INITIATION PLAN TEMPLATE

FOR A GEF PROJECT PREPARATION GRANT (PPG)

Empowered lives.
Resilient nations.

Project Title: Forest Landscape Restoration in the Mayaga Region

Country: Rwanda

Expected CP Outcome(s)/Indicator (s): Rwanda has in place improved systems for: sustainable management of the environment, natural resources and renewable energy resources, energy access and security, to achieve greater environmental and climate change resilience

UNDP Strategic Plan Outcome 1. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded
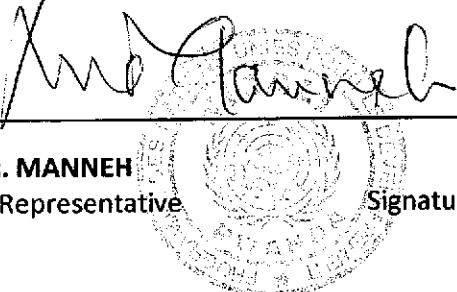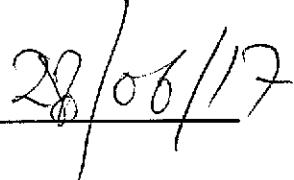
Expected SP Output 1.3. Solutions developed at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste

Expected CP Outputs 1.3.2. Strengthened Capacity for Sustainable Environment, Natural Resources Management, Climate Change Mitigation and Adaptation

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Country Programme Period: CPAP Program
Component: Poverty and Environment; 2013- 2017

ATLAS Project Award: 00097896

ATLAS Project ID: 00101446

PIMS ID: 5702

Duration: June 2017 – October 2018

Management Arrangement: DIM

Total budget: **US$ 200,000**

Allocated resources:

GEF: US$ 200,000

AGREED BY UNDP RESIDENT REPRESENTATIVE

28/06/17

LAMIN M. MANNEH
Resident Representative   Signature   Date: day/month/year

A. Brief Description of Initiation Plan:

Rwanda, also known as the Land of a Thousand hills, boasts a high forest cover (28.8%) and aims to reach 30% coverage by June 2018. Although forest cover has registered a growth of 1% per year for the last decade, forest distribution is uneven and forest regeneration is skewed. Most of the forests are found in the West, with fewer forests in the East and in the Mayaga regions, where forest cover is a low 5%. Of specific importance, however, are the many and scattered patches of indigenous forests in Mayaga region, which in addition to hosting important plant biodiversity and carbon stocks, provide critical watershed services to the agricultural landscapes surrounding them.

In this regard, the Project Identification Form (PIF) on "Forest Landscape Restoration in the Mayaga Region" was developed to assist the country through GEF funding in securing biodiversity and carbon benefits while simultaneously strengthening the resilience of livelihoods, through forest landscape restoration and upscaling clean technologies in selected Districts of the Southern Province.

Following the GEF CEO and GEF Council approval of the PIF, a Project Preparation Grant (PPG) is now awarded to develop the project document. With the guidance of UNDP, these resources will be used to hire a team of consultants who will collect baseline information and support the development of the project proposal. During the initiation plan period, a number of studies and stakeholder consultations will be undertaken with a view to further developing the approved project concept (see GEF PIF attached in Annex 3) into a fully formulated project document. The final output of the initiation plan will be a UNDP-GEF project document and GEF CEO Endorsement template, with GEF Tracking Tools ready for submission to UNDP and GEF.

B. Project preparation activities

Component A: Technical review

I.   Baseline studies:

The following activities will be conducted as project preparation.

(a) Collaboration and expansion of the barrier description outlined in the PIF. This should include:

Component 1: (i) Assess the adequacy of knowledge to support decisions on forest management and effective integration of forest management in District Land use plans and decision making by land users in the four Districts targeted by the project; describe the current funding for knowledge generation for the improvement of forest species and genetic material for both natural forests and plantations, explaining which institutions undertake the work and any issues they face disseminating their findings; confirm the productivity levels of plantation forests in the four districts, and explain the reasons for the current low level of productivity; confirm the species diversity of the current plantation forests, country-wide and specifically in the four Districts: ii) undertake an inventory of the various forest patches that dot the four Districts, and describe the forest fragmentation, species composition, population structure and general condition of the forests; describe their importance for biodiversity, carbon mitigation (providing carbon values), water catchment and provision

of wood and other resources for the owners and/or communities living around them; identify potential for reforestation and boundary marking, where this is appropriate and make recommendations on the species that would be suitable, and recommendations for zoning use categories where applicable; iii) undertake a cost-benefit analysis of deforestation and land degradation in the four Districts (may use sampling, to be determined during PPG contracting); iv) Review best practices for improving genetic germplasm, increasing productivity of plantations and reforestation of natural forests – globally, regional and national – and distil lessons for the project, making recommendations on the methods to be adopted by the project – with justification: v) review the draft social and environmental screening procedure (SESP) submitted with the PIF (Annex 3) and address any issues/risks relevant to component 1.

Component 2: (i) Assess the institutional and individual capacities for SFM, SLM; applying the UNDP capacity scorecard as relevant. Ensure that capacity assessment looks at the extension service – including a review of the technologies for SFM and SLM related matters being disseminated, and identify strengths, weaknesses, challenges and opportunities for improvement; ii) Assess current levels of adoption of SFM, SLM and biodiversity-friendly agriculture practices, identifying enabling conditions that have been found to work; iii) Undertake socio-economic assessment for selected pilot areas, identifying key crops being grown in the selected project pilot sectors (locations) and establish current proportion of land for selected households, and annual productivity; also identify sources of incomes for most households and levels of poverty (household incomes); iv) Identify relevant stakeholders to be involved in project implementation, identify their roles and responsibilities, and assess their capacities for implementing their mandates; identify how to engage with different sets of stakeholders for achieving project objectives and outcomes (and fill out the stakeholder assessment table). This assessment will be done through extensive consultation processes in order to seek the consent of various groups/stakeholders to the project and secure their full support and participation in project development and implementation; v) Assess best practices – globally, regional and in-country – for incentivising uptake of SFM, SLM and biodiversity-friendly practices in agriculture, under conditions similar to Rwanda – and identify lessons to inform selection of project activities; vi) Revisit the SESP and address issues/risks related to component 2;

Component 3: (i) Assess the level of private sector engagement and opportunities for advancing local level economy; and, elaborate on the absence of market-based incentives for the adoption of climate smart technologies, forestry and biodiversity-friendly businesses, given the very limited land parcels; describe the difficulties being faced by the private sector in trying to support the uptake of the green technologies in the green villages, and in establishing thriving forest-based enterprises at the local level; ii) undertake value chain analysis and identify products for which viable businesses/enterprises can be established, clearly outlining the requirements that would be necessary for successful uptake of the enterprises; iii) assess the extent to which sustainable charcoal has been taken up – globally, regional and in-country – and identify best practices that the project can take up to actualize the concept in the four Districts; iv) assess the best practices for adoption of efficient stoves and identify best practices for the project to support reduction of biomass use in the four districts; v) Revisit the SESP and address issues/risks related to component 3.

For all components:

1) Collaboration and expansion of the threats, long-term desired condition and baselines. This will include: i) elaborate and expand the narrative on the threats to forests, biodiversity and ecosystem services at national level and in each of the four Districts, quantifying the magnitude where relevant;

ii) confirm the long-term desired condition, in view of these threats; and, iii) confirm the baseline programs, clearly outlining their objectives, duration and budgets, and explaining the link between these expenditures and the proposed project outcomes (and activities where these are clear).

2) **Undertake a policy analysis:** review the relevant policies that impact on the SFM, forest restoration and uptake of SLM, identifying legislation and institutional issues influencing local level enforcement/uptake of legal provisions; review the state of coordination and collaboration in the Joint Action Development Fora (JADF); review decision making processes and make recommendations for the project to enhance capacities and policy environment (coordinating this closely with the World Bank supported Forest Landscape Restoration Project);

3) **Gender analysis and strategy:** Undertake a gender analysis, identifying various gender groups, examining the rules and regulations, and cultural norms that influence their interactions, especially access to, and control of natural resources; further examining how the effectiveness and efficiency of implementation of the proposed project activities are likely to be affected by these gender arrangements, and how the project implementation, results and impacts are likely to affect the gender arrangements. Use the findings to formulate a gender strategy, to guide the project to mainstream gender considerations in the implementation, to ensure that the project is inclusive, and that benefits, as well as responsibilities, are adequately targeted. Examine the proposed project targets and indicators to ensure that they are gender sensitive and that monitoring data will be gender/sex disaggregated.

(b) Full justification and detailed descriptions of the project goal, objectives, outcomes, outputs and activities proposed in the PIF, through the following actions. The results of the assessments above will be utilized to flesh out the results chain, as below:

- Fully justify: i) the project goal and objective and suggest indicators for monitoring (gender sensitive and SMART); ii) confirm and provide further explanations for outcomes and outputs proposed in the PIF, in particular: Component 1: describe and justify the process of formulating the landscape restoration plan that would promote ecosystems restoration and resilience of livelihoods: explaining how the plan will show areas of forest protection, areas suitable for afforestation and areas for increasing tree cover via agroforestry. Describe how the cost-benefit analysis of deforestation undertaken as part of PPG would be upscaled in the four districts, and how the information will be used to advocate for better forest management (what channels, why). Describe the process to be followed to update the District Forest Management Plans, to build on the work of RNRA which has started the process of updating the DFMP. Describe which of the lessons identified will be applied to put the existing plantations and woodlots under improved management (improving species diversity and productivity); confirming hectares and explaining what would change and how, and what results would be expected. Describe what will be needed to formulate the landscape forest, carbon, biodiversity and livelihoods monitoring plan(s).

- Component 2: Describe how the project will address the capacity gaps. Describe the activities necessary to constitute and empower the Community Forest Association to manage the natural forests, confirm area of natural forests and area to be put under afforestation, explaining how this would be achieved. Identify areas to be put under climate smart agriculture and confirm areas, as well as exact technologies to be applied in the various villages/areas. Explain what livelihood diversification

activities will be implemented where, explaining the reasons for matching activities and areas, and in particular, identifying and describing how all of the above improve resilience of the agro ecosystems and livelihoods, and how these results would improve livelihoods. Describe the activities necessary to improve delivery of extension service and to improve the coordination and collaboration in planning and delivery of the Joint Action Development Fora (JADF). Describe how gender considerations will be mainstreamed and what activities will be required. Suggest gender sensitive, SMART indicators.

- **Component 3**: Describe the process and activities required to use the results of the value chain analysis to get the private sector engaged in forest-based enterprises; how to effectively implement sustainable charcoal and obtain a higher rate of adoption of energy efficient cooking and lighting technologies. Describe the process of selecting the village to benefit from the greening technologies and the activities required to implement the program. Suggest gender sensitive, SMART indicators.

(c) Consolidate an M&E plan, confirming gender sensitive SMART indicators, baseline value and targets. This will involve collating information from the various parts of the assessments to confirm the indicators to be used, providing explanations of how the M&E plan will be implemented and providing a cost estimate (budget) for M&E.

(d) Address specific technical issues and questions raised by the GEF Sec; Council members and STAP.

(e) Undertake any additional assessments that might be needed to further address any opportunities/risks identified during an environmental and social screening of the project proposal. Addressing the risks raised during the Social and Environment Screening has been integrated under the core baseline assessments under each component (under Baseline Assessment section), including a full-scale gender analysis. However, a final review of how the risks have been addressed will be undertaken and confirmation provided that they have all been adequately assessed, or further analysis undertaken to address them comprehensively. The risks identified are outlined in the SESP (Annex 3) but include:

Risk 1: With the gazettement of the Rukaragata (Karama) and Kibirizi-Muyira Natural Forests, as well as demarcation of boundaries to many remnant forest patches on numerous hill-tops (number and hectares confirmed at PPG), community rights of access may be restricted in specific areas

Risk 2: Capacity for technical services (extension) to communities are very low; which is one justification for this project

Risk 3: There are low levels of personal and institutional skills for forest restoration – and inadequate awareness of rights and responsibilities in the use of natural resources and forests in securing livelihoods and advancing local economic development

Risk 4: There are many women- headed households in the project districts; and the poverty assessment report of 2013 identified these households as being most likely to be poor. There are also many households depending on agriculture as the sole income earner, who were also identified as most likely to be poor. Poor people tend to be marginalized, especially in taking up forest based and energy enterprises.

Risk 5: The project also aims to restore many patches of the degraded landscape, including putting over 96,000 ha (hectarge to be confirmed by the proposed PPG) under agro-forestry based restoration, as well as increasing species diversity of the plantation forest; pausing a risk of

introducing IAS.

Risk 6: The project aims to establish 1,000 ha of new natural forest and 10,000 ha of plantation forests (all hectarage to be confirmed by the proposed PPG)

Risk 7: In order to improve the genetic germplasm of plantation and natural forests, the project will support harvesting seeds and facilitating dissemination of better quality seedlings, through small scale nursery-based enterprises.

Risk 8: Climate change may increase the threat to forests from IAS by changing the climatic conditions and/or increasing the frequency/severity of extreme events (floods, fires[1] , thereby decreasing ecosystem resilience and increasing the risk that IAS are more easily established. Climate change may also reduce the effectiveness of the agroforestry based agriculture in the project's demonstration areas.

Risk 9: Rwanda has very progressive tenure rights; however, rights of access and tenure will be clarified, affirmed and documented during the formulation of the landscape level plan for reforestation and forest boundaries negotiation processes.

The PPG will conduct a full screening of the Social and Environmental Screening Process entailing; (i) detailed socioeconomic and environmental context assessment to mitigate any negative consequences to local populations -men, women and children. In particular, and in line with the gender analysis and strategy, potential gender issues will be closely looked at and women will be proactively considered for involvement in project pilot activities related to capacity development, establishing forestry-based enterprises, sustainable charcoal production, greening the households, agroforestry-based reforestation, etc. (ii) List all potential environmental and social impacts that the implementation of the above-mentioned outputs/activities could potentially have (building on the list generated during PIF formulation, listed above); (iii) Clearly articulate the positive environmental and social impacts that will result from the implementation of different components of the project; (iv) Rate the likelihood of the listed negative impacts materializing during the implementation of the project using high, medium and low likelihood ratings; (v) Rate the level of impact of the listed negative social and environmental impacts using low, moderate and high level ratings; (vi): Develop brief mitigation strategies for the listed negative environmental and social impacts that were rated as moderate to high likelihood of occurring and with a high level of impact; (vii) Ensure engagement with local communities during the PPG phase for joint planning of local level activities, and ensure that prior informed consent mechanisms will be integrated in the project activities.

(f) Identification of specific sites for intervention: Presently the project will be implemented in selected sectors in Kamonyi, Gisagara, Ruhango and Nyanza Districts. These sectors will be confirmed and specifics provided of the sites where (i) the reforestation of 500 ha will happen; ii) where the plantation forests are; and where restoration will happen via agroforestry based system; which village will be supported by the private sector engagement.

(g) Use the information on threat confirmation and baseline data analysis to integrate the project with development plans, policies, budgets and complementary projects: Further describe and cost the

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[1] Fires are currently not a real threat to forests, but it may become a threat under an altered climate regime

programmatic baseline projects as discussed in the PIF; analyse weaknesses and gaps in these, and identify opportunities for joint action/identification for co-financing. This will among others include:

i) Describe in detail baseline natural resource management activities in the four Districts in terms of regulation, planning and enforcement and management and cost these activities;

ii) Describe in detail the work undertaken by the MINIRENA and MINAGRI at the national level regarding the development of national environmental standards, specifications and guidelines regarding environmental practices and management and cost such work over the project period;

(h) Completion of GEF focal area tracking tools: Biodiversity METT, Land Degradation PMAT, Climate Change Mitigation and Sustainable Forest Management Tracking Tool.

(i) Stakeholder consultations during technical review: Mobilize and engage stakeholders during project design. Negotiate partnerships with on-going projects to align their activities and the project to build synergies. Consultations will be widely participatory to ensure accurate baseline assessments, raise awareness about the project, enable an inclusive project formulation and secure an early buy-in of the project objectives and results, for smooth implementation and sustainability of the results. Consultation will also be guided by gender considerations and other social economics aspects, as described in the responses to the risk analysis in annex 3. The consultation processes will be documented.

Component B: Institutional arrangements, monitoring and evaluation

The outputs of Component A will be used as technical input to Component B for the formulation of the UNDP-GEF project document.

a) Finalization of project results framework: Further define the results framework with appropriate objective-level and outcome-level quantitative and qualitative indicators, and end-of-project targets. Special attention will be made to include socio-economic and sex disaggregated indicators. The results framework indicators should include: (i) state indicators (e.g. spatial coverage, ecosystems quality, species populations or degree of land degradation); (iii) pressure indicators (threats and drivers); and (iii) response indicators.

b) Definition of monitoring and evaluation (M&E): A detailed M&E work plan will be developed, including clear identification of responsibilities and accountabilities, as well as an appropriate M&E budget. The plan will be based on the standard template provided in the UNDP-GEF project document template that reflects the mandatory requirements of the GEF M&E Policy.

c) Define sustainability plan: The sustainability plan will outline the principles and guidelines for ensuring the long-term sustainability of project achievements. It will also outline an exit strategy, seeking the continuation of key activities/achievements without the need for long-term international financing.

d) Define gender mainstreaming plan: The gender mainstreaming plan will outline the principles and guidelines for mainstreaming gender in individual outputs, in order to ensure the equal participation of women and men and to ensure no adverse impact on either sex.

The complete documentation package shall include the following documents:

- Finalized UNDP Project Document

- Finalized GEF Request for CEO Endorsement

- Finalized SESP (Social & Environmental Standards)

- Finalized Gender assessment

- GEF Tracking Tools

- All co-financing letters

II. Completion of a CEO endorsement request form

III. Once GEF Secretariat comments have been received after submission, the consultants will prepare a 'UNDP Response to GEF Secretariat Comments' and then make changes to the text of the UNDP project document and GEF Request for CEO Endorsement with the ultimate objective of obtaining GEF approval of the full project.

Note: templates may be subject to change, the person responsible for this consolidation and drafting will be required to obtain guidance by the UNDP/GEF Regional Technical Advisor and UNDP CO on applicable formats and templates and ensure that his/her work is compliant with UNDP/GEF and UNDP CO requirements.

C. Total Budget and Work Plan

Award ID:	97896
Project ID:	101446
Award Title:	Forest Landscape Restoration in the Mayaga region
Business Unit:	RWA10
Project Title:	Forest Landscape Restoration in the Mayaga Region
PIMS #	5702
Implementing Partner (Executing Agency)	UNDP

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 "Forest Landscape Restoration in the Mayaga Region"	UNDP	62000	GEF TRUSTEE	71200	International Consultants	48,000	A
				71300	Local Consultants	96,000	B
				71600	Travel	19,000	C
				72500	Supplies	1,000	D
				74500	Miscellaneous Expenses	3,800	E
				75700	Trainings/Workshops	32,200	F
					PROJECT TOTAL	200,000	

Budget notes:

Budget Note	Items	Total estimated person weeks	Budget ($)	Explanation
A	International Team Leader– GEF MFA (BD, LD, SFM Mainstreaming Project Design Expert); Lead SLM and SFM and Tracking Tools	16	48,000	Please see Annex 2 for key responsibilities
B	National Forest Productivity expert (with expertise on ecology)	6	10,000	
B	National Environmental Economist	6	10,000	
B	National Team of Socio-economics baseline assessment expert and a Gender analysis expert	10	12,000	
B	National Team of vulnerability assessment	6	10,000	
B	National Team of Entrepreneurial development expert and local development economist/market expert	20	30,000	
B	National Policy Analyst	4	6,000	
B	National Communication and Logistics Specialist	36	18,000	
C	Travel		19,000	This will include travel and travel cost for international consultant as well as field missions for national consultants. Travel cost of invited resource people to various meetings.
D	Stationary		1,000	

E	Miscellaneous Expenses		2,800	Contingency
F	Training		32,200	Local level consultations, including travel cost for participants as required.
	Total PPG Budget		**200,000**	

Annex 2: Summary of Consultants Financed by the Initiation Plan

Type of Consultant	Position / Titles	$/Person Week[1]	Estimated PWs[2]	Tasks to be Performed
International	GEF Project Design and SFM/LD Specialist (PPG Team Leader)	3,000	16	This position will have two roles: i) GEF **MFA** Project Design Specialist (12 weeks); ii) international landscape based SFM/LD specialist (4 weeks). The GEF Project Design Specialist will be responsible for coordinating the work of all other consultants, and will ensure the quality and timely preparation of all reports and documentation with at least two missions to Rwanda and home-based work. The consultant will carry out the following tasks: • Provide an overall orientation to the PPG team in relation to GEF requirements for project planning and monitoring. • Provide methodological guidance for data collection related to project planning and monitoring with particular attention given to the description and quantification of the baseline investments. • Based on the inputs from national and international experts and in close cooperation with the key national stakeholders, compiles final baseline/situational

Type of Consultant	Position / Titles	$/Person Week[1]	Estimated PWs[2]	Tasks to be Performed
				analysis for the full-sized 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; presentation of results of the incremental cost-analysis in matrices.
				▪ Based on the inputs from national and international experts and the best international practice, prepare a quantified assessment of global environmental benefits for climate change mitigation, sustainable forest management and biodiversity conservation.
				▪ Analyse the socio-economic benefits of the proposed interventions at national and local levels.
				▪ Based on the international experience, assists in reconfirming/specifying the project strategy, finalizing project sections on: (a) An assessment of the social, economic and financial sustainability of proposed project activities; (b) Assessment of alternatives to the project strategy and establishing the cost effectiveness of the preferred strategy and suite of activities; (c) A replication strategy for project activities; (d) Assessment of the risks to the proposed project activities and identifying measure to mitigate these risks; (e) incremental cost analysis.
				▪ Based on national experts' inputs, develop project monitoring and evaluation system for the FSP including quality control of completed tracking tools for CC, BD, LD and SFM/REDD+, including a set of indicators, baselines and targets.
				▪ Establish baseline and targets for indicators reporting on the UNDP Integrated Results and Resources Framework.
				▪ Elaborate a Logical Framework of the project (Project resource framework).

Type of Consultant	Position / Titles	$/Person Week[1]	Estimated PWs[2]	Tasks to be Performed
				■ Prepare M&E plan and budget.
				■ Prepare an indicative Procurement Plan for the project.
				■ Based on national experts' inputs, draft ToRs for the key consultants/contracts to be employed by the project.
				■ Based on national experts' input, elaborate Stakeholder Involvement and Public Participation plans.
				■ Develop action plan for incorporation of gender aspects in the project, with quantifiable baseline and target indicators, as per GEF and UNDP guidance.
				■ Define recommended project monitoring and evaluation indicators.
				■ Perform final reviews of the required project documentation.
				■ Conduct environmental and social safeguard screening following the UNDP procedure, producing the checklist and summary report.
				The key deliverable of the GEF Project Design Specialist will be a final comprehensive project document in both GEF/UNDP formats and the CEO Endorsement Request in a style accessible to senior policy makers. The document should make full use of figures, diagrams and boxes to bring out key points and summarize materials emerging from the PPG phase.
				Preparation of this key deliverable will include quality control and final formulation of the following indicative sections of a UNDP/GEF compliant project document:
				■ Situation Analysis (including proposal sections on context, threats/root causes/barriers analysis, institutional/sectoral/policy context, stakeholder analysis, business-as-usual-analysis, gender analysis, indigenous groups, business-

Type of Consultant	Position / Titles	$/Person Week[1]	Estimated PWs[2]	Tasks to be Performed
				Design Specialist will be required to obtain guidance by the UNDP/GEF Regional Technical Advisor and UNDP CO on applicable formats and templates and ensure that his/her work is compliant with UNDP/GEF and UNDP CO requirements. **Qualifications:** ▪ Minimum 10 years of demonstrable experience in preparing high quality UNDP and GEF MFA project documents; ▪ Sound knowledge and understanding of forest restoration and sustainable land management; ▪ Work experience in Rwanda and/or African countries preferred; ▪ Advanced degree in relevant natural sciences, social sciences or political sciences; ▪ Strong technical writing skills; • Excellent coordination and leadership skills.
				Part 2: Landscape approach to SFM/SLM Planning: The consultant will provide the technical leadership for the landscape based planning, with special emphasis on Forest Landscape Restoration via SFM and SLM. The IC lead the baseline assessments under component 2, in particular the review of international best practices on methods that have been effective in incentivising uptake of SLM/SFM under conditions similar to Rwanda. Working with the national consultant, the IC will undertake the following activities: **Spatial Assessment of forest areas, land use, degraded areas, and emission factors** Assessment and compilation of spatial information on current land uses, forested land, and degraded areas in in the four Districts. Assessment will include: (i) spatial assessment

Type of Consultant	Position / Titles	$/Person Week[1]	Estimated PWs[2]	Tasks to be Performed
				on current forest coverage, (ii) drawing on work through REDD+ on Forest Reference Emission Levels, estimation of reference deforestation rate based on the business as usual scenario and potential reduction of deforestation; (iv) establishment of emission reduction potential from various forest safeguarding measures including High Conservation Value (HCV)/ High Carbon Stock (HCS) forest protection, reforestation, improvements on the plantation, and agroforestry. The national consultants will provide inputs to the assessment as appropriate. **GEF LD and SFM Tracking Tool and Project Indicator Development:** The Specialist will take the lead in compiling the CCM, BD, LD and SFM Tracking Tools. The Specialist will also be in charge of developing the following project indicators: (i) a finer calculation of emission reduction potential and targets for the project; (ii) extent of degraded land and potential for improving land management; (iii) current rate of deforestation and probable reduced deforestation rate; **Qualifications:** In addition to the GEF Project Development qualifications, demonstrated experience in designing landscape based projects; and in emissions calculations.
National	Forest Productivity expert (with expertise in ecology)	1,666.67	6	Closely working with the PPG Team Leader and other local consultants, the specialist will be responsible for the following PPG outputs: i) Undertake an inventory of the various forest patches that dot the four Districts, and describe the forest fragmentation, species composition, population structure and general condition of the forests; describe their importance for biodiversity, carbon mitigation (providing carbon values), water catchment and provision of

Type of Consultant	Position / Titles	$/Person Week[1]	Estimated PWs[2]	Tasks to be Performed
				wood and other resources for the owners and/or communities living around them; identify potential for reforestation and boundary marking, where this is appropriate and make recommendations on the species that would be suitable, and recommendations for zoning use categories where applicable;

ii) Undertake an assessment of the extent to which knowledge is being applied to support decisions on forest management and effective integration of forest management in District Land use plans and decision making by land users – for the country, and in the four Districts targeted by the project, identifying impacts of the state of affairs to forest management and productivity; this should include an assessment of the current funding for knowledge generation for the improvement of forest species and genetic material for both natural forests and plantations, explaining which institutions undertake the work and any issues they face disseminating their findings; confirm the productivity levels of plantation forests in the four districts, and explain the reasons for the current low level of productivity; confirm the species diversity of the current plantation forests, country-wide and specifically in the four Districts:

iii) Undertake an assessment of best practices (global, regional, national) on improving plantation management and genetic germplasm and provide recommendations for the project;

iv) For assessments i-iii distil lessons, recommend project outputs, activities, indicators, baselines and targets.

Qualifications:

■ Excellent knowledge and minimum 8 years of demonstrable experience in forestry management and assessments; |

Type of Consultant	Position / Titles	$/Person Week[1]	Estimated PWs[2]	Tasks to be Performed
				• At least an MSc degree in forestry; • Proven track record of undertaking similar consultancies (to show ability to work with minimal supervision, in teams and to meet tight deadlines); • Fluent in English with excellent technical writing skills;
National	Environmental Economist	1,666.67	6	Closely working with the PPG Team Leader and other local consultants, the specialist is responsible for the following PPG outputs: • Undertake a cost benefit analysis of deforestation and land degradation in the one District; analyze the data and provide an argument for the economics of forest, land and ecosystems degradation. **Deliverables:** i) A cost benefit analysis report; with a clear argument for mitigating natural resources degradation, and recommendations for project activities, with baseline values, targets and SMART indicators. **Qualifications:** • Excellent knowledge and minimum 8 years of demonstrable experience in cost benefit analysis in the forestry or natural resources sector; • A combination of NRM and Economics (A BSc in forestry with an MSc in economics, or an BSc in Economics with an MSc in NRM or Forestry related disciplines); • Proven track record of undertaking similar consultancies (to show ability to work with minimal supervision, in teams and to meet tight deadlines);

Type of Consultant	Position / Titles	$/Person Week[1]	Estimated PWs[2]	Tasks to be Performed
				• Fluent in English with excellent technical writing skills;
National	Team of Socio-economics baseline assessment expert and a Gender analysis expert	1,200	10	Closely working with the PPG Team Leader and other national consultants, the Team of Socio-economics baseline assessment expert and a Gender analysis specialist will be responsible for the following PPG outputs: **Stakeholder assessment:** i) Identify relevant stakeholders to be involved in project implementation, identify their roles and responsibilities, and assess their capacities for implementing their mandates (using UNDP capacity scorecards for institutions and a similar method for community groups and farmers (method to be identified by the consultants and discussed with the Team Leader); The assessment will be done through extensive consultation processes in order to seek the consent of various groups/stakeholders to the project and secure their full support and participation in project development and implementation; ii) Undertake a review of the technologies for SFM and SLM related matters being disseminated, and identify strengths, weaknesses, challenges and opportunities for improvement; iii) Assess current levels of adoption of SFM, SLM and biodiversity friendly agriculture practices, identifying enabling conditions that have been found to work; iv) Undertake socio-economics assessment for selected pilot areas, identifying key crops being grown in the selected project pilot Sectors (Locations) and establish current proportion of land for selected households, and annual productivity; also identify sources of incomes for most households and levels of poverty (household

Type of Consultant	Position / Titles	$/Person Week[1]	Estimated PWs[2]	Tasks to be Performed
				incomes);
				v) Undertake a gender analysis, identifying various gender groups, examining the rules and regulations, and cultural norms that influence their interactions, especially access to, and control of natural resources; further examining how the effectiveness and efficiency of implementation of the proposed project activities are likely to be affected by these gender arrangements, and how the project implementation, results and impacts are likely to affect the gender arrangements.
				vi) Use the findings to formulate a gender strategy, to guide project to mainstream gender considerations in the implementation, to ensure that the project is inclusive, and that benefits, as well as responsibilities are adequately targeted, and that marginalized groups are not excluded.
				vii) Examine the proposed project targets and indicators to ensure that they are gender sensitive and that monitoring data will be gender/sex disaggregated
				viii) Identify how to engage with different sets of stakeholders for achieving project objectives and outcomes (and fill out the stakeholder assessment table).
				ix) Assess best practices – globally, regional and in-country – for incentivising uptake of SFM, SLM and biodiversity friendly practices in agriculture, under conditions similar to Rwanda – and identify lessons to inform selection of project activities;
				x) Revisit the SESP and address issues/risks related to outcome 2 and address them
				Qualifications:
				▪ Both experts should have excellent knowledge and minimum 7 years of

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				demonstrable experience in community development or project management; • At least a MSc in NRM, environment, Social Sciences or closely related disciplines; • Demonstrable experience of undertaking similar assignments, proving they can work easily in teams, with minimal supervision, and can deliver effectively within tight deadlines; • Fluent in English with excellent technical writing skills;
National	Team of two vulnerability assessment experts	1,666.67	6	Working closely with the team leader and other teams, undertake an assessment of vulnerability to climate change for the livelihoods, using internationally current methodology such as Community Based Resilience Analysis (CoBRA) or TANGO resilience assessment framework (2007) to understand resilience from a community perspective, and identify adaptation measures needed to increase resilience and reduce vulnerability to climate related disasters. Deliverables: i) A vulnerability assessment report providing a comprehensive understanding of the factors and processes influencing vulnerability and resilience at the household and community levels. The report should reveal important concepts such as how households define and prioritise the characteristics of resilience, (or, in other words, those households that are able to cope with a shock or stress without external assistance); what existing resilient households look like, and how they get to be resilient; ii) Recommendations for project activities to increase resilience of livelihoods detailing what actions need to be taken to increase resilience at the household

Type of Consultant	Position / Titles	$/Person Week[1]	Estimated PWs[2]	Tasks to be Performed
				and community levels. iii) Best practices – global, regional, national – on increasing and monitoring resilience; iv) Indicators to be used in the project M&E v) Revisit the SESP and address any risks related to all the components **Qualifications:** ▪ Excellent knowledge and minimum 8 years of demonstrable experience in vulnerability assessments especially for communities dependent on small holder agriculture; ▪ At least an MSc degree in Climate Change, NRM or Disaster Risk Reduction related fields; ▪ Proven track record of undertaking similar consultancies (to show ability to work with minimal supervision, in teams and to meet tight deadlines); Fluent in English with excellent technical writing skills
	Team of Entrepreneurial development expert and local development economist/	1,500	20	Working closely with the team leader and other national consultants, the Team will be responsible for the following outputs: i) Undertake an assessment of opportunities for developing forest based value chains, identify potential products and analyse the conditions necessary for their effective establishment; ii) Undertake an assessment of current engagement of private sector in developing enterprises/businesses to invigorate the local economic development (especially around the green villages) and identify the challenges of doing so, as well as

Type of Consultant	Position / Titles	$/Person Week[1]	Estimated PWs[2]	Tasks to be Performed
	market expert			strengths, threats and opportunities; iii) Assess the extent to which sustainable charcoal has been taken up – globally, regional and in-country – and identify best practices that the project can take up to actualize the concept in the four Districts; iv) Assess the best practices for adoption of second tier efficient stoves and identify best practices for the project to support reduction of biomass use in the four districts; v) Make suggestions for the project activities, including gender sensitive SMART indicators, baseline values and targets. vi) Revisit the SESP and address issues/risks related to outcome 2 and address them. Deliverables: vi) Market analysis report with clearly identified; a) potential products on which forest /agroforestry based enterprises can be developed (products with potential); b) clear recommendations on the steps needed to effectively actualize the value chains; c) Clear business case; d) clear markets and recommendations for accessing high value markets; vii) A sustainable charcoal report clearly identifying: a) areas with potential for engaging in sustainable charcoal; b) recommendations on what needs to be done to make it a reality; viii) Best practices – global, regional, national – on forest based value chain development and sustainable charcoal; with recommendations for the project

Type of Consultant	Position / Titles	$/Person Week[1]	Estimated PWs[2]	Tasks to be Performed
				activities, including gender sensitive SMART indicators, baselines and targets;
				ix) Revisit the SESP and address any risks related to component 3.
				Qualifications: • Both Team members should have a minimum of an MSc in entrepreneurship and a combination of BSc (one in Forestry, agriculture or related fields, and the other in social sciences or economics or rural development). An MSc in Agricultural Economics is acceptable too. • At least 8 years' experience facilitating rural economic development based on development of value chains; • Demonstrable experience of undertaking similar assignments, proving they can work easily in teams, with minimal supervision, and can deliver effectively within tight deadlines; • Fluent in English with excellent technical writing skills;
Local	Policy Analyst	1500	4	Working closely with the Team Leader and other national consultants, the Policy Analyst will be responsible for the following outputs: a. Review the relevant policies that impact on the SFM, forest restoration and uptake of SLM, identifying legislation and institutional issues influencing local level enforcement/uptake of legal provisions; b. Review the state of coordination and collaboration in the Joint Action Development Fora (JADF); review decision making processes and make recommendations for the project to enhance capacities and policy environment

Type of Consultant	Position / Titles	$/Person Week[1]	Estimated PWs[2]	Tasks to be Performed
				(coordinating this closely with the World Bank supported Forest Landscape Restoration Project); c. Revisit the risks identified in the SESP and address those related to this output **Deliverables:** i) Policy review report identifying: a) policy gaps in relation to forest landscape rehabilitation, SFM and SLM; b) an analysis of which of the policy gaps are being addressed by other baseline programs and the world Bank GEF 5 project on Forest Landscape Rehabilitation in Gishwati; c) recommendations for the project activities including gender sensitive SMART indicators, baseline values and targets; **Qualifications:** ▪ Excellent knowledge and minimum 8 years of demonstrable experience in policy analysis related to forestry and NRM; ▪ At least an MSc degree in forestry, or BSc in Forestry and an MSc in Policy related fields; ▪ Proven track record of undertaking similar consultancies (to show ability to work with minimal supervision, in teams and to meet tight deadlines); ▪ Fluent in English with excellent technical writing skills.
Local	National Communication and Logistics Specialist	500	36	Working under the supervision of UNDP Rwanda and in close collaboration with the Team Leader, the Logistics Expert will provide support to the PPG team to identify and engage with relevant stakeholders at national and sub-national levels, and provide logistic support for organising workshop, meetings, as well as support data and information collection. **Deliverables:**

Type of Consultant	Position / Titles	$/Person Week[1]	Estimated PWs[2]	Tasks to be Performed
				• Smooth coordination of consultants' operations (related to the PPG activities) – workshops organized and delivered effectively, travel for consultants, etc.);
				• Produce PPG process report and stakeholder consultation report.
				Qualifications:
				• Minimum BSc in Logistics or Business Management or related fields with additional experience;
				• Minimum 5 years of demonstrable experience in similar work;
				• Demonstrable communication and relationship management skills;
				• Familiarity with Rwanda's institutions and stakeholders in the field of forest area landscape planning and management;
				• Proven track record of undertaking similar consultancies (to show ability to work with minimal supervision, in teams and to meet tight deadlines);
				• Fluent in English with excellent technical writing skills.

Annex 1: Approved PIF

Annex 2: GEFSec Review Sheet

Annex 3: PIF stage SESP

Annex 4: STAP Review

Annex 6: GEF Council Comments

Annex 2: Project Cycle Management Services

Stage	Country Office[1]	UNDP/GEF at regional and global level
Project Development	*Initiation Plan:* • Coordination, management and financial oversight of UNDP Initiation Plan • Discuss management arrangements	RTA and PA role: • Assist in preparation of UNDP Initiation Plan • Technical support, backstopping and troubleshooting. • Support discussions on management arrangements • Facilitate issuance of DOA
	Project Document: • Support project development, assist proponent to identify and negotiate with relevant partners, co-financiers, etc. • Undertake environmental and social screening of project before PAC. Ensure Social and Environmental Standard Procedure (SESP) documentation is signed by the Resident Representative or Chair of PAC meeting and attached as Annex to the Project Document. • Review, appraise, and finalize Project Document. • Negotiate and obtain clearances and signatures – Government, UNDP, Implementing Partner, co-financiers, etc. Coordinate LPAC and document meeting decisions. • Respond to information requests, arrange revisions etc. • Prepare operational and financial reports on development stage as needed.	RTA role: Sourcing of technical expertise. • Verification of technical reports and project conceptualization. • Guidance on SOF expectations and requirements. • Negotiate and obtain clearances by SOF • Respond to information requests, arrange revisions etc. • Quality assurance and due diligence.

Key UNDP/GEF management performance indicators/targets for Project Development:

1. Time between PIF approval to CEO endorsement for each project:

    • Target for GEF trust fund, LDCF, and SCCF projects: FSP = **16 months or less, MSP 10 months or less.**

2. Time between CEO endorsement to project document signature:

    • Target ≈ 2 months or less

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[1] As per UNDP POPP with additional SOF requirements where relevant.