

# GOVERNMENT OF RWANDA



## MINISTRY OF NATURAL RESOURCES

### PROJECT DOCUMENT

Strengthening the institutional capacity of the Ministry of  
Natural Resources in Rwanda



United Nations  
**RWANDA**  
*Unity in Diversity*



## United Nations Development Programme

Country: RWANDA

### Programme Document

<b>Programme Title</b>	Strengthening the institutional capacity of the Ministry of Natural Resources in Rwanda
<b>UNDAP Outcome(s):</b>	<b>Result Area 1: Inclusive economic transformation</b>
<b>Expected CP Outcome(s):</b>	<b>Outcome 1:</b> Pro-poor growth and economic transformation enhanced for inclusive economic development and poverty reduction. <b>Outcome 3:</b> Rwanda has in place improved systems for: sustainable management of the environment, natural resources and renewable energy resources, energy access and security, for environmental and climate change resilience, in line with rio+20 recommendations for sustainable development.
<b>Expected Output(s):</b>	<ol style="list-style-type: none"><li>1. Strengthened planning and co-ordination capacity for informed policy and decision-making</li><li>2. Strengthened operational performance of MINIRENA for improved service delivery</li><li>3. Strengthened capacities for outreach, engagement and partnerships with state and non-state institutions in the ENR sector</li><li>4. Results based M&amp;E System for ENR Sector developed and implemented</li><li>5. Strengthened legal, regulatory and fiscal framework and improved governance of the mining sub-sector</li></ol>
<b>Executing Entity:</b>	United Nations Development Programme (UNDP)
<b>Implementing Agencies:</b>	Ministry of Natural Resources (MINIRENA)

#### Brief Description

This 5 year programme will provide support to build the institutional capacity of MINIRENA so it can effectively deliver on its mandate and ensure the Environment and Natural Resources Strategy is implemented. Specifically the programme will strengthen the Ministry's planning and co-ordination capacity, improve operational management processes for better service delivery and enhance knowledge, experience and know-how across the technical and corporate services within the Ministry. The support will also develop MINIRENA's capacity for outreach and engagement with state and non-state actors so that MINIRENA can more effectively influence the agendas of other institutions active in the Environment and Natural Resources (ENR) sector. The introduction of a results-based Monitoring and Evaluation System using Electronic Data Collection methods will enable MINIRENA staff to track the ENR's contribution to delivering on EDPRS 2 targets. Support will also be provided to the strategically important mining sub-sector to strengthen the legislative, regulatory and fiscal framework and develop the institutional capacity of RNRA to effectively govern mining operations in line with the new Mining Sector Policy.

<b>Programme Period:</b>	2014 - 2018
<b>Key Result Area (Strategic Plan):</b>	Inclusive economic transformation
<b>Atlas Award ID:</b>	.....
<b>Start date:</b>	January 2014
<b>End Date:</b>	June 2018
<b>PAC Meeting date:</b>	10/12/2013
<b>Management Arrangements:</b>	National Implementation Modality

<b>Total resources required: US\$10,000,000</b>
<ul style="list-style-type: none"><li>• UNDP: US \$1,800,000</li><li>• ONE Fund: US \$ 5,000,000</li><li>• Government: in kind _____</li></ul>
<b>Unfunded budget( to be mobilized): US\$ 3,200,000</b>

Agreed by (Government: MINECOFIN)

Hon. Claver GATETE, Minister of Finance and Economic Planning

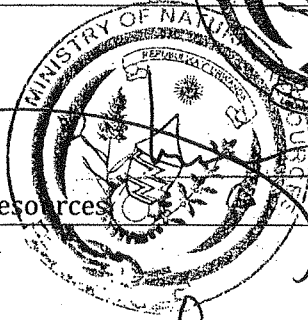
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Agreed by (Implementing Partner: MINIRENA)

Hon. Stanislas KAMANZI, Minister of Natural Resources

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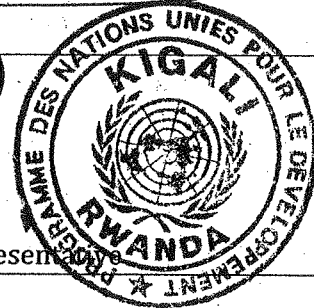


Agreed by UNDP:

Mr Lamin M. Manneh, UN Resident Co-ordinator & UNDP Resident Representative

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# I. SITUATION ANALYSIS

## 1. Introduction

Despite being one of the poorest countries in the world, Rwanda is on a positive growth trajectory averaging 8% increases in GDP per year over the past 5 years. As a predominantly agrarian economy with agriculture accounting for 32% of GDP and 90% of the population engaged in subsistence agriculture (in 2012)<sup>1</sup>, and more than half of Rwanda's energy supply coming from hydro-power, the exploitation of natural resources has contributed significantly to economic growth and poverty reduction in Rwanda over the past two decades. More recently, eco-tourism particularly around the Virunga and Nyungwe national parks has become Rwanda's biggest foreign exchange earner. In 2012, tourism generated \$281.8 million<sup>2</sup> and earnings are expected to increase to over US\$ 600 million by 2020. Continued growth and poverty reduction is therefore highly dependent on the sound management of natural resources and protection of the environment. The exploitation of Rwanda's mineral resources is also an increasingly important source of revenue. The mining sub-sector is Rwanda's second biggest export earner: in 2012, minerals contributed 47.5 % to exports and generated US\$136.6 million<sup>3</sup>. This year (2013), Rwanda's mining industry is expected to generate US\$200 million of revenue and US\$400 million by 2017<sup>4</sup>. This will greatly enhance Rwanda's prospects for GDP growth.

The Government has set ambitious targets in the EDPRS 2 to drive rapid and sustainable economic growth (targeted at 11.5% per annum) and accelerate poverty reduction across the country (from 45% to below 30% by 2018). However, in the process of achieving these targets, Rwanda faces many challenges in ensuring its natural resources are not degraded and depleted and its fragile ecosystems are protected. Rwanda is a small, land-locked and densely populated country (there are over 11 million inhabitants living in an area of 26,338 square kilometres and this is expected to more than double by 2050) with a high dependence on rain-fed agriculture and bio-fuels<sup>5</sup> so there are huge pressures on natural resources. Moreover, rising temperatures and increasingly unpredictable and erratic rainfall patterns due to climate change are combining with these anthropogenic factors to create additional shocks and stresses on already perturbed ecosystems. The potential economic costs of climate change in Rwanda have been estimated to be around 1% of GDP per annum<sup>6</sup>. Development of key sectors such as agriculture, industry, and energy can therefore, only be sustained in the long term if environmental degradation is avoided, natural resources are properly managed and expected climate change impacts<sup>7</sup> are prepared for and mitigated against.

The Environment and Natural Resources (ENR) Sector development features heavily in the EDPRS 2 which prioritises the continued mainstreaming of environmental issues and the integration of climate resilience into economic planning. Under the roll out of EDPRS 2, the proportion of protected areas is also set to increase along with plans to improve waste management in industrial hotspots. The Government also recognises that sustainable management of environment and natural resources is essential to fulfil national commitments to the Millennium Development Goals.

## 2. Institutional and legal framework

The ENR Sector is complex, encompassing a variety of natural resources components (water, lands, forests, nature reserves and biodiversity, mines and wetlands) and the environment, which cut across all sectors. The Ministry of Natural Resources (MINIRENA) is the line Ministry mandated to coordinate, formulate policy and provide guidance on policy implementation to the ENR sector. To deliver on its cross-cutting mandate, MINIRENA is supported by two semi-autonomous, sub-sector, agencies, the Rwanda Environment Management Authority<sup>8</sup> (REMA) and the Rwanda Natural Resources Authority<sup>9</sup> (RNRA) which are responsible for environmental protection and promotion and management of natural resources (comprising land, water, forests, mines and geology) respectively.

1 Rwanda UNDAF 2013

2 2012 Tourism Report by the Rwanda Development Board (RDB)

3 Interview with Evode Imena, the state minister for Mining by Bloomberg.com. "Rwanda Expects to Double Revenue From Mining Industry on New Tax" by Saul Butera - 2013-06-26T21:00:01Z

4 Personal communication with Deputy Director General Geology and Mines Department, RNRA

5 86.3% of the population use bio-fuels – UNDAF 2013

6 Stockholm Environment Institute (SEI), 2009. Economics of Climate Change in Rwanda.

7 Rwanda is highly vulnerable to climate change due to its location, population density, high levels of rural poverty and its hilly terrain.

8 REMA is responsible for the implementation of policy and framework legislation relating to environment.

9 RNRA leads the management of promotion of natural resources (land, water, forests, mines and geology). It supervises, monitors and ensures the implementation of issues relating to the promotion and protection of natural resources in programs and activities of all national institutions.

As well as policy formulation, MINIRENA is responsible for co-ordinating the ENR Sector's contribution to the EDPRS 2 (2013 – 2018) development outcomes through the 5 year ENR Sector Strategy which, along with the other 15 Sector and 30 District Strategies (developed concurrently with the EDPRS 2), are the main vehicles for implementing the EDPRS 2. With the support of RNRA and REMA, MINIRENA is expected to achieve the overarching objective of the ENR Strategy which is to ensure that environment and natural resources are utilised and managed productively in support of equitable and sustained national development and poverty reduction.

The emphasis on ENR and the pursuit of a green economy approach to economic transformation in the EDPRS 2<sup>10</sup> and the Green Growth and Climate Resilience Strategy provides MINIRENA with a unique opportunity to influence other sectors during the implementation of EDPRS 2. However, MINIRENA is a relatively young Ministry established in 2011 following the merger of the Ministry of Lands and Environment (MINELA) and the Ministry of Forestry and Mines (MINIFOM) and currently ill-equipped to deal with the mission ahead of it.

### 3. Problem to be addressed

There are significant shortfalls in capacity which constrain MINIRENA's ability to develop, implement and enforce environmental policy, and to factor in complex, cross-cutting environment and climate change issues into strategic planning. As such, MINIRENA has been designated a priority for capacity building under the EDPRS 2. A recent ENR Joint Sector Review<sup>11</sup>, a UNDP commissioned Capacity Assessment in 2012<sup>12</sup> and technical assistance provided by the Government of Sweden on capacity needs for Monitoring and Evaluation<sup>13</sup> highlighted a number of significant shortfalls in MINIRENA's capacity that need to be addressed specifically around the areas of strategic planning and co-ordination, monitoring and evaluation, operational management and communication. Additionally, one of the key sub-sectors, mining, is expanding fast and the Government faces considerable challenges in ensuring that the fiscal regime, legislation and regulations keep pace with the proliferation of mining operations in Rwanda. There is also an acute shortage of the necessary skills within RNRA to effectively enforce regulatory standards and engage effectively with private mining companies. These issues are discussed in more detail in the sections below.

#### 3.1 Strategic planning and co-ordination of ENR sector activities

In general, there are **significant weaknesses in strategic planning, policy analysis and formulation, and in drafting legislation** for the ENR Sector. The cross cutting nature of ENR strategic objectives makes it difficult for the MINIRENA to provide effective cross-sectoral co-ordination of ENR Sector programmes in particular, to integrate sub-sector plans and present a coherent strategy. The complexity of the sector, characterised by divergent sub-sectors and diverse stakeholders with differing objectives, tends to result in diffused ownership. There is also a disconnect between the ENR sector strategies and the District Development Plans (DDPs) due to inclusion of district stakeholders in consultation processes only during the implementation stage although the DDPs, for the first time, align with EDPRS 2 and sector objectives.

Crucially, there is a **severe lack of knowledge, experience and technical know-how** required to deliver results against objectives in the ENR Sector strategy with a shortage of qualified and experienced people with good problem solving, analytical, language and literacy skills. The capacity assessments (above) have also identified a lack of ownership of the mission and strategy and a lack of clarity of roles, responsibilities and information as constraints to the effective management and protection of natural resources.

For MINIRENA to achieve its targets, there is also a need to increase its resource mobilisation capabilities as there is a **significant shortfall in public funds allocated to the sector** (due to inadequate revenues from taxation). However, achieving an alternative sustainable source of financing from other sources is difficult due to the changing donor landscape, intermittent flow of aid and poor donor coordination in the ENR sector.

#### 3.2 Communication

External communication and the ability to develop effective relationships with key stakeholder organisations and institutions is generally quite weak resulting in an **inability to influence the agenda of other agencies linked to the ENR sector and mainstream environment and climate change concerns**. In particular, there

10 Priority 5 under Economic Transformation in EDPRS 2: Pursue a 'green economy' approach to economic transformation.

11 Summary report of the Forward looking Joint Sector Review 2011-2012 – ENR Sector.

12 UNDP (2012) Capacity needs assessment. An analysis of MINIRENA's capacity gaps and how to fill them.

13 ORGUT Consulting (2013) Monitoring and Evaluation (M&E) System for the Environment and Natural Resources Sector in Rwanda. Draft Final Report. April 2013.

is inadequate outreach to civil society and private sector actors active in the ENR sector. There is also poor internal communication within MINIRENA both between managers and staff as well as amongst peers.

### 3.3 Operational management

Operational management within MINIRENA is constrained by **weak internal management systems** and overly bureaucratic procedures (procurement, human resource management, project management, financial management and logistics). A particular problem is the **high staff turnover** due to low salaries which limits MINIRENA's ability to attract, motivate and retain experienced and qualified staff – there is no staff retention policy. This is compounded by **inadequate performance management** and a reluctance of senior managers to delegate due to lack of confidence in staff's ability to deliver timely and quality results.

### 3.4 Monitoring and evaluation

The importance assigned to environment and natural resources in national strategies and plans (EDPRS 2, GGCRS etc.) highlights the need for robust monitoring and evaluation systems, such as the green accounting framework, which are important for effective policy implementation and to demonstrate the economic benefits of environmental protection. However, there is limited institutional capacity for monitoring and evaluation. **Data generation, storage, processing, analysis and reporting at all levels is weak** especially at the district and lower levels due to insufficient resources dedicated to the M&E activities in the sector.

Existing M&E initiatives are not integrated at the institutional, thematic and project level within the ENR sector within the ENR M&E framework. The **limited strategic coordination of monitoring and evaluation between sub-sectors** as well as between sectors means that it is difficult to measure achievement of ENR outcomes and demonstrate impact.

The ENR sector relies to a large extent on decentralised government staff at District and lower levels to collect, store and transmit data but capacity is limited due to a lack of resources and inadequate systems, standardised tools and reporting protocols. There are **insufficient qualified staff at the lower levels dedicated to ENR M&E functions** and with limited feedback to data providers/users, there is little incentive to improve the process particularly at the lower levels.

Data collection and reporting tends to be ad-hoc and based on immediate reporting needs leading to unreliable data that constrains effective decision-making and evidence-based policy analysis. There are also inconsistencies and inaccuracies in the DDP M&E indicators, a lack of clear targets and an absence of accurate baseline data for many indicators. Poor alignment of indicators from key sectors and district development plans that depend on or influence the ENR sector with the ENR indicators make it difficult to track progress and enable cross-sectoral analysis and reporting.

The Planning, Monitoring and Evaluation Unit in MINIRENA is responsible for data collection and reporting. However, MINIRENA draws on regular surveys by the National Bank of Rwanda and the National Institute of Statistics (NISR) and relies heavily on REMA and RNRA for most of the data collection and reporting. Much of the ENR strategic planning and implementation activities takes place in these sub-sector institutions where there are dedicated personnel responsible for statistics, monitoring and evaluation functions.

A Monitoring and Evaluation System for the Environment and Natural Resources Sector is currently being developed by ORGUT Consulting for the Ministry of Natural Resources (MINIRENA), Rwanda, and its affiliate institutions Rwanda Environment Management Authority (REMA) and Rwanda Natural Resources Authority (RNRA) with support from the Sida. The system once completed, is also expected to be extended to cover the ENR sector monitoring at the district level.

### 3.5 Mining sub-sector

The mining Sub-sector is a key strategic priority in the EDPRS 2 in terms of increasing exports as well as creating employment opportunities outside agriculture. There are at least 558 mining sites in the country, operated by 231 prospecting, exploration and mining companies and co-operatives employing around 23,000 people (MINIRENA, 2013). Rwanda's mineral revenues increased considerably after the government implemented a mineral tagging and traceability scheme, known as ITSCi<sup>14</sup> with Rwanda recently becoming the

<sup>14</sup> A joint initiative that assists upstream companies (from mine to the smelter) to institute the actions, structures, and processes necessary to conform with the OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas by offering mineral chain of custody information.

first country in Africa's Great Lakes region to issue the ICGLR Mineral Export Certificate<sup>15</sup>. The number of mineral licenses issued over the past two years (2012 and 2013) has increased fivefold.

This expansion is considered possible because most of the bottlenecks to optimising production in the short to medium term are related to the need for improved regulation, monitoring and investment promotion rather than finding new deposits. Significant support is required to ensure that the growth of Rwanda's mining sector is productive and sustainable. Key challenges facing the sector include: limited local technical<sup>16</sup> and business skills, low investment in the sector (due to uncertain resources and high energy costs - \$.22 per kwh in 2012 and high transportation costs), low awareness of environment and safety issues (due to the dominance of small-scale operators), management of mining land conflicts and the need to diversify mining products and enhance value addition (through processing of ores and manufacturing of construction materials and jewellery) to increase earnings and reduce the impact of global price fluctuations.

The project will establish strategic linkages with initiatives at the regional level (such as the African Minerals Development Center) and will seek to draw resources and expertise from the UNDP regional project on Harnessing Extractive Industries for Human Development in Sub-Saharan Africa.

The critical areas for intervention include, but are not limited to; **(i) drafting, negotiating and monitoring mining contracts, (ii) setting regulatory standards and enforcing them, and (iii) investment promotion and fiscal management and (iv) ensuring environment sustainability in mining (V) management of mining land disputes.** MINIRENA is responsible for designing the sub sector's legal framework and also for granting prospecting, exploration and mining licences while the Geology and Mining Department (in RNRA) is responsible for policy implementation as well as for providing technical and administrative support to the mining sector. Since privatising its mining operations in 2007, the government has introduced a new mining law (in 2009) and mining policy in (2010). The EDPRS 2 has set an ambitious agenda for the development of mineral resources including the development of a new strategy to reform the sector (including a revised concessions strategy and the merger of prospecting and exploration licenses) as well as revisions to the mining law (currently going through parliament) to address certain deficiencies<sup>17</sup> and make the industry more investor friendly.

The revised legal framework will strengthen management, reporting, transparency and accountability and the evaluation of potential mineral resources as well as compliance with international best standards (including health and safety as well as environmental standards). However, the **drafting and enforcement of associated regulations** is urgently needed to increase compliance and stop un-regulated mining. This will require a significant increase in the capacity of RNRA. In particular, there is a need to recruit and train more inspectors and develop RNRA's capacity to train artisanal miners to upgrade existing practices in line with international standards. RNRA currently receives support through the Government's four-year Strategic Capacity Building Initiative (SCBI), which is focused on combining the delivery of government priorities with capacity building but this will end in 2014.

One of the key constraints on investment in mining operations in Rwanda is the lack of primary data on potential mineral resources. To respond to this need, the Government initiated a mineral exploration program now in its second phase to generate these primary data in order to attract investors. However, this work is outsourced to private exploration companies and there is a **lack of in-house expertise to set exploration standards and properly monitor and supervise exploration standards.** Another barrier to investment lies in the limited capacity to design bankable projects for potential investors.

Following the expiry of "special" four year licenses designed to encourage investments to enable the viability of mineral reserves to be determined, there is now a need for a new generation of longer term exploration and production contracts. A new model mining contract was recently passed by the Cabinet to provide a framework for the negotiation for contracts between the Government and investors but there is **limited capacity to negotiate contracts and monitor performance.** This results in lost revenues and missed opportunities for sustainable development of mineral resources.

<sup>15</sup> a certificate verifying that their minerals are not fueling war and contributing to human rights violations. The certification is part of Rwanda's implementation of the regional certification mechanism of the International Conference on the Great Lakes Region (ICGLR).

<sup>16</sup> The Geology and Mines Department in RNRA is currently operating with only 30% of the technical positions filled. Currently the Department has only three Geologists and one mining engineer.

<sup>17</sup> For example, the law currently only provides for the issue of either five year small scale licenses or 30 years concession licenses, with nothing in the middle, and yet most of Rwanda's mineral deposits are of an intermediate size. This deters foreign investment which is crucial for developing the necessary processing capacity to enable value addition and increase profitability of mining operations.



The fiscal rules that apply to the mining sector are outdated and do not optimise national revenue flows with sufficient incentives to attract investment. Existing policies, laws and regulations need to be updated to ensure that fiscal instruments are appropriate to this stage of the industry's development and ensure that there is an equitable distribution of benefits and risks between mining companies and the Government. Efforts are also needed to ensure compliance as well as to close existing loopholes being exploited by mining companies (e.g. loopholes that allow transfer pricing, Debt-to-Equity Ratios, Ring-Fencing etc.).

#### 4. Proposed response

This proposal addresses the key institutional weaknesses identified in the EDPRS 1 self-assessment, the capacity needs assessment and needs identified by the Technical Assistance provided by Sida for the development of the Monitoring and Evaluation system. The programme will provide technical assistance to develop the institutional capacity of MINIRENA to address strategic capacity issues responding directly to EDPRS 2 agenda. As before-mentioned, the project will draw on resources and expertise of regional institutions as well as the UNDP regional project on Extractive Industries. The services of an experienced TA Team (with international and national experts) will be secured to develop in-house capacity using a flexible approach to accommodate evolving circumstances. The TA team, with the support of relevant technical experts, will support the work of MINIRENA employees and relevant staff from REMA, RNRA and the district administrations to ensure that after programme completion strong capacities exist for planning and co-ordinating ENR Sector activities. The programme will have 5 outputs:

1. Strengthened planning and co-ordination capacity for informed policy and decision-making
2. Strengthened operational performance of MINIRENA for improved service delivery
3. Strengthened capacities for outreach, engagement and partnerships with state and non-state institutions in the ENR sector
4. Results based M&E System for ENR Sector developed and implemented
5. Strengthened legal, regulatory and fiscal framework and enhanced institutional capacity of RNRA to effectively govern mining operations

A dedicated capacity building programme will be developed to **strengthen planning and co-ordination capacity** for informed policy and decision-making. The programme will provide advisory services to enhance the current limited capacity of MINIRENA to undertake evidence based policy decisions. This will strengthen MINIRENA's capacity to create an enabling policy framework to promote effective environmental protection, productive natural resource management and conservation of fragile ecosystems to enhance economic growth. This will include the creation of a Change Management Task Force and support for the implementation of a Change Management Plan and promote ownership of the strategic plan through the mission and annual action plans. The programme will also support the transition of SWAp Secretariat into a fully operational Special Projects Implementation Unit (SPIU) building on Sida's support to the SWAp Secretariat (which was established as a temporary measure to improve co-ordination of the ENR Sector). A fund-raising strategy will also be developed to increase MINIRENA's capacity to mobilise resources to meet the shortfall in public funds allocated to the ENR Sector.

The **operational performance** of MINIRENA will be strengthened to improve service delivery with support to upgrade or replace existing internal management systems, investments in human resource development (a graduate training scheme, embedded coaches, leadership programmes, a team development programme, an induction programme for new staff and targeted coaching and training) as well as the development of succession planning and a staff retention policy to attract, motivate and retain experienced and qualified staff. An effective performance management plan which cascades from the strategic objectives and performance targets of the Ministry will also be developed to strengthen the delivery of results and management oversight and actively address areas of conflict and under-performance.

The programme will strengthen MINIRENA's capacity for **outreach, engagement and partnership** with state and non-state institutions in the ENR sector so it can engage on a more informed basis and more effectively influence their strategies and plans. A Communication Strategy targeting stakeholders at different levels will be developed and progress against the strategic plan will be communicated on a regular basis. The co-ordination and management of the ENR Sector network including the Sector Working Group<sup>18</sup> (SWG) meetings will also be improved.

<sup>18</sup> The SWG provides a forum for dialogue, ownership and accountability around the development agenda by a multi-stakeholder group at the sector level. The aim is to build synergies in policy



The **monitoring and evaluation** capacity of MINIRENA will be strengthened through the completion of the partially developed M&E system so that it functions effectively and provides useful information at all levels. A Capacity Development Plan will also be developed and implemented and values on Natural Capital, green indices, and green/climate change resilience indicators will be collected and reported officially.

As a priority area for accelerated economic growth, the mining sub-sector is singled out for further strengthening to build on the support provided under the SCBI. Specifically the programme will strengthen the **legal, regulatory and fiscal framework and develop the institutional capacity of RNRA** to effectively govern mining operations in line with the new Mining Sector Policy (this is the first of five strategic pillars/outcomes defined in the policy). In particular, the relevant regulations, standards and fiscal rules applying to the mining sector will be reviewed and updated to reflect the new legal framework. RNRA's capacity to enforce regulatory standards will also be developed to improve compliance with international best standards for health and safety, environmental and the artisanal and small-scale mining sector. Technical, legal, and financial capacities to engage with mining companies will also be enhanced including capacity to; 1) draft, negotiate and monitor equitable and sustainable mining contracts; 2) design bankable projects to stimulate investment flows ; and 3) supervise contracted works under the second phase of the mineral exploration program. The transparency and accountability of mining operations will also be enhanced by enhancing the capacities of civil society, media, and parliamentarians to meaningfully participate in the debate around policies and management of the sector.

### 3. Target beneficiaries

The beneficiaries of the Programme will be current and future generations of Rwandans who will benefit from sustainably managed natural resources and more effective environmental protection. The most direct beneficiaries will be MINIRENA and other government institutions (key parts of REMA, RNRA and district administrations that are important to the planning, co-ordination, monitoring and evaluation functions of MINIRENA) and their staff who will benefit from capacity building.

Civil society and private sector organisations will also benefit from the improved co-ordination, information and analysis available on the ENR sector as well as from the improved enforcement of laws governing the environment and natural resources. Private sector mining companies in particular will benefit from a more stable investment climate and increased predictability in the legal and regulatory framework governing mining operations. Local communities will also benefit from better-regulated industrial and infrastructural developments.

### 4. Underlying principles

The proposed investment has been designed to **align with Government Priorities** set out in key national policy documents including the Vision 2020, EDPRS 2 and the new ENR Sector Strategy. This will ensure Government commitment to programme objectives during and beyond implementation. The proposed interventions will also **build on the knowledge and experience** gained from completed and ongoing capacity building initiatives such as SCBI, ENR Sector's capacity building strategy, the ENR Sector Working Group on Capacity Building as well as District Capacity Building Plans.

The TA Team will emphasise **multi-stakeholder participation** (including non-state as well as state actors) in ENR planning processes to build wider ownership and commitment to goals and targets in the ENR Sector Strategy. The allocation of resources to policy research and analysis will also help to ensure that ENR policies, laws, regulations and standards are evidence based.

The programme will emphasise the importance of **gender responsive planning** of ENR interventions in line with Government policy and the EDPRS 2 which promotes women's participation in all areas of socio-economic life. Rwanda already performs well in this regard as it currently has a higher percentage of women in parliament than any other country in the world. MINIRENA also recognises the problems associated with high youth unemployment in Rwanda<sup>19</sup> and the programme will provide advisory support to ensure that ENR

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formulation, implementation and undertake biannual joint sector reviews.

19 The inability to get productive work is considered to be the main driver of youth dissatisfaction and delinquency in Rwanda.

programmes specifically include young people in their targeting and where possible expand opportunities for skill development and productive work.

Resources will be dedicated to developing MINIRENA's capacity to build durable **relationships and partnerships** with institutions that can have a significant impact (both positive and negative) on natural resources including mining companies, other Ministries such as the Ministry of Infrastructure and civil society organisations. This will entail **raising awareness** of the need to integrate and mainstream environmental and climate change concerns into the development process (building on the advances made by the PEI) and initiating ongoing dialogues and consultations with key stakeholders. The strong emphasis on strengthening MINIRENA's communications capabilities will also ensure that **knowledge and information are shared widely**, building wider support for environmental mainstreaming as well as lesson learning and the sharing of best practices. The programme will also explore how **South-South cooperation** can be fostered through improved engagement with international NGO's and regional programmes such as the African Mineral Development Centre<sup>20</sup>, in Addis Ababa, the Tin Supply Initiative (ITSCI), the ICGLR<sup>21</sup> Mineral Tracking and Certification Scheme and the US based Enough Project and other regional projects such as LVEMP<sup>22</sup> to increase sharing of knowledge and new technologies.

The delivery of a robust **monitoring and evaluation system** will provide the Government with continuous feedback on progress against targets in the ENR strategy and enable impacts to be tracked at all levels. The programme will also promote iterative management approaches that use the results from monitoring to continually evaluate and improve interventions in the ENR sector.

Throughout the programme cycle, **lessons will be captured** through the programme's Monitoring and Evaluation system which will provide regular monitoring of programme indicators, as well as progress against the key milestones to ensure that the capacity development interventions are having the desired impact as the programme progresses.

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## II. STRATEGY

### 1. Outcomes

In line with the EDPRS II, the Environment and Natural Resources Sector strategic Plan (2013-18) and the Green growth Resilience Strategy, the programme will address key national development priorities (outlined above). The programme will also compliment the Government's Strategic Capacity Building Initiative (SCBI)<sup>23</sup> learning from the embedded coaching approach being piloted (in four priority sectors including the mining sub-sector) to underpin skills and knowledge transfer from the international experts to their local counterparts while driving delivery.

The UNDAP (2013-2018) commits UN agencies to supporting the implementation of the Green Growth Strategy through strengthening the capacity of relevant institutions to implement national policies related to natural resources, climate change and environment. The proposed programme supports two intended outcomes of the UN's Common Country Programme Document (CCPD) under the "Inclusive economic transformation" focus area as set out in the UNDAP:

- **Outcome 1:** Pro-poor growth and economic transformation enhanced for inclusive economic development and poverty reduction.
- **Outcome 3:** Rwanda has in place improved systems for: sustainable management of the environment, natural resources and renewable energy resources, energy access and energy security, to achieve greater Environmental and climate change resilience in line with Rio+20 recommendations for sustainable development.

Specifically, the programme will contribute to 5 Outputs under these two outcomes in the UNDAP:

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20 Based in Addis Ababa this will be the central and strategic co-ordinating body for the Africa Mining Vision.

21 International Conference on the Great Lakes Region.

22 Lake Victoria Environmental Management Project (LVEMP)

23 Part of the Africa Governance Initiative

- strengthened leadership and national capacities to strategically plan and harness opportunities for structural economic transformation (Output 1.1.1);
- strengthened national capacity for policy co-ordination and resource mobilisation (Output 1.1.2);
- strengthened national capacity to scale up renewable energy, energy efficiency, access and security (Output 1.3.1);
- strengthened capacity for sustainable environment, natural resources management, climate change mitigation and adaptation (Output 1.3.2); and
- strengthened national capacity for planning and management of green villages (Output 1.3.5).

The programme aims at strengthening the institutional capacity of MINIRENA to plan, co-ordinate, monitor and evaluate the 5 year ENR Sector Plan through a series of strategic interventions. The proposed support is intended not only to develop capacity but also to utilise and retain the capacity developed.

The programme objective is to: **develop the institutional capacity of MINIRENA to manage the ENR sector in an integrated manner at the national and local levels.**

The programme objective will be achieved through five outputs.

1. Strengthened planning and co-ordination capacity for informed policy and decision-making;
2. Strengthened operational performance of MINIRENA for improved service delivery;
3. Strengthened capacities for outreach, engagement and partnerships with state and non-state institutions in the ENR sector;
4. Results based M&E System for ENR Sector developed and implemented; and
5. Strengthened legal, regulatory and fiscal framework and enhanced institutional capacity of RNRA to effectively govern mining operations.

The programme will provide support to finance consultancies, services, equipment and operating costs. It is envisaged that the programme will require substantive technical support that will build on the extensive analytical work funded by Sida and UNDP. However, given the identified capacity gaps of MINIRENA, the design prioritises key areas for capacity intervention and proposes a phased intervention to better align with programme management capacity. To help build skills and reinforce government ownership and sustainability, the programme will integrate programme coordination and management into MINIRENA's institutional structure (initially within the SWAp and then the SPIU once established) rather than using a separate programme implementation unit.

Technical Assistance, funded by the Swedish International Development Cooperation Agency (Sida) through the United Nations Development Programme (UNDP), will be provided for the implementation of the M&E System to enable the measurement of impact, outcome and output objectives in the ENR strategy. This builds on the partially developed M&E system funded by Sida during 2012/13. The detailed activities for each output are described in the following section.

## 2. Outputs and activity results

*The project will provide a Strategic Advisor to the Minister and PS in dealing with the strategic areas mentioned below. The Strategic Advisor will also support the top leadership in driving the change agenda as well as coordinating inputs from other experts.*

**ACTIVITY RESULT 1.1: Policy, legal and regulatory framework strengthened and the ENR sector plan effectively implemented.**

### Actions

- a. Support provided for implementation and ownership of the strategic plan through the mission and annual action plans (linking resources to deliverables and managing risks).
- b. A capacity development plan prepared. This will entail using innovative approaches such as embedded coaches and other coaching models (including independent oversight mechanisms and institutional twinning which involves seconding experts from public institutions rather than hiring private

consultants). The key areas for capacity development will be prioritised into short-term (1 year), medium-term (1-3 years) and long-term (more than 3 years) targets to enable a phased approach.

- c. Capacity developed to improve policy formulation and strengthen the legal and regulatory framework to ensure that relevant legislation reflects policies and strategies. This will include providing support to assess and update relevant laws, regulations, standards and systems in the ENR sector.
- d. Short-term social and economic research commissioned to inform policy-making and drafting of legislation and regulations.
- e. Capacity development activities co-ordinated effectively with ongoing capacity building initiatives e.g. Strategic Capacity Building Initiative (SCBI), ENR Sector's capacity building strategy, the ENR Sector Working Group on Capacity Building as well as District Capacity Building Plans.

**ACTIVITY RESULT 1.2: A change management plan developed and implemented by the Ministry of Natural Resources to reduce and manage resistance to institutional change.**

#### Actions

- a. A Change Management Task Force will be established. The task Force will be assembled with members from different parts and levels of MINIRENA. A Team Charter will define: the purpose and objectives of the Change Management Plan, the roles and responsibilities of the task force, as well as others involved (project manager, top management, consultants, etc.), a list of tasks and expected work products, the overall timeline, and the resources that will be made available.
- b. A change management strategy and plan will be developed and implemented. This will include defining business priorities, the core competencies and change agenda, undertaking readiness assessments, building awareness of the need for change, promoting active and visible participation of senior managers in the process and developing individual change management tools.
- c. Feedback will be collected and analysed. Quarterly attitude surveys will be conducted to chart the progress of the change effort. The Task Force will develop measures to identify, understand and manage resistance to change and develop corrective actions to address deficiencies in the change process.

**ACTIVITY RESULT 1.3: A Single Projects Implementation Unit established to improve the co-ordination, management and reporting of all projects (by the end of Year 1)**

#### Actions

- a. Existing staff of the SWAp Secretariat supplemented with TA comprising a Strategic Advisor and a Communications Advisor to plan and manage the transition of the Secretariat into an SPIU during Year 1. The SPIU will co-ordinate with the Planning Unit in MINIRENA and the ENR sub-sectors.
- b. SPIU equipped with competent staff and facilities including a Co-ordinator, a Project Officer and Sector specialists for each project (funded by the projects) and shared functions for M&E, procurement, IT, administration and finance, and legal to provide support to all projects in the SPIU. The SPIU will absorb the three existing staff working within the SWAp Secretariat. The support will be for four years after which it would be taken over by MINIRENA.
- a. Capacity of SPIU staff developed to effectively co-ordinate, manage and report on programme progress. This will include defining responsibilities for programme management, monitoring and managing budgets, developing and managing activity plans, tendering and procurement, and effective contractor supervision, monitoring, and providing progress reports.

**ACTIVITY RESULT 1.4: A fund-raising strategy developed and implemented to improve resource mobilisation capabilities within MINIRENA.**

#### Actions

- a. A database on potential funding sources for ENR projects created and capacity developed to better understand donor requirements.
- b. A fund-raising strategy developed and implemented. This will include advocacy with donors for a more stable, long-term funding agreements. The fund-raising strategy will be implemented and progress tracked. Short-term consultants will be commissioned to support the development proposals for opportunities identified.
- c. Capacity enhanced to identify and formulate project proposals with clarity of outcomes and outputs, and realistic inputs, assessments and activity plans. This will also include training on participatory techniques for stakeholder analysis and project design as well as developing a Logical Framework.

*The project will provide a Corporate Services expert to work closely with the staff in the Administration and Finance section to improve operational management over three years with responsibility for the activities outlined below.*

**ACTIVITY RESULT 2.1: organisational policies, procedures and internal management systems improved**

**Actions**

- a. Organisational policies, procedures and internal management systems reviewed including procurement, human resources, financial management and logistics to assess needs.
- b. Financial management procedures and systems upgraded to link the budgeting process to planning processes, improve annual and multi-year planning and budgeting processes, increase budget monitoring and to enable effective management of cash transfers, expenditures and acquittals. SOPs, manuals and tools developed/improved.
- c. Human resources management system upgraded to provide clarity on roles and responsibilities, ensure job descriptions are results-oriented, disciplinary procedures are appropriate and effective, health and safety standards are appropriate and adhered to SOPs, manuals and tools will be developed/improved.
- d. New policies and procedures communicated to staff through awareness and training seminars.

**ACTIVITY RESULT 2.2: a strategic human resource development programme developed and implemented to attract, develop and retain competent staff**

**Actions**

- a. Corporate values for MINIRENA collectively refined/defined and stronger social interaction amongst staff (e.g. regular celebrations of progress, codes of conduct; etc) to promote a sense of community within MINIRENA.
- b. A graduate training scheme developed and implemented to attract, train and retain high calibre graduates. The scheme will be immersive and hands on including: assignment of mentors, six month rotations to gain exposure different parts of MINIRENA, REMA, RNRA and the districts, preparation of professional development plans, as well as training courses, seminars and networking events to develop the skills required to function effectively in MINIRENA (e.g. computing, writing, numerical analysis, thematic lectures to build knowledge and understanding etc.) combined with online learning modules.
- c. An effective induction programme established for new staff. This will include an induction workshop (held on a biannual basis), a comprehensive induction information pack, support systems for new staff, and introductions to key staff and opportunities to network with other new staff.
- d. A leadership programme developed and implemented to invest in the people management skills of key members of staff who show potential to become senior managers. The programme will develop the management skills; promote supportive and empowering styles of management, situational leadership and coaching skills. The programme will include a range of approaches and tools including: developmental assignments for employees (special projects, service on task forces etc.), individualised development plans, field trips, executive shadowing, experiential learning, scenario-based learning, simulations, focused coaching, role-playing, case studies, round tables, inclusion in meetings to observe how decisions are made, formal mentoring, authorship and publication opportunities, public speaking opportunities, giving presentations, journaling etc.

**ACTIVITY RESULT 2.3: an effective performance management plan developed and implemented**

**Actions**

- a. A performance management plan developed. The plan will cascade from the strategic objectives and performance targets of the Ministry to strengthen delivery of results and management oversight.
- b. Mechanisms developed to ensure individual performance plans are measured and evaluated against business priorities and core competencies defined in the change management process. A culture of feedback will be developed through regular, informal line manager check-ins with staff. Norms and expectations will be agreed within service delivery teams. Procedures and mechanisms developed to actively address areas of conflict and under-performance.

- c. A team development programme developed and implemented. This will entail developing the coaching and mentoring skills of key managers and improving the quality of internal meetings and forums. A culture of collaborative and supportive team working, service delivery and learning will be promoted through regular team reviews and Plan-Do-Review framework. The programme will support staff to show initiative, emphasise service delivery and giving and receiving feedback to improve performance. Field visits will be supported to enable better connections with ENR sector activities to provide motivation from emotional engagement with the beneficiaries of work

*The project will provide a Communication Expert to focus on communication issues across the sector (see below)*

### **ACTIVITY RESULT 3.1: An effective communication strategy developed and implemented within MINIRENA and affiliated Agencies**

#### **Actions**

- a. A Communication Strategy developed and implemented targeting stakeholders at different levels. An information needs survey will be undertaken and a communication strategy developed to address all information and communication needs of the ENR Sector. Information sharing will be improved and progress against the strategic plan will be communicated on a regular basis (monthly, quarterly, annually).
- b. Capacity of communications staff developed. This will include training in use of web-based tools and media relations for communications staff in MINIRENA, REMA and RNRA. Peer-to-peer networks will also be created between communication staff in MINIRENA, REMA and RNRA and communication leaders in other Ministries to ensure ongoing learning of new communication techniques. Training will also be provided to promote effective report writing, analysis of numerical data, oral presentation skills and presentation of results.
- c. MINIRENA website reviewed and upgraded to enable more effective sharing of information and engagement with key ENR sector stakeholders.

### **ACTIVITY RESULT 3.2: Effective and productive engagement with state and non-state institutions enhances MINIRENA's influence over ENR sector developments**

#### **Actions**

- a. Capacity of senior staff to engage with all the relevant national and decentralised institutions active in the ENR sector (including civil society and the private sector) enhanced. This will entail: identifying different interest groups, developing strategies to work with them (including developing productive partnerships where appropriate), managing differing points of view and conflicting interests, maintaining channels of communication and using feedback from stakeholders to improve ENR sector planning, management and services. Consultative processes will be improved to ensure that inputs from all stakeholders are considered in the planning and implementation stages of development.
- b. Operational coordination and information sharing with key stakeholder agencies enhanced. This will include improved co-ordination and management of the ENR Sector network including the Sector Working Group (SWG) meetings. Outreach materials will be developed and disseminated to relevant parties to foster partnerships and promote effective stewardship of environmental resources.

### **ACTIVITY RESULT 4. 1: The partially developed M&E system is functioning technically and administratively, and providing the required information at all levels.**

#### **Actions**

- a. Hardware and software procured and installed to enable Electronic Data Collection (EDC). This will involve converting paper formats into digital apps to run on smart-phones, facilitating a final decision on solutions for data generation, storage and reporting, preparing detailed specifications for all components of the M&E System, procuring hardware and software/subscriptions.

- b. Tools, templates and logistical facilities in place with SMARTer indicators aligned with indicators from other sectors and district programmes<sup>24</sup>, with baselines<sup>25</sup> and realistic targets developed.
- c. Preparatory studies carried out. These will include: baseline setting, developing a System for Environmental & Economic Accounts, commissioning plots for a carbon sequestration study, and a capacity needs assessment.
- d. A system feedback process established and implemented for participatory monitoring and evaluation of the efficiency and effectiveness of the ENR M&E System. This will include regular discussion; feedback and decision-making on M&E products.
- e. Reports generated on: ENR Sector contribution to EDPRS 2 targets; progress against targets identified in the ENR Sector Strategic Plan; progress against targets identified in various subsector strategic plans and work plans; and staff performance (against targets identified in Performance Contracts).
- f. Advice and hands-on technical support provided to management, and sector, subsector and district staff.

**ACTIVITY RESULT 4.2: Staff at all levels and in all subsectors are collecting, submitting and using data for reporting, evaluation and management.**

**Actions**

- a. An M&E Capacity Development Plan prepared based on the prior analysis funded through Sida. The TA will strengthen MINIRENA's Planning, Monitoring and Evaluation Unit and develop a sustainable skills-base in collecting, analysing and communicating ENR data and information to support decision-making and build institutional capacity to use and manage the relevant technologies. These activities will encompass on-the-job training of M&E staff at sector, subsector and district level, conducting workshops, seminars and short-courses for M&E staff at all levels, organising training and exposure events and field visits.
- b. Provision of capacity development services - on-the-job training, workshops, seminars and short-courses, exposure events and field visits. Capacity building activities will target M&E personnel, statisticians in the ENR sector, ENR sub-sectors and at district levels. Sector-level staff responsible for data collection would be trained in the use of the data collection apps and access to the functions of the host website.
- c. Review, evaluation and modification of capacity development interventions.

**ACTIVITY RESULT 4.3: Values on Natural Capital, green indices, and green/ climate change resilience indicators collected and reported officially.**

**Actions**

- a. Natural Capital Accounts developed. This will involve carrying out studies, developing and collecting data for Natural Capital Accounts. The work will be aligned with the World Bank WAVES initiative<sup>26</sup>. Training will be provided for implementation and maintenance of Natural Capital Accounts as well as stakeholder workshops and other awareness and communication events. The NCAs will be documented and communicated, including summaries for decision makers. Natural Capital Accounts outputs will be integrated into NISR publications.
- b. Carbon sequestration data collected and analysed. This will involve stakeholder workshops and other awareness events as well as documenting and communicating results including summaries for decision makers. Carbon sequestration measurements will be integrated into NISR publications.
- c. A Green Economy Index and other environmental indices for Rwanda calculated. This will involve conducting feasibility analyses to produce input data and analysis indices and facilitating subscriptions for selected environmental indices. Stakeholder workshops and other awareness events will be arranged and the results documented and communicated including summaries for decision makers. Environmental indices will be integrated into NISR publications.

<sup>24</sup> A recent TA input has already aligned the indicators with the Common Performance Assessment Framework (CPAF) from EDPRS 2, the energy sector and DDPs for 9 districts.

<sup>25</sup> to generate baseline data (for indicators currently having no baselines) or verify baselines for indicators whose baselines are considered unclear or unrealistic.

<sup>26</sup> The Government of Rwanda has been pursuing the implementation of NCA through liaising with the World Bank's WAVES program.



**ACTIVITY RESULT 5.1: Relevant regulations, standards and fiscal rules pertaining to the mining sector are assessed and updated to reflect policies and strategies.**

**Actions**

- a. Relevant regulations and standards reviewed and updated to ensure that they reflect relevant legislation, policies and strategies as well as enable and attract foreign and domestic private investments. This will include drafting new regulatory standards, a revised concessions strategy, and the merger of prospecting and exploration licenses along with measures to improve compliance with international best standards, HSE inspection procedures, sector HSE guides and manuals, artisanal and small-scale mining standards etc.
- b. Fiscal regime reviewed and updated to provide sufficient incentives for investors while also generating revenues on a timeframe that corresponds with national development plans. This will involve analysing the impact of existing fiscal policies on revenue generation as well as assessing potential national revenue flows under various scenarios using a variety of fiscal instruments (e.g. royalties, bonuses, income tax, corporation tax, windfall tax, withholding tax, customs duties, land fees, Government equity, production sharing etc.). This would also include support to close loopholes that allow transfer pricing, Debt-to-Equity Ratios, Ring-Fencing etc.).

**ACTIVITY RESULT 5.2: capacity to implement the Mining Law and enforce mining regulations developed.**

**Actions**

- a. Capacity to implement the new Mining law and enforce associated regulations (including safety and environmental standards as well as exploration standards) enhanced. This will entail recruiting, training and retaining a critical mass of inspectors. Specific activities will include developing and implementing an effective retention policy, introducing a competitive yet sustainable remuneration package and developing a trainee development programme.
- b. Capacity developed to ensure artisanal miners adopt good practices in line with international standards. This will involve building awareness of environment and safety issues and promoting best practices among artisanal miners to improve compliance with various standards including environmental, health and safety and artisanal. The programme will also develop a Trainer of Trainers course to ensure a sufficient supply of qualified technicians and support the delivery of training programmes to artisanal miners.
- c. Enhanced transparency and accountability of mining sector activities. This will include strengthening the capacities of civil society, media, and parliamentarians to meaningfully participate in the debate around policies and management of the sector as well as building linkages and partnerships with mining companies as well as through the National Federation of Mining Cooperatives, the Investors Forum and Rwanda Mining Association.

**ACTIVITY RESULT 5.3: technical, legal, and financial capacities to engage with mining companies enhanced.**

**Actions**

- a. Capacity to draft, negotiate and monitor equitable and sustainable mining contracts developed. This will entail promoting the use of existing guidelines and toolkits (from the Africa Mining Vision and the African Institute For Economic Development And Planning) for contract negotiation as well as organising a capacity building programme for relevant public officials to develop techniques to build a strong negotiating position and effectively monitor contracts. Support will include: training courses, round table exercises, case studies, online learning and on the job coaching and mentoring.
- b. Capacity to design bankable projects to stimulate investment flows from the private sector developed. This will entail providing a comprehensive development programme to build the skills necessary to identify and formulate value propositions and prepare detailed business plans and budgets as well as identifying and sourcing technical partners to support the development of business plans where necessary. This will also entail strengthening the skills of RNRA staff in preparing TORs and contracts as well as supervising consultants to ensure timely and quality delivery of outcomes.
- c. Capacity to supervise contracted works under the second phase of the mineral exploration programme developed to improve the availability and quality of primary data on potential mineral reserves in order to attract investors for further exploration. This work is contracted out to private exploration companies which requires effective oversight and supervision by RNRA. This will be achieved by strengthening the technical and management skills of RNRA staff to conduct scoping studies, develop

schedules of work, detailed TORs and contracts as well as developing their capacity to monitor, evaluate and report on progress. A detailed skills development programme will be provided which will include: on the job training, field visits, preparation of professional development plans, as well as training courses, seminars and networking events to build knowledge and understanding combined with online learning modules, scenario-based learning, simulations, focused coaching, role-playing, case studies, and round table exercises.

### III. RESULTS AND RESOURCES FRAMEWORK

Applicable Key Result Area (UNDAP 2013-2018): Inclusive economic transformation			
Partnership Strategy			
Project title and ID (ATLAS Award ID): Strengthening the institutional capacity of the Ministry of Natural Resources in Rwanda			
Intended Outcome as stated in the Country Programme Results and Resource Framework:			
Outcome 1: Pro-poor growth and economic transformation enhanced for inclusive economic development and poverty reduction.			
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:			
<p><b>Outcome indicator</b></p> <p>1. % population below poverty line</p> <p>2. % exports to GDP (value of exports goods and services)</p> <p>3. Aid on budget</p>		<p><b>Baseline</b></p> <p>1. 44.9% Rwandans living below poverty line</p> <p>2. 14.6%</p> <p>3. 45% aid on budget</p>	
<p><b>Targets</b></p> <p>1. &lt;30% Rwandans living below poverty line</p> <p>2. 27.2%</p> <p>3. 25% aid on budget</p>			
<b>INTENDED OUTPUTS</b>		<b>INDICATIVE ACTIVITIES</b>	
<p><b>Output 1: Strengthened planning and co-ordination capacity for informed policy and decision-making.</b></p> <p>Baseline: Poor cross-sectoral co-ordination and limited capacity for effective strategic planning, policy analysis and formulation.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>Quality TA team in place.</li> <li>Number of staff engaged in capacity development activities.</li> <li>Effective co-ordination and planning mechanisms introduced.</li> <li>Number of policies, regulations and legislation formulated or refined to reflect new national priorities.</li> <li>Regular updated research and analysis feeds into decision-making.</li> <li>Change management plan delivers desired changes with minimal service down-time.</li> <li>SPIU established and operating according to provisions in the PM order.</li> </ul>		<p><b>Activity Result 1.1: Policy, legal and regulatory framework strengthened and the ENR sector plan effectively implemented.</b></p> <p>Actions</p> <ul style="list-style-type: none"> <li>Support provided for implementation and ownership of the strategic plan through the mission and annual action plans.</li> <li>A capacity development plan prepared.</li> <li>Capacity developed to improve policy formulation and strengthen the legal and regulatory framework.</li> <li>Short-term social and economic research commissioned.</li> <li>Capacity development activities co-ordinated effectively with ongoing capacity building initiatives.</li> </ul> <p><b>Activity Result 1.2: A change management plan developed and implemented by the Ministry of Natural Resources to reduce and manage resistance to institutional change.</b></p> <p>Actions</p> <ul style="list-style-type: none"> <li>A Change Management Task Force established.</li> <li>A change management strategy and plan developed and implemented.</li> <li>Feedback will be collected and analysed.</li> </ul>	
<b>OUTPUT TARGETS FOR (YEARS)</b>		<b>RESPONSIBLE PARTIES</b>	
<p><b>Targets (year 1)</b></p> <ul style="list-style-type: none"> <li>TA Team recruited and integrated within SWAp Secretariat.</li> <li>Capacity development plan prepared.</li> <li>At least 2 studies completed to inform policy making and drafting of legislation and regulations.</li> <li>Readiness assessments completed and change management plan developed and implemented with attitude surveys completed and acted on every quarter.</li> <li>Database on potential funding sources created and fund-raising plan developed and implemented.</li> </ul> <p><b>Targets (Years 2 - 4)</b></p> <ul style="list-style-type: none"> <li>At least 5 policies, laws, regulations, or standards reviewed and updated.</li> <li>SPIU established with the required staff and facilities and</li> </ul>		<p>TA Team</p>	
<b>INPUTS</b>			
		<p>Strategic Advisor (Project Manager) @ US\$200,000 pa for 3 years.</p> <p>US\$ 46,000 for International Consultants to support fund raising.</p> <p>1 SPIU Co-ordinator @ US\$ 38,000 pa</p> <p>1 Sector Specialist for SPIU @ US\$ 19,000 pa</p> <p>1 Finance Officer for SPIU @ US\$ 19,000 pa</p> <p>International travel, workshops and meetings.</p> <p><b>Total US\$ 1,016,000</b></p>	

<ul style="list-style-type: none"> <li>Amount of funds raised to meet the costs of ENR sector priorities.</li> </ul>	<p>all SPIU staff actively participate in capacity development programme.</p> <p><b>Targets (year 5)</b></p> <ul style="list-style-type: none"> <li>SPIU fully operational with competent staff co-ordinating, managing, monitoring and reporting on projects effectively.</li> <li>Resources mobilised (in US\$) for ENR Sector priorities increased by 50% (compared with baseline annual average 2008 - 2013).</li> </ul>	<p><b>Activity Result 1.3: An operational Special Projects Implementation Unit established to improve the co-ordination, management and reporting of projects (by the end of Year 1)</b></p> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>Existing staff of the SWAp Secretariat supplemented with a Strategic Advisor to plan and manage the transition of the Secretariat into an SPIU.</li> <li>SPIU equipped with competent staff and facilities.</li> <li>Capacity of SPIU staff developed to effectively co-ordinate, manage and report on project progress.</li> </ul> <p><b>Activity Result 1.4: A fund-raising strategy developed and implemented to improve resource mobilisation capabilities within MINIRENA.</b></p> <p><b>ACTIONS</b></p> <ul style="list-style-type: none"> <li>A database on potential funding sources for ENR projects created and capacity developed to better understand donor requirements.</li> <li>A fund-raising strategy developed and implemented with progress tracked.</li> <li>Capacity enhanced to identify and formulate projects proposals.</li> </ul>	
<p><b>Intended Outcome as stated in the Country Programme Results and Resource Framework:</b></p> <p><b>Outcome 3 - Rwanda has in place improved systems for: sustainable management of the environment, natural resources and renewable energy resources, energy access and security, for environmental and climate change resilience, in line with rio+20 recommendations for sustainable development.</b></p>			
<p><b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b></p>			
<p><b>Outcome indicator</b></p> <ol style="list-style-type: none"> <li>% of ecosystems rehabilitated</li> <li>% increase in population access to modern energy source</li> </ol>	<p><b>Baseline</b></p> <ol style="list-style-type: none"> <li>10.1% area of ecosystems rehabilitated (2012)</li> <li>10% population access to modern energy</li> </ol>	<p><b>Targets</b></p> <ol style="list-style-type: none"> <li>17% area ecosystems rehabilitated</li> <li>50% population access modern energy source</li> </ol>	
<p><b>Output 2: Strengthened operational performance of MINIRENA for improved service delivery</b></p> <p><b>Baseline:</b> Weak internal policies and systems constrain effective operational management. High staff</p>	<p><b>Targets (Year 1)</b></p> <ul style="list-style-type: none"> <li>Corporate Services expert recruited and workplans prepared.</li> <li>Review of organisational polices, procedures and internal management systems completed.</li> <li>Internal (Financial and HR) management procedures and systems (including SOPs, manuals, guidelines and tools) upgraded and communicated to staff through training</li> </ul>	<p><b>Activity Result 2.1: organisational polices, procedures and internal management systems improved</b></p> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>Organisational polices, procedures and internal management systems reviewed to assess needs.</li> <li>Financial management procedures and systems upgraded.</li> </ul>	<p><b>TA Team</b></p> <p>1 Corporate Services Advisor @ US\$ 160,000 pa for 3 years.          US\$ 40,000 for upgrading financial and HR systems          US\$ 40,000 for a Graduate Training Scheme          US\$ 40,000 for a Leadership Programme</p>

<p>turnover, poor performance management and low capacity of staff to deliver timely and quality results.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>• Staff turnover.</li> <li>• Quality advisor in place.</li> <li>• Number of organisational policies, procedures, guidelines, manuals produced or upgraded and in use.</li> <li>• Number of staff successfully completing capacity development programmes (induction, graduate trainee, leadership, Team Development etc).</li> <li>• Number of staff undergoing annual performance appraisals.</li> <li>• Number of internal customers reporting an enhanced operational performance of MINIRENA.</li> </ul>	<p>seminars and workshops. Staff retention policy completed and operationalised.</p> <ul style="list-style-type: none"> <li>• Graduate training scheme developed and promoted in at least 3 universities.</li> <li>• Induction, Leadership and Team Development programmes developed in consultation with senior managers.</li> <li>• Performance management framework developed.</li> </ul> <p><b>Targets (Year 2-4)</b></p> <ul style="list-style-type: none"> <li>• Graduate training scheme attracts a high calibre intake (with at least 70% of participants having a 1<sup>st</sup> class Hons or post graduate qualifications from highly ranked Universities).</li> <li>• At least 15 graduates complete Graduate training scheme, at least 10 managers complete Leadership Programme and 100% of new staff complete the induction programme.</li> <li>• 100% of staff undergo an annual staff performance appraisal.</li> </ul> <p><b>Targets (Year 5)</b></p> <ul style="list-style-type: none"> <li>• at least 5 graduates complete Graduate training scheme, 15 managers complete Leadership Programme and 100% staff complete the Team Development Programme.</li> <li>• Annual staff turnover reduced by 60% (of baseline).</li> <li>• At least 50% of internal customers report an increase in operational performance (delivery against targets, reduced processing times for procurement, recruitment, tenders etc).</li> </ul>	<ul style="list-style-type: none"> <li>• Human resources management system upgraded.</li> <li>• New policies and procedures communicated to staff through awareness and training seminars.</li> </ul> <p><b>Activity Result 2.2: a strategic human resource development programme developed and implemented to attract, develop and retain competent staff</b></p> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>• Corporate values for MINIRENA collectively refined/defined and stronger social interaction amongst staff.</li> <li>• A graduate training scheme developed and implemented.</li> <li>• An effective induction programme established for new staff.</li> <li>• A leadership programme developed and implemented.</li> </ul> <p><b>Activity Result 2.3: an effective performance management plan developed and implemented</b></p> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>• A performance management plan developed.</li> <li>• Mechanisms developed to ensure individual performance plans are measured and evaluated.</li> <li>• A team development programme developed and implemented.</li> </ul>	<p>US\$ 20,000 for a team Development Programme US\$ 8500 for an induction programme International travel, workshops and meetings.</p> <p><b>Total US\$ 649,000</b></p>
<p><b>Output 3: Strengthened capacities for outreach, engagement and partnerships with state and non-state institutions in the ENR sector.</b></p> <p>Baselining: low capacity to develop productive institutional relationships and influence key stakeholders contributing to poor co-ordination and insufficient mainstreaming of</p>	<p><b>Targets (Year 1)</b></p> <ul style="list-style-type: none"> <li>• Communications Advisor recruited and workplan developed (Q3).</li> <li>• Information needs survey completed and a Communication Strategy developed and implemented.</li> <li>• Capacity needs assessment conducted and capacity development activities designed for key staff.</li> <li>• Communication Strategy developed and implemented.</li> <li>• Upgraded MINIRENA website launched.</li> <li>• Mechanisms in place to improve co-ordination of the ENR Sector network (SWG meetings etc.)</li> </ul>	<p><b>Activity result 3.1: An effective communication strategy developed and implemented within MINIRENA and affiliated Agencies</b></p> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>• A Communications Advisor recruited.</li> <li>• A Communication Strategy developed and implemented.</li> <li>• Capacity of communications staff developed.</li> <li>• MINIRENA website reviewed and upgraded.</li> </ul> <p><b>Activity result 3.2: Effective and productive engagement with state and non-state</b></p>	<p>TA Team</p> <p>1 Communication Advisor @ US\$160,000 pa for 1 year. US\$ 18,000 for training and capacity building activities US\$ 20,000 to upgrade the website International travel, communications materials, workshops and meetings.</p> <p><b>Total US\$ 213,200</b></p>

<p>environmental issues.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• Extent and frequency of information sharing, consultation and dialogues with state and non-state stakeholders.</li> <li>• Number of outreach materials produced and disseminated.</li> <li>• Number of partnerships developed.</li> </ul>	<p>and consultation with key stakeholders.</p> <p><b>Targets (years 2-4)</b></p> <ul style="list-style-type: none"> <li>• Training delivered to at least 20 staff to improve report writing, analysis of numerical data, and presentation skills.</li> <li>• At least 20 outreach materials produced and disseminated to state and non-state institutions.</li> <li>• At least 4 inter-ministerial and 6 cross-sectoral dialogues launched to improve integration and co-ordination of ENR Sector activities and to promote mainstreaming of critical environmental issues.</li> </ul> <p><b>Targets (Year 5)</b></p> <ul style="list-style-type: none"> <li>• At least 15 wide ranging consultations held with stakeholders from the private sector and civil society.</li> <li>• At least 3 partnerships developed with state and non-state institutions (with MOUs).</li> </ul>	<p><b>institutions enhances MINIRENA's influence over ENR sector developments</b></p> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>• Capacity of senior staff to engage with all the relevant national and decentralised institutions active in the ENR sector (including civil society and the private sector) enhanced.</li> <li>• Operational coordination and information sharing with key stakeholder agencies enhanced.</li> </ul>	
<p><b>Output 4: Results based M&amp;E System for ENR Sector developed and implemented</b></p> <p><b>Baselining:</b> Limited institutional capacity and strategic co-ordination of monitoring and evaluation between sub-sectors.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>• M&amp;E system provides measurable data to enable ENR Sector contributions to EDPRS 2 to be quantified.</li> <li>• Number of staff at different levels able to collect, submit and use data for reporting, evaluation and management.</li> <li>• Values generated by MINIRENA on natural capital, green indices and green/climate change resilience indicators.</li> </ul>	<p><b>Targets (Year 1)</b></p> <ul style="list-style-type: none"> <li>• Specification, procurement and installation of an Electronic Data Collection system.</li> <li>• A system feedback system developed and implemented.</li> <li>• Baseline setting study and capacity assessment completed.</li> </ul> <p><b>Targets (Years 2 - 4)</b></p> <ul style="list-style-type: none"> <li>• Indicators aligned with indicators from other sectors and district programmes and baselines and realistic targets developed for all indicators.</li> <li>• Tools and templates developed for the EDS.</li> <li>• Quarterly M&amp;E reports generated.</li> <li>• Technical support mechanisms established and accessible.</li> <li>• Capacity development plan prepared to strengthen MINIRENA's Planning, Monitoring and Evaluation Unit.</li> <li>• At least X staff at different levels actively participate in capacity development activities and can demonstrate competency in using the M&amp;E system.</li> <li>• A System for Environmental &amp; Economic Accounts and study to collect carbon sequestration data completed.</li> </ul>	<p><b>Activity result 4.1: The partially developed M&amp;E system is functioning technically and administratively, and providing the required information at all levels.</b></p> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>• Hardware and software procured and installed to enable Electronic Data Collection (EDC).</li> <li>• Tools, templates and logistical facilities in place with SMARTer indicators aligned with indicators from other sectors and district programmes, with baselines and realistic targets developed.</li> <li>• Studies carried out: baseline setting, developing a System for Environmental &amp; Economic Accounts, plots for carbon sequestration study, capacity needs assessment.</li> <li>• A system feedback process established and implemented.</li> <li>• M&amp;E reports generated.</li> <li>• Advice and hands-on technical support provided to management, and sector, subsector and district staff.</li> </ul> <p><b>Activity result 4.2: Staff at all levels and in all</b></p>	<p>Consulting firm</p> <p>1 M&amp;E Advisor @ US\$ 220,000 pa for 4 years. 1 Nat Resources/M&amp;E Specialist @ US\$ 60,000 pa for 4 years. Hardware and software US\$ 505,000. 540 Smartphones US\$ 109,000 Consultancy fees and costs for additional studies US\$ 1,369,000. Indicator development and alignment US\$ 1,200,000. Capacity development activities US\$ 320,000 Subscriptions for indices US\$ 214,000. International travel, communications materials, workshops and meetings.</p> <p><b>Total US\$ 4,986,680</b></p>

<p><b>Output 5: Strengthened legal, regulatory and fiscal framework and enhanced institutional capacity of RNRA to effectively govern mining operations</b></p> <p>Baseline: Weak regulatory and fiscal frameworks and limited enforcement capacity, predominance of small-scale operators using outdated technologies and poor compliance with HSE and international best practice standards, low investment and insufficient technical, legal and financial capacity to engage with mining companies.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>• Quality TA Team in place.</li> <li>• Number of regulations, fiscal rules, procedures, guidelines, manuals revised/produced and enforced.</li> </ul>	<p><b>Targets (year 5)</b></p> <ul style="list-style-type: none"> <li>• Carbon sequestration data, Green Economy Index and Natural Capital Accounts analysed, communicated to key decision makers and integrated into NISR publications.</li> </ul>	<p>subsectors are collecting, submitting and using data for reporting, evaluation and management.</p> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>• An M&amp;E Capacity Development Plan prepared.</li> <li>• Provision of capacity development services.</li> <li>• Review, evaluation and modification of capacity development interventions.</li> </ul> <p><b>Activity result 4.3: Values on Natural Capital, green indices, and green/ climate change resilience indicators collected and reported officially.</b></p> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>• Natural Capital Accounts developed.</li> <li>• Carbon sequestration data collected and analysed.</li> <li>• A Green Economy Index and other environmental indices for Rwanda calculated.</li> </ul>	<p><b>Activity result 5.1: relevant regulations, standards and fiscal rules pertaining to the mining sector are assessed and updated to reflect policies and strategies.</b></p> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>• Relevant regulations and standards reviewed and updated and measures introduced to improve compliance with international best standards.</li> <li>• Fiscal regime reviewed and updated and legal loopholes closed.</li> </ul> <p><b>Activity result 5.2: capacity to implement the Mining Law and enforce mining regulations developed.</b></p> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>• Capacity to implement the new Mining law and enforce associated regulations (including safety and environmental standards as well as exploration standards) enhanced – inspectors recruited and trained, retention policy competitive remuneration package introduced.</li> <li>• Capacity developed to ensure artisanal miners</li> </ul>	<p><b>Output 5: Strengthened legal, regulatory and fiscal framework and enhanced institutional capacity of RNRA to effectively govern mining operations</b></p> <p>Baseline: Weak regulatory and fiscal frameworks and limited enforcement capacity, predominance of small-scale operators using outdated technologies and poor compliance with HSE and international best practice standards, low investment and insufficient technical, legal and financial capacity to engage with mining companies.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>• Quality TA Team in place.</li> <li>• Number of regulations, fiscal rules, procedures, guidelines, manuals revised/produced and enforced.</li> </ul>	<p><b>Targets (year 1)</b></p> <ul style="list-style-type: none"> <li>• TA Team recruited and workplans prepared.</li> <li>• Review of regulations and standards complete.</li> <li>• Existing fiscal policies on revenue generation analysed and potential national revenue flows assessed under various scenarios using a variety of fiscal instruments.</li> <li>• At least 20 technicians pass the Trainer of Trainers course to deliver training and awareness programmes to artisanal miners.</li> <li>• At least 10 public officials successfully complete 3 capacity building programmes: negotiating and monitoring mining contracts; developing/overseeing business plan development; supervising contracts.</li> </ul> <p><b>Targets (years 2-4)</b></p> <ul style="list-style-type: none"> <li>• New regulatory standards drafted, approved and operationalised, revised concessions strategy drafted, approved and operationalised, process for prospecting and exploration licenses merged.</li> <li>• HSE inspection procedures, sector HSE guides and manuals, artisanal and small-scale mining</li> </ul>	<p><b>Activity result 5.1: relevant regulations, standards and fiscal rules pertaining to the mining sector are assessed and updated to reflect policies and strategies.</b></p> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>• Relevant regulations and standards reviewed and updated and measures introduced to improve compliance with international best standards.</li> <li>• Fiscal regime reviewed and updated and legal loopholes closed.</li> </ul> <p><b>Activity result 5.2: capacity to implement the Mining Law and enforce mining regulations developed.</b></p> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>• Capacity to implement the new Mining law and enforce associated regulations (including safety and environmental standards as well as exploration standards) enhanced – inspectors recruited and trained, retention policy competitive remuneration package introduced.</li> <li>• Capacity developed to ensure artisanal miners</li> </ul>	<p><b>TA Team</b></p> <p>1 Regulatory &amp; Inspections Advisor @ US\$ 220,000 pa for 2 years.</p> <p>1 Legal &amp; Fiscal Advisor @ US\$ 220,000 pa for 1 year.</p> <p>Mining Contracts Advisor @ US\$220,000 pa for 1 year</p> <p>Exploration Advisor @ US\$220,000 pa for 2 years</p> <p>Legal Analyst @ US\$ 18,000 per person for 4 years.</p> <p>Policy and Research Analyst @ US\$ 15,000 pa</p> <p>Mining Contracts Specialist @ US\$18,000 pa for 2 years</p> <p>Exploration Specialist @ US\$18,000 pa for 2 years</p> <p>Small-scale Mining expert @ US\$ 15,000 pa for 4 years</p> <p>Communications Officer @ US\$ 15,000 pa for 4 years</p> <p>5 Inspectors @ US\$17,000 pa for 4 years</p>
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<ul style="list-style-type: none"> <li>• Number of artisanal miners adopting best practices.</li> <li>• Number of equitable and sustainable mining contracts signed and amount invested by private mining companies.</li> <li>• Number of staff successfully completing capacity development programmes.</li> <li>• Number of journalists and NGOs participating in seminars and debates.</li> <li>• Completion of contracted works under the second phase of the mineral exploration programme to time and budget.</li> </ul>	<p>standards developed and operationalised and 5 inspectors recruited and trained.</p> <ul style="list-style-type: none"> <li>• Fiscal regime updated and legal loopholes closed.</li> <li>• Awareness programme delivered on HSE issues and best practices for artisanal miners.</li> <li>• Linkages and partnerships established with at least 3 mining companies, the National Federation of Mining Cooperatives, the Investors Forum and Rwanda Mining Association.</li> <li>• At least 20 journalists and NGOs participate in awareness/training seminars and debates on mining sector activities.</li> </ul>	<p>adopt good practices in line with international standards – conduct awareness programme and develop a Trainer of Trainers course.</p> <ul style="list-style-type: none"> <li>• Enhanced transparency and accountability of mining sector activities - strengthening the capacities of civil society, media, and parliamentarians and building linkages and partnerships with mining companies as well as through the National Federation of Mining Cooperatives, the Investors Forum and Rwanda Mining Association.</li> </ul>	<p>US\$ 60,500 for awareness raising and TOT for small-scale miners</p> <p>US\$ 81,000 for capacity building of RNRA staff</p> <p>US\$ 15,000 for capacity building of CSOs, media and parliamentarians</p> <p>Manual, guidelines, international travel, workshops.</p> <p><b>Total US\$ 2,282,000</b></p>
<p><b>Targets (Year 5)</b></p> <ul style="list-style-type: none"> <li>• New Mining law and associated regulations enforced.</li> <li>• At least 50% of artisanal miners have adopted good practices in line with international standards.</li> <li>• At least 3 equitable and sustainable mining contracts signed with private mining companies.</li> <li>• Bankable projects attract at least US\$ 100 million in investment from the private sector.</li> <li>• Contracted works under the second phase of the mineral exploration programme completed to time and budget.</li> </ul>	<p><b>Activity result 5.3: technical, legal, and financial capacities to engage with mining companies enhanced.</b></p> <p><b>Actions</b></p> <ul style="list-style-type: none"> <li>• Capacity to draft, negotiate and monitor equitable and sustainable mining contracts developed – introducing existing guidelines and toolkits (from the Africa Mining Vision and the African Institute For Economic Development And Planning) for contract negotiation, organising a capacity building programme (training courses, round table exercises, case studies, online learning and on the job coaching and mentoring).</li> <li>• Capacity to design bankable projects to stimulate investment flows from the private sector developed - skill development programme.</li> <li>• Capacity to supervise contracted works under the second phase of the mineral exploration programme developed - skills development programme introduced (on the job training, field visits, preparation of professional development plans, as well as training courses, seminars and networking events, online learning modules, scenario-based learning, simulations, focused coaching, role-playing, case studies, and round table exercises).</li> </ul>	<p>Communication, daily project management, salaries, insurance, maintenance and repairs, office supplies and consumables</p>	<p><b>Total US\$ 853,120</b></p>
<p><b>Project management and Monitoring of programme activities</b></p>			

#### IV. ANNUAL WORK PLAN – YEAR 1

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount US\$
<p><b>Output 1: Strengthened planning and co-ordination capacity for informed policy and decision-making.</b></p> <p>Baselining: Poor cross-sectoral co-ordination and limited capacity for effective strategic planning, policy analysis and formulation.</p> <p><b>Indicators:</b></p> <ul style="list-style-type: none"> <li>Quality TA team in place.</li> <li>Number of staff engaged in capacity development activities.</li> <li>Regular updated research and analysis feeds into decision-making.</li> <li>Change management plan delivers desired changes with minimal service down-time.</li> <li>Amount of funds raised to meet the costs of ENR sector priorities.</li> </ul> <p><b>Targets (Year 1)</b></p> <ul style="list-style-type: none"> <li>TA Team recruited and integrated within SWAp Secretariat.</li> <li>Capacity development plan prepared.</li> <li>At least 2 studies completed to inform policy making and drafting of legislation and regulations.</li> <li>Readiness assessments completed and change management plan developed and implemented with attitude surveys completed and acted on every quarter.</li> <li>Database on potential funding</li> </ul>	<b>Activity Result 1.1: Policy, legal and regulatory framework strengthened and the ENR sector plan effectively implemented.</b>								
	Support provided for implementation and ownership of the strategic plan through the mission	X	X	X	X	TA Team, MINIRENA	UNDP	Workshops	500
	A capacity development plan prepared.	X				TA Team	UNDP	Workshops	500
	Short-term social and economic research commissioned.		X	X	X	TA Team	UNDP	Consultants, Travel	30,000
<b>Activity Result 1.2: A change management plan developed and implemented by the Ministry of Natural Resources to reduce and manage resistance to institutional change.</b>									
A Change Management Task Force established.		X			TA Team, MINIRENA	UNDP	Meetings	500	
A change management strategy and plan developed and implemented.			X		TA Team, MINIRENA	UNDP	Meetings, Workshops	2000	
Feedback collected and analysed.				X	TA Team	UNDP	Communication materials	500	
<b>Activity Result 1.3: An operational Special Projects Implementation Unit established to improve the co-ordination, management and reporting of projects (by the end of Year 1)</b>									
Existing staff of the SWAp Secretariat supplemented with TA.		X			UNDP, MINIRENA	UNDP	Consultants, Travel	176,000	
<b>Activity Result 1.4: A fund-raising strategy developed and implemented to improve resource mobilisation capabilities within MINIRENA.</b>									

EXPECTED OUTPUTS	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount US\$
<p>sources created and fund-raising plan developed.</p> <p><i>Related CP outcome: Pro-poor growth and economic transformation enhanced for inclusive economic development and poverty reduction.</i></p>	A database on potential funding sources for ENR projects created.		X			TA Team	UNDP	Consultants	6000
	A fund-raising strategy developed and implemented with progress tracked.		X	X	X	TA Team, MINIRENA	UNDP	Consultants	40,000
<p><b>Output 2: Strengthened operational performance of MINIRENA for improved service delivery</b></p> <p>Baseline: Weak internal policies and systems constrain effective operational management. High staff turnover, poor performance management and low capacity of staff to deliver timely and quality results.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>Quality advisor in place.</li> <li>Number of organisational policies, procedures, guidelines, manuals produced or upgraded and in use.</li> <li>Number of staff successfully completing capacity development programmes (induction, graduate trainee, leadership, Team Development etc).</li> <li>Number of staff undergoing annual performance appraisals.</li> <li>Number of internal customers reporting an enhanced operational performance of MINIRENA.</li> </ul> <p><b>Targets (year 1)</b></p>	Activity Result 2.1: organisational policies, procedures and internal management systems improved								
	Recruitment of Corporate Services Advisor	X				UNDP, MINIRENA	UNDP	Consultants, Travel	60,000
	Organisational policies, procedures and internal management systems reviewed to assess needs.	X	X			TA Team, MINIRENA	UNDP	Meetings, Seminars	500
	Financial management procedures and systems upgraded.			X	X	TA Team, MINIRENA	UNDP	Consultants, Software, Hardware, meetings	20,000
	Human resources management system reviewed and upgraded.	X	X			TA Team, MINIRENA	UNDP	Software, Hardware, meetings	21,000
New policies and procedures communicated to staff through awareness and training seminars.			X	X	TA Team, MINIRENA	UNDP	Awareness and Training seminars, Communications materials	1000	
<p><b>Activity Result 2.2: a strategic human resource development programme developed and implemented to attract, develop and retain competent staff</b></p>									

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount US\$
		<ul style="list-style-type: none"> <li>Corporate Services expert recruited and workplans prepared.</li> <li>Review of organisational policies, procedures and internal management systems completed.</li> <li>Internal (Financial and HR) management procedures and systems (including SOPs, manuals, guidelines and tools) upgraded and communicated to staff through training seminars and workshops.</li> <li>Staff retention policy completed and operationalised.</li> <li>Graduate training scheme developed and promoted in at least 4 universities.</li> <li>Induction, Leadership and Team Development programmes developed in consultation with senior managers.</li> <li>Performance management framework developed.</li> </ul>	X	X	X		X	TA Team, MINIRENA	UNDP
<ul style="list-style-type: none"> <li>A graduate training scheme developed and promoted.</li> </ul>		X	X	X	TA Team, MINIRENA	UNDP	Consultants, Training Materials, Promotion Events, Publicity	8500	
<ul style="list-style-type: none"> <li>An effective induction programme developed for new staff.</li> </ul>		X			TA Team, MINIRENA	UNDP	Induction pack	500	
<ul style="list-style-type: none"> <li>A leadership programme developed.</li> </ul>			X		TA Team, MINIRENA	UNDP	Validation meetings	500	
<b>Activity Result 2.3: an effective performance management plan developed and implemented</b>									
<ul style="list-style-type: none"> <li>A performance management framework developed.</li> </ul>		X	X		TA Team, MINIRENA	UNDP	Validation meetings	1000	
<ul style="list-style-type: none"> <li>A team development programme developed.</li> </ul>				X	TA Team, MINIRENA	UNDP	Validation meetings	500	
<b>Activity result 3.1: An effective communication strategy developed and implemented within MINIRENA and affiliated Agencies</b>									
<ul style="list-style-type: none"> <li>Recruitment of Communication Advisor and work plan preparation.</li> </ul>			X		TA Team, MINIRENA	UNDP	Consultants, Travel	50,000	

EXPECTED OUTPUTS And baseline, indicators including annual targets	PLANNED ACTIVITIES List activity results and associated actions	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET	
		Q1	Q2	Q3	Q4		Funding Source	Budget Description Amount US\$
<ul style="list-style-type: none"> <li>contributing to poor co-ordination and insufficient mainstreaming of environmental issues.</li> </ul> <p>Indicators:</p> <ul style="list-style-type: none"> <li>Extent and frequency of information sharing, consultation and dialogues with state and non-state stakeholders.</li> <li>Number of outreach materials produced and disseminated.</li> <li>Number of partnerships developed.</li> </ul> <p>Targets (year 1)</p> <ul style="list-style-type: none"> <li>Communications Advisor recruited and workplan developed.</li> <li>Information needs survey completed and a Communication Strategy developed and implemented.</li> <li>Capacity needs assessment conducted and capacity development activities designed for key staff.</li> <li>Communication Strategy developed and implemented.</li> <li>Upgraded MINIRENA website launched.</li> <li>Mechanisms in place to improve co-ordination of the ENR Sector network (SWG meetings etc.) and consultation with key stakeholders.</li> </ul>	An information needs survey conducted and Communication Strategy developed and implemented.			X		TA Team, MINIRENA	UNDP	Travel, Meetings, Workshop 5500
	Capacity of communications staff assessed and capacity development activities designed.				X	TA Team, MINIRENA	UNDP	Meetings 1000
	MINIRENA website reviewed and upgraded.				X	TA Team, MINIRENA	UNDP	Consultants, software, hardware 20,000
<b>Activity result 3.2: Effective and productive engagement with state and non-state institutions enhances MINIRENA's influence over ENR sector developments</b>								
<ul style="list-style-type: none"> <li>Capacity of senior staff to engage with all the relevant national and decentralised institutions active in the ENR sector (including civil society and the private sector) enhanced.</li> </ul>								
				X	X	TA Team, MINIRENA	UNDP	Communications materials, Meetings 1000
<p>Related CP outcome: Rwanda has in place improved systems for: sustainable management of the environment, natural resources and renewable energy resources, energy access and security, for environmental and climate change resilience, in line with rio+20 recommendations for sustainable development.</p>	Operational coordination and information sharing with key stakeholder agencies enhanced.				X	TA Team, MINIRENA	UNDP	Consultants, Meetings, 800

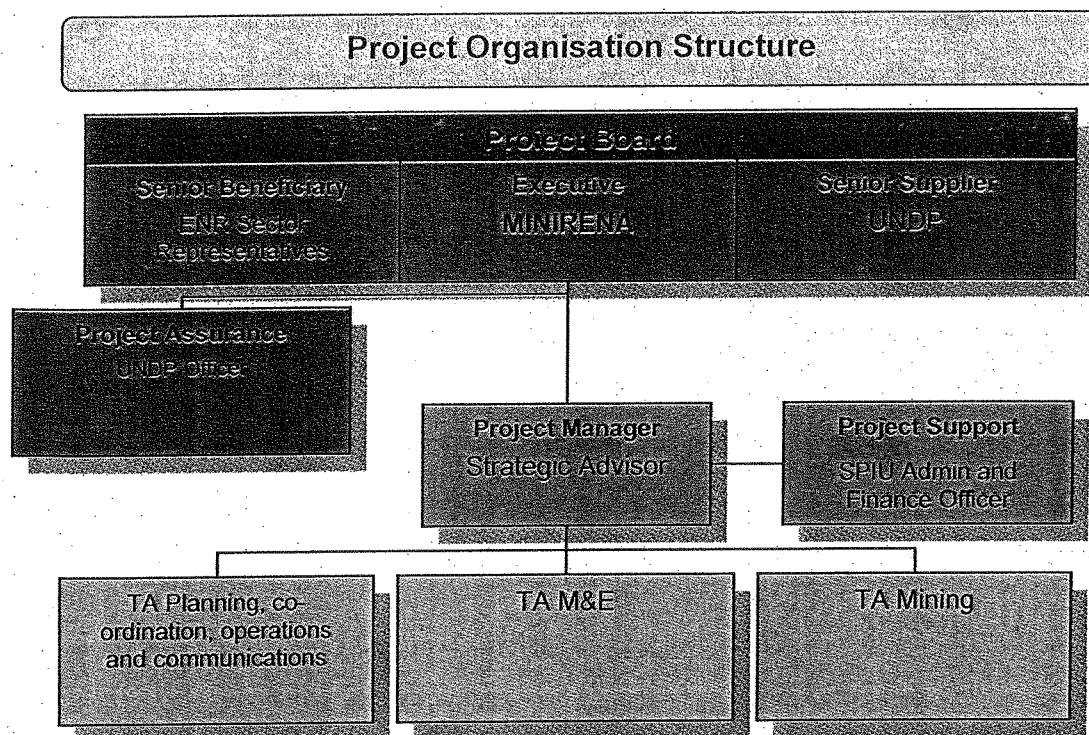
EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount US\$
		Activity result 4. 1: The partially developed M&E system is functioning technically and administratively, and providing the required information at all levels.							
<p>Output 4: Results based M&amp;E System for ENR Sector developed and implemented</p> <p>Baseline: Limited institutional capacity and strategic co-ordination of monitoring and evaluation between sub-sectors.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>M&amp;E system provides measurable data to enable ENR Sector contributions to EDPRS 2 to be quantified.</li> </ul> <p>Targets (Year 1)</p> <ul style="list-style-type: none"> <li>Specification, procurement and installation of an Electronic Data Collection system.</li> <li>A system feedback system developed and implemented.</li> <li>Baseline setting study and capacity assessment completed.</li> </ul> <p>Related CP outcome: Rwanda has in place improved systems for: sustainable management of the environment, natural resources and renewable energy resources, energy access and security, for environmental and climate change resilience, in line with rio+20 recommendations for sustainable development.</p>	<p>Contract of consulting firm, deployment of consultants and workplan preparation,</p>	X				UNDP, MINIRENA	ONE UN	Consultants, Travel	286,000
	<p>Hardware and software procured and installed to enable Electronic Data Collection (EDC).</p>	X	X			TA Team	ONE UN	Consultants, Travel, Accommodation, Software, Hardware	400,000
	<p>Alignment of SMARTer indicators with indicators from other sectors and district programmes.</p>			X	X	TA Team	ONE UN	Consultants, Travel, Accommodation	150,000
<p>Output 5: Strengthened legal, regulatory and fiscal framework and enhanced institutional capacity of RNRA to effectively govern mining operations</p> <p>Baseline: Weak regulatory and fiscal</p>	<p>Baseline setting study and capacity assessment completed.</p>		X	X	X	TA Team	ONE UN	Consultants, Travel, Accommodation	480,000
	<p>Activity result 5.1: relevant regulations, standards and fiscal rules pertaining to the mining sector are assessed and updated to reflect policies and strategies.</p> <p>Recruitment of TA Team and work plans prepared</p>				X	RNRA/UNDP	UNDP	Consultants, Travel	603,000

EXPECTED OUTPUTS	PLANNED ACTIVITIES					TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
	List activity results and associated actions					Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount US\$
<p>And baseline, indicators including annual targets</p> <p>framework and limited enforcement capacity, predominance of small-scale operators using outdated technologies and poor compliance with HSE and international best practice standards, low investment and insufficient technical, legal and financial capacity to engage with mining companies.</p> <p>Indicators:</p> <ul style="list-style-type: none"> <li>• Quality TA Team in place.</li> <li>• Number of regulations, fiscal rules, procedures, guidelines, manuals revised/produced and enforced.</li> <li>• Number of artisanal miners adopting best practices.</li> <li>• Number of equitable and sustainable mining contracts signed and amount invested by private mining companies.</li> <li>• Number of staff successfully completing capacity development programmes.</li> <li>• Number of journalists and NGOs participating in seminars and debates.</li> <li>• Completion of contracted works under the second phase of the mineral exploration programme to time and budget.</li> </ul> <p>Targets (Year 1)</p> <ul style="list-style-type: none"> <li>• TA Team recruited and workplans prepared.</li> <li>• Review of regulations and standards complete.</li> <li>• Existing fiscal policies on revenue</li> </ul>	Relevant regulations and standards reviewed.	X	X				TA Team	UNDP	Meetings	500			
	Fiscal regime reviewed and updated.	X	X	X				TA Team	UNDP	Validation Meetings & Workshops	500		
<p>Activity result 5.2: capacity to implement the Mining Law and enforce mining regulations developed.</p> <p>Capacity developed to ensure artisanal miners adopt good practices in line with international standards</p>		X	X	X			TA Team	UNDP	Consultants, Travel, Accommodation, Training materials	40,500			
	Activity result 5.3: technical, legal, and financial capacities to engage with mining companies enhanced.												
<p>Capacity building programme developed and implemented to draft, negotiate and monitor equitable and sustainable mining contracts.</p>			X	X			TA Team	UNDP	Venue hire and refreshments	40,000			
	Capacity building programme developed on designing bankable projects to stimulate investment flows from the private sector developed.			X	X		TA Team	UNDP	Venue hire and refreshments	11,000			



EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET			
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount US\$	
<ul style="list-style-type: none"> <li>generation analysed and potential national revenue flows assessed under various scenarios.</li> <li>At least 20 technicians pass the Trainer of Trainers course to deliver training and awareness programmes to artisanal miners.</li> <li>3 capacity building programmes developed</li> </ul>	<ul style="list-style-type: none"> <li>Capacity building programme developed on supervising contracted works under the second phase of the mineral exploration programme developed.</li> </ul>	X	X	X		TA Team	UNDP	Venue hire and refreshments	30,000	
<b>TOTAL</b>										2,488,800

## V. MANAGEMENT ARRANGEMENTS



### Roles and responsibilities

The **Ministry of Natural Resources (MINIRENA)** will be responsible for overall coordination and implementation of the program following UNDP guidelines for nationally executed projects. UNDP will be responsible for making funds available under approved budget items and ensuring compliance with UNDP policies on use of Programme funds. MINIRENA will be accountable to UNDP for fund disbursement and implementation in the spirit of the programme document according to the approved workplan.

The programme will be overseen by a **Programme Board** that will serve as the programme's coordination and decision-making body and will ensure the programme delivers its outputs and achieves its objective. The Programme Board will periodically review programme progress and evaluations, facilitate implementation (ensuring the necessary resources and support are provided in a timely manner) and provide guidance to the PMU. The Programme Board will also facilitate effective coordination between the key Governmental authorities at the national and district levels and ensure the programme aligns with Government strategies and programs.

The Programme Board will comprise senior-level representatives key ministries: Ministry of Finance and Economic Planning (MINECOFIN), Ministry of Local Government (MINALOC), FONERWA, Ministry of Agriculture and Animal Resources (MINAGRI), Rwanda Natural Resources Authority (RNRA), Rwanda Environment Management Authority (REMA), Ministry of Infrastructure (MININFRA), Ministry of Infrastructure (MININFRA), Public Sector Capacity Building Secretariat<sup>27</sup> (PSCBS) known now as National Capacity Building secretariat (NCBS), UR, CSO's, NGO's, Private Sector, Embassy of Sweden and UNDP. The Programme Board will be chaired by the PS MINIRENA and will meet every 3 months to review progress and approve work plans, budgets and any major changes in implementation.

<sup>27</sup> The Public Sector Capacity Building Secretariat (PSCBS) was established in 2009 to coordinate capacity development activities across the public sector and manage a capacity building fund (CBF). Its mission is "to develop the capacity of the public sector through coordination and promotion of capacity building in line with the national development agenda".

To help build skills and reinforce government ownership and sustainability, the programme will integrate programme coordination and management into MINIRENA's institutional structure (initially within the SWAp and then the SPIU once established) rather than using a separate programme implementation unit. The **Strategic Advisor** (Programme Manager) will have overall responsibility for implementation, monitoring and reporting to UNDP. S(he) will report to the Permanent Secretary of MINIRENA who will be the focal person responsible for the overall performance and accountability of the programme. In addition to the programme management responsibilities, s(he) will also co-ordinate the transition of the SWAp to an operational SPIU and lead on strengthening the planning and co-ordinating functions of MINIRENA.

The Programme Manager will be responsible for ensuring that the programme produces the results specified in the results framework to time and budget. S(he) will liaise and work closely with all partner institutions and will be accountable for the quality, timeliness and effectiveness of all programme activities as well as for the cost effective use of funds. The Programme Manager will prepare quarterly progress reports, work plans and budgets which will be reviewed by the PS MINIRENA. All reporting will be in accordance with UNDP rules and regulations. The Programme Manager will also be responsible for financial oversight, annual assessments and reviews, risk monitoring and reporting, knowledge management as well as co-ordination of consultants. The Programme Manager will be in place for 3 years and supported by a Communications Specialist and an Administrative and Finance Officer (also integrated in the SWAp/SPIU) as well as a Corporate Services Specialist (for 3 years) based in the Administration and Finance Section of MINIRENA.

The **Corporate Services Advisor** work closely with the Administrative, Financial and Human Resources staff in MINIRENA to strengthen internal management systems, improve performance management and develop a Graduate Training Scheme, an Induction Programme and a Leadership Programme. The **Communications Specialist** will report to the Permanent Secretary and will support the development and implementation of a communications strategy, build capacity, prepare and disseminate updates, briefing notes, develop communication and training materials, redesign the website, develop press releases and use mass media to maximise outreach and influence policies and practices of other stakeholders in the ENR sector.

A separate **TA Team specialising in M&E** (funded by Sweden through UNDP) will be provided to deliver Output 4 which will be funded by Sweden through UNDP. The Technical Assistance will comprise an international consultant and a national or regional consultant and additional short term consultants for commissioned studies and consultancies relating to different aspects of system implementation. The M&E TA will be phased over 5 years: Inception Phase – 4 months; Main Phase – 32 months; and Concluding Phase – 24 months. The Team will be administratively embedded in the Planning, Monitoring and Evaluation Unit of MINIRENA but will also work directly with the five subsectors.

In addition to the above TA, the programme will provide a large **TA team to support mining sector development continuing the support of SCBI**. The TA team will be based in the Geology and Mines Department of RNRA and will comprise 4 international consultants:

- Regulatory & Inspections Advisor for 2 years.
- Legal & Fiscal Advisor for 1 year.
- Mining Contracts Advisor for 1 year
- Exploration Advisor for 2 years

In addition the programme will fund 11 staff positions:

- Legal Analyst for 4 years.
- Policy and Research Analyst for 4 years
- Mining Contracts Specialist for 2 years
- Exploration Specialist for 2 years
- Small-scale Mining expert for 4 years
- Communications Officer for 4 years

The district authorities from selected districts will work in close collaboration with the M&E TA Team. The Vice Mayor (Economic Affairs), the Environment Officer and the Environment Intern will be the key district personnel responsible for facilitating capacity building initiatives in M&E at the decentralised level.

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## MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the programme will be monitored through within the annual cycle and at the year-end. Within the annual cycle the following monitoring and evaluation activities will be carried out:

1. on a quarterly basis, a **quality assessment** shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below;
2. an **Issue Log** shall be activated in Atlas and updated by the Programme Manager to facilitate tracking and resolution of potential problems or requests for change;
3. based on the initial risk analysis submitted (see annex 1), a **Risk Log** shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the programme implementation;
4. based on the above information recorded in Atlas, a **Programme Progress Report (PPR)** shall be submitted by the Programme Manager to the Programme Board through Programme Assurance, using the standard report format available in the Executive Snapshot;
5. a programme **Lesson-learned Log** shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the programme; and
6. a **Monitoring Schedule Plan** shall be activated in Atlas and updated to track key management actions/events.

The **Programme Progress Reports (PPRs)** will describe progress on implementation as well as lesson learning, a risk update and management and an ongoing assessment of sustainability and acceptance of programme interventions by the stakeholders particularly the beneficiaries. The report will also include the expenditure report and a workplan and budget for the following reporting period. The PPRs will include certified periodic financial statements. In addition, the programme will commission an annual audit (be conducted by an accredited auditor) of programme accounts to ensure compliance with Government rules and procedures. The PPR's and annual audits will be submitted to the Programme Board for regular review and approval. This will ensure continuous monitoring of programme activities and allow for corrective measures in due time.

Annually, the programme will prepare an **Annual Review Report**. The Report shall be prepared by the Programme Manager and shared with the Programme Board and the Outcome Board. As a minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

Based on the above report, an **Annual Programme Review** shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the programme and appraise the Annual Work Plan (AWP) for the following year. The review will be co-ordinated by the Programme Manager with support from the Monitoring and Evaluation TA Team. The team will collect and collate indicator data and measure performance against the baseline and targets in the Results Resource Framework. The Programme Manager will work closely with the Communications Specialist to ensure timely and effective communication of the results to all the key stakeholders. The assessment will include a field survey and case studies and will report on:

- progress made against the indicators, milestones and targets,
- effectiveness of delivery of programme outputs and efficiency of implementation and risk management,
- achievement of objectives,

- identify corrective actions if needed and
- lessons learned from programme design, implementation and management.

In the last year, this review will be a final assessment. This review is driven by the Programme Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes. The report will summarise the results achieved (objectives, outcomes, outputs), lessons learned, and make recommendations on any actions needed to ensure sustainability, replicability and scaling up.

Monitoring results will be disseminated in a user-friendly format and timely manner to programme stakeholders by the Programme Manager to enable a responsive approach to implementation and allow for troubleshooting of any problems to ensure smooth implementation of programme activities. Results and lessons learned from the programme will be periodically disseminated within and beyond the programme intervention zone using a variety of media (briefing notes, website as well as through existing information sharing networks and forums).

The monitoring and evaluation system will be linked to the results and resource framework, annual work plans and budgets. The timely provision of results from Monitoring and Evaluation activities will enable the team to take corrective or enhancing measures as necessary. The programme will employ a variety of means for data collection including surveys and participatory methods. The system will use of gender-disaggregated indicators to track the delivery of outcomes in its interventions.

Overall responsibility for monitoring and evaluation will rest with the Executing Agency, MINIRENA. Outcomes and outputs will be monitored during programme with data collected, compiled and analysed by the TA Team on a regular basis.

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## VI. LEGAL CONTEXT

This document together with the CPAP signed by the Government and UNDP which is incorporated herein by reference, constitute together a Programme Document as referred to in the Standard Basic Assistance Agreement (SBAA); as such all provisions of the CPAP apply to this document. All references in the SBAA to "Executing Agency" shall be deemed to refer to "Implementing Partner", as such term is defined and used in the CPAP and this document.

Consistent with the Article III of the Standard Basic Assistance Agreement (SBAA), the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner (MINIRENA). To this end, the Implementing Partner shall:

- put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the programme is being carried;
- assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

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

The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Programme Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/aq\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Programme Document".

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## VII. ANNEXES

## Annex 1: Risk Analysis

Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
1 Lack of incentives for sub-sectors to participate and cooperate in the programme.		Political	This could reduce sub-sector and other stakeholder engagement and participation in the programme and hinder progress. P = 2 I = 4	The programme incorporates activities that yield benefits for sub-sectors. The programme will build awareness of these benefits during the inception phase.	M&E unit	Project Developer	Nov. 2013	
2 Failure to create ownership of the programme by MINIRENA.		Political	This could reduce support for programme interventions and undermine efforts to implement the ENR Sector Plan. P = 1 I = 4	Programme design team have already involved key stakeholders from MINIRENA in problem identification and programme design. The programme will also ensure that TA support is integrated with existing structures to create ownership and build in sustainability to programme interventions.	M&E unit	Programme Developer	Nov. 2013	
3 Lack of capacity and commitment to and ownership of programme outcomes and resistance to new ways of working.		Political	This could undermine the effectiveness of proposed interventions as they rely on stakeholder participation. P = 4 I = 5	Capacity development will be based on needs assessments and extensive stakeholder consultation. The programme will only support capacity building initiatives that have Ministry backing. Participatory preparation process, involving extensive consultation within the Ministry and subordinate institutions, will reduce the risk of lack of commitment within the Government Agencies involved in the Natural Resources. An effective change management plan will be introduced and will explain the long term benefits of capacity building and advocate where necessary with individuals who may be resistant. The Programme will also provide support for strengthening communication and coordination between all Government agencies involved in the sector.	M&E unit	Programme Developer	Nov. 2013	
4 Low awareness and acceptance of the need		Political	This could reduce the level of active and	Programme will undertake detailed stakeholder consultation and awareness raising during	M&E unit	Programme Developer	Nov. 2013	



Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
to tackle capacity issues.			committed participation in capacity building initiatives undermining progress against programme targets. P = 2 I = 4	inception and develop and an effective advocacy strategy to win over influential stakeholders.				
5 Delays in the disbursement of funds, procurement and Institutional inefficiencies (lengthy approval processes etc.).		Financial	This could delay the recruitment of programme staff and hence programme implementation. P = 4 I = 4	At the national level MINIRENA and MINECOFIN will work closely with UNDP to ensure optimum conditions for timely disbursement of funds. The Programme Manager will ensure effective mobilisation of funds, contracting, monitoring, and financial reporting. The programme will develop and regularly update a Procurement Plan in line with Government guidelines.	M&E unit	Programme Developer	Nov. 2013	
6 Lack of transparency or political interference in allocation of programme resources.		Political	This could hamper progress against milestones and undermine confidence of stakeholders in the programme. P = 1 I = 5	Programme will be resourced with a team of professional staff who will ensure the programme meets the highest fiduciary standards. At the district level the programme will integrate capacity development interventions in District Development Plans and budgets. These plans are developed under conditions of high transparency and accountability.	M&E unit	Programme Developer	Nov. 2013	
7 Poor targeting of capacity building.		Operational	This could result in the most crucial positions being overlooked for capacity support. P = 4 I = 4	The programme will ensure effective targeting of staff for capacity support. This process will be co-ordinated by the Strategic Advisor. The Annual Review will include an appraisal of the targeting.	M&E unit	Programme Developer	Nov. 2013	
8 Staff turnover in the Programme may hamper progress.		Operational	This could reduce the effectiveness and efficiency of implementation as technical and management staff will be crucial in delivering outputs. P = 3	Recruitment process will ensure Terms of Reference meet human resource requirements to deliver quality outputs as well as ensure that the package is competitive and that the posts are advertised widely to ensure a good selection of candidates. Particular attention will be given to the key role of the Programme Manager who will be required in the TOR to have exceptional team building and management skills.	M&E unit	Programme Developer	Nov. 2013	

	Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
9	Risk of poaching of trained staff by other Government agencies and the private sector; risk of discontinuation of educational and training programs upon conclusion of the programme.		Operational	I = 4 This would undermine progress against targets and threaten the sustainability of capacity building investments beyond programme completion. P = 4 I = 5	Graduate training scheme will require graduates to sign a 3 year contract post training with MINIRENA. Agreement will be sought to integrate adequate educational and training budgets in MINIRENA's annual budgets to continue capacity building efforts beyond programme completion.	M&E unit	Programme Developer	Nov. 2013	
10	The expected rapid growth in mining investment will outpace the capacities of MINIRENA to monitor and regulate the sector.		Operational	This will undermine the Government's ability to oversee the development of the sector leading to environmental degradation and ineffective exploitation of mineral resources. P = 3 I = 4	The programme will identify gaps in regulations, capacity building needs, and consultation mechanisms needed. Capacity will be enhanced under Output 5. There will also be close interaction with mining companies and other key stakeholders, as well as awareness-raising. The Programme will strengthen the institutional frameworks and the Government has recently increased taxation of the sector to increase the revenues to ensure effective regulation.	M&E unit	Programme Developer	Nov. 2013	
11	Extreme climate events (e.g. destructive rains and landslides).		Environmental	Extreme weather events could hamper programme interventions (installation and operation of hardware etc.) and delay progress with programme implementation. P = 3 I = 5	The EWS recently installed in some parts of the country will enable appropriate actions to prepare for climatic hazards. The programme will also build in flexibility in terms of resource disbursement and management to enable technical staff to bring forward or delay programme interventions if necessary.	M&E unit	Programme Developer	Nov. 2013	
12	District administrations lack the resources and capacity to engage fully with the programme.		Organisational	This would affect the ability of the Ministry to obtain reliable data and feedback from the decentralised authorities leading to ill informed policy decisions. P = 3	Inclusion of programme deliverables in the District Performance Contracts where possible will help to ensure commitment of resources to programme objectives. The benefits of the capacity building will be explained to key stakeholders and capacity development activities will be planned carefully with senior managers from district authorities to optimise	M&E unit	Programme Developer	Nov. 2013	

Description	Date Identified	Type	Impact & Probability	Countermeasures / Management response	Owner	Submitted, updated by	Last Update	Status
13 Lack of co-ordination with other capacity development programmes in Rwanda and with other donors involved in ENR Sector support.		Organisational	I = 4  This could limit the capacity of MINIRENA to learn from and build on the experiences of related programmes or lead to duplication with other interventions. P = 3 I = 3	the timing and duration of support to compliment and support ongoing work in the districts.  The programme will review lessons from other programmes during the design/inception phase. Programme interventions will be co-ordinated through the SWAp, SPIU's in REMA and RNRA, Thematic Working groups and Joint Sector Reviews. The Programme Steering Committee will have cross Departmental representation and it will play a coordinating and consensus building role between the various stakeholders. The programme will also allocate resources for effective co-ordination and Terms of Reference for key staff including the Programme Manager will include responsibilities linked with effective communication and co-ordination. The programme team will continue dialogue with donors and monitor the development of new initiatives for further coordination with the donors.	M&E unit	Programme Developer	Nov. 2013	

## **Annex 2: Terms of Reference for M&E Consultants**

### **Job Description for International Monitoring and Evaluation Expert**

#### **Job Title**

International Monitoring and Evaluation Expert

#### **Station**

The International Monitoring and Evaluation Expert will be stationed at MINIRENA, Kigali, working on day to-day basis in the Planning, Monitoring and Evaluation Unit. S/he will coordinate closely with the Planning, M&E Units of RNRA and REMA to ensure effective implementation.

#### **Duration of contract**

3 years (full-time), with possibility for extension by 1 + 1 year (part-time)

#### **Tasks**

The International M&E Expert will lead and coordinate a team of two experts that will provide long-term technical assistance to MINIRENA and its affiliated national authorities i.e. REMA and RNRA, for the rollout and initial implementation of the ENR M&E System. The technical assistance will specifically focus on building the institutional and human resources capacity of the ENR institutions and sub-national entities (district ENR actors) and providing technical advise and support to the senior management and staff of the ENR institutions through targeted and on-going training, mentoring and supervision, to ensure efficient, effective and sustainable implementation of the ENR M&E System.

The International M&E Expert shall report to the Permanent Secretary, MINIRENA. S/he will work on day-to-day basis, with the Director of Planning, Monitoring and Evaluation in MINIRENA and the Director Generals of REMA and RNRA. He or she will advise MINIRENA on all technical matters and ensure that all operations are carried out in accordance with the main implementation tools developed under the system. The Expert will also supervise and support short-term consultants and collaborate with them in the execution of their duties and producing agreed deliverables.

The specific tasks of the International M&E Expert will include, but not necessarily be limited to:

- Initiating, planning and implementing capacity development activities, including on-the-job and other types of training, at all levels of the ENR M&E System.
- Engaging and building capacity with district-level staff, and facilitating the refining of district-level indicators and introduction of realistic targets.
- Preparing annual and medium-term plans for the implementation of the ENR M&E System.
- Providing hands-on technical support to concerned institutions.
- Preparing detailed specifications for all components of the M&E System, including final solutions for data generation, storage and reporting.
- Initiating, planning and supervising the implementing of commissioned studies and short-term consultancies related to ENR M&E indicators and baselines, environmental indices and capacity development, and take follow-up action on recommendations.
- Facilitating the refining and scheduling the introduction into the ENR M&E System of all indicators.
- Monitoring and reporting on the performance of the ENR M&E system.

#### **Qualifications and experience**

- At least a Masters Degree in a relevant discipline, or equivalent knowledge acquired through work experience.
- A minimum of 10 years' experience of developing and implementing M&E systems in the environment and natural resource sector.
- Extensive experience of training and capacity development.
- Experience of applying international systems and indices related to the ENR sector, such as SEEA or similar systems for natural capital accounting, EPI, GGEI, Climate Change Vulnerability indices and carbon footprints.
- Work experience in physical, social and economic environments similar to Rwanda.
- Fluency in spoken and written English.
- Functional competencies shall include:
  - Ability to collaborate smoothly with a wide range of stakeholders, including staff from the Government, line ministries, local governments and development partners.
  - Ability to take initiatives and work independently.
  - Excellent conceptual and analytical abilities.
  - Strong communication and interpersonal skills.
  - Capacity to build up good relationships and transfer knowledge and skills to counterparts in Rwanda.
  - Good team leadership, mentoring and conflict resolution skills.
  - Ability to take initiatives and work independently.

## **Job Description for Regional/National Monitoring and Evaluation Expert**

### **Job Title**

Regional/National Monitoring and Evaluation Expert

### **Station**

The International Monitoring and Evaluation Expert will be stationed at MINIRENA, Kigali, working on day-to-day basis in the Planning, Monitoring and Evaluation Unit. S/he will coordinate closely with the Planning, M&E Units of RNRA and REMA to ensure effective implementation.

### **Duration of contract**

3 years (full-time), with possibility for extension by 1 + 1 year (part-time)

### **Tasks**

The Regional/National M&E Expert will be a member of a team of two experts that will provide long-term technical assistance to MINIRENA and its affiliated national authorities i.e. REMA and RNRA, for the rollout and initial implementation of the ENR M&E System. The technical assistance will specifically focus on building the institutional and human resources capacity of the ENR institutions and sub-national entities (district ENR actors) and providing technical advise and support to the senior management and staff of the ENR institutions through targeted and on-going training, mentoring and supervision, to ensure efficient, effective and sustainable implementation of the ENR M&E System.

The Regional/National M&E Expert shall report to and work under the supervision of the International M&E Expert, who is the Team Leader. S/he will work on day-to-day basis, with the management and staff of MINIRENA, REMA and RNRA, and will advise on all technical matters and ensure that all operations are carried out in accordance with the main implementation tools developed under the system. The Expert will also support short-term consultants and collaborate with them in the execution of their duties and producing agreed deliverables.

The specific tasks of the Regional/National M&E Expert will include, but not necessarily be limited to:

- Initiating, planning and implementing capacity development activities, including on-the-job and other types of training, at all levels of the ENR M&E System.
- Engaging and building capacity with district-level staff, and facilitating the refining of district-level indicators and introduction of realistic targets.
- Providing hands-on technical support to concerned institutions.
- Assisting in preparing detailed specifications for all components of the M&E System, including final solutions for data generation, storage and reporting.
- Initiating, planning and supporting the implementing of commissioned studies and short-term consultancies related to ENR M&E indicators and baselines, environmental indices and capacity development, and take follow-up action on recommendations.
- Facilitating the refining and scheduling the introduction into the ENR M&E System of all indicators.
- Monitoring and reporting on the performance of the ENR M&E system.

### **Qualifications and experience**

- At least a Masters Degree in a relevant discipline, or equivalent knowledge acquired through work experience.
- A minimum of 10 years experience as a consultant in the ENR sector in the region.

- Experience of M&E, training and capacity development.
- Fluency in spoken and written English.
- Functional competencies shall include:
  - Ability to collaborate smoothly with a wide range of stakeholders, including staff from the Government, line ministries, local governments and development partners.
  - Ability to take initiatives and work independently.
  - Excellent conceptual and analytical abilities.
  - Strong communication and interpersonal skills.
  - Capacity to build up good relationships and transfer knowledge and skills to counterparts in Rwanda.
  - Good mentoring and conflict resolution skills.