the project's components/outputs, outcomes and activities. As part of the work of preparing the Gender Action Plan, indicators should be proposed for inclusion in the Results Framework to facilitate the monitoring of the proposed gender mainstreaming actions.

See guidance available [here](#).

**c. Social and Environmental Standards: Screening and Management Measures**

In line with the assessments conducted during **Component A** (above) and UNDP's Social and Environmental Standards (SES) policy and all associated SES Guidance Notes, the SESP will be updated and all risks identified in the SESP will be reflected in the risk table and risk section of the ProDoc.

Based on the required targeted assessment(s), the relevant stand-alone management plan(s) will be prepared: A Gender Mainstreaming Plan and a Comprehensive Stakeholder Engagement Plan (as outlined above). The PPG will determine if a Livelihood Action Plan is required (screened as TBC during SESP pre-screening). Per the pre-SESP, all other risks can be managed through the design of the project.

See the SES Guidance Note on Assessment and Management for further guidance. Please contact UNDP for additional information as needed.

**d. GEF Core Indicators**

The CEO endorsement-stage data for the relevant Core Indicators and sub-indicators will be prepared. The completed Core Indicators worksheet—with both the original PIF-stage data and the CEO endorsement-stage data—will be annexed to the ProDoc.

Core indicators for this project are: METT and Hectare Area (Ha) of PA under improved management; Ha of landscape under improved management outside of PA; number of direct male and female beneficiaries.

As part of the GEF Core Indicators requirement, the required METTs will be prepared in the GEF-7 Excel template; the relevant details will be included in the Core Indicators template; and the final Excel METT file will be submitted to UNDP (not be annexed to the ProDoc).

The Core Indicators will be used in the project's Results Framework, at the Objective level, where appropriate. See the GEF policy and guidance.

**e. Completion of the required official endorsement letters**



#### **h. Other required studies**

As detailed in the individual consultant TOR in Annex 2, and as further specified in the PPG work plan, and subsequent direction from the PPG Team Leader during the course of the PPG period.

#### **Component B: Formulation of the UNDP-GEF Project Document, CEO Endorsement Request, and Mandatory and Project Specific Annexes**

Based on the technical studies and reviews undertaken under **Component A**, the UNDP-GEF Project Document will be developed, and the GEF CEO Endorsement Request will be prepared. See additional guidance notes below.

The GEF PPG Team Leader will be responsible for the consolidation and finalization of all required materials.

Preparation of the UNDP-GEF ProDoc includes a specific focus on the following areas, which do not exhaustively capture the required ProDoc content:

##### **a. Stakeholder Engagement Plan:**

Based on the consultations undertaken during the PPG phase, a comprehensive Stakeholder Engagement Plan will be developed.

At a minimum, the Plan must include the following elements:

- Stakeholders who have been and will be engaged (based on stakeholder analysis), including potentially marginalized or disadvantaged groups/individuals (the 'who');
- Key stakeholder objectives and interests (the 'why');
- Steps and actions to achieve meaningful consultation and inclusive participation, including information dissemination and any special measures required to ensure inclusive participation of marginalized disadvantaged groups/individuals the dissemination of information (the 'how');
- Breadth and depth of stakeholder engagement throughout the project cycle, and decisions that need to be made through stakeholder engagement (the 'what');
- Timeline for engagement activities and how they will be sequenced, including information disclosure (the 'when');
- Indicators of stakeholder engagement and monitoring plan;
- Roles and responsibilities for ensuring effective stakeholder engagement through implementation of the Plan; and
- Resource requirements and associated budget.

For fully designed projects with a SESP rating of Moderate or High:

- A project-level Grievance Redress Mechanism (GRM) will be described in the comprehensive Stakeholder Engagement Plan and established in the first year of project implementation. See the UNDP guidance on GRM and sample TOR.
- A comprehensive Stakeholder Engagement Plan is required.

See the UNDP SES guidance on Stakeholder Engagement, the standard SEP template, and the GEF guidelines on stakeholder engagement.

**g. Appraise and formulate the most appropriate project implementation and execution modality**

The design of the project will comply with the UNDP's Program and Operations Policy and Procedures (POPP), Financial Regulations, and Programme and Project Management and Quality Standards, and UNDP-GEF guidance (which will be provided by the RTA). A full assessment of the most appropriate project implementation and management arrangements will be carried out in full consultation with the RTA, UNDP Country Office, Resident Representative (or their Deputy), the relevant government coordinating agency, and the GEF OFP.

Where possible and feasible, UNDP should not have a role in project execution as project execution is the primary responsibility of the selected Implementing Partner (see UNDP-GEF Guidance Note for further information). Therefore, an assessment and the selection of the most appropriate Implementing Partner and/or third parties (Responsible Parties) with full capacity to execute the project must be carried out.

Project management arrangements need to be discussed and agreed early in the PPG phase. During the first two months of the PPG phase:

- For all potential Implementing Partners, carry out capacity assessments to assess their capacity to implement the project and assess all related risks. This must include HACT and PCAT assessments.
- Discuss the level of co-financing the Government and Implementing Partner are able to commit to this project. As per GEF Policy, the GEF is seeking high co-financing to GEF grant ratios and expects the Government to significantly support the costs associated with project execution (i.e. PMC) for this project.
- Based on these assessments, select and confirm the Implementing Partner for the project in consultations with all relevant stakeholders. The selected Implementing Partner must express willingness to serve as the Implementing Partner for the Project and the concerned government must agree to use the selected Implementing Partner for the Project. (Please see UNDP's Policy on Selecting Implementing Partners). The capacity building needs of the partner should also be identified and the most urgent and essential training could be considered during the PPG phase itself.
- If the Implementing Partner does not have full capacity to execute the project, and execution support is likely to be needed, discuss with the UNDP Resident Representative whether the choice of Implementing Partner is the correct choice. If not, select another Implementing Partner, if possible.

If that is not an option, explore alternative options for the provision of execution support via Responsible Parties (see UNDP Policy on Selecting Responsible Parties). Discuss with the Implementing Partner the role of the responsible parties in project execution, and the execution support these parties could provide.

UNDP can only provide execution support to the Implementing Partner if the associated costs are covered by non-GEF resources. This support should be confirmed in a separate arrangement between the UNDP CO and the Government and should not be referenced in the UNDP-GEF project document or other documentation that requires GEF approval. This separate arrangement should be confirmed and included in the final UNDP-GEF project document to be signed by UNDP and the Implementing Partner.

The required targeted assessment(s) of the risks related to: Gender Equality and Women's Empowerment, and stakeholder engagement will be undertaken. The assessments will identify ways to avoid negative environmental and social impacts where possible and if risk avoidance is not possible, then mitigation and management measures must be identified. These will be reflected in the required Gender Mainstreaming Plan and comprehensive Stakeholder Engagement Plan.

Per the SESP pre-screening, a range of other potential moderate risks were identified triggering potentially all SESP principles and standards. Based on the pre-screening, these are considered possible to manage through the design of the project and do not require additional management plans beyond those identified above. These potential risks will be assessed further during the PPG phase.

#### **d. Identification of project sites**

Based on the above reviews, and through consultation with stakeholders, the targeted project demonstration sites will be identified and detailed, ensuring that geo-referencing is clearly presented for all targeted project areas and surrounding landscapes. This should include providing geographic coordinates, maps and shapefiles for inclusion in the ProDoc. The following sites have been identified at the PIF stage as target geographies: PCB contaminated site in Kigali; sites with PCB contaminated transformers in Musanze, Burera and Kigali; CIMERWA plant; E-waste Recycling Facility and other private sector treatment sites. However, the project will address hazardous waste management in a broader geographic area across Kigali and secondary cities. Potential safeguards risks will be identified giving consideration to all project sites.

#### **e. Financial planning, co-financing and investment mobilized**

Co-financing and investment mobilized – as defined in the GEF Policy and Guidelines on co-financing - will be confirmed, and additional sources identified through a series of consultations with partners to ensure a coherent and sustainable financing package for the project, including post-GEF grant phase to the extent possible. The GEF is seeking high co-financing/investment mobilized to GEF grant ratios with a preference for grants, loans and other public investments over in-kind co-financing. The GEF also expects the Government to significantly support the costs associated with project execution (i.e. PMC).

#### **f. Stakeholder analysis**

Building on the initial identification of stakeholders in the PIF, an appropriately scaled analysis of project stakeholders will be undertaken. This stakeholder analysis will provide the foundation for development of the project's comprehensive Stakeholder Engagement Plan and will facilitate prioritization of engagement activities with particular stakeholder groups and individuals. See the UNDP SES Guidance Note on Stakeholder Engagement.

1. A final validation workshop report will be prepared summarizing the outcomes of the validation workshop and other consultations undertaken during the PPG phase. This report must demonstrate strong country ownership and will become a key reference document should an environmental and social complaint/grievance be filed during project implementation.
2. Before CEO endorsement (if appropriate given the GEF cancellation policy) or at the latest by the LPAC meeting, the UNDP-GEF project document, SESP and related draft management plans, and other relevant information/documents, will be made available to the public on the UNDP Country Office website or [open.undp.org](http://open.undp.org). It is recommended to make these documents available for 30 days in advance of the LPAC meeting for moderate risk projects, and 120 days in advance for high risk projects.

See the [SES Supplemental Guidance on Disclosure](#) for more information.

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### III. GEF PPG ACTIVITIES

#### Component A: Preparatory Technical Studies & Reviews

The following technical studies and reviews will be conducted, building on the PIF and the comments received to the PIF (e.g. from GEF Council and STAP).

##### a. Desktop and field-based studies and data collection

This research should produce the background information required to prepare the ProDoc (including its Annexes) and CEO Endorsement Request, including but not limited to:

- Development challenge and strategy (including threats, problems and barrier assessment);
- Review of national policy and legislative frameworks;
- Problem and solution trees developed in consultation with project stakeholders, for a robust Theory of Change, (to be prepared in **Component B**, see below); Results Framework and solid M&E plan;
- Review of relevant past and ongoing projects for lessons including [project evaluations](#); and
- Any other analyses required to address all comments on the PIF received from GEF Secretariat, GEF Council members and STAP.

##### b. Gender Analysis

A gender analysis will be prepared to fully consider the different needs, roles, benefits, impacts, risks, differential access to and control over resources of women and men (including considerations of intersecting categories of identity such as age, social status, ethnicity, marital status, etc.) and to identify appropriate measures to address these and promote gender equality and women's empowerment. See guidance available [here](#).

##### c. Social and Environmental Standards: Screening and Assessments

The social and environmental safeguards pre-screening (pre-SESP) prepared during the PIF design phase determined the overall risk categorization of this project as Moderate and highlighted potential safeguard risks to be further assessed during the PPG phase.

project will be cancelled if not endorsed		project has not been CEO endorsed by this date, then it will be automatically cancelled by the GEF Sec.
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### **Management Arrangements**

The UNDP Rwanda Country Office will lead the project development process and manage the GEF PPG budget in full consultation with the UNDP-GEF Regional Technical Advisor. The GEF PPG Atlas budget is presented in *Section IV: Total Budget and Work Plan*.

As appropriate, a Working Group will guide the GEF PPG team, and review and endorse the GEF PPG deliverables. The Working Group is responsible for ensuring that the deliverables outlined in this GEF PPG are completed on time and in line with UNDP and GEF requirements. UNDP and Rwanda Environment Management Authority (REMA; Government Implementing Partner) will co-chair the Working Group. Working Group members will include: UNDP CO and REMA (Department of Pollution and Regulation; Single Project Implementation Unit).

The GEF PPG team will be composed of the following:

1. International GEF Project Development Specialist (GEF PPG Team Leader)
2. National Chemical and Hazardous Waste Specialist (Lead National Consultant)
3. International Private Sector Specialist
4. National Private Sector Specialist
5. International Gender and Safeguards Specialist
6. National Gender and Safeguards Specialist

Draft Terms of Reference (TORs) for each team member is included in Annex 2 of this Initiation Plan.

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## **II. STAKEHOLDER ENGAGEMENT, PUBLIC DISCLOSURE AND OTHER REQUIREMENTS**

To ensure strong country ownership, and in line with the stakeholder engagement requirements outlined in UNDP's Social and Environmental Standards (SES), the SES Guidance Note of Stakeholder Engagement, the GEF's Guidelines on the Implementation of the Policy on Stakeholder Engagement and the GEF Policy on Gender Equality, the development of the project to be undertaken during this GEF PPG phase will be done in full consultation and close engagement with government, CSO and other relevant stakeholders – in particular those who will benefit from and be directly involved in the implementation of the project (i.e. direct project beneficiaries) and those who may be impacted (positively or negatively) by the project. Stakeholder Engagement and analysis must be conducted in an inclusive and gender-responsive manner, so that the rights of women and men and the different structural barriers, knowledge, needs, roles and interests of women and men are recognized and addressed. A list of these stakeholders will be prepared and included in Annex to the project document.

Careful and complete documentation of stakeholder engagement is vital. Detailed evidence of all consultations will be prepared and submitted to UNDP. A list of the consulted stakeholders and details of the associated meetings will be included in Annex to the project document, in addition to the Stakeholder Engagement Plan (see section B-d below).

If the fully designed project has an overall Social and Environment Screening Procedure (SESP) categorization of moderate or high, then the following disclosure requirements apply:

## I. BRIEF DESCRIPTION OF THE INITIATION PLAN/GEF PPG

### **Objective & Final Outputs**

The objective of the GEF PPG is to develop the PIF into a full project: *Supporting a Green Economy - Decoupling Hazardous Waste Generation from Economic Growth*. As described in the PIF this project aims to support the Government of Rwanda and its private and public sector in decoupling hazardous waste generation and harmful releases from economic growth by enhancing the introduction of the 4R approach (Reuse, Reduce, Recycle and Recovery) in priority industries and economic sectors, while at the same time enhancing private sector led national waste treatment capacity to ensure the sound management of wastes, generate income, create jobs and protect human health and the environment.

The following information is to be consulted as background for the GEF PPG phase:

- GEF Council approved PIF;
- SESP pre-screening (of PIF);
- Comments from GEF Secretariat, Council, STAP;
- Annotated UNDP-GEF Project Document Template and associated guidance included therein
- UNDP policies and procedures;
- UNDP-GEF guidance notes on GEF project development (which will be provided by the RTA) and
- GEF policies, in particular GEF policies on: Project Cancellation; Fee Policy for GEF Partner Agencies; Project and Program Cycle; and Minimum Fiduciary Standards for GEF Partner Agency (in particular sections dealing with the required separation of oversight and execution support services). All GEF policies are available [here](#).

The final outputs of the GEF PPG are:

1. UNDP-GEF Project Document (ProDoc), using the latest standard template (currently dated September 2019);
2. Mandatory annexes to the ProDoc listed in the Annotated UNDP-GEF Project Document Template;
3. GEF CEO Endorsement Request and all mandatory annexes; and
4. Validation Workshop report.

Any additional studies and other reports produced under the GEF PPG and not included in Annex to the project document will be submitted to UNDP and saved for future reference.

### **Key Dates for the GEF PPG**

Milestone	Date	Notes
Internal submission date for UNDP-GEF review and clearance	10 October 2020	Within 10 months of PIF approval for FSPs. Date to be confirmed with RTA during PPG. Date for RTA clearance will be prior to this date and needs to be confirmed with the RTA.
First GEF Submission Deadline for CEO Endorsement	10 December 2020	First submission must be within 12 months of PIF approval for FSPs. Failure to submit a ProDoc and CEO ER to the GEF Sec by this date will lead to the automatic cancellation of the project by the GEF Sec.
CEO Endorsement Deadline after which the	10 June 2021	Endorsement must be within 18 months of PIF approval for FSPs and 12 months for MSPs. If the

	<p>j. Ensure completion of any additional studies that are determined to be needed for the preparation of the ProDoc and all other final outputs.</p> <p>3) <u>Formulation of the ProDoc, CEO Endorsement Request and Mandatory and Project Specific Annexes (Component B)</u>: With inputs from the national consultants, as detailed in their respective TORs, and based on international best practice:</p> <ol style="list-style-type: none"> <li>a. Develop, present and articulate the project’s theory of change;</li> <li>b. Develop the Results Framework in line with UNDP-GEF policy;</li> <li>c. Develop a detailed Monitoring and Evaluation Plan and Budget;</li> <li>d. Oversee and ensure the preparation of a comprehensive Stakeholder Engagement Plan;</li> <li>e. Oversee and ensure the preparation of a Gender Action Plan and Budget;</li> <li>f. Oversee and ensure the updating of the SESP based on assessments undertaken during Component A, and ensure the development of required environmental and/or social management plan(s) as required;</li> <li>g. Oversee the preparation of the required GEF tracking tools (METT) and GEF Core Indicators and ensure these are supported by robust and validated data;</li> <li>h. Secure all co-financing letters;</li> <li>i. Prepare the indicative procurement plan (with UNDP Thailand support);</li> <li>j. Secure and present agreements on project execution and management arrangements and ensure that the project aligns to UNDP-GEF guidance on UNDP execution support;</li> <li>k. Ensure the completion of the required official endorsement letters; and</li> <li>l. Synthesize all analyses, studies, etc. that are prepared under Components A and B to produce the draft UNDP-GEF ProDoc, GEF CEO Endorsement, and all mandatory and project specific Annexes, using the templates.<sup>1</sup></li> </ol> <p>4) <u>Validation Workshop (Component C)</u>:</p> <ol style="list-style-type: none"> <li>a. Lead the validation workshop to present, discuss and validate the final draft ProDoc and mandatory and project specific annexes, with a special focus on the SESP and any management plans;</li> <li>b. Oversee all necessary revisions that arise during the workshop; and</li> <li>c. Ensure completion of Validation Workshop Report.</li> </ol> <p>5) <u>Final Deliverables</u>:</p> <ol style="list-style-type: none"> <li>a. Consolidation of all technical and consultation inputs and comments including from national stakeholders, UNDP, GEF Secretariat, STAP and GEF Council, into a well written and concise UNDP ProDoc with all required sections and Annexes, in line with the standard UNDP-GEF ProDoc template and annotated guidance;</li> <li>b. Completion of the GEF CEO Endorsement Request;</li> <li>c. Finalized SESP (and stand-alone management plans as required);</li> <li>d. All documentation from GEF PPG (including technical reports, meeting minutes, etc.); and</li> <li>e. Validation Workshop Report.</li> </ol> <p><b>Qualifications</b></p> <ul style="list-style-type: none"> <li>▪ Master’s degree or higher in a relevant field, such as Environmental Management, Waste Management or Chemistry;</li> </ul>
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<sup>1</sup> Please verify with the UNDP-GEF team that the correct templates are being used.

**Annex 2: Draft Terms of Reference (TORs) of Consultants Financed by the Project Preparatory Grant (GEF PPG)**

Position, Type and Cost	Role, Deliverables and Qualifications
<p><b>Consultant 1:</b> International Project Development Specialist (GEF PPG Team Leader)</p> <p><b>Type:</b> IC</p> <p><b>Cost per person week:</b> US\$4,000</p> <p><b>Number of person weeks needed:</b> 12 (60 days)</p>	<p><b>Role</b> The International Project Development Specialist will be the GEF PPG Team Leader and will be responsible for quality assurance and timely preparation of all reports and documentation, including the finalized UNDP Project Document (ProDoc) and CEO Endorsement Request, with all mandatory and project specific Annexes and supporting documentation. S/he will be responsible for managing all consultants on the GEF PPG Team and coordinating the Team’s work.</p> <p><b>Responsibilities and Deliverables</b></p> <ol style="list-style-type: none"> <li>1) <u>Management of the GEF PPG Team</u> <ol style="list-style-type: none"> <li>a. Define and submit a detailed methodology and work plan in consultation with the other consultants with clear delegation of responsibilities for the International Consultant (IC) and National Consultants (NCs);</li> <li>b. Ensure that project development is participatory, gender-responsive and based on extensive stakeholder engagements; and</li> <li>c. Verify and ensure that all project components are technically sound and cost effective.</li> </ol> </li> <li>2) <u>Preparatory Technical Studies and Reviews (Component A):</u> With inputs from the national consultants, as detailed in their respective TORs: <ol style="list-style-type: none"> <li>a. Compile baseline/situational analysis for the full-size project (FSP). This will include a precise definition of baseline projects, activities, budgets, goals and co-financial links to GEF outcomes; definition of GEF incremental value per outcome and output; and presentation of results of the incremental cost-analysis in matrices as appropriate;</li> <li>b. Lead and oversee the stakeholder analysis and consultations, with support from national consultants; and ensure that they are complete and comprehensive including consultations with the private sector and tourism associations and bodies;</li> <li>c. Ensure the preparation of the gender analysis and ensure its findings are meaningfully integrated into the project’s strategy, theory of change and results framework;</li> <li>d. Ensure action points, including risk assessments, from the UNDP Social and Environmental Screening Procedure (SESP) at the PIF stage (“pre-screening”) are fully implemented during the PPG, and update that screening in an iterative process throughout the PPG, and as appropriate;</li> <li>e. Oversee the identification of the project sites, with documentation of selection criteria and making sure that geo-referenced data and maps are clearly presented both for targeted protected areas and broader landscapes, as applicable;</li> <li>f. Ensure the design of appropriate project knowledge management processes and platforms, ensuring appropriate linkages to existing mechanisms and knowledge sharing in project landscapes;</li> <li>g. Lead and oversee the identification of opportunities for private sector engagement and co-financing;</li> <li>h. Ensure the preparation of partner capacity assessments and discussions on management arrangements early in the PPG process;</li> <li>i. Oversee the consultations with partners regarding financial planning; and</li> </ol> </li> </ol>



	<ul style="list-style-type: none"> <li>▪ Minimum 10 years of demonstrable experience in the technical area of chemicals and hazardous waste management and in preparing high quality project documents, particularly for UNDP and GEF projects;</li> <li>▪ Excellent written and oral communication skills in English;</li> <li>▪ Demonstrated understanding of the GEF rationale and procedures, and demonstrated experience in formulation of GEF-funded project proposals, using the logical framework and the results-based management approaches;</li> <li>▪ Knowledge of and experience in private sector engagement and / or public private partnerships, preferably in the waste management sector;</li> <li>▪ Experience working in Africa, or Rwanda in particular on related initiatives is highly desired.</li> </ul>
<p><b>Consultant 2:</b> National Chemical and Hazardous Waste Specialist (Lead National Consultant)</p> <p><b>Type:</b> NC</p> <p><b>Cost per person-week:</b> US\$2,000</p> <p><b>Number of person-weeks needed:</b> 15 (80 days)</p>	<p><b>Role</b> The National Chemical and Hazardous Waste Specialist will be the lead national consultant and will be responsible for providing inputs on policies, baseline projects, systems, institutions and stakeholders on chemical and hazardous waste management, as well as provide site assessments to support the development of the UNDP Project Document (ProDoc). The consultant will be a specialist in chemicals and hazardous waste, with knowledge in the field of waste management.</p> <p><b>Deliverables</b></p> <ol style="list-style-type: none"> <li>1) <u>Management of the PPG team:</u> <ol style="list-style-type: none"> <li>a. Support the GEF PPG Team Leader with management of the PPG Team, ensuring coordination between individual national consultants;</li> </ol> </li> <li>2) <u>Preparatory Technical Studies and Reviews (Component A):</u> Prepare inputs and support the required analyses/studies, as agreed with the GEF PPG Team Leader, including: <ol style="list-style-type: none"> <li>b. Prepare inputs for the baseline/situational analysis on Rwanda’s hazardous and general waste management policy, planning, operations, institutional coordination and stakeholder engagement processes. This will include analyses of national policies related to hazardous and general waste management as well as EPR, inventory and assessment of waste streams containing POP and mercury; baseline projects and initiatives; institutional roles and processes; site assessment for PCB contaminated sites and transformers; capacity development needs for institutions and private sector; and outreach and engagement of stakeholders. This will largely cover Component 1 (regulatory framework) of the draft PIF, along with contributions to Component 2 (private sector), and Component 3 (remaining PCB);</li> <li>c. Assess opportunities and bottlenecks for the approval of the draft PCB law; identify other areas for strengthening of POP / Hg regulatory framework toward phase out; identify opportunities for private sector engagement and EPR legislation;</li> <li>d. Support the development of Component 2 for industries to reduce hazardous waste generation and/or monitor for appropriate management, utilizing the digital system (in close coordination with the International and National Private Sector Specialists);</li> <li>e. Identify capacity needs of relevant national and district institutions and conduct baseline assessments of capacity using the UNDP Capacity Assessment Scorecard;</li> <li>f. Identify appropriate Results Framework indicators and targets related to hazardous waste management and POP/Hg phase out; collect baseline data for</li> </ol> </li> </ol>

	<p>the relevant indicators; choose the means of measurement; and define targets, key risks, and assumptions linked to these indicators;</p> <p>g. Prepare a detailed GIS of intervention sites or area;</p> <p>h. Prepare recommendations for the disposal of the remaining PCB contaminated site and transformer storage sites as well as capacity needs for storage and treatment facilities under Component 3;</p> <p>i. Support the stakeholder analysis, consultations and co-financing contributions, particularly with national-level stakeholders and private sector, and ensure that they are complete and comprehensive;</p> <p>j. Develop a baseline framework for measuring Knowledge, Attitudes and Practices (KAP) on biodiversity-based tourism development among target audiences including local communities, with inputs from other national consultants</p> <p>k. Support the completion of any additional studies that are determined to be needed for the preparation of the ProDoc and all other final outputs as guided by the PPG Team Leader.</p> <p>3) <u>Formulation of the ProDoc, CEO Endorsement Request and Mandatory and Project Specific Annexes (Component B):</u></p> <p>a. Provide relevant quality text sections for the ProDoc package on the aspects mentioned above.</p> <p>4) <u>Validation Workshop (Component C):</u></p> <p>a. Contribute to the validation workshop; and</p> <p>b. Support all necessary revisions that arise during the workshop, as appropriate.</p> <p>5) <u>Final Deliverables:</u></p> <p>a. A baseline study report on the detailed analysis of the baseline for POP/Hg and hazardous waste management in Rwanda including policies, legal frameworks, institutions, inventory and waste management streams, and needs assessment; along with recommended project interventions under Component 1 (regulatory framework), Component 2 (piloting with industry) and Component 3 (PCB) responding to the baseline analysis;</p> <p>b. Baseline capacity development scorecards on hazardous waste management in institutions; and</p> <p>c. Draft Knowledge, Attitudes, Practices (KAP) framework;</p> <p>d. Appropriate inputs provided to the Project Document and Annexes, as agreed with PPG Team Leader.</p> <p><b>Qualifications</b></p> <ul style="list-style-type: none"> <li>▪ Master's degree or higher in a relevant field, such as chemistry; waste management; environmental policy and management, public sector management;</li> <li>▪ Minimum 10 years of demonstrable experience in the technical area of hazardous waste management; experience on PCB or other forms of POP and Hg will be an asset</li> <li>▪ Demonstrated understanding of political, legal and institutional context and priorities for the Environment and Natural Resources Sector as well as comprehensive understanding of sectors related to hazardous waste management (Industry, Health, Infrastructure etc.);</li> <li>▪ Experience working with UNDP and/or on GEF projects an advantage; and</li> <li>▪ Excellent written and oral communication skills in English and fluency in Kinyarwanda.</li> </ul>
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<p><b>Consultant 3:</b>          International Private Sector Specialist</p> <p><b>Type:</b> IC</p> <p><b>Cost per person week:</b> \$4,000</p> <p><b>Number of person weeks needed:</b> 5 (25 days)</p>	<p><b>Role</b></p> <p>The International Private Sector Specialist will work in close coordination with the National Private Sector Specialist for the development of project interventions, stakeholder consultations and baseline assessments related to industries and private sector. The consultant will be responsible for assessing and proposing industries with highest impacts on hazardous waste reduction, and for preparing a capacity development plan of selected industries. The consultant will assess specific private sector company needs and capacities, and provide inputs for defining appropriate project targets, interventions and stakeholder consultation processes to support the development of the UNDP Project Document (ProDoc). The consultant will be a specialist in private sector engagement in waste management with abundant experience in GEF and other vertical funds, preferably with experience in the region.</p> <p><b>Deliverables</b></p> <ol style="list-style-type: none"> <li>1) <u>Preparatory Technical Studies and Reviews (Component A):</u> Prepare inputs and support the required analyses/studies, as agreed with the GEF PPG Team Leader, including:             <ol style="list-style-type: none"> <li>a. Prepare a baseline study on private sector capacity and needs for the web-based hazardous waste inventory management system; assessment and prioritization of industries to be supported for cleaner production and waste management as well as capacity development needs; identify private sector engagement opportunities for PCB and obsolete POP disposal; identify potential areas for valorization of waste streams;</li> <li>b. Lead the development of the industry and private sector related components under Component 2 and Component 3;</li> <li>c. Complete baseline and target values for GEF core indicators related to Components 2 and 3;</li> <li>d. Identify capacity needs of relevant industries / private sector companies and conduct baseline assessments of capacity on parts of the waste value chain using the UNDP Capacity Assessment Scorecard;</li> <li>e. Support the completion of any additional studies that are determined to be needed for the preparation of the ProDoc and all other final outputs as guided by the PPG Team Leader.</li> </ol> </li> <li>2) <u>Contributions to the Formulation of the ProDoc, CEO Endorsement Request and Mandatory and Project Specific Annexes (Component B):</u> <ol style="list-style-type: none"> <li>a. Provide relevant quality text sections for the ProDoc package on the aspects mentioned above.</li> </ol> </li> <li>3) <u>Validation Workshop (Component C):</u> <ol style="list-style-type: none"> <li>a. Participate in and contribute to the validation workshop.</li> <li>b. Support necessary revisions that arise during the workshop, as appropriate.</li> </ol> </li> <li>4) <u>Final Deliverables:</u> <ol style="list-style-type: none"> <li>a. A detailed baseline study on private sector entry points, capacity assessment and needs for prioritized industries;</li> <li>b. Appropriate inputs provided to the Final Project Document and Annexes, as agreed with the PPG Team Leader.</li> </ol> </li> </ol> <p><b>Qualifications</b></p> <ul style="list-style-type: none"> <li>▪ Master's degree or higher in a relevant field, such as Business Administration, Economics, Environmental Management, Waste Management or Chemistry;</li> </ul>
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	<ul style="list-style-type: none"> <li>▪ Minimum 10 years of demonstrable experience in the technical area of private sector engagement, particularly in waste management; experience working for UNDP and GEF project preparation is an asset;</li> <li>▪ Excellent written and oral communication skills in English;</li> <li>▪ Demonstrated understanding of the GEF rationale and procedures, and demonstrated experience in formulation of GEF-funded project proposals, using the logical framework and the results-based management approaches;</li> <li>▪ Knowledge and sound understanding of chemicals and hazardous waste management;</li> <li>▪ Experience working in Africa, or Rwanda in particular on related initiatives is highly desired.</li> </ul>
<p><b>Consultant 4:</b> National Private Sector Specialist</p> <p><b>Type:</b> NC</p> <p><b>Cost per person week:</b> \$2,000</p> <p><b>Number of person weeks needed:</b> 4 (20 days)</p>	<p><b>Role</b></p> <p>The National Private Sector Specialist will work under the guidance of the National Private Sector Specialist for the development of project interventions, stakeholder consultations and baseline assessments related to industries and private sector. The consultant will be responsible for assessing and proposing industries with highest impacts on hazardous waste reduction, and for preparing a capacity development plan of selected industries. The consultant will assess specific private sector company needs and capacities, and provide inputs for defining appropriate project targets, interventions and stakeholder consultation processes to support the development of the UNDP Project Document (ProDoc). The consultant will be a specialist in private sector engagement in waste management with abundant experience in GEF and other vertical funds, preferably with experience in the region.</p> <p><b>Deliverables</b></p> <p>5) <u>Preparatory Technical Studies and Reviews (Component A):</u> Prepare inputs and support the required analyses/studies, as agreed with the GEF PPG Team Leader, including:</p> <ul style="list-style-type: none"> <li>f. Support data collection, consultation and assessments for the preparation of a baseline study on private sector capacity and needs for the web-based hazardous waste inventory management system; assessment and prioritization of industries to be supported for cleaner production and waste management as well as capacity development needs; identify private sector engagement opportunities for PCB and obsolete POP disposal; identify potential areas for valorization of waste streams;</li> <li>g. Support the development of the industry and private sector related components under Component 2 and Component 3;</li> <li>h. Support baseline data collection and target values for GEF core indicators related to Components 2 and 3;</li> <li>i. Identify capacity needs of relevant industries / private sector companies and conduct baseline assessments of capacity on parts of the waste value chain using the UNDP Capacity Assessment Scorecard;</li> <li>j. Support the completion of any additional studies that are determined to be needed for the preparation of the ProDoc and all other final outputs as guided by the PPG Team Leader.</li> </ul> <p>6) <u>Contributions to the Formulation of the ProDoc, CEO Endorsement Request and Mandatory and Project Specific Annexes (Component B):</u></p> <ul style="list-style-type: none"> <li>a. Provide relevant quality text sections for the ProDoc package on the aspects mentioned above.</li> </ul>

	<p>7) <u>Validation Workshop (Component C):</u></p> <ol style="list-style-type: none"> <li>a. Participate in and contribute to the validation workshop.</li> <li>b. Support necessary revisions that arise during the workshop, as appropriate.</li> </ol> <p>8) <u>Final Deliverables:</u></p> <ol style="list-style-type: none"> <li>a. A detailed baseline study on private sector entry points, capacity assessment and needs for prioritized industries; this deliverable will be jointly submitted with the International Private Sector Consultant.</li> <li>b. Appropriate inputs provided to the Final Project Document and Annexes, as agreed with the PPG Team Leader.</li> </ol> <p><b>Qualifications</b></p> <ul style="list-style-type: none"> <li>▪ Bachelor’s degree or higher in a relevant field, such as Business Administration, Economics, Environmental Management, Waste Management or Chemistry;</li> <li>▪ Minimum 5 years of demonstrable experience in the technical area of private sector engagement, particularly in waste management;</li> <li>▪ Excellent written and oral communication skills in English;</li> <li>▪ Knowledge and sound understanding of chemicals and hazardous waste management;</li> <li>▪ Demonstrated experience working with the waste management sector in Rwanda;</li> <li>▪ Experience working on related initiatives in Rwanda is highly desired.</li> </ul>
<p><b>Consultant 5:</b> International Safeguard Specialist</p> <p><b>Type:</b> IC</p> <p><b>Cost per person-week:</b> US\$4,000</p> <p><b>Number of person-weeks needed:</b> 1 (5 days)</p>	<p><b>Role</b></p> <p>The International Safeguards Specialist will develop mandatory project Annexes related to application of social and environmental safeguards and support adherence of project development to UNDP’s SESP and specific requirements, as appropriate.</p> <p><b>Deliverables</b></p> <ol style="list-style-type: none"> <li>1) <u>Preparatory Technical Studies and Reviews (Component A): Prepare inputs and support the required analyses/studies, as agreed with the GEF PPG Team Leader, including:</u> <ol style="list-style-type: none"> <li>a. Review the SESP pre-screening of the PIF; complete the UNDP Social and Environmental Screening Procedure (SESP), and support the detailed assessment of all project risks including consultations with local stakeholders;</li> <li>b. Assess presence of vulnerable populations within project intervention areas and their interests. If present, assess potential impacts of the project on rights and interests, livelihoods. Based on these assessments, and if relevant, integrate relevant matters as needed into project design and into the comprehensive Stakeholder Engagement Plan;</li> <li>c. Advise on gender responsive stakeholder analysis and consultations and ensure that they are complete and comprehensive; and</li> <li>d. Support the completion of any additional studies that are determined to be needed for the preparation of the ProDoc and all other final outputs as guided by the PPG Team Leader.</li> </ol> </li> <li>2) <u>Formulation of the ProDoc, CEO Endorsement Request and Mandatory Annexes as well as project specific annexes (Component B):</u> <ol style="list-style-type: none"> <li>a. Complete the SESP, based on assessments undertaken during Component A and detailed development of project interventions, and identify management measures to mitigate risks to be incorporated into the ProDoc;</li> </ol> </li> </ol>

	<ul style="list-style-type: none"> <li>b. Prepare the Gender Mainstreaming Plan, with appropriate budget and identification of appropriate project interventions to ensure gender mainstreaming including at project demonstration sites;</li> <li>c. Using the findings from the gender analysis, provide inputs to the project's results framework and theory of change; ensure gender considerations are integrated into the project's theory of change;</li> <li>d. Development of the Stakeholder Engagement Plan to ensure it is Socially Inclusive and Gender Responsive;</li> <li>e. Prepare the Gender Action Plan and Budget;</li> <li>f. Support the agreements on project management arrangements and ensure that gender and safeguards are adequately incorporated into these arrangements.</li> </ul> <p>3) <u>Validation Workshop (Component C):</u></p> <ul style="list-style-type: none"> <li>a. Contribute to the validation workshop; and</li> <li>b. Support all necessary revisions that arise during the workshop, as appropriate.</li> </ul> <p>4) <u>Final Deliverables:</u></p> <ul style="list-style-type: none"> <li>a. Finalized Social and Environmental Screening (SESP)</li> <li>b. Draft Comprehensive Stakeholders Engagement Plan including on gender-responsive consultation and consultations with vulnerable populations within the waste management stream and related industries;</li> <li>c. Appropriate inputs to the final UNDP-GEF project document based on guidance from the PPG Team Leader.</li> </ul> <p><b>Qualifications</b></p> <ul style="list-style-type: none"> <li>▪ Master's degree or higher in a relevant field, such as gender studies, gender and development, women and environment, or women and sustainable development;</li> <li>▪ Minimum 7 years of demonstrable experience in the technical area of gender mainstreaming, and social and environmental safeguards risk assessment and mitigation;</li> <li>▪ Experience carrying out participatory gender analysis; experience collecting and formulating gender responsive indicators and sex-disaggregated data and preparing gender responsive project analysis; developing gender action plans;</li> <li>▪ Prior experience in the safeguards assessments and processes of international organizations and donors, such as World Bank, UNDP, etc;</li> <li>▪ Demonstrated understanding of the links between sustainable development, social and gender issues;</li> <li>▪ Demonstrated experience working on policy and programmatic issues with national and local governments and civil society organizations including community organizations;</li> <li>▪ Demonstrated experience in carrying out consultations with Indigenous Peoples, FPIC, protection of cultural heritage, and/or community engagement is highly desired;</li> <li>▪ Experience with project development and results-based management methodologies is highly desired;</li> <li>▪ Excellent analytical, writing, advocacy, presentation, and communications skills are required; and</li> <li>▪ Excellent written and oral communication skills in English</li> </ul>
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<p><b>Consultant 5:</b> National Gender Specialist</p> <p>Type: NC</p> <p>Cost per person-week: US\$2,000</p> <p>Number of person-weeks needed: 2 (10 days)</p>	<p><b>Role</b> The National Gender Specialist will develop the gender analysis and action plan, and support the International Team Leader to develop the Gender Mainstreaming Plan. The consultant will be a gender and expert with experience in-depth gender analysis.</p> <p><b>Deliverables</b></p> <p>5) <u>Preparatory Technical Studies and Reviews (Component A): Prepare inputs and support the required analyses/studies, as agreed with the GEF PPG Team Leader, including:</u></p> <ul style="list-style-type: none"> <li>e. Prepare the gender analysis and action plan in close coordination with other consultants on the industries, waste streams, waste management facilities and relevant institutions / private sector. Work closely with the GEF PPG Team Leader to ensure its findings are meaningfully integrated into the project's strategy, theory of change and results framework;</li> <li>f. Advise on gender responsive stakeholder analysis and consultations and ensure that they are complete and comprehensive; and</li> <li>g. Support the completion of any additional studies that are determined to be needed for the preparation of the ProDoc and all other final outputs as guided by the PPG Team Leader.</li> </ul> <p>6) <u>Formulation of the ProDoc, CEO Endorsement Request and Mandatory Annexes as well as project specific annexes (Component B):</u></p> <ul style="list-style-type: none"> <li>g. Support the completion of the SESP, based on assessments undertaken during Component A and detailed development of project interventions, and identify management measures to mitigate risks to be incorporated into the ProDoc;</li> <li>h. Support the preparation of the Gender Mainstreaming Plan, with appropriate budget and identification of appropriate project interventions to ensure gender mainstreaming including at project demonstration sites;</li> <li>i. Using the findings from the gender analysis, provide inputs to the project's results framework and theory of change; ensure gender considerations are integrated into the project's theory of change;</li> <li>j. Support the development of the Stakeholder Engagement Plan to ensure it is Socially Inclusive and Gender Responsive;</li> <li>k. Support the preparation of the Gender Action Plan and Budget;</li> <li>l. Support the agreements on project management arrangements and ensure that gender and safeguards are adequately incorporated into these arrangements.</li> </ul> <p>7) <u>Validation Workshop (Component C):</u></p> <ul style="list-style-type: none"> <li>c. Contribute to the validation workshop; and</li> <li>d. Support all necessary revisions that arise during the workshop, as appropriate.</li> </ul> <p>8) <u>Final Deliverables:</u> Deliverables will be jointly submitted with the International Gender and Safeguards Specialist.</p> <ul style="list-style-type: none"> <li>d. Gender Analysis and Gender Mainstreaming Plan</li> <li>e. Appropriate inputs to the final UNDP-GEF project document based on guidance from the PPG Team Leader.</li> </ul> <p><b>Qualifications</b></p> <ul style="list-style-type: none"> <li>▪ Bachelor's degree or higher in a relevant field, such as gender studies, gender and development, women and environment, or women and sustainable development;</li> </ul>
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	<ul style="list-style-type: none"><li>▪ Minimum 3 years of demonstrable experience in the technical area of gender mainstreaming, and social and environmental safeguards risk assessment and mitigation;</li><li>▪ Experience carrying out participatory gender analysis; experience collecting and formulating gender responsive indicators and sex-disaggregated data and preparing gender responsive project analysis; developing gender action plans;</li><li>▪ Prior experience in the safeguards assessments and processes of international organizations and donors, such as World Bank, UNDP, etc will be an asset;</li><li>▪ Demonstrated understanding of the links between sustainable development, social and gender issues;</li><li>▪ Experience with project development and results-based management methodologies is highly desired;</li><li>▪ Excellent analytical, writing, advocacy, presentation, and communications skills are required; and</li><li>▪ Excellent written and oral communication skills in English and fluency in Kinyarwanda</li></ul>
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